



# Annual Work Program 2024-25







## 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 Aboriginal communities and their cultures statewide, and to Elders both past and present.

## Contact information

Infrastructure WA  
Level 41, 108 St Georges Terrace, Perth  
Western Australia 6000  
Phone: 08 6552 5229  
Email: [enquiries@infrastructure.wa.gov.au](mailto:enquiries@infrastructure.wa.gov.au)  
[infrastructure.wa.gov.au](http://infrastructure.wa.gov.au)  
© Government of Western Australia 2024

This publication can be made available in alternative formats and languages on request.

### Photo acknowledgements

Cover	Train station in Perth, Shutterstock
Inside cover	William Peucker
Page 3	Kalgoorlie Super Pit, Shutterstock





# Introduction

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

2023-24 was a year where IWA's work priorities shifted into business-as-usual, including:

- publication of the first annual Implementation Progress Report on the State Infrastructure Strategy.
- progression of State Infrastructure Strategy recommendations for which IWA is responsible.
- provision of advice to the WA Government to support the development of the 10-year state infrastructure program.
- reviewed 38 strategic asset plans and providing related advice and feedback to agencies.
- completion of 16 assessments of major infrastructure proposals.
- continued coordination of submissions to Infrastructure Australia.

Other achievements included the active implementation of IWA's first reconciliation action plan, and the review of the WA Government decision to proceed with constructing the new Women and Babies Hospital at the Fiona Stanley Hospital site.

Publication of the Annual Work Program is a legislative requirement of the *Infrastructure Western Australia Act 2019* (IWA Act) and supports the transparency of the agency's activities, consistent with the principles on which IWA was established.

The table on page 4 provides an overview to the Premier and stakeholders of the key achievements in 2023-24 and IWA's key priorities and deliverables in 2024-25. It also demonstrates the alignment of these priorities to IWA's strategic objectives.

# IWA strategic objectives



## **Improve** strategic infrastructure planning and coordination

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



## **Inform and influence** longer-term infrastructure needs and priorities

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



## **Provide** informed advice to support robust infrastructure proposals

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



## **Build** stakeholder confidence through mutual awareness and understanding

Establish and nurture genuine relationships that support mutually understood responsibilities, expectations and benefits.




















## **Foster** a safe and healthy organisation

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
























# Work program achievements, activities and deliverables














Function	Strategic objectives					2023-24 achievements	2024-25 work program activities	2024-25 deliverables
								
<b>State infrastructure strategy (Strategy)</b>								
<b>Next Strategy</b> The IWA Act requires IWA to develop a new Strategy every 5 years.						Planning for the next Strategy commenced in early 2024, including: <ul style="list-style-type: none"> <li>establishment of principles to guide next phase of Strategy development.</li> <li>confirmation of Strategy approach.</li> </ul>	<ul style="list-style-type: none"> <li>Refresh of 2022 Strategy vision and goals.</li> <li>Identification and prioritisation of Strategy focus areas.</li> <li>Review asset baseline and other foundational activities.</li> </ul>	Finalised Strategy vision and goals.
<b>Strategy evaluation and monitoring</b> The IWA Act requires IWA to publicly report annually on the WA Government's progress in implementing the Strategy's recommendations (to the extent supported in the WA Government's Response to the Strategy).						Publication of the inaugural Strategy implementation progress report in December 2023.	<ul style="list-style-type: none"> <li>Ongoing engagement with the Department of the Premier and Cabinet to refine the approach and framework for collecting and collating data on the implementation status of supported Strategy recommendations.</li> <li>Ongoing engagement with key government agencies on the delivery and progress of the supported Strategy recommendations.</li> <li>Develop the 2024 annual implementation progress report.</li> </ul>	Publication of IWA's annual implementation progress report by the end of 2024.
<b>Implementation</b> The WA Government, through its response to the Strategy has identified lead agencies for implementation of each of the supported Strategy recommendations, as well as target timeframes for completion.  IWA is designated as lead or co-lead agency for the implementation of several recommendations.						Recommendation 2: In consultation with key stakeholders, IWA prepared a digital first infrastructure policy scoping document for the WA Government's consideration.  Recommendation 14: IWA worked with Department of Treasury to consider further changes to the Strategic Asset Management Framework in respect of projects and programs needing to align to emission reduction goals and pathways.  Recommendation 36(e): IWA, in collaboration with the Departments of the Premier and Cabinet and Treasury have developed recommendations regarding the merits of all projects and programs required to undergo major infrastructure proposal assessment having a benefits management plan and post-completion review.	Recommendation 36(e): Further investigation of implementation of the WA Government's preferred approach may be required throughout 2024-25.	

# Work program achievements, activities and deliverables

CONTINUED

Function	Strategic objectives					2023-24 achievements	2024-25 work program activities	2024-25 deliverables
								
<b>Major infrastructure proposals assessment (MIPA)</b>								
The MIPA function assesses and reports to the Premier on major infrastructure proposals with an estimated capital cost of \$100 million or more, or any project nominated by the Premier.						<p>Developed best practice guidance on digital, sustainability and Aboriginal participation for major infrastructure proposals.</p> <p>Completed a total of 10 Step 3 and 6 Step 2 assessments.</p> <p>Completed a lessons learned review of the MIPA Guidelines and refreshed them based on the outcomes of that process, to make the Guidelines more accessible and user friendly.</p>	<p>Communicate guidance and expectations to agencies and government and continue to assess proposals for best practice.</p> <p>Formally assess relevant proposals submitted to IWA in 2024-25.</p>	Submission of MIPA reports to the Premier and publication of MIPA summary reports.
<b>10-year state infrastructure program (SIP)</b>								
The IWA Act requires the WA Government to prepare a 10-year rolling SIP on an annual basis. Each year the SIP must be made publicly available by the Premier within 3 months of the State Budget being handed down. IWA provides government with independent advice to support its preparation of the SIP each year.						Submitted advice to the WA Government to inform the preparation of the 2024 and 2025 SIP.	Provide independent advice to the WA Government to support the preparation of the WA Government's 2026 SIP.	Provision of advice to inform the WA Government on the preparation of the 2026 SIP.
<b>Best practice infrastructure advice to state agencies and government trading enterprises</b>								
Through proactive engagement IWA provides state agencies with advice and assistance in the development of business cases, strategies, plans and policies which will support improved long-term public infrastructure planning.						Completed annual assessment and provided feedback to state agencies on 38 strategic asset plans submitted as part of the 2023-24 State Budget process.	Continue to engage with state agencies to provide advice, and to assist in the development of best-practice infrastructure business cases, strategies, plans and policies.	Provide 2024-25 strategic asset plans assessment feedback reports to state agencies.
<b>Infrastructure matters advice and assistance to Premier</b>								
IWA's functions include providing advice to the Premier on matters such as infrastructure priorities and the funding and financing of infrastructure, as well as performing any other function relating to infrastructure at the request of the Premier.						At the request of the Premier, IWA undertook a review of the WA Government decision to proceed with constructing the new Women and Babies Hospital at the Fiona Stanley Hospital site.	Work on any other matters as requested by the Premier.	To be defined based on the Premier's request.

Work program achievements, activities and deliverables CONTINUED

Function	Strategic objectives					2023-24 achievements	2024-25 work program activities	2024-25 deliverables
								
WA Government Infrastructure Australia (IA) relationship and proposals submission coordination								
Two of IWA's core functions are reviewing and reporting to the Premier on WA Government infrastructure proposals before they are submitted to IA, and coordinating information and submissions from the WA Government to IA (under the Premier's direction).						Provided advice to state agencies on IA requirements, to support submissions under development.  Coordinated several Stage 1 and 2 reviews.	Report to the Premier on the progress of current Infrastructure Priority List initiatives.  Provide strategic assistance and support to help guide WA Government initiatives that are currently listed or seeking to be listed on the Infrastructure Priority List through IA's business case stages.	Review and provide support to proponents that are developing proposals for the Infrastructure Priority List and provide progress reports to the Premier.
Business services and corporate initiatives								
Delivering efficient and fit for purpose corporate services ensures IWA's focus on functional outcomes is supported.  Effective governance services also underpin the effectiveness and accountability of the Board and its committees, allowing the members' expertise to be leveraged to have the most impact.						Supported the delivery of IWA's legislated functions.  Published the 2022-23 Annual Report and 2023-24 Annual Work Program.  Implemented IWA's Reflect Reconciliation Action Plan.  Continued to deliver finance, audit and compliance activities and reporting.	Support the delivery of IWA's legislated functions.  Provide support to the Board and its committees.  Proactively advance IWA's communications and engagement activities with its stakeholders.  Undertake finance, audit and compliance activities and reporting.	Publish the 2024-25 Annual Work Program.  Publish the 2023-24 Annual Report.  Publish IWA's first Aboriginal Participation Strategy.