

2026-27



Infrastructure
Western Australia

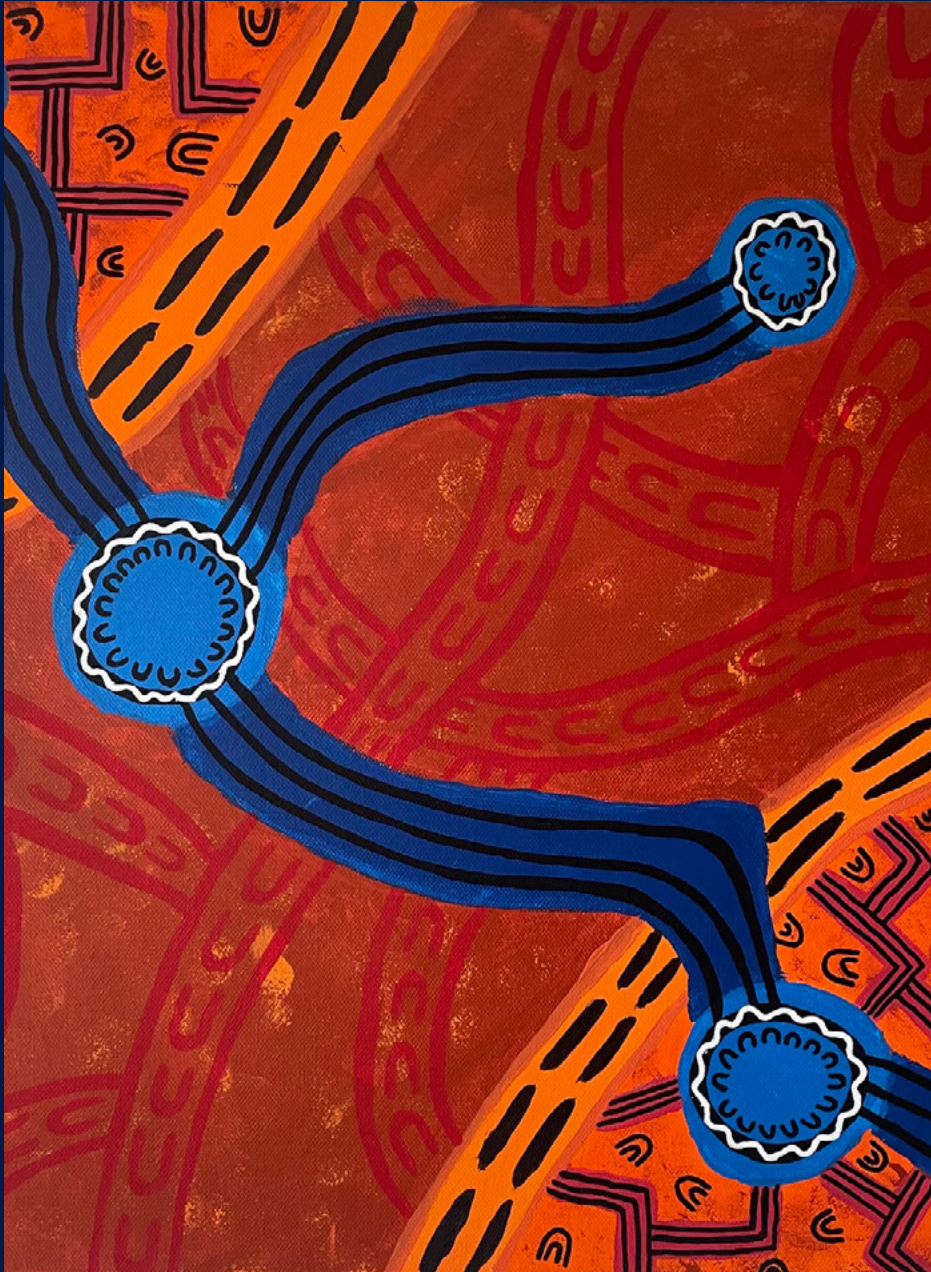


ANNUAL WORK PROGRAM

Infrastructure WA



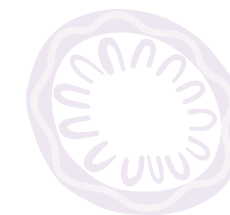
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ACKNOWLEDGEMENT OF COUNTRY

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

1. 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.

In the first half of 2025-26 IWA's work priorities focused on the development of the new state infrastructure strategy (Strategy), including:

- Refresh of Strategy vision and goals and identification of Strategy focus areas;
- Development of the Directions for the 2027 Strategy paper, which sets the context and focus areas for the next Strategy; and
- The preparation of a number of issues papers relating to the identified Strategy focus areas.

Throughout 2025-26, IWA also conducted the following activities in line with its legislative functions:

- Completion of 6 assessments of major infrastructure proposals;
- Publication of the 2022 State Infrastructure Strategy implementation progress report that included an interactive dashboard;
- Assessed WA construction market capacity to deliver a 15-year pipeline; and
- Responded to the Premier's request to undertake infrastructure assessments in 7 regional centres.

In February 2026, the Premier announced that IWA would transition to become the 2050 Commission, WA's first productivity commission. Early establishment work for the 2050 Commission commenced in the last half of the financial year. The annual work program for 2026-27 includes 2050 Commission activities to lead the successful transition and establishment.

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 7 provides an overview to the Premier and stakeholders of the key achievements in 2025-26 and IWA's key priorities and deliverables in 2026-27. It also demonstrates the alignment of these priorities to IWA's strategic objectives.

IWA STRATEGIC OBJECTIVES



01

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.



02

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.



03

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.



04

Build stakeholder confidence through mutual awareness and understanding

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



05

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.

2. WORK PROGRAM ACHIEVEMENTS, ACTIVITIES AND DELIVERABLES



Improve strategic infrastructure planning and coordination



Inform and influence longer-term infrastructure needs and priorities



Provide informed advice to support robust infrastructure proposals



Build stakeholder confidence through mutual awareness and understanding



Foster a safe and healthy organisation

Program	Function	Strategic Objectives	2025-26 Achievements	2026-27 Work Program Activities	2026-27 Deliverables
2050 Commission establishment	In February 2026, the Premier announced that IWA would transition to become the 2050 Commission, WA's first productivity commission. IWA has been tasked by the Premier to establish the new organisation as a statutory authority of the WA Government.		- Commenced establishment activities, including engagement with the interagency 2050 Steering Committee. - Commenced communications and engagement planning for the 2050 Commission. - Commenced review into green energy supply chains.	- Support the development of new legislation for the 2050 Commission. - Plan and transition the current agency to the Commission. - Plan and establish new functions of the Commission. - Through consultation and research, establish a shared understanding of productivity in the WA context. - Finalise review into green energy supply chains.	2050 Commission establishment program. - Green energy supply chain review report.

Program	Function	Strategic Objectives	2025-26 Achievements	2026-27 Work Program Activities	2026-27 Deliverables
Major infrastructure proposals assessment (MIPA)	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.	   	- Completed a range of reviews of proposals including 3 x Step 3, 3 x Step 2, 5 x Step 1 and 8 x informal advice reviews. - Communicated guidance and expectations to agencies and government and continue to assess proposals for better practice.	- Formally assess relevant proposals submitted to IWA in 2026-27. - Communicate guidance and expectations to agencies and government and continue to assess proposals for better practice.	- Submission of MIPA reports to the Premier. - Publication of MIPA summary reports.
Infrastructure Matters Advice and Assistance to Premier	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.	   	- Undertook WA construction market capacity analysis - in collaboration with delivery agencies, central agencies and industry peak bodies - on infrastructure-related demand and supply to help identify emerging constraints early and support coordinated decisions on sequencing, packaging, resourcing and procurement. - Undertook a targeted assessment to benchmark the performance of social infrastructure and service provision across 7 of WA's major regional centres.	- Refresh WA infrastructure pipeline of planned public, private and housing projects and markets. - Collaborate with Department of Mines, Petroleum and Exploration, the Office of the Coordinator General, delivery agencies and industry to assess WA's basic raw material supply and demand and identify solutions to any shortfalls.	- Web-based market capacity tool for use by agencies. - Period insights reporting on WA construction market capacity.

Program	Function	Strategic Objectives	2025-26 Achievements	2026-27 Work Program Activities	2026-27 Deliverables
State Infrastructure Strategy 2027 (Strategy)	Next Strategy The IWA Act requires IWA to develop a new Strategy every 5 years. The next Strategy is due in 2027.	   	Progressed development of the next Strategy, including: - Developed the Directions for the 2027 State Infrastructure Strategy paper. - Prepared a number issues papers relating to the identified focus areas of the next Strategy. - Targeted stakeholder engagement.	- Finalise the next Strategy, focusing on the significant infrastructure matters that most impact the state's productivity and economic transformation. - Undertake targeted stakeholder engagement.	Draft State Infrastructure Strategy 2027.
State Infrastructure Strategy 2022	Strategy Evaluation and Monitoring The IWA Act requires IWA to publicly report annually on the WA Government's progress in implementing the State Infrastructure Strategy's recommendations (to the extent supported in the WA Government's Response).	   	Published the 2025 annual implementation progress report, including an interactive dashboard.	- Develop the 2026 implementation progress report. - Undertake engagement with key government agencies on the delivery and progress of the supported Strategy recommendations.	Publication of IWA's annual implementation progress report by the end of 2026.

Program	Function	Strategic Objectives	2025-26 Achievements	2026-27 Work Program Activities	2026-27 Deliverables
10-Year State Infrastructure Program (SIP)	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 refreshed advice to the WA Government to inform the preparation of the 2025-26 SIP.	Provide independent advice to the WA Government to support the preparation of the 2027 SIP.	Provision of advice to inform the WA Government on the preparation of the 2027 SIP.
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 submissions for Infrastructure Priority List (IPL) with the Department of the Premier and Cabinet (DPC) and state agencies.	• Report to the Premier on the progress of IPL initiatives. • Provide strategic assistance and support to help guide WA Government initiatives listed, or seeking to be listed, on the IPL through IA's business case stages. • Review and provide advice to state agencies on IA stage 1, 2 and 3 submissions.	• Review and provide support to proponents developing proposals for the IPL. • Review and provide reports to Premier on proposals prior to submission to IA.

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Business services and corporate initiatives	Delivering efficient and fit for purpose corporate services ensures IWA's focus on functional outcomes is supported.		Supported delivery of IWA's legislated functions.	Support the delivery of IWA's legislated functions.	Publish the 2026-27 annual work program.
	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.		Provided submission to the consultation process for the 2050 Commission establishment.	Provide support to the Board and its committees.	Publish the 2025-26 annual report.
			Published the 2024-25 annual report and 2025-26 annual work program.	Undertake finance, audit and compliance activities and reporting.	
			Continued to deliver finance, audit and compliance activities and reporting.	Support the establishment activities of the 2050 Commission.	

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