



Infrastructure
Western Australia

State Infrastructure Strategy Implementation Progress Report

February - June 2023

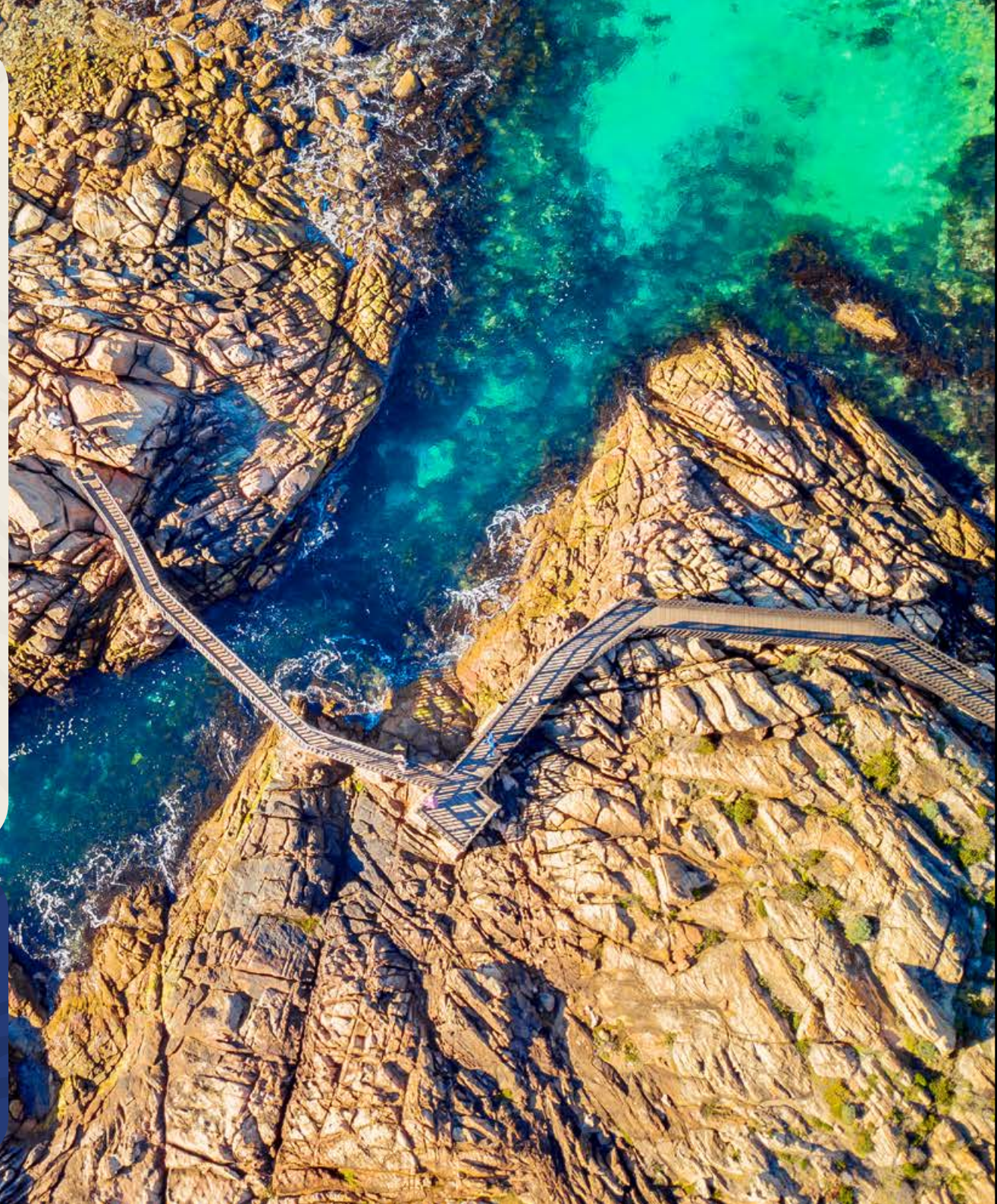


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Acknowledgement of Country

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





Foreword

On behalf of the Infrastructure WA (IWA) board, I am pleased to present the inaugural annual Implementation Progress Report on the State Infrastructure Strategy (Strategy). This report outlines the WA Government's progress in implementing the Strategy's recommendations as supported in the WA Government's response.

Western Australia's inaugural Strategy, *Foundations for a Stronger Tomorrow*, released in July 2022, identified 93 recommendations to improve the foundations of the state's infrastructure system. It highlights the need to build smarter, more integrated, connected and resilient infrastructure that maximises value to the community and industry.

The Strategy was well received by the WA Government, with 98% of recommendations supported in part or in full. This was a significant achievement for IWA and the community and a testament to the thorough consultation and research that informed the Strategy.

The work that lies ahead will be challenging, particularly with ongoing construction market constraints, a growing WA economy and the commitment by the WA Government to reduce emissions by 80% by 2030. In Western Australia's dynamic and fast-evolving industrial landscape, collaboration will be key to driving successful outcomes.

There is also great opportunity to enhance the efficiency, reliability and resilience of critical infrastructure through sustainable and well-informed investment. Connecting the built and natural environments to create innovative

ecosystems can improve economic, social and environmental outcomes.

This report sets out how IWA will track the progress of the Strategy's implementation and provides valuable insight into the work of the many responsible lead agencies. Over the coming years, progress reports will highlight improvements made to infrastructure planning systems and practices and support IWA in identifying priorities and focus areas for future strategies and other advice to government.

The reporting period covered by this first report is from February 2023, when the WA Government handed down its response to the Strategy, until the end of June 2023. Some of the longer-term reforms aimed at improving fundamental elements of the infrastructure system, such as policy, planning and legislative frameworks, may not have progressed significantly in this time. Given the pace of change, we have also taken the opportunity to highlight some of the emerging issues and areas of focus for future years.

While good progress is being demonstrated in implementing the Strategy's recommendations, there are some areas where IWA encourages ongoing focus. These include Aboriginal

participation (engagement) across the infrastructure life cycle, improving housing diversity and supply, and better understanding infrastructure needs and the coordination required to support the energy transition.

IWA maintains its role as an independent advisor to the WA Government and remains committed to assisting our public sector colleagues as they work to drive change.

Thank you to the IWA team, the Department of the Premier and Cabinet, and other agencies and government trading enterprises for your passion and commitment in supporting the Strategy's vision. Together we can continue building a stronger, more diverse and resilient community, economy and environment for all Western Australians.

Nicole Lockwood
Chairperson

Progress at a glance

The State Infrastructure Strategy (Strategy) made 93 recommendations as advice to the WA Government, which were largely supported. The Government Response to the Strategy committed to 143 actions. Further work has been undertaken by the Department of the Premier and Cabinet (DPC) and lead agencies to refine this work program which has resulted in 156 reportable government actions being led by 26 lead agencies and government trading enterprises (GTE). Of these actions, 10 have been completed, 135 are in progress and 11 have not commenced. Further information at a cross-cutting theme and sector level is provided in this report, which addresses the reporting period from February to June 2023 only.

Cross-cutting themes

IWA OBSERVATIONS



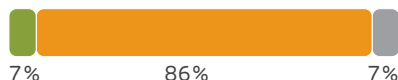
Digital connectivity and technology

Continued engagement with telecommunications providers and the Australian Government will be required to address digital connectivity gaps for those in outer regional areas and remote Aboriginal communities. A targeted approach to investment will be important to address these gaps.

5 recommendations

100%

14 actions



Aboriginal cultural heritage, wellbeing and enterprise

Clarification of roles and responsibilities for municipal infrastructure in homeland (remote) communities will be an important focus for government, as well as embedding Aboriginal participation (engagement) into business-as-usual practices across the infrastructure life cycle.

4 recommendations

75% 25%

4 actions



Climate change and sustainability

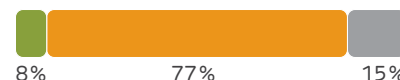
Integrating sustainability considerations into decision-making for service provision and asset management will be important to reduce sectors' carbon emissions.

Agreed performance measures will be needed to evaluate decisions and track progress.

9 recommendations

44% 56%

13 actions



Regional development

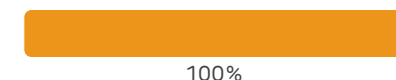
Development of a regional development strategic framework is encouraged to guide whole of government action and investment.

Finding new ways to coordinate and deliver social services and infrastructure through integrated place-based models is needed to respond to population change.

3 recommendations

100%

3 actions



Level of support in Government Response

- Recommendation fully supported
- Recommendation partially supported
- Recommendation not supported

Status of government actions

- Action complete
- Action on schedule
- Action not commenced



Planning and coordination

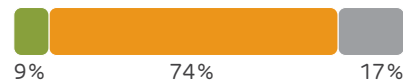
Deconstraining strategic infill locations, as well as monitoring and evaluating infill initiatives, will be important moving forward.

Development of a shared vision for the central area of Perth and immediate surrounds is encouraged, to drive the city's next phase of transformation.

15 recommendations



23 actions



Infrastructure delivery

Adoption of outcomes-focused approaches to procurement and other incremental improvements is encouraged. A public sector infrastructure pipeline is also needed to support data-led decision-making and project de-risking.

4 recommendations



2 actions



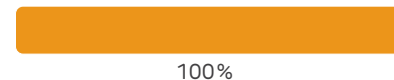
Asset management

Programs that provide further guidance and assistance to agencies and GTEs to support improved asset management practices is encouraged. This will support improved risk-based decision-making, identify and encourage preventative maintenance approaches, and support life cycle asset optimisation.

2 recommendations



2 actions



Sectors

IWA OBSERVATIONS



Energy

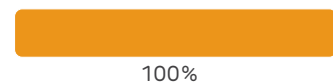
Development of an implementation plan to support the energy transition is encouraged.

Greater consideration of funding and financing models and a clear position on the role of government and the private sector in the delivery of enabling infrastructure is also needed.

5 recommendations



7 actions



Water

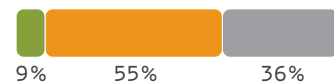
To achieve the state's decarbonisation goals, coordinated energy and water infrastructure planning is required.

Better understanding and responding to regional water needs is also critical, especially in the south-west of the state.

6 recommendations



11 actions



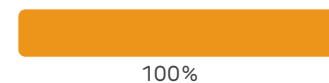
Waste

Strategies to improve processing capacity, build demand and establish end-use markets for waste-recovered materials are needed to achieve overarching waste objectives. Increasing the use of recycled products across infrastructure projects through stronger procurement policies and practices is also encouraged.

2 recommendations



7 actions



Transport

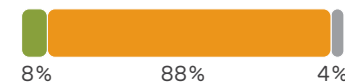
Ongoing identification of opportunities to improve broader governance arrangements to drive a strategic, mode agnostic approach across the Transport Portfolio is encouraged.

Establishment of a public transport patronage action plan to coordinate and integrate initiatives is also encouraged.

15 recommendations



26 actions

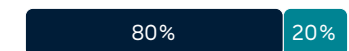


Housing

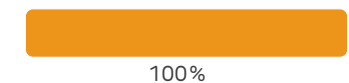
Providing a greater focus on affordable housing supply initiatives will foster the progression from subsidised housing to private market options.

Ensuring that regional housing needs are well understood and addressed also requires ongoing attention.

5 recommendations



9 actions



**Level of support
in Government
Response**

- Recommendation fully supported
- Recommendation partially supported
- Recommendation not supported

**Status of
government
actions**

- Action complete
- Action on schedule
- Action not commenced



Health

A greater focus on preventative, community-based and primary health care is required to achieve the aims of the Sustainable Health Review and transform the health system. Detailed planning to inform the redevelopment of complex sites is also encouraged.

8 recommendations

75%

25%

19 actions

100%



Education and training

A focus on restricting transportable building use to temporary demand solutions and the use of more standard pattern designs and alternative construction methods is encouraged.

It will also be important to secure future school sites in both greenfield and infill settings.

2 recommendations

100%

4 actions

100%



Arts, culture, sport and recreation

Significant maintenance activities are needed to address a large, ageing and dispersed asset base to ensure facilities remain fit for purpose. Investigation of options to improve the capacity and quality of Perth's convention and exhibition facilities is encouraged.

5 recommendations

100%

8 actions

100%



Justice and public safety

A focus on justice reinvestment initiatives for all population cohorts, through outcomes-focused cross-government, community and private-sector collaboration will be important.

Further initiatives to improve long-term planning for courts and police facilities is also encouraged.

3 recommendations

67%

33%

4 actions

100%



Mullaloo beach, Perth - Shutterstock

Introduction

Infrastructure WA (IWA) finalised the inaugural State Infrastructure Strategy (Strategy) in July 2022. The Strategy addressed a range of infrastructure matters, focusing on fundamental elements of the infrastructure system such as policy, strategic planning and legislative frameworks. The Strategy made 93 recommendations, as advice to the WA Government.

These recommendations centred around 6 core themes:

- managing demand for infrastructure through prevention, early intervention and pricing
- improving the quality and consistency of strategic infrastructure planning and processes
- addressing climate change
- implementing data sharing and other tools to support infrastructure planning and investment decision-making
- optimising the existing infrastructure asset base
- identifying major infrastructure programs.

In line with the *Infrastructure Western Australia Act 2019* (IWA Act) the WA Government provided a formal response to each of the Strategy's recommendations. This response was tabled in the WA Parliament on 14 February 2023. In that response, the government outlined its support (in part or in full) for the vast majority of the Strategy's recommendations.

At the time the Strategy was developed, the public sector was experiencing an unusual level of uncertainty and pressure due to the impacts of the COVID-19 pandemic. This resulted in a strong focus on addressing immediate-term priorities.

Infrastructure investment was used as a primary economic stimulus tool in response to the pandemic at both a state and federal level, with significant investment committed for both new infrastructure and the maintenance of existing infrastructure.

Western Australia's recovery from the COVID-19 pandemic has been strong, with the domestic economy growing by a cumulative 16.5% since the onset of COVID-19. This represents the strongest growth of any Australian State and is greater than national growth of 11.1% for the same period.¹ Western Australia continues to experience population growth (supported by migration) and low unemployment levels.

Moving forward, Western Australia's buoyant economy, solid outlook for business investment, energy transition and growing population will continue to drive demand for infrastructure and underpin positive conditions for private operators and investment. However, a record pipeline of infrastructure investment coupled with skilled labour shortages and some supply chain challenges may continue to constrain infrastructure delivery capacity in the coming years. Developing a clear roadmap for the energy transition, ensuring balanced housing supply, managing the sustainability and resilience of the infrastructure portfolio, and improving the visibility and alignment of the infrastructure pipeline with the market's capacity to deliver, are areas that will require attention.

Purpose and process

Purpose of the Implementation Progress Report

The IWA Act requires that monitoring reports are prepared and made publicly available on an annual basis, to report on the WA Government's progress in implementing the recommendations of the Strategy. In preparing these reports, IWA is required take into account the [WA Government's response](#) to the Strategy (Government Response) and the 10-year State Infrastructure Program (SIP). These annual implementation progress reports will help foster accountability and transparency, outline changing circumstances and identify emerging infrastructure opportunities and challenges for the state.

The Government Response indicates the extent to which each of the Strategy's recommendations are supported, and where they are not supported in full, the reasons for that. The current Government Response outlined support for 98% of the Strategy's recommendations, either in part or in full.

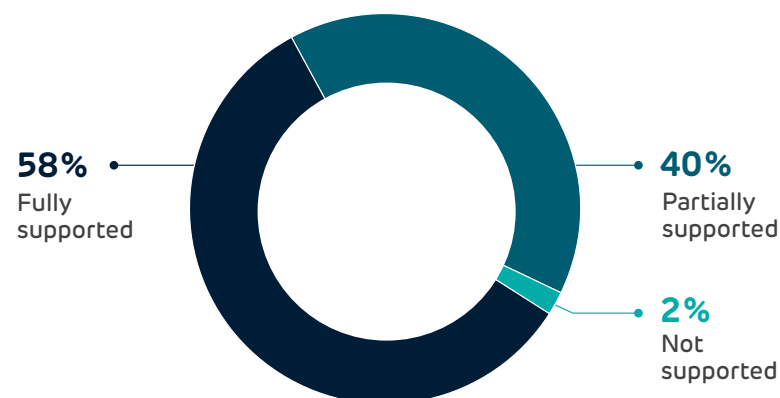
The government's annual 10-year SIP provides a rolling, public facing program of Western Australia's 10-year infrastructure needs, challenges and opportunities. Information contained in the SIP is considered when developing annual implementation progress reports. The inaugural SIP was published in August 2023.

Monitoring and reporting framework

DPC, in consultation with IWA, has developed a monitoring and reporting framework that supports ongoing collection of data to monitor implementation progress and embed an annual reporting regime within the government. The Government Response identifies a range of actions that address the Strategy's recommendations. These form the baseline of activity for monitoring and reporting purposes for this and future years. The framework will guide lead agencies and GTEs on their reporting responsibilities and track progress of implementation of the Strategy's supported recommendations.

Summary of WA Government support

An overview of the levels of Government support for the recommendations is below:



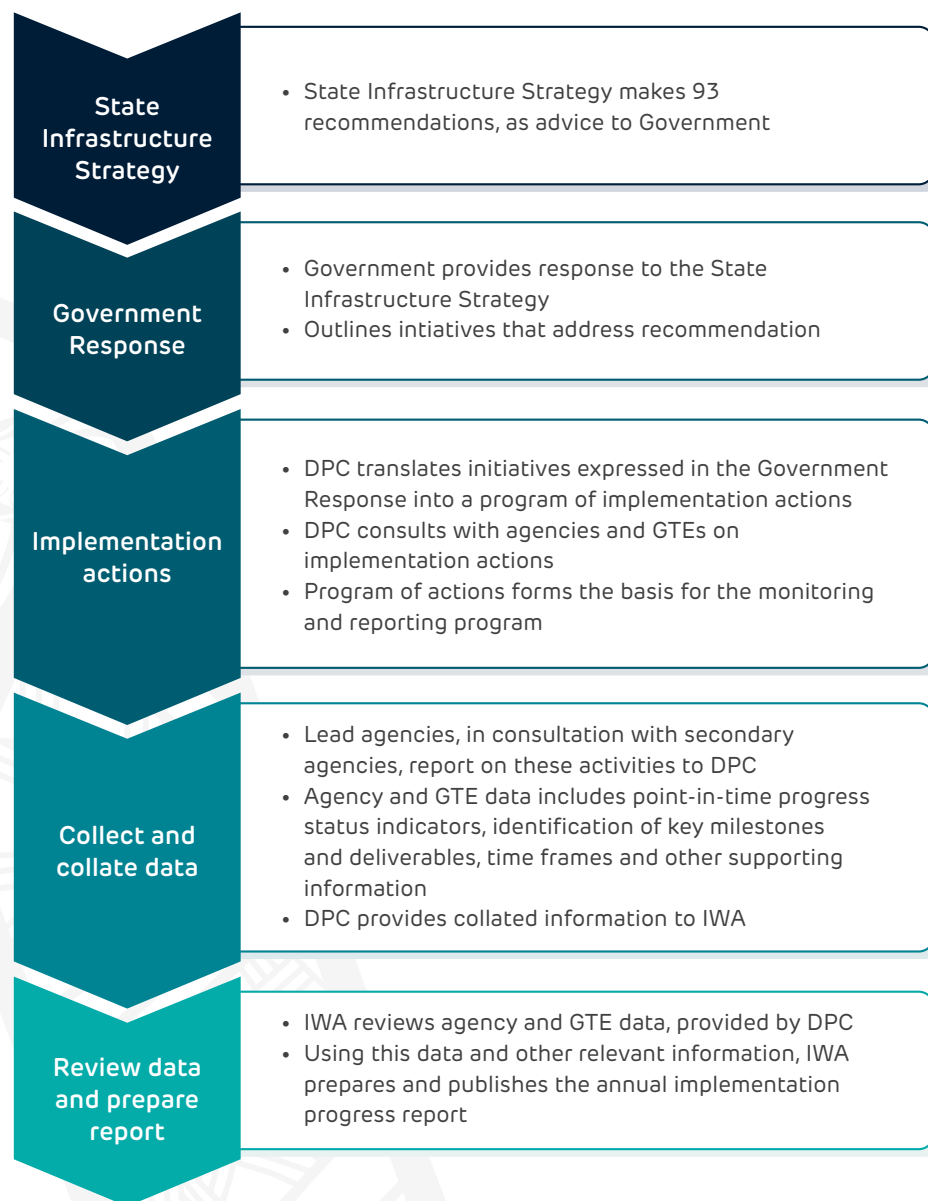
Source: WA Government, [State Infrastructure Strategy – Foundations for a stronger tomorrow: WA Government Response](#), WA Government, 2023, accessed 8 November 2023

Roles and responsibilities

In order to prepare annual monitoring reports IWA receives data on implementation activities relevant to the Strategy's recommendations. DPC is responsible for collating and reviewing information provided by the 26 lead agencies with implementation commitments in the Government Response and providing this to IWA.

Lead agencies, in consultation with secondary agencies, are required to confirm actions and deliverables for recommendations, implement recommendations in line with the Government Response and provide biannual status updates to DPC on progress of implementation.

The monitoring and reporting processes



Implementation Progress Report 2023

Once fully established, the reporting period for the implementation progress report will be 12 months. It will be timed to best capture end-of-financial-year and related key reporting activities across government. However, the reporting period for this first report is shorter. While the reporting period for this report commenced in February 2023 (when the Government Response was delivered) and ended on 30 June 2023, it still captures progress that has occurred since the Strategy was published in July 2022. Progress in implementing some recommendations may not be immediately evident due to this compressed reporting period but will likely be more apparent in subsequent reports.

This report aims to provide accurate and current information. As the first of a series, it sets the approach and the structure for future reports. It is designed to reflect the structure of the Strategy, reporting against all 93 recommendations by cross-cutting theme and sector, as supported by the Government Response.

The characteristics of identified actions are many and varied, ranging from policy reform to physical infrastructure delivery. Time frames for delivery are also varied, with some activities already in progress and others with completion scheduled after a revised Strategy is published, which in accordance with the IWA Act is due in 2027. As a result, some activities with long lead times may not demonstrate progress for some years to come.

Information provided by lead agencies responsible for the implementation of Strategy recommendations indicates that progress has been made on 77 of the 91 recommendations that were partially or fully supported. It is noted that a number of recommendations have delivery time frames of 2027 or later. Some of the actions to implement these recommendations are expected to commence at a later stage.

While it has been less than one year since the WA Government handed down its response to the Strategy, it is encouraging to see initiatives being progressed that will improve infrastructure system fundamentals. Ongoing work to improve infrastructure planning, policy and legislative frameworks will be important in achieving a range of government objectives.

How to read this report

This report is structured to reflect the Strategy, with a section dedicated to each of the Strategy's cross cutting themes and sectors. Each of these sections includes an overview of:

- recent trends – providing some current context
- achievements – highlighting recent government initiatives relevant to the Strategy
- focus areas for 2024 – identifying where IWA considers the Government should focus its attention in the short term
- factors for the future – noting any emerging matters that may be considered as part of IWA's future advice to Government.

Progress relating to each of the Strategy's recommendations (as interpreted by the Government's program of actions) is provided in table form. This includes:

- Strategy recommendations: These are described in shortened form. Full descriptions of each recommendation can be found on the [IWA website](#).
- Government actions: These are the actions that the government has committed to as part of implementing the Strategy's recommendations. These actions have been determined by DPC and agencies from content in the Government Response.
- Deliverables: These have been identified by lead agencies as part of the reporting process and relate to the Government actions.
- Lead agency: A lead agency has been identified for each implementation action. In some cases there are multiple agencies working together to implement the recommendation, however only the lead agency is identified. It is the responsibility of the lead agency to report on implementation progress in consultation with other agencies as required. Agencies are referred to using shortened forms which are listed at the end of the document.
- Time frame for delivery: These are the time frames identified in the Government Response. There may be instances in future reports where these time frames are adjusted as implementation activities progress and there is more certainty about practical delivery time frames.
- Progress status: This information has been provided by lead agencies. Status indicators have been used to provide a simple visual representation of progress.
- IWA comment: This is commentary from IWA based on the data received from lead agencies and other relevant information. Commentary is provided in instances where IWA believes there is an implementation gap or where more detail is necessary to provide further understanding of the implementation status.



Construction - Shutterstock



Digital connectivity and technology

Embracing digital for efficient, data-informed decision-making, flexible service delivery and social and economic equity

Recent trends

Digital inclusion is measured in the Australian Digital Inclusion Index 2023 across 3 dimensions: access, affordability and digital ability. Western Australia's score of 73 is on par with the national average of 73.2; however, across Australia, there remains a gap between capital cities and the rest of the country.²

Those living in outer regional Australia are 6.9 points below the national average. There is also a significant nationwide gap of 7.5 points between First Nations Australians and other Australians. This gap is even more pronounced in remote (24.4 points) and very remote (25.3 points) areas.³

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- launching PeopleWA, which connects de-identified data from a range of social services, providing a secure e-research environment
- providing \$5 million in funding as part of the Challenge initiative, which seeks technological solutions to improve health service delivery in the Pilbara, and launching Health in a Virtual Environment in Kalgoorlie
- investing \$25.5 million to expand cybersecurity services, resulting in 69 agencies connecting to the Security Operations Centre since April 2023
- commencing a digital literacy program to educate older Aboriginal people about scams and digital crime.

Focus areas for 2024

The Australian and WA governments are working together through the Mobile Blackspot Program and the Better Connectivity Plan for Regional and Rural Australia to address connectivity gaps. Continued engagement with the Australian Government and telecommunications service providers is required to optimise the benefits for Western Australia and address

2023 Australian Digital Inclusion Index scores and dimensions by remoteness level

Remoteness	Index score	Access score	Affordability score	Digital ability score
Major cities	74.6	73.3	95.2	66.9
Inner regional	71.3	70.4	94.6	62.0
Outer regional	66.3	66.5	93.5	54.6
Remote	70.0	67.0	95.3	61.3
Very remote	62.6	55.1	93.8	56.6
National average	73.2	72.0	95.0	64.9

Source: J Thomas, A McCosker, S Parkinson, K Hegarty, D Featherstone, J Kennedy, I Holcombe-James, L Ormond-Parker and L Ganley, [Measuring Australia's digital divide: Australian Digital Inclusion Index 2023](#), ARC Centre of Excellence for Automated Decision-Making and Society, RMIT University, Swinburne University of Technology and Telstra, 2023, accessed 28 August 2023






digital inclusion gaps. Ongoing attention to digital connectivity in the regions is encouraged, especially for Aboriginal communities where a significant digital gap remains.

Factors for the future





Technology continues to develop at a rapid pace, with the future impacts of artificial intelligence (AI) poised to transform various domains. In mining and agriculture, AI is expected to further streamline operations and increase productivity. The health sector is anticipated to witness significant AI-driven advancements, but the World Health Organization warns that 'like all new technology, it can be misused and cause harm.'⁴

AI in smart city development can foster efficient energy use, robust infrastructure and optimised transportation systems. Exponential growth in the volume and consumption of data to support new businesses and technologies is expected to continue, which will place ongoing pressure on network capacity. Challenges concerning privacy, ethics and job displacement may also arise, necessitating the development of robust regulations and upskilling initiatives.






Maturing the state's data science capabilities and improving the use of data will support better planning and decision-making and prepare the state to optimise the opportunities that new technologies offer, and better understand and mitigate any associated risks.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 1	Elevate WA's focus on accelerating digital transformation and connectivity infrastructure					Fully supported in Government Response
Action 1	Deliver the Digital Strategy for the Western Australian Government 2021-2025	<ul style="list-style-type: none"> Delivery of the Digital Strategy, noting progress is outlined in the Digital Strategy Roadmap Administration of the Digital Capability Fund to support digital transformation and upgrade to systems 	DPC (ODG)	Underway		
2	Continue to investigate developing an integrated state-wide plan for digital connectivity	<ul style="list-style-type: none"> Preparation of the State Digital Connectivity Plan 	DPC (ODG)	Underway		
3	Implement the \$48.6m WA Regional Digital Connectivity Program	<ul style="list-style-type: none"> Finalisation of round 2 and 3 of the Regional Digital Connectivity Program (co-fund with the Commonwealth) to improve connectivity at prioritised locations in regional WA 	DPIRD	Underway		<i>Implementation is progressing, however increasing attention to digital connectivity in regional areas is encouraged, particularly for homeland (remote) Aboriginal communities where a significant digital inclusion gap remains</i>
Rec 2	Apply a digital-first approach to all stages of the infrastructure life cycle					Fully supported in Government Response
Action 4	Investigate the development of a digital-first smart infrastructure policy	<ul style="list-style-type: none"> Preparation of advice to government on purpose, scope and implications of a digital-first smart infrastructure policy 	IWA	From 2023		<i>Scheduled for completion by mid-2024</i>
5	Develop a digital-first smart infrastructure policy	<ul style="list-style-type: none"> Development of a digital-first smart infrastructure policy that guides the application of digital technologies 	IWA	From 2023		<i>Implementation has not progressed as Action 4 must be completed before this action can commence</i>

 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 3	Improve cybersecurity practices for state-owned and regulated infrastructure owners and operators					Fully supported in Government Response
Action 6	Continue to implement the WA Government's Cyber Security Policy	<ul style="list-style-type: none"> Provision of agency cybersecurity support, guidance and uplift Onboarding of agencies to the Security Operations Centre Inclusion of cybersecurity in emergency management arrangements 	DPC	Complete		
7	Implement the updated Strategic Asset Management Framework (SAMF)	<ul style="list-style-type: none"> Consideration of how the SAMF can support improved cybersecurity practices 	DT	Complete		The Government Response reported implementation as complete. IWA notes the Department of Treasury's intention to continue to consider how the SAMF can facilitate improved cybersecurity practices for state-owned and regulated infrastructure owners and operators
Rec 4	Develop digital capabilities within state agencies and GTEs					Fully supported in Government Response
Action 8	Progress privacy and responsible information sharing legislation for the WA public sector	<ul style="list-style-type: none"> Proclamation of privacy and responsible information sharing legislation 	DPC (ODG)	2024		
9	Improve protections of government held personal information of Western Australians by implementing the information classification policy through the Digital Strategy's Safe and Secure priority	<ul style="list-style-type: none"> Finalisation and implementation of the information classification policy, including: <ul style="list-style-type: none"> establishment of inter-agency working group and community of practice development of guidance toolkit completion of agency assessments agency compliance by mid-2025 	DPC (ODG)	2024		Implementation is progressing but may need accelerating to meet completion time frames

 Completed
 On schedule
 Behind schedule
 Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Action 10	Continue to lead, develop and support whole of government cybersecurity resilience by fortifying WA's visibility of and response to cyber security threats	<ul style="list-style-type: none"> Establishment of Cyber Security Uplift Team Collaboration with the Australian Government to meet cybersecurity obligations Review and update of the Cyber Security Policy Inclusion of cybersecurity in state emergency management arrangements 	DPC (ODG)	2024		
11	Progress the Spatial WA program	<ul style="list-style-type: none"> Preparation of a project definition plan Establishment of central program team resources and governance structures Procurement of delivery partner 	Landgate	2024		<i>Implementation is progressing but is subject to ongoing funding decisions</i>
12	Develop data management and sharing guidelines	<ul style="list-style-type: none"> Development of guidance materials to support improved data management capabilities and to outline obligations, responsibilities and practices of data sharing 	DPC	2024		<i>Implementation has not progressed as Action 8 must be completed before this action can commence</i>
13	Expand initiatives attracting graduates with digital capabilities to the public sector	<ul style="list-style-type: none"> Continuation of the Interagency Data Science Graduate Program 	DPC	2024		
Rec 5	Undertake an assessment of WA's science and research infrastructure needs					Fully supported in Government Response
Action 14	Investigate WA's science and research infrastructure needs	<ul style="list-style-type: none"> Completion of a common user infrastructure audit for the health and medical life sciences sector Determine infrastructure needs to inform the National Collaborative Research Infrastructure Strategy Investment Pathway 	DJTSI	2025		

 Completed
  On schedule
  Behind schedule
  Not commenced



Aboriginal cultural heritage, wellbeing and enterprise

Empowering and supporting Aboriginal-led cultural heritage, wellbeing and enterprise throughout the infrastructure life cycle

Recent trends

At a national level, progress towards the 15 Closing the Gap targets that can be assessed has been limited, with only 4 on track to be met (as at July 2023).⁵ At a state level, Western Australia is demonstrating improvement across some socio-economic outcome areas, although the baseline level or starting point from which progress is measured may be lower than the national average in some areas.⁶

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- awarding 6.9% of its contracts to Aboriginal businesses (with a total value of more than \$254 million) in 2022-23 against a target of 3.5%,⁷ increasing from 5.6% in 2021-22⁸
- establishing the \$350 million Remote Communities Fund to regularise and upgrade water and electricity infrastructure, and to build and refurbish housing in homeland (remote) Aboriginal communities⁹
- committing \$281.5 million to improve social and economic wellbeing, including \$6 million to support the state's Aboriginal community-controlled sector¹⁰
- committing an additional \$42.6 million to the Essential and Municipal Services Upgrade program for homeland (remote) Aboriginal communities.¹¹

Focus areas for 2024

While the efforts to regularise water and energy services is commended, establishing sustainable funding arrangements, and clarifying roles and responsibilities for municipal infrastructure in homeland (remote) communities and town-based reserves, is encouraged.

Select 2023 reported Closing the Gap socio-economic outcome areas results

Outcome areas		WA 2023	Australia 2023	WA baseline
Life expectancy gap for Aboriginal and Torres Strait Islander adults	female	12 yrs	7.8 yrs	(2005-2007) 12.9 yrs
	male	13.4 yrs	8.6 yrs	14.7 yrs
Percentage of Aboriginal and Torres Strait Islander babies born at a healthy birthweight (target 91% by 2031)		88%	89%	(2017) 86.9%
Percentage of Aboriginal and Torres Strait Islander adults aged 25-64 employed (target 62% by 2031)		49.8%	55.7%	(2016) 44.7%

Source: Productivity Commission, [Closing the Gap annual data compilation report July 2023](#), Australian Government, 2023, accessed 3 November 2023

The WA Government supported the need for engagement with Aboriginal people on major infrastructure proposals; however, further guidance (developed hand-in-hand with Aboriginal people) is needed to embed participation (engagement) into business-as-usual practices across the infrastructure life cycle.

Factors for the future




There are many opportunities for the WA Government to embed and support participation, and partner, with Aboriginal people across the infrastructure life cycle. In alignment with Priority Reform 3 of Closing the Gap, it is important to maintain focus on transforming government institutions and organisations. The WA Government is a party in the National Partnership Agreement on Closing the Gap and is obligated to change ways of working. By addressing the structural barriers that prevent change, the WA Government can demonstrate it is listening to Aboriginal people. *The Review of the National Agreement on Closing the Gap: draft report*

highlighted that some governments demonstrate a 'willingness to partner in shared decision-making but change is not occurring',¹² which highlights the need for new and Aboriginal-led approaches.

The energy transition also provides a significant opportunity for Aboriginal and Torres Strait Islander people in terms of planning, locating and realising benefits from the establishment of renewable energy projects. Models that support co-ownership or equity investment arrangements in energy and other infrastructure projects should be further explored and applied where appropriate, to build capacity and expand benefits for Aboriginal and Torres Strait Islander people.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 6	Embed and support engagement with Traditional Owners and Custodians					Fully supported in Government Response
The Government Response notes that the Aboriginal Empowerment Strategy addresses the recommendation, and has marked it as complete. IWA's observation of recent major infrastructure proposals indicates that agencies could apply this strategy more consistently to achieve outcomes						
Rec 7	Strengthen application of the Aboriginal Procurement Policy					Not supported in Government Response
This recommendation was not supported by the government. IWA will continue to monitor application of the Aboriginal Procurement Policy and provide advice on policy elements and outcomes, as required						
Rec 8	Progressively build capacity and capability of Aboriginal businesses by developing and implementing complementary and proactive measures					Fully supported in Government Response
Action 15	Build capacity and capability of Aboriginal businesses by developing and implementing complementary and proactive measures through the Aboriginal Business Capability Program	<ul style="list-style-type: none">• Delivery of capability building services to Aboriginal businesses through the Aboriginal Business Capability Program	DF	2024		

 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 9	Improve the quality and resilience of infrastructure and services provided in remote Aboriginal communities and town-based reserves					Fully supported in Government Response
Action 16	Commit to improving the quality and resilience of infrastructure services provided in homeland (remote) Aboriginal communities and town-based reserves, including the <i>National Agreement on Closing the Gap</i> target 9b	<ul style="list-style-type: none"> Use of the Remote Communities Fund to improve essential water and electricity services and improve housing and municipal services availability in Aboriginal communities 	DC	2024		<i>Implementation is progressing, however clarification of roles, responsibilities and funding arrangements for municipal infrastructure is encouraged</i>
17	Progress the transfer of responsibility for power, water and wastewater services to homeland (remote) and town-based Aboriginal communities from DC to the state-owned utilities Horizon Power and Water Corporation	<ul style="list-style-type: none"> Transfer of responsibilities for power, water and wastewater services to homeland (remote) and town-based Aboriginal communities from DC to Horizon Power and Water Corporation 	DC	2024		<i>Implementation of this action is complete, with the responsibility for power, water and wastewater services in 141 Aboriginal communities transferred to Horizon Power and Water Corporation between 1 April – 30 June 2023</i>
18	Investigate land tenure reform to unlock land for future land-use activities – including an evaluation of the Bidyadanga Land Activation Pilot project	<ul style="list-style-type: none"> Executed Deeds of Agreement for transfer of essential service assets, enabling asset control and access rights, between asset holders and GTEs in homeland (remote) Aboriginal communities Transfer of land tenure, including divestment of 2 Aboriginal Lands Trust reserves, in Bidyadanga community, and completed evaluation of the Bidyadanga Land Activation Pilot Project 	DPLH	2024		

 Completed
  On schedule
  Behind schedule
  Not commenced



Climate change and sustainability

Progressing climate action for a more resilient future

Recent trends

Recent extreme weather events in Western Australia, including Cyclone Seroja in 2021, the 2022 heatwave and the 2023 Kimberley floods, have emphasised the need to address infrastructure resilience in new ways. The release of the state's first Climate Adaptation Strategy was accompanied by funding of almost \$40 million to increase resilience to climate change risks.

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

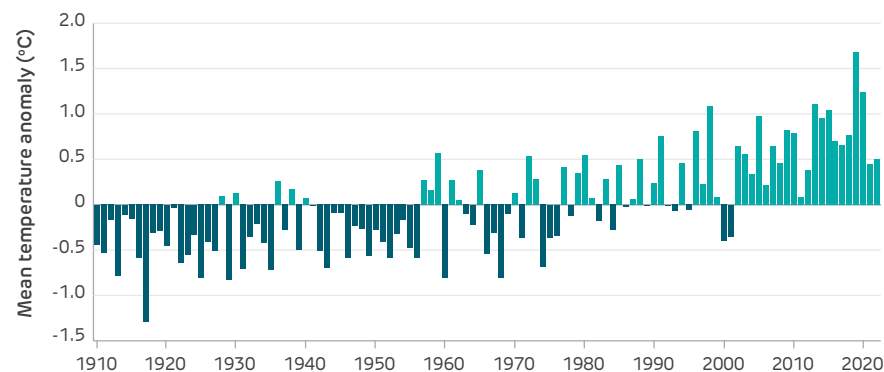
- finalising the Pilbara Industry Roundtable agreement on common-use electricity infrastructure to support the decarbonisation of the mining and resources industry
- releasing the first Climate Adaptation Strategy and funding package, demonstrating a commitment to build public sector capability, collaborate with communities, and empower and support the climate resilience of Aboriginal people
- supporting the development of the first resilience strategy for a World Heritage site for the Ningaloo Coast.

Focus areas for 2024

The need for action to address the growing risks of climate change is clear. While the immediate opportunity for decarbonisation is to capitalise on the state's renewable energy potential, change is required at the whole-of-economy level to achieve net zero goals. The development of the Sectoral Emissions Reduction Strategies (SERS) is a key opportunity to embed climate mitigation in decision-making by establishing interim targets for emission reduction towards net zero. Clear targets and the identification of a portfolio of initiatives will support prioritisation of investment in decarbonisation across sectors.

Given the geographic extent of Western Australia, the work being undertaken as part of the Climate Science Initiative on regional scenarios will be crucial to establishing a common understanding of how climate change risks and

WA annual mean temperature anomaly, 1910–2022









Source: Bureau of Meteorology, [Climate change](#), Australian Government, 2023, accessed 8 November 2023






adaptation needs vary across the state. Credible climate information will support state agencies as they develop plans to adapt infrastructure and service provision.

Factors for the future



The challenge for the future will be to convert innovation into business-as-usual practices. This will require the integration of sustainability considerations into decision-making for service provision and asset management. A key factor that will support progress in this area will be the adoption of performance measures to transparently evaluate decisions and track progress across government. Progress has been made through the development of the WA Sustainability Bond Framework, which outlines the government's environmental, social and corporate governance commitments for investors, although it does not constitute a formal reporting framework. It will be important for government to be able to demonstrate that investment in climate change action and sustainability is having measurable impacts.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 10	Implement the WA Government's policy for net zero emissions by 2050					Fully supported in Government Response
Action 19	Develop a series of SERS	<ul style="list-style-type: none"> Finalisation of a consolidated SERS document (due to be published in December 2023) 	DWER	From 2022		
Action 145	Establish a framework to prepare and implement net zero transition plans	<ul style="list-style-type: none"> Development of an emissions reduction framework Development of agency and GTE emissions profiles Development of agency and GTE emissions reduction plans 	DWER	2026		
Rec 11	Strengthen and expand WA Climate Policy programs to develop carbon farming and sequestration markets					Partially supported in Government Response
Action 20	Improve the use of carbon farming and carbon sequestration markets in WA (in the short term this will be addressed through the development of a SERS for the land-use, land-use change, and forestry sectors)	<ul style="list-style-type: none"> Continuation of interagency working group for carbon farming policy, under joint DPLH / DPIRD leadership, to identify priorities for investigation and associated policy development Multiple carbon farming initiatives are being progressed at agency level 	DPLH	2032		
Rec 12	Implement a state-wide approach to climate change adaptation for existing infrastructure					Fully supported in Government Response
Action 21	Consider the expansion of the Climate Science Initiative once the Climate Change Adaptation Strategy for WA has been finalised in 2023	<ul style="list-style-type: none"> Expansion of the Climate Science Initiative 	DWER	From 2023		Implementation is complete. Expansion of the Climate Science Initiative was approved in the 2023-24 State Budget. First projections are expected to be available to climate scientists in 2024
22	Develop a climate risk framework to monitor, assess and report on implications of climate change on the state's finances, infrastructure, physical assets and service delivery	<ul style="list-style-type: none"> Development and implementation of a climate risk framework and associated disclosure requirements 	DWER	From 2023		
23	Complete the Health Sector Adaptation Plan pilot, a project under the Western Australian Climate Policy	<ul style="list-style-type: none"> Development of a Health Sector Adaptation Plan (pilot) Evaluation of the pilot project 	DWER	From 2023		

 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s	Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 13	Implement methods of accountability and coordination across state agencies and GTEs				Partially supported in Government Response
Action 24	Consider additional reporting of the state's emission reduction as part of the SERS	<ul style="list-style-type: none"> Proclamation of climate change legislation Preparation of first annual report to the WA Parliament 	DWER	2023	 <i>Implementation is progressing but may need adjustment to the delivery time frame pending consultation and parliamentary processes</i>
25	Subject to the result of Action 24, the introduction of infrastructure-related performance measures in Director General and Chief Executive Officer accountability mechanisms requires further consideration	N/A	DWER	2023	 <i>Implementation has not progressed as Action 24 must be completed before implementation can commence</i>
Rec 14	Incorporate sustainability into the Strategic Asset Management Framework				Partially supported in Government Response
Action 26	Consider further changes to the SAMF in respect of projects and programs needing to align to emission reduction goals and pathways	<ul style="list-style-type: none"> Consideration of how SAMF can best reference and provide links to Government policy developments which address emission reduction and sustainability goals Preparation of scoping paper to guide development 	DT	From 2022	
Rec 15	Develop a sustainability bond framework				Fully supported in Government Response
Action 27	Progress the development of a sustainability bond framework	<ul style="list-style-type: none"> Finalisation of the sustainability bond framework 	WATC	2023	 <i>Implementation is complete. The Sustainability Bond Framework launched in May 2023</i>
Rec 16	Develop and implement a shared environmental and heritage information system for priority locations				Partially supported in Government Response
Action 28	Continue the rollout of Environment Online, with further development of this platform subject to the development of a business case for additional funding	<ul style="list-style-type: none"> Execution of work packages to enhance Environment Online Preparation of a business case for further expansion of the platform 	DWER	From 2022	

 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 17	Replace the current system of acquiring environmental offsets separately for major projects with a coordinated bioregional approach					Fully supported in Government Response
Action 29	Continue to develop a strategic regional approach for implementing offsets, including identification of priority areas for restoration and acquisition, and improving the governance and operation of a centrally coordinated fund	<ul style="list-style-type: none">• Implementation of endorsed work program for priority strategic and economic reforms for environmental offsets• Implementation of project plans for Wheatbelt and Perth and Peel regional planning as part of the Native Vegetation Policy interagency governance	DWER	From 2022		
Rec 18	Develop an overarching urban forest program					Partially supported in Government Response
Action 30	Assess the merit of a state-level urban forest program	<ul style="list-style-type: none">• Development of a state government level land-use planning response to the recognition, monitoring, implementation and management of urban forests	DPLH	2024		

 Completed
  On schedule
  Behind schedule
  Not commenced



Regional development

Supporting strong and diverse regions to drive WA's growth and prosperity

Recent trends

Western Australia's regional areas continue to develop and grow, fuelled by demand for the state's exports. The mining and resources sector continues to be a major driver, contributing 46% (\$186.8 billion) to gross state product in 2021–22. Agriculture, forestry and fishing (up 30.3%) made the largest contribution to the state's real gross state product growth in 2021–22.¹³

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- committing an additional \$61.6 million for Government Regional Officer Housing to attract and retain public sector workers, and reduce the pressure on private housing stock¹⁴, bringing the total investment to \$181.8 million over the period to 2026-27
- committing \$35 million for the Industrial Land Development Fund for initiatives to attract investment to strategic industrial areas in the Pilbara¹⁵
- commencing the implementation of the Aquaculture Development Plan with a \$6.5 million investment, focusing on growth and addressing barriers to the industry¹⁶
- providing an additional \$20.7 million to fund capped airfares to and from Perth for regional residents as part of the Regional Airfare Zone Cap scheme.¹⁷

Focus areas for 2024

Economic diversification continues to be a priority, with significant focus on developing emerging industries that take advantage of regional strengths, such as renewable hydrogen and critical minerals that capitalise on the global energy transition. The preparation of a regional development strategic framework is encouraged to coordinate the planning and investment required to drive industry development and growth in regional areas.

Gross regional product, 2021–2022

Region	Gross regional product (\$ billion)	Annual change	WA share
Gascoyne	1.2	–18.5%	0.3%
Goldfields–Esperance	13.1	+22.4%	3.2%
Great Southern	5.1	+0.4%	1.3%
Kimberley	4.1	+19.8%	1.0%
Mid West	7.9	+12.3%	2.0%
Peel	9.9	+9.0%	2.5%
Perth Metropolitan Area	263.5	+14.3%	65.2%
Pilbara and Offshore	74.6	–0.3%	18.4%
South West	17.3	+8.0%	4.3%
Wheatbelt	7.7	+0.1%	1.9%

Source: Department of Jobs, Tourism, Science and Innovation, [Western Australia economic profile: August 2023](#) [Word file], WA Government, 2023, accessed 8 November 2023

Housing supply remains a persistent challenge in all regions, with shortages a major barrier to industry and community growth. Several regional centres, such as Karratha, Port Hedland and Kalgoorlie, experience housing market failure and stronger government intervention is encouraged to improve supply. Major projects generate spikes in housing demand that are hard to respond to within current market constraints. Better methods of monitoring major projects and housing demand are needed to improve housing supply. The approach currently being piloted in Karratha to identify the cumulative demand of resource and other projects provides a valuable case study that could be applied in other regional locations.




Factors for the future





If efforts in catalysing regional industry diversification and growth are successful, regional communities will also need to grow. New and expanded infrastructure will be required to support the development of key regional centres and planning will need to commence for locations that are expected to experience the strongest growth pressure.

The energy transition will impact each of the regions in different ways, with regions needing to pursue diverse development pathways. Continuing to invest in infrastructure to support Collie's Just Transition from fossil fuels

will be important, and well-coordinated investment in infrastructure and workforce development will be necessary to grow green energy supply to local and export markets and maximise regional benefits.

Regional areas will also be impacted in different ways by natural disasters and economic shocks as the impact of climate change and fluctuations in global markets grows. The need to build the resilience of regions to changing climatic and economic conditions and to enable timely recovery from disasters is already apparent. Understanding each region's vulnerabilities will be important for preparing communities, supply chains and infrastructure for the future.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 19	Implement a regional development strategic framework that identifies state and regional priorities and guides whole of government action and investment					Partially supported in Government Response
Action 31	Progress the Regional Development Portfolio Plan	<ul style="list-style-type: none">Finalisation of the Regional Development Portfolio Plan	DPIRD, RDCs	2025		Implementation is progressing, however development of a robust framework to guide whole of government action and investment is encouraged. IWA notes that the high-level WA Regional Development Framework was released in October 2023
Rec 20	Improve transparency of government regional investment by reporting all regional expenditures and geographic distribution in the state budget					Partially supported in Government Response
The Government Response notes that existing activities, such as reporting on capital expenditure by region as part of the budget, address this recommendation, so no further government action has been identified						
Rec 21	Develop regional social services and infrastructure models that are more responsive to the changing needs of communities across regional WA					Partially supported in Government Response
Action 32	Pursue place-based partnerships, including those required under the <i>National Agreement on Closing the Gap</i> and the Aboriginal Empowerment Strategy	<ul style="list-style-type: none">Establishment of the East Kimberley Place-Based Partnership	DPC	2027		Implementation is progressing, however greater focus is required on developing integrated service and infrastructure models for other regional areas
33	Increase the proportion of services to Aboriginal people that are delivered by Aboriginal Community Controlled Organisations (ACCOs), consistent with the WA Government's Aboriginal Empowerment Strategy and the <i>National Agreement on Closing the Gap</i>	<ul style="list-style-type: none">Development of a whole of government ACCO strategyRollout of the ACCO Sector Strengthening Grants ProgramEstablishment of an ACCO peak body (complete)	DPC	2027		

 Completed  On schedule  Behind schedule  Not commenced

 Completed
  On schedule
  Behind schedule
  Not commenced



Planning and coordination

Delivering effective infrastructure planning and coordination to manage service delivery and support sustainable development

Recent trends

Infrastructure planning and coordination is complex, involving public and private-sector collaboration to efficiently service the state's urban and regional areas.

Western Australia's planning system plays an important role in planning and coordinating the infrastructure to support land development.

The Western Australian Planning Commission (WAPC) is progressing planning reforms to make it easier to understand and navigate the planning system, which will lead to more integrated infrastructure planning and delivery.

These reforms are in response to concerns raised by the development industry that infrastructure coordination issues are causing uncertainty and delays to infill and greenfield development. WAPC and IWA are clarifying their respective infrastructure coordination roles and working to improve outcomes.

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- finalising planning for the 15 Planning Investigation Areas identified in Perth and Peel @ 3.5 million to allow approximately 6,400 hectares of land to be made available to deliver around 85,000 additional dwellings¹⁸

- reporting, as at the end of 2021, a net increase of 520 hectares in the stock of zoned land in Perth and Peel, and 60 hectares in Greater Bunbury¹⁹
- commencing preparation of regional planning strategies for all regions across Western Australia to guide land-use planning and development.

Focus areas for 2024

Improving infrastructure planning and coordination is vital if the urban infill targets set out in Perth and Peel @ 3.5 million are to be achieved. The net infill rate declined from 44% in 2020 to 29% in 2021. While completion volumes are expected to fluctuate from year to year, this reduction is significant and concerning. Determining why the decline occurred will be important for identifying if any action can be taken to ensure shortfalls do not persist.

To maximise opportunities for infill, it will be important to deconstrain prime infill sites by focusing on strategically located precincts with high market demand, and existing and/or easily augmented infrastructure capacity. Engagement with key stakeholders to identify and plan station and other transit-oriented development precincts, Housing Diversity Pipeline sites and proposed strategic redevelopment opportunities will be critical to pinpointing infrastructure needs and making best use of existing capacity.

Perth metropolitan and Peel regions – net infill rate

Year	Infill rate
2018	38%
2019	43%
2020	44%
2021	29%

Source: Adapted from Western Australian Planning Commission, [Urban Growth Monitor: Executive summary](#) [PDF], WA Government, 2023, accessed 8 November 2023

While the government is progressing a range of initiatives to achieve urban consolidation (including implementation of the Perth and Peel @ 3.5 million subregional frameworks and METRONET station precinct planning), further benefits could be achieved by integrating these initiatives into a program of work targeted at unlocking infill opportunities and maximising the use of existing infrastructure.

The WA Government's recently established \$80 million Infrastructure Development Fund will play an important role in unlocking infill opportunities by reducing the upfront cost to projects of delivering essential infrastructure (for example, water, electricity and sewerage). The provision of \$6.53 million in the first round is expected to support the construction of 653 apartments across Perth.²⁰



Factors for the future

Improving the feasibility of urban consolidation is a major challenge that must be addressed. Deconstraining larger, strategically located sites to facilitate well-designed, medium-density developments will be important.







Regional planning strategies will need to address long-term region-scale infrastructure requirements to support regional liveability, economic development and population growth. Regional planning strategies that are based on sound economic and population growth assumptions will be useful to monitor regional growth, assess infrastructure demand and coordinate

infrastructure delivery effectively. There may be a need for government intervention where markets are not able to meet demand.





Greater attention on transforming central Perth is also encouraged, to maintain the city's standing as one of the most liveable in the world. It will be important to ensure that there is a coordinated effort from state and local governments to develop a shared long-term vision and action plan for the Perth CBD and its surrounds. A revitalised city centre would help to enhance Perth's global profile and contribute to greater investor confidence.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 22	Review the effectiveness of existing and proposed infrastructure facilitation and coordination models within 5 years of operation					Fully supported in Government Response
Action 34	Continue to review the WA Government approach to infrastructure coordination and facilitation, including the effectiveness of existing and proposed models (this will also be considered as part of the next State Infrastructure Strategy, due in 2027)	<ul style="list-style-type: none"> Deliverables are yet to be determined 	IWA	2032		
Rec 23	Establish a single digital government approvals system					Partially supported in Government Response
Action 35	Implement the reform priorities of Streamline WA, including further development of Approvals WA	<ul style="list-style-type: none"> Implementation of the Performance Measurement Project to provide average approval timelines for key project types Development of whole-of-government stop-the-clock policy Improvement of pre-lodgement support for mining environmental approvals Improvement of approval processes for green energy projects as part of the Green Energy Initiative 	DT	2026		






 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Action 36	Consider the merits of providing a single digital government approvals system, including reviewing business systems in approvals agencies	<ul style="list-style-type: none"> Improvement of the Resources Online and Environment Online approvals systems, including integration between these systems where feasible 	DT	2026		
Rec 24	Implement a program to review and modernise relevant infrastructure-related legislation and progress targeted amendments					Partially supported in Government Response
Action 37	Review relevant infrastructure-related legislation as part of the Streamline WA program	<ul style="list-style-type: none"> Identification and implementation of legislative amendments such as to the <i>Land and Public Works Legislation Amendment Act 2023</i> 	DT	2027		
Rec 25	Prepare and implement an urban consolidation action program					Partially supported in Government Response
Action 38	Implement the Perth and Peel @ 3.5 million land-use planning and infrastructure frameworks	<ul style="list-style-type: none"> Ongoing application of Perth and Peel @ 3.5 million to inform land-use and infrastructure planning such as through local planning strategies, scheme amendments, subdivisions and development 	DPLH	2025		<i>Implementation is progressing and while government is progressing a range of initiatives, it will be important to monitor and evaluate their contribution to achieving greater infill development. IWA notes recently announced planning reforms may also assist</i>
39	Continue to support METRONET Station Precinct planning.	<ul style="list-style-type: none"> Finalisation of METRONET Station Precinct planning 	DPLH	2025		
40	Identify infrastructure barriers through strategic planning activities	<ul style="list-style-type: none"> Investment in strategic infrastructure to support development across METRONET and other strategic sites Establishment of the Infrastructure Development Fund to address infrastructure constraints in priority infill locations 	DPLH	2025		
41	Review and implement relevant policies such as the Design WA suite of state planning policies (SPPs) for precinct design, residential design codes for apartments and medium-density housing, as well as those related to public open space	<ul style="list-style-type: none"> Review of SPP 4.2 – Activity Centres (gazetted on 3 July 2023) Review of Liveable Neighbourhoods (in progress) Update of Crime Prevention Through Environmental Design Guidelines 	DPLH	2025		<i>Implementation is progressing. It will be important that the amendment to SPP 7.3 Residential Design Codes (including the Medium Density Housing Code) are finalised</i>





 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Action 42	Consideration of planning incentives that support infill development through planning reform	• Consideration of planning incentives to support infill development (as described in Action 41)	DPLH	2025		
43	Regularly report on progress against Perth and Peel @ 3.5 million through the Urban Growth Monitor	• Publication of the Urban Growth Monitor on an annual basis	DPLH	2025		
Rec 26	Embed rigorous infrastructure appraisal in the planning decision-making framework					Fully supported in Government Response
Action 44	Implement the Perth and Peel @ 3.5 million land-use planning and infrastructure frameworks	• No specific deliverable is currently identified – as per the Government Response, existing WA Government actions align with this recommendation	DPLH	2032		<i>No deliverable has been identified for this action, however ensuring infrastructure costs are taken into account when staging urban development areas is encouraged</i>
Rec 27	Prepare a city opportunity plan that sets an agreed strategic framework for the Perth CBD and immediate surrounds					Fully supported in Government Response
Action 45	Deliver the \$1.5 billion Perth City Deal in partnership with the Australian Government and City of Perth	<ul style="list-style-type: none"> • Delivery of Perth City Deal projects including: <ul style="list-style-type: none"> – development of Edith Cowan University's inner-city campus – implementation of the Perth Greater CBD Transport Plan – development of a community aquatic facility – preparation of the Perth Cultural Centre Masterplan – rejuvenation of the Perth Concert Hall – preparation of a pre-feasibility study for the Aboriginal Cultural Centre – preparation of the City of Perth Local Planning Strategy (published May 2023) 	DPC	2025		<i>Implementation is progressing, however providing a shared vision or plan for the central area of Perth (including the City of Perth and surrounds) that identifies initiatives to drive the city's next phase of transformation is encouraged</i>



 Completed
 On schedule
 Behind schedule
 Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 28	Progressively prepare in order of priority, 20-year integrated regional plans					Partially supported in Government Response
Action 46	Prepare 8 regional planning strategies that are proportionate to the scale and development needs of the regions which are subject to the plans	<ul style="list-style-type: none">Preparation of regional land-use planning strategies for the Kimberley, Pilbara, Gascoyne, Mid West, Wheatbelt, Goldfields-Esperance, Great Southern and South West regions	DPLH	Underway		Implementation is progressing, however ensuring that the regional planning strategies consider and identify supporting infrastructure needs is encouraged
Rec 29	Establish and implement state priority areas					Not supported in Government Response
This recommendation was not supported by the government. IWA will continue to monitor and provide advice on matters, as required						
Rec 30	Ensure the protection of strategic land uses, infrastructure and resources inputs					Partially supported in Government Response
Action 146	Finalising and gazetting the draft SPP 4.1 Industrial Interface	<ul style="list-style-type: none">Gazettal of SPP 4.1	DPLH	From 2022		Implementation is complete. SPP 4.1 was gazetted on 29 July 2022
147	Support the Industrial Land Authority through the Industrial Lands Steering Committee, to ensure there is adequate development-ready industrial land available across WA	<ul style="list-style-type: none">Ongoing operation of the Industrial Lands Authority through the Industrial Lands Steering Committee	DPLH	Underway		Implementation is progressing, however further clarification on deliverables is encouraged
Rec 31	Facilitate and coordinate investment in industrial and technological precincts					Fully supported in Government Response
Action 47	Continue to facilitate and coordinate investment in industrial precincts (including strategic industrial areas)	<ul style="list-style-type: none">Investigation of infrastructure requirements through the development of activation roadmaps with immediate focus on industrial precincts in the Pilbara, Mid West, Goldfields-Esperance and Perth metropolitan regions	DJTSI	2026		
48	Undertake a feasibility study, including market and site options analysis and detailed costings, into establishing an advanced manufacturing and technology hub in the South West region	<ul style="list-style-type: none">Preparation of a feasibility study and business case	SWDC	2026		

 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 32	Develop and implement a shared-use policy framework and practical guidelines for multi-user infrastructure corridors and facilities					Partially supported in Government Response
Action 49	Undertake further research and provide advice to the WA Government to inform a policy decision on multi-user infrastructure corridors	<ul style="list-style-type: none">Deliverables yet to be determined	IWA	2032		
Rec 33	Identify and secure strategic sites					Partially supported 33a, fully supported 33b in Government Response
Action 50	Determine an appropriate lead agency and implementation approach and provide advice to the WA Government on the potential establishment of a fund for regional land acquisition, outside the Perth metropolitan area	<ul style="list-style-type: none">Preparation of advice on the suitability of establishing and administering a regional land acquisition fund for infrastructure	DPLH	2024		
148	Progress amendments to the <i>Land Administration Act 1997</i> and the <i>Public Works Act 1902</i> to improve land tenure approvals and projects to deliver the greatest value to the state when seeking to make use of, repurpose or sell surplus Crown land	<ul style="list-style-type: none">Proclamation of the <i>Land and Public Works Legislation Amendment Act 2023</i>	DPLH	Complete		<i>Implementation is completed, the Land and Public Works Legislation Amendment Act 2023 was proclaimed by the Governor in Executive Council on 9 August 2023. Establishing a centrally coordinated approach to identifying strategic infrastructure sites is encouraged</i>
Rec 34	Establish a single, agreed set of common planning assumptions					Partially supported in Government Response
The Government Response notes that existing activities, such as data already provided by DPLH and Treasury, address this recommendation and has marked it as complete						
Rec 35	Improve 2-way public and private sector information sharing about infrastructure capacity					Fully supported in Government Response
Action 51	From 2023, publish the annual SIP to improve 2-way public and private sector information sharing about infrastructure capacity	<ul style="list-style-type: none">Publication of the SIP on an annual basis	DPC	From 2026		<i>Government released the first SIP in 2023. Providing more information in the SIP on infrastructure needs and challenges over the 5-10-year period to inform the private sector is encouraged</i>

 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s	Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 36	Support improved infrastructure planning and decision-making				Partially supported in Government Response
Action 52	Investigate the merits of all projects and programs that must undergo Major Infrastructure Proposal Assessment (MIPA) being required to have a benefits management plan, and an IWA-led post-completion review	• Preparation of advice to the government on the merits of embedding benefits management plans and post completion reviews for projects and programs that require MIPAs	IWA	From 2022	 <i>Implementation has not progressed, however action has been recognised as a priority and resources have been allocated in IWA's 2023-24 Annual Work Program, with work planned to begin in Q1 2024</i>
53	Continue to explore how strategic asset plans (SAP) could be better integrated into business planning and decision-making processes; engage with public sector agencies to support SAP quality improvements, and boost the capabilities within agencies to prepare the SAPs	<ul style="list-style-type: none"> • Identification of opportunities to improve SAMF SAP application • Application of a continuous improvement approach to ensure SAPs are fit-for-purpose and deliver infrastructure planning insights to assist forward investment planning 	DT	Complete	 <i>The Government Response reported implementation as complete. IWA notes the Department of Treasury has reported this status as 'on schedule', to reflect their intention to adopt a continuous improvement approach to the SAMF</i>

 Completed
  On schedule
  Behind schedule
  Not commenced



Infrastructure delivery

Ensuring government is positioned to achieve the best return on infrastructure investment in a constrained construction market

Recent trends

Concurrent infrastructure investment by the public and private sectors continued to result in demand peaks and troughs ('boom-bust' cycles). Consequently, heightened competition for resources has contributed to delays and cost overruns in peaks and industry sustainability risks during the troughs.

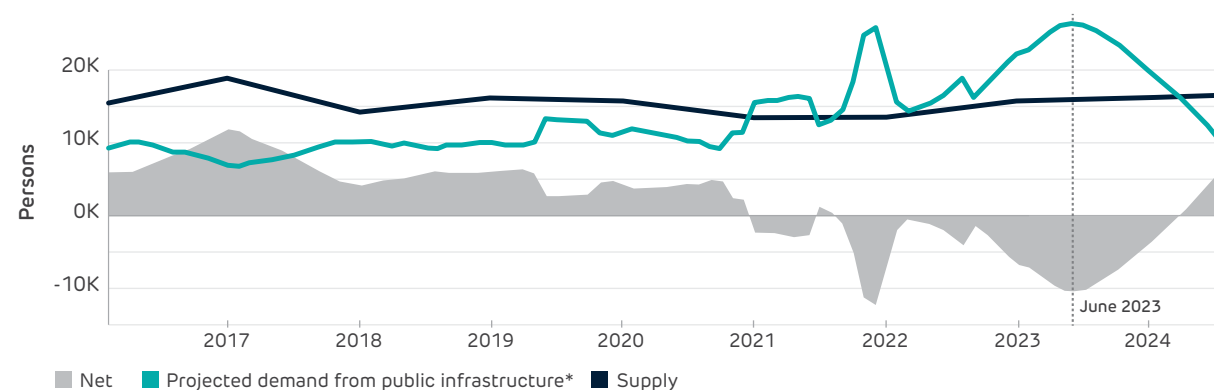
Difficulties accessing skilled labour, combined with scarcity and escalating cost of materials, have resulted in delivery challenges across most sectors.

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- investing \$39 billion in infrastructure as part of the 2023–24 State Budget²¹
- commencing the Gender Equality in Procurement – WA Public Sector Pilot initiative to embed gender equality principles and practices into selected government procurement activities.

Supply and demand of infrastructure workforce in WA, 2017–2024



*Note: the visibility of forward infrastructure spending is limited by available data. Only publicly known projects are included, and therefore generally occur within forward estimated. As a result, future expenditure is likely to be larger than forecast beyond the forward estimates as new policies are announced. Increased clarity of the long-term pipeline is highly desired to support this understanding.

Source: Adapted from Infrastructure Australia, [Public Infrastructure Workforce Supply Dashboard](#), Australian Government, 2023, accessed 8 November 2023.

Focus areas for 2024



One aim of the Australian Government's review of its Infrastructure Investment Program is to transition to a more sustainable 10-year rolling pipeline of projects. While the WA Government has undertaken measures to mitigate delivery risk, such as visa subsidies and incentives for apprentices and trainees, pressures still exist. Some solutions that could help to alleviate pressures were identified in IWA's market capacity advice in January 2023, including:

- a more consistent and transparent public sector infrastructure pipeline to allow for data-led decision-making and project de-risking
- access to more human resources through improved industry culture and wellbeing, and investment in new materials and delivery methods
- a more efficient and sustainable commercial environment through enhanced collaboration, fairer risk allocation and a focus on achieving outcomes to increase productivity and innovation.

Factors for the future

Green building and construction is a trend that has emerged with force in 2023 and is likely to shape the nature of infrastructure delivery for years to come. The build-out of electricity infrastructure to deliver the energy system transition may add to market pressures.²² Increasing adoption of outcomes-focused approaches to procurement encourages innovation and may help

to achieve more sustainable building practices. Fostering the use of new technologies, such as building information modelling and modern methods of construction, will assist in delivering smart and sustainable infrastructure that is crucial for a zero-carbon future. Valuing the use of digital approaches and assets would encourage industry to upskill in these areas and make better use of information to improve decision-making and reduce re-work.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 37	Strengthen project assurance processes, governance and public sector skills for the delivery of major projects					Partially supported in Government Response
Action 54	Develop a project assurance framework for review by the Gateway Steering Committee and other stakeholders prior to consideration by government	<ul style="list-style-type: none">Development of a framework identifying the current state of project assurance arrangements for WA Government infrastructure projects	DF	2023		
Rec 38	Make incremental improvements to procurement policies and practices					Partially supported in Government Response
Action 55	Continue with further refinements to the Market-led Proposals (MLP) Policy to provide more clarity on the MLP process, and the process for assessing Program and Opportunity Statements	<ul style="list-style-type: none">Review of the MLP Policy	DPLH	Complete		Implementation is complete. In November 2022, changes were made to the MLP Policy to improve efficiency and transparency. In May 2023, further updates were made which clarify the process to evaluate Problem and Opportunity Statements
Rec 39	Improve project cost management					Partially supported in Government Response
The Government Response notes that existing approaches, such as continually working to manage project costs to ensure value for money outcomes, address this recommendation and has marked it as complete						
Rec 40	Review the potential to use private sector finance and funding sources					Partially supported in Government Response
The Government Response notes that existing approaches to attract private sector investment on a case-by-case basis and in conjunction with development of a proposal's business case, addresses this recommendation and has marked it as complete						

 Completed
  On schedule
  Behind schedule
  Not commenced



Asset management

Improving asset management maturity to maximise longevity and value of assets

Recent trends

The WA Government's asset base is diverse and substantial and has an estimated value of \$182 billion.²³ Driven by record asset investment programs, the asset base will continue to expand, resulting in increasing asset management demands and costs associated with operations and maintenance.

There is an increased focus on improving asset management maturity and capability across the public sector. This is demonstrated by initiatives such as the Department of Finance's Asset Management Reform Program and the establishment of the Asset Maintenance Fund. It is important that these initiatives include appropriate metrics and evaluation measures to ensure their effectiveness and allow the benefits of potential expansion to be measured and quantified over time.

Achievements

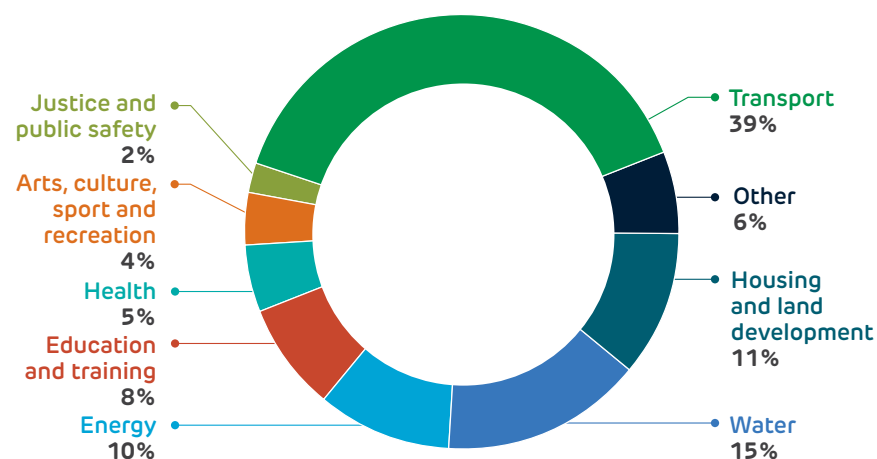
The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- establishing the \$250 million Asset Maintenance Fund to support targeted investment in maintenance works²⁴
- continuing to implement the Asset Management Reform Program, including the rollout of the Building Asset Management Framework pilot program
- establishing the Department of Finance as the functional lead for asset management for general government agencies.

Focus areas for 2024

While the benefits of mature asset management practices are widely acknowledged, there remains scope to improve practices across the public sector to realise maximum value from these assets and mitigate

Distribution (by value) of WA Government assets by sector, 2022–23





Source: Adapted from Department of Treasury, information supplied, 2023

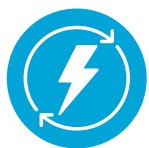
risks for government. Programs that provide further guidance and assistance to state agencies and GTEs are needed to improve risk-based planning and decision-making, identify and encourage preventative maintenance approaches and support life cycle asset optimisation. There are also opportunities to support a greater application of digital tools, such as digital twins, which will help improve asset management. Further initiatives that incentivise good asset management practices across the infrastructure life cycle and build capability are also encouraged, particularly for organisations that have the lowest levels of asset management maturity.

Factors for the future

Comprehensive and reliable asset data provides the foundation for robust asset management decision-making. Improving culture and capabilities in this area is an ongoing challenge. In the future, access to comprehensive asset data will be important for understanding vulnerability to climate change across all portfolios, and, more broadly, for addressing resilience within asset management frameworks and decision-making processes.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 41	Improve asset management practices across the public sector					Fully supported in Government Response
Action 56	Review asset maintenance outcomes under the Building Asset Management Framework pilot initiative, subject to review parameters being agreed between DF, Treasury and IWA	<ul style="list-style-type: none">Completion of a review of maintenance outcomes being achieved through the Building Asset Management Framework, with consideration given to improvements required in asset management practices for non-residential buildings across the sector	DF	Complete		<i>The Government Response notes that existing activities, such as the Building Asset Management Framework, address this recommendation and has marked it as complete. IWA notes that review work is continuing that will inform ongoing improvements</i>
Rec 42	Incentivise improvements in asset management across the public sector					Partially supported in Government Response
Action 58	Assess whether an incentive scheme is required to drive improvements in asset management practice	<ul style="list-style-type: none">Investigation into the benefits of an incentivisation scheme and subsequent development of a scheme, in alignment with the Building Asset Management Framework and other relevant funding initiatives	DF	From 2022		

 Completed
  On schedule
  Behind schedule
  Not commenced



Energy

Delivering reliable energy while decarbonising WA's energy sector

Recent trends

The energy sector is on an accelerated pathway of transition to renewable energy. Substantial progress has been made over the past year, with the WA Government committing over \$3.6 billion (as at November 2023) towards energy transmission, generation and storage infrastructure to support the decarbonisation of the South West Interconnected System (SWIS), as well as significant additional investment to transform the energy system.

Distributed photovoltaic generation continues to increase, producing a record 76.3% of the Wholesale Electricity Market's power on 25 September 2023.²⁵ Operational demand is decreasing and hit an all-time low of 595 megawatts on that same day.²⁶

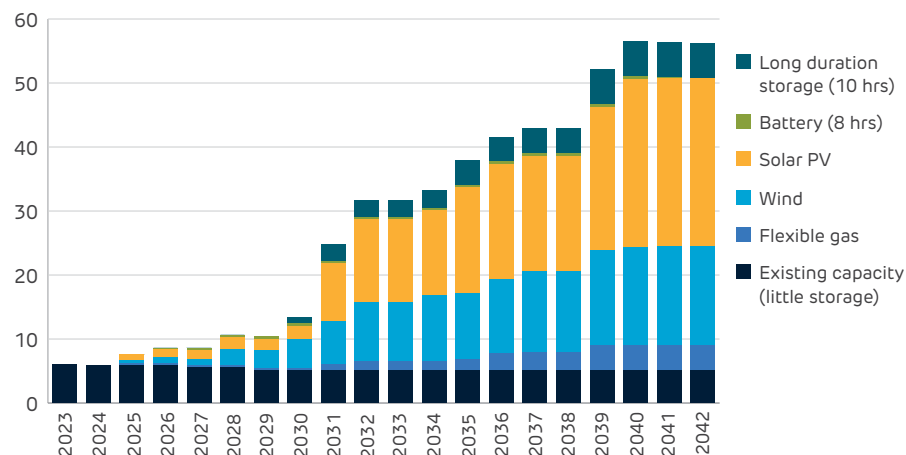
Investment in new grid-scale batteries, such as the Kwinana Battery Electrical Storage System, has begun to address the imbalance between generation and demand. More robust battery technologies are being tested for their ability to improve energy resilience in the extreme heat typical of the north-west.

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- finalising the SWIS Demand Assessment, which outlines the potential change in electricity demand over the next 20 years
- completing the pilot phase of Project Symphony (Western Power, Synergy and the Australian Energy Market Operator), which tested how distributed energy resources might be used as a virtual power plant
- commencing the Denham Hydrogen Demonstration Project (a-hydrogen-to-electricity project), which is expected to offset 140,000 litres of diesel fuel per year

Forecast SWIS energy generation mix 2023–2042



Source: Energy Policy WA, [SWIS Demand Assessment 2023 to 2042](#) [PDF], WA Government, 2023, accessed 8 November 2023

- establishing the Green Energy Approvals Initiative to streamline the approvals of renewable hydrogen, wind, lithium mining and critical minerals processing proposals.

Focus areas for 2024





Development of a short to medium-term implementation plan to support the energy transition is encouraged. Mounting evidence from other jurisdictions demonstrates that a well-coordinated program rollout can help mitigate risks to the reliability of the system. Consideration of funding and financing models and establishing a clear policy position on the role of government and the private sector in the funding, financing and delivery of enabling infrastructure (such as transmission lines) is also needed in order to support industry growth.

Factors for the future




The challenges of delivering the infrastructure needed for the energy transition include attracting, training and retaining the skilled workforce to design and construct new infrastructure, as well as securing critical long-lead equipment. The scale of development will also challenge approval and regulatory processes. Ongoing community support for the changes required

for the energy transition is critical. It will be important for the government to increase the community's awareness and understanding of the transformation required and articulate the need for, and benefits of, change.

There is strong crossover between the development of energy and water infrastructure. Coordination across these sectors is required to better manage transformation and ultimately meet the state's decarbonisation goals.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 43	Evolve the Whole of System Plan and ensure implementation actions are transparent					Partially supported in Government Response
Action 59	Deliver the next Whole of System Plan (WOSP) by 2025	<ul style="list-style-type: none">• Delivery of the WOSP as required by the Wholesale Electricity Market Rules	DMIRS (EPWA)	From 2022		Implementation is progressing, however development of a short to medium-term implementation plan is encouraged. IWA notes the establishment of PoweringWA, to coordinate the delivery of new electricity infrastructure (announced in November 2023)
Rec 44	Prepare a North West Interconnected System energy futures report					Fully supported in Government Response
Action 60	Develop system planning for the North West Interconnected System (NWIS) at an appropriate time	<ul style="list-style-type: none">• Development of NWIS planning as required by the Pilbara Networks Rules	DMIRS (EPWA)	From 2022		
Rec 45	Accelerate a dedicated program of energy storage, micro-grids, virtual power plants and stand-alone power systems					Fully supported in Government Response
Action 61	Deliver the Standalone Power System program by Horizon Power and Western Power	<ul style="list-style-type: none">• Installation of stand-alone power systems	DMIRS (EPWA)	From 2022		
62	Continue to implement the Energy Transformation Strategy (ETS), which includes review and reform of regulations to provide the framework for, and drive targeted investment in, system reliability and security	<ul style="list-style-type: none">• Implementation of the ETS• Continued evolution of regulatory and policy settings to enable safe, secure, reliable, affordable and low-emissions power	DMIRS (EPWA)	From 2022		

 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Action 63	Continue to implement the Distributed Energy Resources (DER) Roadmap, which includes investigation into the development and delivery of virtual power plants in the SWIS	<ul style="list-style-type: none"> Development of frameworks to support integration of DER into the SWIS 	DMIRS (EPWA)	From 2022		
Rec 46	Ensure the legislative and regulatory framework enables energy outcomes that align with broader public policy outcomes					Partially supported in Government Response
Action 64	Assess future demand in the SWIS, network augmentation required to support it, and appropriate financing and funding options via the SWIS Demand Assessment	<ul style="list-style-type: none"> Finalisation of the SWIS Demand Assessment report (completed) Preparation of a business case/s for SWIS network augmentation Establishment of a facilitation vehicle to oversee and de-risk the delivery of infrastructure in the SWIS Consideration of financing and cost recovery mechanisms to fund network investments Activation of renewable generation hubs 	DT	From 2022		Implementation is progressing, with a continued focus on identifying funding and financing mechanisms for network augmentations. IWA notes that the government has established a Treasury-led steering committee and engaged external expertise to support this work
Rec 47	Support the development of the state's hydrogen industry					Fully supported in Government Response
Action 65	Continue to implement the WA Renewable Hydrogen Strategy (WARHS)	<ul style="list-style-type: none"> Implementation of WARHS actions - progress reported in the 'Mission Update' in December 2022 Preparation of WARHS refresh 	DJTSI	2025		

 Completed
  On schedule
  Behind schedule
  Not commenced



Water

Providing water for a growing population and economy in the face of changing and variable climate impacts

Recent trends

Climate change and rainfall variability continue to be the most significant drivers of change in the water sector. The south-western area of the state has experienced drier conditions, with more frequent years of below average rainfall, while the northern areas have been wetter across all seasons.²⁷ This has led to increasing dependence on manufactured water (for example, from desalination and recycling). To meet the significant energy requirements of manufacturing water and the government's commitment to net zero, new renewable energy projects are being planned.

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- progressing the proposal for a 100 billion litre per year, renewably powered desalination plant at Alkimos
- allocating \$10.5 million to upgrade regional water networks in 18 towns across the South West and Great Southern regions²⁸
- committing \$15.3 million to initiatives that improve water security for horticultural growers in the Manjimup-Pemberton area²⁹
- transferring responsibility for water and wastewater services in 141 homeland (remote) Aboriginal communities to Water Corporation.

Focus areas for 2024

To achieve the state's decarbonisation goals, coordinated energy and water infrastructure planning is required. Resilience in the water sector will be strengthened by using potable and non-potable water more efficiently. Collaborating with industry and local governments to deliver non-potable water solutions, including greater use of recycled water where possible, will support economic development and reduce pressure on potable water schemes.

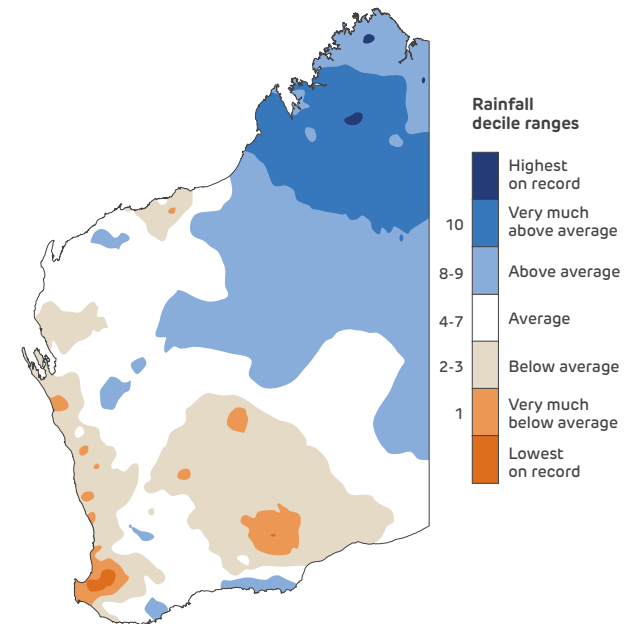
Better understanding and responding to regional water needs is critical, especially in the south-west, where the drying climate is impacting on agricultural and horticultural activities. New water sources will likely be required in some major regional centres and there will be a need to continue to address deficient water infrastructure in some homeland (remote) communities.

Factors for the future








Rainfall variability heightens the level of uncertainty in forecasting. Ongoing investment in observational technology, to support monitoring and data analysis, will continue to be important. Intense weather events, such as the Kimberley floods in January 2023, highlight the need to improve resilience and the importance of coordinated action.

WA rainfall deciles





1 August 2021–31 July 2023



Source: Bureau of Meteorology, [Recent and historical rainfall maps](#), Australian Government, 2023, accessed 8 November 2023

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 48	Modernise legislative, regulatory and planning frameworks for water resources and water services					Partially supported in Government Response
Action 66	Draft legislation to implement water resources management in line with the State Climate Policy	<ul style="list-style-type: none">Proclamation of the water resources management legislation, including further consultation as required	DWER	2023		Implementation is progressing but may need accelerating to meet completion time frames
67	Complete planned reforms to water resources management legislation	<ul style="list-style-type: none">Refer Action 66	DWER	From 2022		
68	Clarify and review strategic planning for water resource	<ul style="list-style-type: none">Subject to Actions 66 and 67	DWER	From 2022		Implementation has not progressed as other action must be completed before implementation can commence
69	Review the approach to water planning for the State	<ul style="list-style-type: none">Subject to Actions 66 and 67	DWER	From 2022		
Rec 49	Support the long-term sustainable use and management of strategic water resources					Fully supported in Government Response
The Government Response notes that existing activities address this recommendation, so no further government action is required at this time. IWA notes that the Gngangara Allocation Plan was published in June 2022						
Rec 50	Manage water demand					Fully supported in Government Response
Action 70	Implement Kep Katitjin – Gabi Kaadadjan (Waterwise Perth Action Plan 2) over 2 years	<ul style="list-style-type: none">Implementation of Kep Katitjin – Gabi Kaadadjan, noting that as at May 2023, 39 of the 41 actions were reported as on track	DWER	2024		
71	Investigate options for the development of location-specific waterwise plans for major urban areas in regional WA	<ul style="list-style-type: none">Consideration of expansion of Waterwise Program to 1 or 2 regional urban areas (as part of development of Waterwise Action Plan 3)	DWER	2026		
Rec 51	Plan and deliver climate-independent infrastructure that provides fit for purpose and sustainable water services					Fully supported in Government Response
Action 149	Progress planning and delivery for the new renewable energy-powered Alkimos Seawater Desalination Plant (ASDP)	<ul style="list-style-type: none">Submission of ASDP Stage 1 to IWA for major infrastructure proposal assessmentAdvance environmental approvals for the project	Water Corporation	2028		

 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Action 150	Increase wastewater recycling, targeting 35% of wastewater recycled by 2035	<ul style="list-style-type: none"> Development of options to achieve 35% target Progress planning for identified projects, including the expansion of Kwinana Water Reclamation Plant Undertake feasibility study for H2Perth (Kwinana Hydrogen Hub) Progress planning for additional potable recycled water schemes – June 2027 	Water Corporation	From 2022		
Rec 52	Develop a prioritisation framework to guide investment in water infrastructure projects for agriculture and food industries in peri-urban and regional areas					Fully supported in Government Response
Action 72	Develop a state-wide strategic direction for water to address the needs of the agriculture and food industries	<ul style="list-style-type: none"> Completion of desktop review of water for irrigated agriculture in WA (complete) Completion of forecast needs analysis (complete) Development of a strategic approach to irrigated agriculture in WA to 2030 	DPIRD	2023		
73	Develop a prioritisation framework guidance document and associated paper to guide investment decisions by the WA Government in water infrastructure projects for agriculture and food industries	<ul style="list-style-type: none"> Development of a prioritisation framework to guide investment decisions for water infrastructure projects for agriculture and food 	DPIRD	2023		Implementation has not progressed as a strategic approach to irrigated agriculture (refer Action 72) must be completed before implementation can commence. The delivery time frame may be impacted
Rec 53	Undertake an integrated strategic review of water and land-use values in the Jandakot and Gnangara groundwater protection areas					Fully supported in Government Response
Action 74	Continue assessing the long-term land-use options for the Jandakot/ Treeby groundwater resource	<ul style="list-style-type: none"> Assessment of the long-term land-use options for the Jandakot/ Treeby groundwater resource 	DPLH	2026		

 Completed
  On schedule
  Behind schedule
  Not commenced



Waste

Moving towards a sustainable, low-waste circular economy

Recent trends

Approaches to sustainably managing waste in Western Australia are continuing to evolve. Progress towards a circular economy and accelerated action on climate change is placing a greater focus on reducing and recovering value and resources from waste. Community attitudes towards waste are also shifting, resulting in behaviour change.

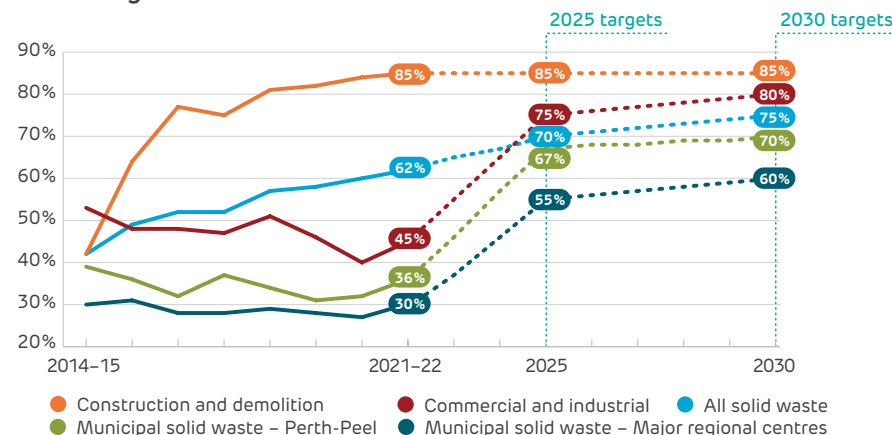
While progress is being made overall in terms of waste avoidance, recycling and recovery, improvement varies across waste streams and materials. For example, while strong gains have been made in the recovery of construction and demolition waste, the recovery of municipal solid waste and commercial and industrial waste have not improved. Further action is needed to meet the targets outlined in the Waste Avoidance and Resource Recovery Strategy 2030 (Waste Strategy).

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- investing \$11.25 million in 3 new organic recycling infrastructure projects (co-funded with the Australian Government)³⁰
- allocating \$16.5 million in grant funding to boost e-waste projects³¹
- commencing the review of the Waste Strategy and developing a draft State Waste Infrastructure Plan
- progressing the reform of the waste regulatory framework to support the use of recovered materials
- improving the \$20 million Better Bins Plus: Go FOGO program.

Recover target rates



Note: prior to 2019-20, material recovery rates included waste recovered as energy.

Source: Waste Authority, [Waste and recycling in Western Australia 2021-22](#), WA Government, 2023, accessed 13 October 2023


Focus areas for 2024

The government has made advancements through initiatives such as the container deposit scheme, bans on single-use plastics and e-waste, recovery of organic materials and investment in recycling processing capacity through the Australian Government's Recycling Modernisation Fund. Strategies to improve processing capacity, build demand and establish end-use markets for waste-recovered materials and products (for example, through a market development plan) are essential for achieving overarching waste objectives. It is encouraging to see that a legislative framework for recovered materials is being developed by the government. Increasing the use of recycled products across infrastructure projects through stronger procurement policies and practices is also encouraged.

Factors for the future

There are opportunities to better manage waste in the agricultural and mining sectors, particularly tyre and conveyor belt waste, and by-products from refining and other processing. Emerging waste streams, such as those resulting from the renewable energy sector, will also require attention. The anticipated decommissioning pipeline of ageing large-scale oil and gas infrastructure also provides a significant opportunity for material recovery and repurposing.

The application of expertise and technologies used in the mining sector may also assist in extracting and processing certain materials from the waste stream.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 54	Accelerate implementation of the Waste Avoidance and Resource Recovery Strategy 2030					Fully supported in Government Response
Action 75	Implement the 2022-23 Action Plan and Business Plan in support of the Waste Strategy 2030	• Execution of actions specified in the 2022-23 Action Plan and Business Plan	DWER	From 2022		<i>Implementation is progressing. Development of a waste-recovered materials market development plan is encouraged</i>
76	Legislate reforms to address the effectiveness of the waste levy and the review of the <i>Waste Avoidance and Resource Recovery Act 2007</i>	• Review of the <i>Waste Avoidance and Resource Recovery Act 2007</i> • Legislate reform of the waste levy	DWER	From 2022		
77	Implement the waste levy review	• Legislate reform, including: – finalisation of waste levy review (complete) – development of consultation regulatory impact statement	DWER	From 2022		
78	Develop a recovered materials approval framework	• Development of a legislative framework for recovered materials	DWER	From 2022		
79	Implement a waste levy compliance program	• Undertake levy compliance inspection in accordance with DWER's annual compliance report	DWER	From 2022		
80	Implement the Waste Data Strategy	• Implementation of actions specified in the Waste Data Strategy Review of the Waste Data Strategy (underway) in parallel with the review of Waste Strategy	DWER	From 2022		
Rec 55	Prioritise finalisation of a state waste infrastructure plan					Fully supported in Government Response
Action 81	Develop a state waste infrastructure plan as part of the Waste Strategy	• Publication of the final State Waste Infrastructure Plan	DWER	From 2022		

 Completed
  On schedule
  Behind schedule
  Not commenced



Transport

Freight and trade

Planning an efficient and resilient freight transport system to support trade and ensure access for regional and remote communities

Recent trends

Recent disruptions to the transport network have highlighted the importance of resilient supply chains. In 2022, severe flooding of the rail network in South Australia cut major freight routes from the east for 27 days. In January 2023, flood damage to infrastructure in the Kimberley resulted in the isolation of Fitzroy Crossing and Derby. Complex solutions were needed to transport essential cargo.

The WA Government has made a record investment in infrastructure that, coupled with Australian Government funding, will provide approximately \$6 billion for transport infrastructure delivery in 2023–24. Prevailing construction market capacity constraints may make delivery challenging.

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- allocating \$370.9 million to the Westport program as part of the 2023-24 State Budget³²
- upgrading the first of 11 rail sidings at Brookton, as part of the \$200 million Agricultural Supply Chain Improvements program

- commencing road sealing on the Western Australian section of the Tanami Road, linking the Great Northern Highway with the Northern Territory border
- continuing to invest in the Regional Road Safety Program, including treatments on 8,500 kilometres of roads to improve safety and reduce road trauma.

Focus areas for 2024

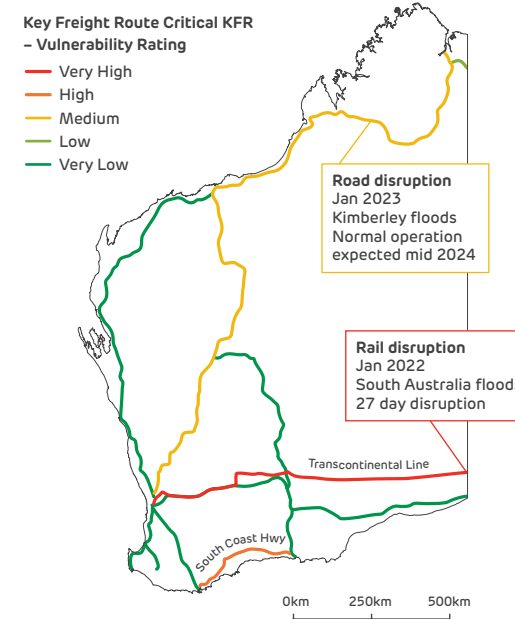
The Westport program is preparing a business case for future relocation of Fremantle's container port from the inner harbour to a new outer harbour in Kwinana. Relocation of the port would provide opportunities for redevelopment and transformation of the inner harbour precinct, with early planning progressing in parallel.

Pilbara Ports is developing a new multi-user facility and logistics hub at Lumsden Point to facilitate the export of critical minerals and the import of renewable energy infrastructure and support the growth of direct shipping services to the Pilbara. Other government port authorities are also undertaking master planning and investigating targeted investments to support forecast trade growth and diversification, and industry needs.

The National Strategic Defence Review has identified the Henderson shipyard for expanded military shipbuilding activities, with the

Australian Government allocating \$4.3 billion for a new dry dock.³³ Further consideration may be needed to address significant challenges for current activities within the precinct and to realise the full potential of this investment.

Critical WA key freight routes and vulnerability rating



Source: Adapted from Bureau of Infrastructure and Transport Research Economics, [Road and rail supply chain resilience review – Phase 1](#) [PDF], Australian Government, 2023, accessed 8 November 2023

Factors for the future

With Western Australia's strategic location in the Asia-Pacific region, advancements in infrastructure, including ports and transportation networks, are expected to amplify the state's role as a vital trading hub. The adoption of smart technologies and Internet of Things in tracking and monitoring cargo will likely ensure transparency, security and efficient handling of goods, fostering international trade. Furthermore, as e-commerce continues to surge, the logistics landscape may witness a shift towards quicker delivery models, potentially utilising drones and other emerging technologies.

Collaboration between the public and private sectors, investment in infrastructure and the adaptation of regulatory frameworks to accommodate these advancements and potential disruptors will be pivotal in shaping a dynamic, resilient and competitive future for freight and trade in Western Australia. Creating a resilient transport system that supports remote and vulnerable communities in times of disruption and meets the state's freight and trade needs will require a measured and well-planned approach.



WA Highway - Shutterstock

Passenger and active transport

Delivering integrated transport networks that reduce congestion, improve liveability and contribute to climate action

Recent trends

Western Australia has the highest rate of transport emissions and second highest rate of vehicle ownership per person in Australia.³⁴ While this may be due to the longer distances being travelled, it also suggests a preference for car travel over other forms of transport.

While Transperth's system-wide patronage has been running at close to pre-pandemic levels for most of 2023, patronage growth was relatively flat in the years immediately preceding the COVID-19 pandemic. This demonstrates the need to send clear signals about the priority of public transport use and shows that there are opportunities to increase patronage.

Walking and cycling in congested urban environments provide sustainable alternatives to car travel, especially for short trips. While there has been improvement, there are still significant gaps in the links between key strategic centres in Perth.

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- opening the Forrestfield-Airport Link, a rail service to the airport and eastern suburbs of Perth, with 3 new stations at Redcliffe, Airport Central and High Wycombe
- shortlisting 2 proponents to deliver a high-capacity signalling system for the Public Transport Authority
- committing \$250 million to an electric bus program for the delivery of 130 locally built electric buses and upgrades to bus depots (co-funded with the Australian Government)³⁵
- elevating the Perth Active Transport Program, which provides active transport routes in targeted locations to reduce congestion, to the Infrastructure Australia priority list



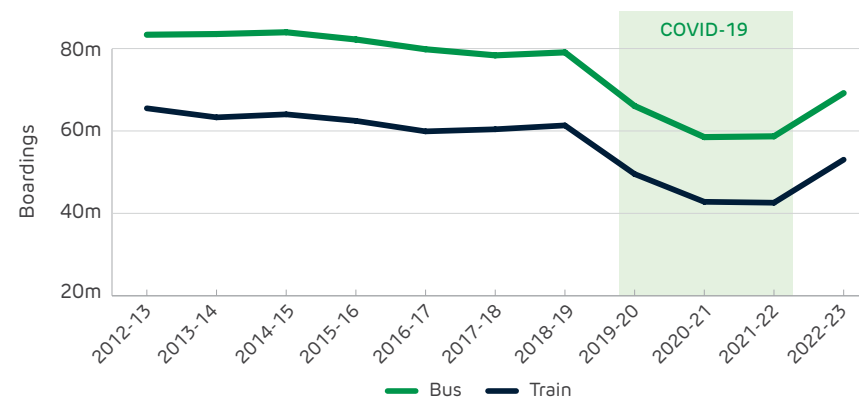
Transperth train station - Shutterstock

- providing grants of over \$3 million to 17 regional airports as part of the 2023–25 Regional Airports Development Scheme round
- investing in the Regional Airfare Zone Cap scheme, which recorded over 150,000 flights in its first year
- locally manufacturing the first of 246 C-series train rail cars to enter operations at the end of 2023.

Focus areas for 2024

Expansion of passenger rail services will continue in Perth with ongoing delivery of the METRONET program. It is also anticipated discussions will start shifting to the next phase of potential investment, including the future role of mid-tier transit. Some key investigations are underway, such as broad mid-tier transit network planning being undertaken through METRONET along with two investigation projects, being the North-East Rapid Transit link and the Wanneroo Road urban corridor. Such work will be integral in supporting urban consolidation and increasing public transport patronage.

Bus and train boardings in the Perth metropolitan and Peel regions







Source: Adapted from Public Transport Authority, [Transperth performance](#), accessed 15 October 2023

Significant cycling and active transport infrastructure business cases are also being progressed following their addition to the Infrastructure Australia priority list. Integrating these various transport modes will help to maximise community accessibility and will be critical to managing demand on vital road corridors and mitigating congestion in Perth.





Factors for the future

The future of transport is set to undergo a significant transformation driven by technological advancements and evolving mobility trends. To prepare for these changes and deliver a more integrated transport network, it will be important to ensure that land-use and transport planning, infrastructure projects and policy responses present an aligned and appropriately coordinated solution across all transport modes.





As the state moves towards a more connected and eco-friendly transport landscape, collaboration between the public and private sectors, alongside enabling policy frameworks, will be crucial to realising a modern and inclusive transport system.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 56	Deliver improved transport system outcomes by reforming governance arrangements for the Transport Portfolio					Partially supported in Government Response
Action 151	Through the Transport Portfolio Governance Council, continue to identify opportunities to improve governance arrangements to drive a strategic, mode-agnostic approach to transport network planning and delivery	<ul style="list-style-type: none"> Establishment of: <ul style="list-style-type: none"> Office of Major Transport Infrastructure Delivery Portfolio Land and Property Services Branch Transport Portfolio Aboriginal Engagement Branch 	Transport Portfolio	From 2022		<i>The Government Response notes that existing activities address this recommendation. Ongoing identification of opportunities to improve broader governance arrangements to drive a strategic, mode-agnostic approach is encouraged</i>
Rec 57	Refresh statewide strategic transport planning					Partially supported in Government Response
Action 82	Develop a strategy for port and freight supply chain infrastructure, specifically tailored around funding and investment approaches, and supported by individual commodity-specific strategies	<ul style="list-style-type: none"> Development of commodity specific investment strategies Development of a strategy for port and freight supply chain infrastructure (pending investment decision on Westport) 	Transport Portfolio	2025		<i>Implementation is progressing but may need accelerating to meet completion time frames, noting that development of a strategy is subject to a Westport investment decision</i>
83	Progress a high-level plan for metropolitan freight	<ul style="list-style-type: none"> Review of key metropolitan freight routes Identification of the key commodity movements to the Fremantle Port and new metropolitan activity centres Consideration of net zero and decarbonisation principles and targets (in the high-level plan for metropolitan freight) 	Transport Portfolio	2025		<i>Implementation has not progressed as action is dependent on Westport decision</i>
84	Undertake regional public transport trials that will consider passenger transport requirements in regional areas	<ul style="list-style-type: none"> Preparation of a regional public transport trial report (covering the Esperance Town Bus Trial, Collie to Bunbury, TRANSWA), outlining usage, future patronage uptake and consideration of feasibility of trial extension 	Transport Portfolio	2025		






 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Action 85	Complete the new Perth Transport Model	<ul style="list-style-type: none">Completion of the Perth Transport Model which integrates an activity-based model of person travel demand and a tour-based model of commercial vehicle travel	Transport Portfolio	2025		
Rec 58	Address the future loss of fuel excise revenue					Partially supported in Government Response
The Government Response highlights that the WA Government has been working with other jurisdictions on this issue. IWA notes the recent High Court judgement in relation to Victoria’s planned road-user charge may impact WA’s approach and require further consideration from a national perspective						
Rec 59	Develop and implement a public transport patronage action plan with a focus on non-build measures					Fully supported in Government Response
The Government Response notes that existing activities, such as the 2 zone fare cap and ongoing behaviour change programs, address this recommendation, so no further government action has been identified. IWA notes that the government is progressing initiatives that may encourage further patronage. Establishing an action plan to coordinate and integrate initiatives is encouraged						
Rec 60	Progress targeted expansion and improvement of the road network					Fully supported in Government Response
Action 86	Investigate the feasibility of long-term projects including West Coast Highway, Scarborough; Canning Highway, Applecross; Orrong Road; the Dongara – Geraldton – Northampton planning study; and the Busselton Outer Bypass	<ul style="list-style-type: none">Preparation of strategic planning studies and business cases for:<ul style="list-style-type: none">West Coast Highway, ScarboroughCanning Highway, ApplecrossOrrong RoadBrand and North West Coastal Highways (Dongara-Geraldton-Northampton)Eastlink WA	Transport Portfolio	From 2022		
Rec 61	Plan and invest in the future development of new heavy rail infrastructure					Fully supported in Government Response
Action 87	Continue planning works with respect to the Bunbury Faster Rail Project	<ul style="list-style-type: none">Submission of Stage 1 Infrastructure Australia proposalCompletion and submission of Stage 2 Infrastructure Australia proposal	Transport Portfolio	From 2022		
88	Continue planning works on the Platform and Signalling Upgrade Program	<ul style="list-style-type: none">Completion of project definition plans for the highest priority components of the Platform and Signalling Upgrade Program	Transport Portfolio	From 2022		





 Completed
 On schedule
 Behind schedule
 Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Action 89	Continue planning for the extension of the current public transport network including the Northern Line corridor and any future orbital rail route	<ul style="list-style-type: none">Completion of a whole-of-city investment logic mapping exercisePreparation of a network expansion strategy (informed by investment logic mapping)	Transport Portfolio	From 2022		
Rec 62	Develop a business case for light rail and/or bus rapid transit as the next stage of major public transport priority investment in Perth					Partially supported in Government Response
Action 90	Progress planning to recommend projects and improvements that will formally bring the 900 series bus network up to mid-tier transit levels	<ul style="list-style-type: none">Finalisation of a budget submission to upgrade 3 prioritised mid-tier corridorsDevelopment of a strategy process for a staged delivery approach to upgrade further corridors to a similar standardDevelopment of an approach for a long-term mid-tier network plan for Perth	Transport Portfolio	2032		
91	Continue to iteratively investigate and plan for an integrated mid-tier mass transit solution	<ul style="list-style-type: none">Development of a business case/s for recommended high priority mid-tier mass transit route/s	Transport Portfolio	2032		
Rec 63	Provide enhanced cycling and walking infrastructure					Fully supported in Government Response
The Government Response notes that existing activities, such as the investment of \$347 million in walking and cycling infrastructure, address this recommendation and has marked it as complete. IWA notes that further initiatives are being progressed to improve active transport infrastructure in Perth						
Rec 64	Implement further measures that support the State Electric Vehicle Strategy for Western Australia					Partially supported in Government Response
Action 92	Establish targets for conversion of the WA Government light vehicle fleet to electric vehicles (EVs)	<ul style="list-style-type: none">Achievement of target for 25% of eligible State Fleet vehicles purchased in 2025-26 to be battery electric vehicles	DWER	2032		






 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Action 92b	Develop and propose policy for the establishment of more ambitious targets including interim target/s for conversion of the WA Government light vehicle fleet to EVs through the State EV Strategy, beyond the established target, in line with the 2032 time frame for delivery	<ul style="list-style-type: none"> Development and implementation of government-endorsed target and interim target to transition the State Fleet to electric vehicles 	DWER	2032		
93	Draft a policy for EV-charging infrastructure	<ul style="list-style-type: none"> Development of a policy for EV-charging infrastructure to provide guidance to both public and private sector investment 	DPLH	2032		
94	Develop road reserve access agreements to allow solar-powered EV-charging infrastructure to be installed	<ul style="list-style-type: none"> Access granted for Horizon Power to install EV-charging infrastructure at select sites within Main Roads WA road reserves 	DWER	2032		Implementation is progressing, however it will be important to ensure that agreements are advanced that address all areas of the state
Rec 65	Ensure the anticipated future road infrastructure and related technology system requirements of connected and automated vehicles are incorporated in the scope of future transport business cases and strategic planning					Fully supported in Government Response
Action 95	Participate in the development of a national legislative framework to support the introduction of connected and autonomous vehicles	<ul style="list-style-type: none"> Provision of strategic support and preparation of advice to the National Legislative Framework for Introduction of Connected and Autonomous Vehicles Development of specifications and an implementation plan for the future rollout of connected and automated vehicles in WA 	Transport Portfolio	2032		
96	Incorporate future road infrastructure and related technology system requirements, necessary for the introduction of connected and automated vehicles, in the scope of future transport business cases and strategic planning	<ul style="list-style-type: none"> Preparation of a guideline that outlines the minimum Intelligent Transport System and communications technology and system requirements Development of a business case template for agencies to outline technology system needs for connected and automated vehicles 	Transport Portfolio	2032		

 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 66	Complement Westport's preparations for a new container port in Kwinana by conducting further strategic planning					Fully supported in Government Response
Action 97	Prepare a business case for the new port, including a new container port in Kwinana, with supporting supply chain requirements and transitional arrangements	<ul style="list-style-type: none"> Finalisation of a final Stage 3 Infrastructure Australia business case submission for a new container port in Kwinana with supporting supply chain requirements (road, rail and intermodal terminals) and transitional arrangements 	Transport Portfolio	From 2022		
Rec 67	Undertake further planning and staged expansion of common-use infrastructure at the Australian Marine Complex					Fully supported in Government Response
Action 98	Deliver the Australian Marine Complex (AMC) Defence Funded Studies Program	<ul style="list-style-type: none"> Delivery of the AMC Defence Funded Studies Program 	DJTSI	2027		<i>The government has completed the AMC Defence Funded Studies Program and provided these to the Australian Government to complete the recommendation. IWA notes that government is developing the State-wide Defence Infrastructure Strategy 2023 to enable increased activity by the Department of Defence in WA. Future joint infrastructure planning between the WA Government and the Department of Defence is encouraged</i>
Rec 68	Support expansion of direct shipping services to the state's north					Partially supported in Government Response
Action 99	Deliver upgrades to Great Northern Highway at Lumsden Point, to enable importation of Over Size Over Mass modules	<ul style="list-style-type: none"> Completion of upgrades to Great Northern Highway at Lumsden Point, to accommodate the safe movement of imported Over Size Over Mass modules 	PPA	From 2025		
100	Continue to explore options for appropriate first-port-of-entry infrastructure to facilitate border control, customs and quarantine requirements, including at the Port of Broome	<ul style="list-style-type: none"> Identification and prioritisation of options for appropriate first-port-of-entry infrastructure Submission an options and feasibility paper to the Australian Government that outlines appropriate first-port-of-entry infrastructure at the Port of Broome 	Transport Portfolio	From 2025		

 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Action 101	Finalise approval with the Australian Government of the first-point-of-entry requirements for the Port of Broome and resubmit a modified business case	<ul style="list-style-type: none"> Identification and prioritisation of options for appropriate first-port-of-entry infrastructure Reach an in-principle agreement with the Australian Government on the first-point-of-entry requirements at the Port of Broome Submission of a business case for appropriate first-port-of-entry at the Port of Broome 	Transport Portfolio	From 2025		
Rec 69	Support long-term investment decision-making for the state's freight rail network over the remainder of the lease period (consistent with Rec 40b)					Fully supported in Government Response
Action 102	Continue implementing the Agricultural Supply Chain Improvement program	<ul style="list-style-type: none"> Finalisation of a business case assessing the viability of the progressive recommissioning of the Narrogin to Kulin Tier 3 railway line Finalisation of project proposal reports for release of funding for various rail sidings Finalisation of a project management and delivery plan for upgrade of the Midland Freight Line to 19 TAL 	Transport Portfolio	From 2022		
103	Deliver the Kalgoorlie Rail Realignment Project	<ul style="list-style-type: none"> Development of a detailed business case for the Kalgoorlie Rail Realignment Project 	GEDC (69b.ii)	From 2022		
152	Consider improvements to the metropolitan freight rail system to increase capacity including intermodal terminals	<ul style="list-style-type: none"> Preparation of a strategic report on future of the metropolitan freight rail system that considers capacity expansion requirements including new intermodal terminals 	Transport Portfolio	From 2025		
Rec 70	Plan for the long-term potential needs of a new civil aviation and general aviation airport for Perth					Fully supported in Government Response
Action 104	Continue to investigate suitable sites for a second civil aviation airport (to Perth Airport) and second general aviation airport (to Jandakot Airport)	<ul style="list-style-type: none"> Identification and preservation of recommended site/s and associated connecting infrastructure corridors 	DPLH	2032		

 Completed
  On schedule
  Behind schedule
  Not commenced



Housing

Providing accessible and affordable housing to enable community wellbeing and economic participation

Recent trends

The state's housing sector has experienced strong growth in property prices over the past 18 months, fuelled by increased demand and constrained housing supply. This presents challenges for prospective homebuyers who are seeking affordable options. Interest rate increases in 2023 have contributed to rising housing stress, impacting both low-income and middle-income earners.

The rental market is also very tight. Vacancy rates are below 1% and rents continue to rise. Rental cost burden is prevalent in low-income households – rent-to-income ratios of more than 30% are common in both metropolitan and regional centres.³⁶ The average share of income needed to service mortgages and pay rents in low-income households across the state is rising.

Housing supply has also been hindered by market conditions that negatively affect the development of medium-density and higher-density housing in affordable locations.

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- investing \$2.6 billion in social housing and homelessness services, including boosting the Social Housing Investment Fund (which aims to deliver 4,000 new social homes) by \$450 million,³⁷ and allocating \$77.5 million for the refurbishment of existing social housing dwellings to mitigate stock loss
- securing a \$209 million share of the Australian Government \$2 billion Social Housing Accelerator Payment to facilitate delivery of social housing over the next five years
- establishing the \$80 million Infrastructure Development Fund to unlock a pipeline of apartments in urban precincts and worker accommodation in regional areas, and allocating \$55 million for upgrades to water infrastructure to unlock housing development in strategic sites across Perth

Levels of housing stress and homelessness in WA

Lower Quartile Homeowner Stress

	Share of income to service mortgage at 6.5% interest rate over 30 years		Change in price to income ratio 2020-2022	
Type	Greater Perth	WA exc. Perth	Greater Perth	WA exc. Perth
Established houses	57.9	42.9	+4.0	+2.9
Multi-residential units	36.7	26.7	+1.6	+1.2

Lower Quartile Rental Stress

	Rent to income ratio 2022		Change over 12 months	
Type	Greater Perth	WA exc. Perth	Greater Perth	WA exc. Perth
Established houses	37.1	39.4	+12.7	+14.4
Multi-residential units	31.3	33.9	+10.7	+14.7

Homelessness in WA

Homeless (all categories)	Number of homeless		Rate of homelessness (per 10,000 population)	
	2016	2021	2016	2021
	9000	9727	36	37

Source: Adapted from A Buckland, A Crowe, A Duncan, S Rowle and R Brierty, [Housing affordability in Western Australia 2023: Building for the future](#), Bankwest Curtin Economics Centre, 2023, accessed 8 November 2023

- investing \$48 million to facilitate remediation of the Bentley Residential Redevelopment project site that will provide a mixture of social and affordable housing
- proposing amendments to the *Residential Tenancies Act 1987* to address rent bidding and frequency of rent increases.

Focus areas for 2024

It is important for the government to maintain a balanced approach to its housing interventions. Focused investment in social housing is welcomed, although there are ongoing challenges in meeting demand. In 2022–23, the number of government loans provided through Keystart decreased by approximately 60% from the previous year.³⁸

To address this, adjustments have been made to Keystart’s policy settings including an expansion of the property price limit, adjusting income limits for participants, establishing the Urban Connect trial product, and adjusting Keystart’s interest rate policy. Continued assistance to low-income and middle-income earners to enter the housing market is important to foster the progression from subsidised housing to private market options.



Photo courtesy of the Department of Communities






Government’s tax incentives to encourage private sector investment, coupled with training initiatives to expand the residential construction workforce, may also contribute to increased housing supply.

The housing needs of people living in regional Western Australia and remote Aboriginal communities also requires continued attention. The Government has fully supported the Strategy’s recommendations that address these issues. It is expected that the development of regional housing plans will improve understanding of regional housing needs. The continuation and expansion of initiatives such as the Regional Development Assistance Program, the North-West Aboriginal Housing Fund, the Infrastructure Development Fund (refer planning and coordination chapter) and Government Regional Officer Housing Program (refer regional development chapter) is encouraged.





Factors for the future

Improving access to secure, affordable and diverse housing is an ongoing challenge requiring collaboration and coordination across all levels of government, and the not-for-profit and private sectors. Much of the land identified for urban development in the metropolitan area is either somewhat constrained or on the urban fringe. It will be important to ensure that as immediate housing supply challenges are addressed, the long-term strategic objectives of urban consolidation continue to be considered. Better coordination of the provision of infrastructure to support new housing supply, and delivering housing in appropriate locations that maximise the use of existing infrastructure, should also be a focus.

Maintaining timely and accurate data and forecasts on housing markets across the state will also be important in informing targeted and effective policy solutions. Improving access to Australian Government housing funding and attracting institutional funding in housing projects will also assist in boosting housing supply.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 71	Improve planning and inform investment for social and affordable housing					Fully supported in Government Response
Action 105	Develop a regional and remote housing plan, through the Housing Strategy 2020-2030	<ul style="list-style-type: none"> Preparation of place-based regional housing plans (including initial pilot plan) to enable strategic, targeted housing outcomes for 10 regions and a consistent evidence base for future investment 	DC	2030		Implementation is progressing, however the time frame for delivery could be accelerated to address current issues being experienced in the regions
Rec 72	Prioritise further investment in social and affordable housing					Fully supported in Government Response
Action 153	Assess the condition and performance of the social housing portfolio and the effectiveness of affordable housing mechanisms to inform future investment	<ul style="list-style-type: none"> Continued monitoring and assessment of the housing portfolio including completion of building condition assessments for 10,000 properties. Review of affordable housing mechanisms 	DC	2025		Implementation is progressing, however a greater focus on affordable housing is encouraged to address current issues. IWA notes recently announced initiatives may assist in addressing this matter
106	Support the delivery of around 3,300 social housing homes	<ul style="list-style-type: none"> Delivery of 4,000 social housing homes (1,356 new dwellings have been completed since 1 July 2021) 	DC	2030		Implementation is progressing and the time frame for delivery is likely to be achieved earlier than 2030
107	Deliver two Common Ground facilities	<ul style="list-style-type: none"> Delivery of East Perth Common Ground facility (112 units) Delivery of Mandurah Common Ground facility (50 units) 	DC	2030		
108	Implement WA's 10-year strategy on homelessness	<ul style="list-style-type: none"> Investment in assets to support the implementation of All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness 2020-2030, including: <ul style="list-style-type: none"> purchase of a hotel as part of the Housing First supported accommodation service delivery of 100 homes under a supportive landlord model (Djuripiny Mia program) establishment of a regional supportive landlord model 	DC	2030		

 Completed
 On schedule
 Behind schedule
 Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 73	Enable and diversify social and affordable housing providers and housing choice					Fully supported 73a-c, not supported 73d in Government Response
Action 109	Identify alternative financing models for social housing delivery, including piloting a Ground Lease model for a build-to-rent social and affordable housing scheme	<ul style="list-style-type: none">Redevelopment of the Stirling Towers to deliver the state's first Ground Lease Model for build-to-rent social and affordable housing scheme, in partnership with a community housing provider	DC	2032		<i>Implementation is progressing. IWA notes that the government is undertaking a range of other activities, (for example, the development of Lot 52 Pier Street that will deliver 219 social and affordable dwellings under a build-to-rent model)</i>
110	Deliver social and affordable housing with the private and community housing sectors as part of the Housing Diversity Pipeline	<ul style="list-style-type: none">Deconstrain and release surplus government land for development that includes social and affordable housing	DC	2032		
111	Investigate reforming policy and reviewing existing community housing agreements	<ul style="list-style-type: none">Preparation of updated policy and agreementsEstablishment of steering group to support the community housing sector and inform the review of policy and agreements	DC	2032		
Rec 74	Respond to the need for affordable and available housing in regional areas					Fully supported in Government Response
The Government Response notes that existing activities, such as regularly reviewing its portfolio of regional officer and key worker housing, address this recommendation, so no further government action has been identified. IWA notes a range of initiatives are being progressed that are targeted at addressing regional housing challenges and encourages ongoing attention to meeting regional housing needs						
Rec 75	Improve Aboriginal housing outcomes and enable options for housing infrastructure					Fully supported in Government Response
Action 154	Implement the Aboriginal Empowerment Strategy and delivery against the <i>National Agreement on Closing the Gap</i> targets, including ensuring housing activities and targets align with Closing the Gap target 9 and help to build the Aboriginal community-controlled housing organisation sector	<ul style="list-style-type: none">Development of a 10-year Aboriginal community-controlled housing organisation sector strategyWork in partnership with the Aboriginal community-controlled housing organisation sector towards Closing the Gap Outcome 9, target 9a	DC	TBD		

 Completed
  On schedule
  Behind schedule
  Not commenced



Health

Providing infrastructure to support delivery of high-quality health services and aid health system reform

Recent trends

The demand for health care is increasing as the state's population continues to grow and age, and levels of chronic disease continue to rise. Overall health spending from government and non-government sources also continues to rise, with \$23.7 billion spent in Western Australia in 2020–21. Between 2016–17 and 2023–24, investment in WA Health and Mental Health Commission services increased by 33% and 57% respectively.³⁹

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- appointing the Expert Committee on Aboriginal Health to guide the state's decision-making in relation to Aboriginal health and medical research, as part of Western Australia's Future Health Research and Innovation Fund
- committing \$219 million to commence the first stage of works to modernise and expand Graylands Hospital, including at least 53 additional forensic mental health beds⁴⁰
- adding an additional 547 beds to the hospital system in the past 2 years – the equivalent of a new tertiary hospital
- allocating \$544 million to commence the \$1.8 billion Women and Babies Hospital (WBH) project⁴¹

Total health expenditure from government and non-government sources in WA

Year	Expenditure (\$ billion)
2017–18	20.9
2018–19	22.3
2019–20	22.1
2020–21	24.2
2021–22	25.8

Source: Adapted from Australian Institute of Wealth and Welfare, [Health expenditure Australia 2021–22](#), accessed 15 October 2023

- committing \$101.1 million to construct the \$150 million Bentley Health Service Surgicentre (co-funded with the Australian Government).⁴²

Focus areas for 2024

The health system has a number of ageing facilities, including Sir Charles Gairdner Hospital (SCGH) and Royal Perth Hospital (RPH), which will require redevelopment in the future. Redevelopment of these highly constrained sites while managing and maintaining service delivery and operational needs presents a range of construction and deliverability risks.



Photo courtesy of WA Country Health Service

As IWA noted in its review of the WA Government's decision to proceed with constructing the new WBH within the Fiona Stanley Hospital precinct instead of the Queen Elizabeth II Medical Centre (QEII MC) site, undertaking detailed planning and due diligence is encouraged to enable the government to make informed decisions about their future.

Addressing gaps in health system service and infrastructure planning will also be important to identify and sequence future health infrastructure priorities. This includes finalising the review of the clinical services framework and development of the state health infrastructure plan as soon as possible. Master planning for the RPH site and review of the masterplan for the QEII MC will also need to be progressed, informed by detailed health system planning and site due diligence to ensure masterplans are feasible to implement.



Increasing the focus on preventative, community-based health care, as proposed in the Sustainable Health Review (SHR), will also be important to transform the health system and reduce demand on hospitals. Reporting on implementation of the SHR will be important to understand how reforms are progressing and if they are helping to ease demand on hospitals.

Factors for the future

The *Review of Western Australia's COVID-19 Management and Response* identified areas where the government and agencies performed well, and where there were opportunities to improve in the event of another pandemic. While the review did not address infrastructure, it did highlight the need for more investment in digital infrastructure to enable remote service delivery and 'ensure that vulnerable groups and people in the regions are not left behind'.⁴³

Virtual and digital-enabled service delivery will play a greater role as the system moves towards more patient-centred and personalised models of care, supporting seamless access to services across a range of settings, including non-hospital settings. It will be important for facilities to be integrated to support these services.



Future health system planning will need to consider the impacts of climate change and natural hazards on demand for health infrastructure, as well as look to innovative service delivery models and more-flexible ways of managing growth and meeting demand. Greater attention to the role of the built environment as part of a stronger preventative approach will also be important to improve public health and reduce demand on the health system over the longer term.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 76	Fast-track implementation of the Sustainable Health Review to alleviate demand on hospitals and support budget sustainability					Fully supported in Government Response
Action 113	Continue to implement the Sustainable Health Review (SHR)	<ul style="list-style-type: none"> Implementation of the SHR Delivery Program, (note that the program reset in November 2022 focused on 6 key areas as outlined in Action 114) 	DH	2022		
114	Deliver SHR recommendations that bolster access to care, digital health, workforce improvements, and funding reforms	SHR implementation focus areas include: <ul style="list-style-type: none"> improvements in outpatient services new models of care for specific users of the system new funding and commissioning models digitisation of the system improved workplace culture workforce planning 	DH	2029		






 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Action 155	Provide ongoing public reporting on progress towards implementing recommendations in the SHR	<ul style="list-style-type: none"> Continued public reporting on progress in implementing SHR recommendations 	DH	Ongoing		Implementation is progressing, with significant reporting being provided on the SHR website. Reporting on performance indicators, such as progress on reducing demand on hospitals and improving the sustainability of the health budget, is encouraged
Rec 77	Address gaps in health system service and infrastructure planning					Fully supported 77a-e, g, partially supported 77f in Government Response
Action 115	Complete the review of the WA Health Clinical Services Framework 2014-2024	<ul style="list-style-type: none"> Implementation of an annual clinical services framework self-assessment process with health service providers 	DH	From 2022		
116	Deliver a state health plan	<ul style="list-style-type: none"> Preparation of a 10-year state health plan outlining vision, priorities and approach for the WA health system 	DH	From 2022		Implementation is progressing. Establishing system-wide service and infrastructure planning to support implementation of the SHR will be important
118	Continue to make enhancements to the DH Strategic Asset Plan	<ul style="list-style-type: none"> Development of a strategic asset plan prioritisation framework Implementation of an improved strategic asset plan process 	DH	From 2022		Implementation is progressing. The preparation of a strategic asset plan that addresses the 0-4 and 5-10+ year period is encouraged
119	Continue to implement the Mental Health Commission Agency Commissioning Plan (MHC ACP)	<ul style="list-style-type: none"> Annual update and review of the MHC ACP 2022-2027 	DH	From 2022		
120	Engage health service providers on infrastructure needs and opportunities as part of the model of service consultation and procurement planning	<ul style="list-style-type: none"> Preparation of a state health infrastructure plan 	DH	2025		Implementation is progressing. Establishing system-wide service and infrastructure planning to support implementation of the SHR will be important





 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 78	Increase investment in community-based services					Fully supported in Government Response
Action 122	Continue to engage with the Australian Government on measures to improve access to and flexibility in the provision of health services to all Western Australians	<ul style="list-style-type: none"> • Implementation of the Health Navigator Pilot Program to improve outcomes for children and young people in out of home care • Continued advocacy to the Australian Government • Implementation of initiatives to assist the primary care sector • Preparation of public information on when to seek primary care from GPs or other practitioners instead a hospital emergency department • Negotiation of the next addendum to the National Health Reform Agreement • Implementation of Australian Government reforms announced in the 2023-24 Federal Budget • Negotiation of new and extended Australian Government agreements to support the provision of primary care 	DH	From 2022		<i>Implementation is progressing. Expanding the role of primary care will be important</i>
Rec 79	Targeted investment in hospitals to modernise facilities and address capacity gaps					Fully supported in Government Response
Action 123	Assess future capacity requirements of the East Metropolitan Health Service (EMHS), subject to updated demand and capacity modelling and the Clinical Service Framework in Strategy Recommendation 77a	<ul style="list-style-type: none"> • Completion (by EMHS) of a self-assessment of Clinical Services Framework capability levels • Completion of master planning for RPH • Targeted investment in the existing plant and building infrastructure to extend the life of RPH 	DH	2025		<i>Implementation is progressing, and completion of master planning for RPH to inform health system service and infrastructure planning is encouraged</i>

 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Action 124	Assess future capacity requirements of the North Metropolitan Health Service (NMHS), subject to updated demand and capacity modelling and the Clinical Service Framework in Strategy Recommendation 77a	<ul style="list-style-type: none"> Refresh of NMHS Strategic Asset Plan 2022-2032 Stakeholder consultation to determine future state health services in Perth's northern corridor Delivery of redevelopment projects at SCGH and Osborne Park Hospital Completion of master planning for Osborne Park Hospital 	DH	2025		Implementation is progressing, and completion of master planning for Sir Charles Gairdner Hospital and Osborne Park Hospital to inform health system service and infrastructure planning is encouraged
125	Consider the future of mental health service provision, including the locations for new in-patient and community services, and forensic mental health	<ul style="list-style-type: none"> Delivery of Stage 1 of the Graylands Reconfiguration and Forensic Taskforce (GRAFT) program, including preparation of a Stage 1 business case 	DH	2032		
156	Continue to provide services at Graylands Hospital and Selby Lodge until recommendations from GRAFT are realised	<ul style="list-style-type: none"> Continuation of services at Graylands Hospital and Selby Lodge until recommendations from GRAFT are realised 	DH	Ongoing		
Rec 80	Prioritise and fund digital technology initiatives, identified in the WA Health Digital Strategy 2020–2030, subject to business cases, with the electronic medical records program the priority					Fully supported in Government Response
Action 126	Deliver the WA Health Digital Strategy 2020-2030	<ul style="list-style-type: none"> Progression and completion of several proposals within the Digital Strategy Horizon 1 and 2 Implementation of benefits realisation tracking reporting Implementation of electronic medical records 	DH	2032		
Rec 81	Enable the built environment to play a stronger role in addressing the wider determinants of health					Fully supported 81a, partially supported 81b in Government Response
Action 127	Develop a framework for assessment and referral of relevant public health assessments to appropriate subject matter experts within DH	<ul style="list-style-type: none"> Requires regulations to be enacted (refer Action 128) As an interim measure, DH's Development Assessment Panel will continue to consider development proposals 	DH	2032		Implementation has not progressed as Action 128 must be completed before implementation of this action can commence

 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Action 128	Investigate regulations to implement public health assessments for significant strategic planning and infrastructure proposals	<ul style="list-style-type: none"> Implementation of public health assessment regulations required to enact Part 7 - Public Health Assessments of the <i>Public Health Act 2016</i> 	DH	2032		<i>Implementation is progressing, however accelerating the time frame for delivery is encouraged</i>
Rec 82	Establish health facilities tailored to Aboriginal needs					Fully supported in Government Response
Action 129	Undertake planning reviews for the development and redevelopment of culturally appropriate care that is close to home for residents in rural and remote WA	<ul style="list-style-type: none"> Transition of 2 remote health clinics to Aboriginal community-controlled primary care clinics by 2024-25 	DH	2024		<i>Implementation is progressing, however identification of other opportunities is encouraged</i>
130	Engage with Aboriginal communities in regional WA to better understand how investment in facilities (including digital) can support the provision of culturally appropriate care and health services	<ul style="list-style-type: none"> Improved digital connectivity across remote sites Identification of gaps between existing service providers for Aboriginal health and WA Country Health Service regional and remote locations Review of the Community Health Service Model 	DH	2032		
Rec 83	Co-invest in health and medical life sciences facilities, subject to business cases					Fully supported in Government Response
Action 131	Continue to implement the Health and Medical Life Sciences Strategy	<ul style="list-style-type: none"> Delivery of supporting infrastructure for advanced manufacturing Completion of a common user infrastructure audit Continuation of the Local Capability Fund Program 	DJTSI	2026		

 Completed
  On schedule
  Behind schedule
  Not commenced



Education and training

Recognising education and skills as a foundation for future wellbeing

Recent trends

The growth in student enrolment and the need for more tailored and more adaptable educational services and facilities is driving demand for infrastructure. Primary and secondary school capacity will need to grow through the development of new schools or additional permanent and more-flexible facilities. Most of the schools experiencing enrolment pressures are in 'hot spots' in new metropolitan residential growth locations and parts of the South West region.

The number of new apprenticeships and traineeships has been increasing since 2020, following several years of decline.⁴⁴

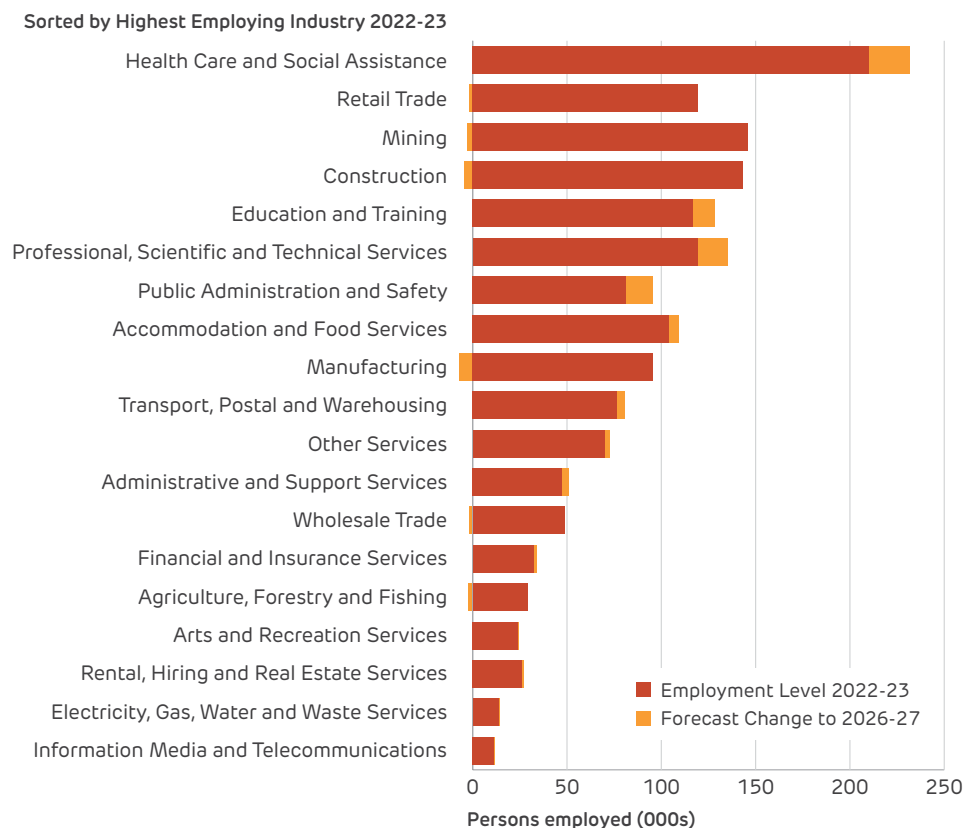
The State Training Plan 2023–24 identified the priorities for investment in vocational education and training to support future and current industry needs.

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- allocating an additional \$965 million for education and training initiatives to a \$1.5 billion capital works program⁴⁵
- committing \$325.1 million to deliver primary and secondary education, support students with a disability and students with an additional language or dialect, and fund further planning for a new inner-city primary school⁴⁶
- providing funding of \$93.4 million for training initiatives to improve access in the regions, encourage women to enter apprenticeships in non-traditional fields and assist Aboriginal people to gain employment.⁴⁷

WA employment by industry, 2022–23, and forecast change to 2026–27



Source: State Training Board, [State Training Plan 2023–24](#) [PDF], WA Government, 2023, accessed 8 November 2023



Focus areas for 2024

It is necessary for the vocational education and training sector to expand and adapt to changes in technology so it can keep up with the expectations of industry and students and grow the supply of skilled workers required to sustain the state's economic and social wellbeing.



The education and training sector comprises a large, expanding and progressively ageing asset base. It will be important that the government provides sufficient funding, not just for new facilities but also for the existing asset base, to ensure high-quality education and training outcomes. Work being progressed by the departments of Finance and Education as part of the Building Asset Management Framework pilot program will support improved asset information and asset management practices to better inform and prioritise investment in this sector.

Factors for the future

School infrastructure planning and delivery could benefit from considering alternative construction options, securing appropriate future school sites and further considering medium-rise and high-rise building formats. The use of technology in education is also an important consideration, as online learning options can help optimise the use of existing infrastructure, diversify learning experiences and expand the reach and access to education. As digital connectivity improves across the state, programs such as the School of Isolated and Distance Education will play a greater role in providing educational opportunities, including to regional areas.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 84	Improve school infrastructure planning and delivery					Partially supported in Government Response
Action 132	Progress a business case for land acquisition in greenfield areas, which will be expanded to include inner and middle suburbs, and an investigation into medium-rise and high-rise public schools	<ul style="list-style-type: none"> Preparation of a business case for land acquisition in greenfield areas, and expansion to include inner and middle suburbs 	DE	From 2022		Implementation is progressing, however providing greater focus on restricting transportable building use to temporary demand solutions and use of more standard pattern designs and alternative construction methods (for example offsite and modular construction) is encouraged. It is noted that modular construction is currently being implemented at Shenton College
157	Progress investigations into medium-rise and high-rise public schools in appropriate locations	<ul style="list-style-type: none"> Investigation into medium rise and high-rise public schools, including: <ul style="list-style-type: none"> preparation of a business case for a new inner-city primary school investigations of options to relieve enrolment pressure at secondary schools in the western suburbs and inner city review of <i>Primary School Brief and Secondary School Planning Guide</i> 	DE	From 2022		

 Completed
  On schedule
  Behind schedule
  Not commenced

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 85	Plan for and invest in future skills and training					Partially supported in Government Response
Action 133	Consider extending the Group Training Wage Subsidy Scheme following an evaluation of the pilot	<ul style="list-style-type: none"> Access for small and medium-sized enterprises to an additional 300 apprentices and trainees employed through group training organisations (GTO) to work on government projects Establishment of GTO Wage Subsidy Program 	DTWD	2023		
158	Map required skills to support the defence and battery industries	<ul style="list-style-type: none"> Provision of support to advance the Developing Local Capability priority area (understanding skill, training and job requirements) as part of the Future Battery Industry Strategy Development of a nuclear skills framework to address skill development and support maintenance and sustainment of nuclear-powered submarines 	DTWD	Ongoing		

 Completed
  On schedule
  Behind schedule
  Not commenced



Arts, culture, sport and recreation

Supporting a rich, diverse and vibrant arts, culture, sport and recreation sector for community wellbeing, liveability and tourism

Recent trends

The diverse nature of the arts, culture, sport and recreation (ACSR) sector presents many challenges and opportunities for Western Australia to be a leading destination for visitors and maintain its high standard of living. As one of the sectors most impacted by the COVID-19 pandemic, it is encouraging to see that attendance at events is recovering and visitor numbers are rebounding.

Population growth is driving demand for ACSR infrastructure across the state and there is an ever-increasing appetite for new and improved experiences. Technological advancements and digital engagement are expected to drive demand for digital access to services as well as content and creative output.

Achievements

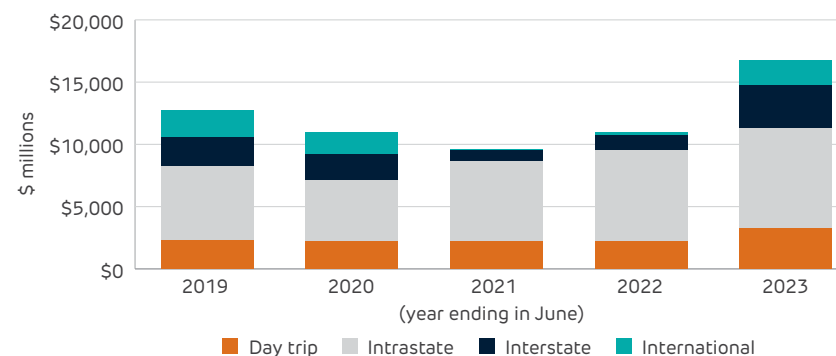
The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- commencing work to develop a vision for the sector and identify how to support the growth of the state's arts, culture and creative industries through the release of the 10 Year Vision for Culture and the Arts in Western Australia Discussion Paper
- progressing site investigations for a screen production facility in the Malaga METRONET station precinct
- committing funding for the new State Hockey Centre, the Perth Concert Hall redevelopment and the WACA Ground Improvement project
- establishing the \$750 million Resources Community Investment Initiative (a joint initiative between the WA Government and the resources industry) to facilitate investment in iconic state infrastructure projects and community and social initiatives.

Focus areas for 2024

There are a number of ACSR initiatives that will be important for government to progress in the short to medium term, including developing the Aboriginal Cultural Centre, preparing a 10+ year regional-level sporting facilities plan

Visitor spending in WA for all visitors 2019-2023











Source: Australian Trade and Investment Commission, [international](#) and [national](#) visitor surveys, Australian Government, 2023, accessed 8 November 2023

and finalising destination management plans for WA's 5 tourism regions. Investigation of options to improve the capacity and quality of Perth's convention and exhibition facilities is also encouraged.

Factors for the future

Ongoing investment in the ACSR sector is important to maintain the state's high liveability rating, support migration and increase tourism appeal. The ACSR sector also has a large, ageing and dispersed asset base, with a substantial maintenance backlog. Significant maintenance activities are needed to ensure facilities remain fit for purpose. The sector will also have to adapt to the challenges of climate change, with more extreme weather events, bushfires and rising sea levels forecast for the state, threatening biodiversity, environmental conservation and suitable protection and storage of collections.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 86	Develop and publish a 10+ year state arts and culture strategy					Fully supported in Government Response
Action 134	Develop a 10-year state arts and culture strategy	<ul style="list-style-type: none"> Development of a 10-year state arts and culture strategy 	DLGSC	From 2023		
Rec 87	Ensure access to regional-level sporting infrastructure and inform investment requirements					Fully supported in Government Response
Action 135	Identify and plan regional-level sporting infrastructure, particularly in the outer metropolitan urban growth areas	<ul style="list-style-type: none"> Consolidation of information around proposed regional-level infrastructure, including current gaps, in conjunction with local government 	DLGSC	2024		
136	Develop a 10+ year regional-level sporting facilities plan	<ul style="list-style-type: none"> Development of a regional-level sporting facilities plan, in conjunction with local government 	DLGSC	2024		
Rec 88	Increase investment in existing and new infrastructure					Fully supported in Government Response
Action 137	Deliver the Aboriginal Cultural Centre	<ul style="list-style-type: none"> Preparation of a business case for the Aboriginal Cultural Centre Completion of community engagement program (Round 3) Completion of master plan design 	DLGSC	2028		IWA also notes the government's investment of \$35 million in the Perth Cultural Centre Rejuvenation, which directly responds to Strategy Recommendation 88d
138	Consider future planning, development and activation options for the Perth Convention Precinct at a future point in time	<ul style="list-style-type: none"> Consideration of future planning options for the Perth Convention Precinct 	DPLH	From 2024		
Rec 89	Develop and publish a 10+ year state tourism strategy					Fully supported in Government Response
Action 138	Develop a state tourism strategy for tourism marketing and management in WA for the next 10 years	<ul style="list-style-type: none"> Development and implementation of a 10 year whole of government visitor economy strategy 	DJTSI	2024		
Rec 90	Invest in the 4 jewels in the crown of WA's tourism offering					Fully supported in Government Response
Action 140	Prepare destination management plans for WA's 5 tourism regions	<ul style="list-style-type: none"> Development of destination management plans for WA's 5 tourism regions (Golden Outback, South West, Coral Coast, North West and Destination Perth) 	DTJSI	2026		
159	Deliver the National Park Tourism Experiences Development program to encourage additional private accommodation and to build the density and diversity of tourism experiences within WA's national parks	<ul style="list-style-type: none"> Implementation of the National Park Tourism Experiences Development program 	DJTSI	TBD		



Justice and public safety

Collaborating on infrastructure planning and delivery to support improved sector outcomes

Recent trends

Aboriginal people, particularly young Aboriginal people, continue to experience high incarceration rates in Western Australia. While some progress has been made by government in partnering on an Aboriginal-led justice reinvestment approach, further work is needed to close the gap in incarceration rates between Aboriginal and non-Aboriginal people.

During 2022 and 2023, emergency services faced unprecedented challenges, contending with Level 3 bushfires and record-breaking flooding and infrastructure damage in the Kimberley region.⁴⁸ As this occurred directly after the COVID-19 pandemic, it placed considerable demand on frontline services.

Achievements

The WA Government has progressed a range of initiatives related to the Strategy's recommendations, including:

- progressing locally designed and owned community action plans in every local policing area to improve engagement with Aboriginal communities⁴⁹
- committing a further \$54.6 million to reduce the number of youth and vulnerable people coming into contact with the justice system (for example, Target 120, Kimberley Juvenile Justice programs and Aboriginal Community Connector Program)⁵⁰
- committing \$322 million to support communities affected by ex-Tropical Cyclone Ellie (co-funded with the Australian Government)⁵¹
- investing \$81.7 million in the upgrade and maintenance of the state's emergency management network and equipment.⁵²

Key statistics for the justice and public safety sector

Key statistics for the sector	2016–17	2022–23
Rate of offences against the person per 100,000 people (810 target) (excluding family-violence related offences)	845.7	960.5
Total number of criminal cases lodged in the 3 courts: (Supreme Court finalised figures have been used, accounting for a small percentage of cases.)	108,914	86,873
– Supreme Court criminal median time to trial	33 weeks	45 weeks
– District Court criminal median time to trial	34 weeks	69 weeks
– Magistrates Court median time to trial	25 weeks	22 weeks
Average daily prisoner population	6,489	6,352
Percentage who identify as Aboriginal and Torres Strait Islander	38%	42%
Average daily young people in custody population	142	94
Percentage who identify as Aboriginal and Torres Strait Islander	74%	75%
Number of incidents attended by emergency services personnel	30,086	31,000+
Number of bushfires attended by emergency services personnel	4,805	4,677
Number of total fire ban days declared	23	79

Source: Adapted from Western Australia Police Force, *Annual reports 2017 and 2022*, Department of Justice, *Report on criminal cases in the Magistrates Court of Western Australia 2016/17 to 2020/21*, *Annual report 2022*, Department of the Attorney General, *Final report 2017*, Department of Corrective Services, *Final report 2017*, Department of Fire and Emergency Services, *Annual reports 2017 and 2022*

Focus areas for 2024

While reducing the over-representation of Aboriginal people in the criminal justice system is important, justice reinvestment initiatives for all population cohorts, through outcomes-focused cross-government community and private-sector collaboration, also needs to be considered.





There is evidence that agencies within the justice and public safety sector are undertaking collaborative planning in some areas (for example, the Armadale Courthouse and Police Complex). However, to foster collaborative planning across the sector in business-as-usual practice, ongoing reporting on efforts, progress and accomplishments (for example,

shared assets, delivering precincts and progressing long-term planning) would be beneficial.

Factors for the future

It is expected that the application of early intervention and prevention strategies to reduce demand in the police and justice systems will require an ongoing focus to realise outcomes. It will be important for any programs that target Aboriginal people to be Aboriginal-led where possible.

Greater application of digital technologies provides the opportunity to support increased collaboration across the sector and will also support the pathway towards digital service delivery.

Strategy recommendation and government action/s		Deliverable/s	Lead agency	Time frame for delivery	Progress status	IWA comment
Rec 91	Establish and implement cross-agency stretch targets, measures to achieve these targets and publicly report progress against these targets each year					Partially supported in Government Response
The Government Response notes that existing activities address this recommendation, so no further government action has been identified. IWA notes that this response relates only to reducing over-representation of Aboriginal people in the criminal justice system via Closing the Gap activities. Reducing demand for all cohorts of the population is encouraged						
Rec 92	Improve infrastructure planning with a focus on the interdependencies of police, courts and correctional facilities					Fully supported in Government Response
Action 141	Update and maintain the Custodial Infrastructure Plan 2021-2031	<ul style="list-style-type: none">Review of the Custodial Infrastructure Plan 2021-2031, and maintain this on an annual basis thereafter as part of strategic asset planning and budget processes	DJ	2024		Implementation is progressing, however further initiatives to improve long-term planning for courts and police facilities is encouraged
Rec 93	Invest in fit for purpose and contemporary infrastructure					Fully supported in Government Response
Action 142	Consider funding for the construction of the new Broome prison	<ul style="list-style-type: none">Preparation of a project definition plan for a new custodial facility in Broome	DJ	2028		Implementation is progressing, noting the delivery time frame relates to a broader scope of works than the identified deliverables
143	Investigate options to replace the Emergency Management Training Centre	<ul style="list-style-type: none">Commencement of site selection and acquisition processesDevelopment of a project definition plan	DFES	2028		
144	Develop a business case for future investment in the Government Radio Network	<ul style="list-style-type: none">Completion of scoping of future Government Radio Network requirements to establish a cross-government program and business case for future investment	DJ	2028		

 Completed
  On schedule
  Behind schedule
  Not commenced

Acronyms and abbreviations

ACCO	Aboriginal community-controlled organisation
ACSR	Arts, culture, sport and recreation (IWA Infrastructure sector)
AI	Artificial intelligence
AMC	Australian Marine Complex
ASDP	Alkimos Seawater Desalination Plant
CBD	Central business district
DC	Department of Communities
DE	Department of Education
DER	Distributed Energy Resources
DFES	Department of Fire and Emergency Services
DF	Department of Finance
DH	Department of Health
DJTSI	Department of Jobs, Tourism, Science and Innovation
DJ	Department of Justice
DLGSC	Department of Local Government, Sport and Cultural Industries
DMIRS	Department of Mines, Industry Regulation and Safety
DPC	Department of the Premier and Cabinet
DPIRD	Department of Primary Industries and Regional Development
DPLH	Department of Planning, Lands and Heritage
DT	Department of Treasury

DTWD	Department of Training and Workforce Development
DWER	Department of Water and Environmental Regulation
EMHS	East Metropolitan Health Service
EPWA	Energy Policy Western Australia
ETS	Energy transformation system
EV	Electric vehicle
GEDC	Goldfields-Esperance Development Commission
Government Response	WA Government's response to the State Infrastructure Strategy
GRAFT	Graylands Reconfiguration and Forensic Taskforce
GTE	Government trading enterprise
GTO	Group training organisation
IWA	Infrastructure WA
IWA Act	<i>Infrastructure Western Australia Act 2019</i>
MHC ACP	Mental Health Commission Agency Commissioning Plan
MIPA	Major infrastructure proposal assessment
MLP	Market-led Proposals
NMHS	North Metropolitan Health Service
NWIS	North West Interconnected System
ODG	Office of Digital Government
PPA	Pilbara Ports Authority

Q1	Quarter 1 (pertaining to calendar year)
QEIMC	Queen Elizabeth II Medical Centre
RDC	Regional Development Commission
RPH	Royal Perth Hospital
SAMF	Strategic Asset Management Framework
SAP	Strategic asset plan
SCGH	Sir Charles Gairdner Hospital
SERS	Sectoral emissions reduction strategy
SHR	Sustainable Health Review
SIP	State Infrastructure Program
SPP	State planning policy
Strategy	State Infrastructure Strategy
SWDC	South West Development Commission
SWIS	South West Interconnected System
Transport Portfolio	comprises Department of Transport, Main Roads WA and Public Transport Authority
TAL	Tonne axle load
WAPC	Western Australian Planning Commission
WARHS	Western Australian Renewable Hydrogen Strategy
WATC	Western Australian Treasury Corporation
WBH	Women and Babies Hospital
Waste Strategy	Waste Avoidance and Resource Recovery Strategy 2030
WOSP	Whole of system plan

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