



Infrastructure
Western Australia

— 2025–26



ANNUAL REPORT

Infrastructure WA





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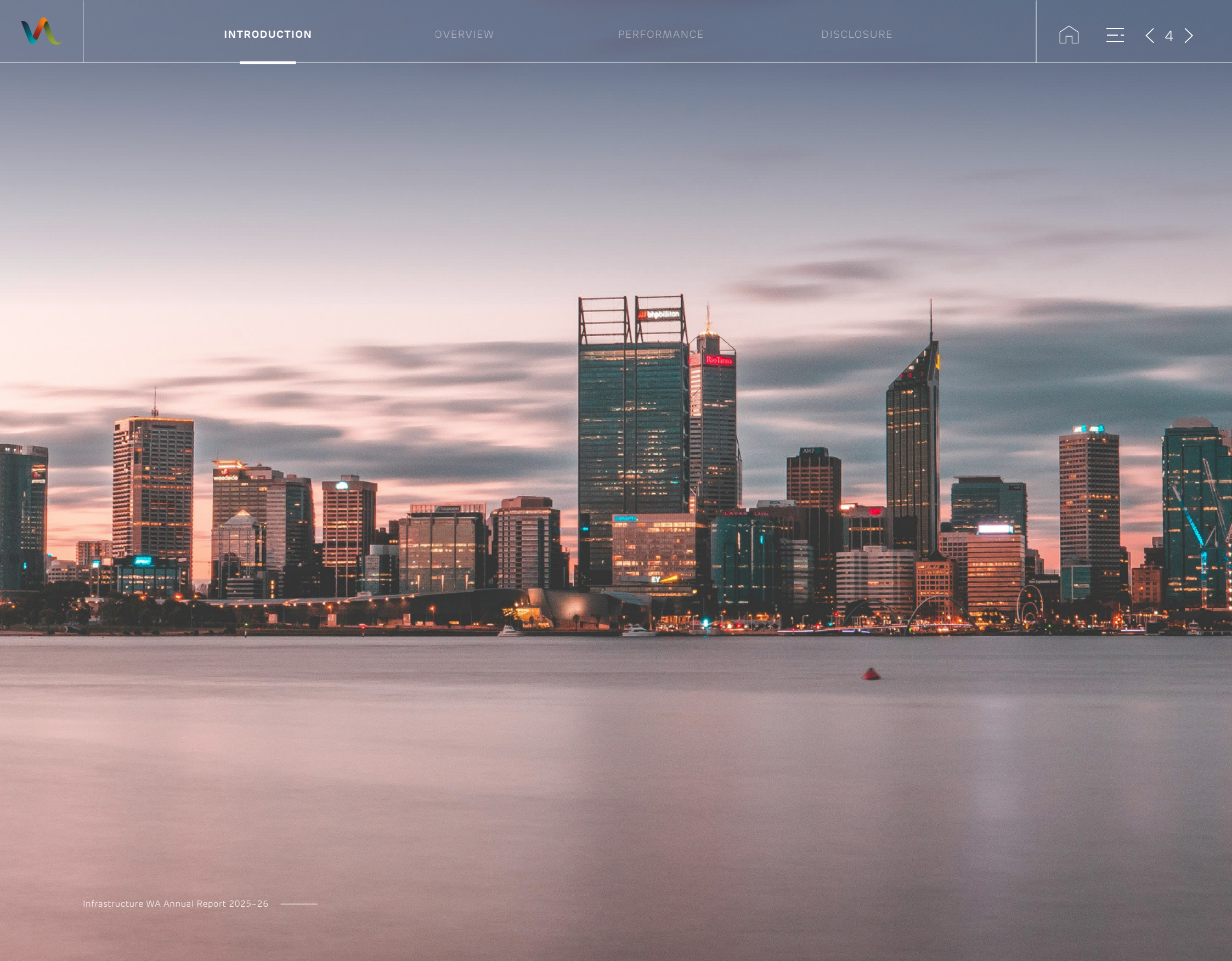
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ACKNOWLEDGEMENT OF COUNTRY

IWA 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.

In this document, in line with the WA Aboriginal Empowerment Strategy, the term 'Aboriginal people' is used in preference to 'Indigenous people' or 'Aboriginal and Torres Strait Islander people', in recognition that Aboriginal people are the original inhabitants of Western Australia. Together, Aboriginal people and Torres Strait Islanders make up the First Nations of Australia. This document primarily refers to Aboriginal people in Western Australia (including Aboriginal people who also identify as Torres Strait Islanders). We respectfully recognise the valuable contributions of Torres Strait Islander people to Western Australia's society, economy and communities.





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STATEMENT OF COMPLIANCE

THE HON ROGER COOK

BA GRADDIPBUS MBA MLA

Premier of Western Australia; Minister for State Development, Trade and Investment, and Economic Diversification

Dear Premier

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament the annual report of Infrastructure WA for the reporting period 1 July 2025 to 30 June 2026.

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

Michael Schaper
Board Chairperson

Jenet Connell
Audit, Risk and Finance
Committee Chairperson

Sonja O'Leary
Chief Executive Officer

1. CHAIRPERSON'S FOREWORD



On behalf of the Infrastructure WA Board, I am pleased to present our 2025–26 annual report.

Every year brings its own unique set of challenges, and the 2025–26 financial reporting period was no different. The global environment shifted rapidly, shaped by geopolitical uncertainty, supply-chain diversification and trade realignment. Energy transition pressures accelerated. At the same time, climate impacts became more pronounced, reinforcing the need for resilience and long-term thinking in what we build.

Western Australia enters this period of disruption from a position of strength. Our globally competitive resources and energy sector, emerging critical-minerals capability, and strategic trade links provide a strong foundation, while a growing innovation and services base creates new opportunities.

However, IWA's research confirms that to fully leverage these advantages we must invest in critical enabling infrastructure.

The state has its own specific challenges. Meeting future workforce needs will require higher residential density near jobs, supported by efficient transport networks. We must also consider the impacts of emerging industries on water and energy supplies as climate risks intensify. In 2025 IWA undertook global city benchmarking to understand how the Greater Perth conurbation compares with peer city regions. While confirming Perth's high liveability, the analysis identified strategic opportunities to accelerate innovation, support sustainable urban development, diversify the economy, and unlock Perth's full potential as a vibrant, globally competitive city.

Another new opportunity – and challenge – for IWA came in August 2025, when the Premier announced that IWA will transition to become the 2050 Commission – Western Australia's first productivity commission. This will expand our remit from solely focusing on infrastructure issues to a much broader economic focus, examining the drivers and barriers to the state's long-term prosperity and wellbeing.

The 2050 Commission will maintain a long-term perspective and help chart a trajectory that maximises Western Australia's opportunities and supports a more diversified, globally competitive economy.

The knowledge and relationships IWA has built over the course of the last 7 years provide a strong foundation for the 2050 Commission. I thank outgoing Chairperson Nicole Lockwood, whose leadership has been instrumental in establishing IWA as a trusted ally to government and industry. Nicole's vision, strategic insight and collaborative approach have expanded IWA's influence and impact. I also thank the IWA team and Board members for their commitment during a period of uncertainty, as well as the outgoing CEO Phil Helberg.

Dr Michael Schaper
Chairperson



2. CHIEF EXECUTIVE OFFICER'S MESSAGE



The public infrastructure system in WA underpins the quality of life Western Australians value.

It connects people to services and opportunities and helps communities thrive. For me, it has been a genuine privilege over the past five years to lead IWA from a fledgling organisation to a trusted advisory body that is helping shape better infrastructure outcomes. As I conclude my term as CEO, I look back with deep gratitude to the people who made this work possible.

IWA has supported the public infrastructure sector in many practical ways. I am particularly proud of the way we have strengthened the strategic asset planning of state government agencies, supported the development of business cases, and built a solid evidence base through research across sectors and cross-cutting issues ranging from market capacity to regional benchmarking. This has contributed to a substantial improvement in infrastructure planning capability across government.

The first State Infrastructure Strategy (2022) has made a meaningful, positive contribution, sharpening focus within individual sectors while also showing how cross-sector initiatives can drive system-wide change. One example is digital capability. Since the release of the 2022 Strategy, the public sector has strengthened information and security frameworks, improved equity through connectivity, and enabled new forms of inter-agency collaboration and efficiency as we enter the era of artificial intelligence (AI). IWA's implementation progress reporting, I have been pleased to see has shown an increase in accountability and transparency, and showcased the excellent work being delivered across government.

IWA's Major Infrastructure Proposal Assessment (MIPA) function has strengthened government infrastructure delivery. Since its inception, MIPA has embedded better-practice guidance in the investment proposal process and, through robust advice, lifted the quality of submissions to support more compelling, decision-ready capital investment proposals. I have also been encouraged by the proactive work underway to address WA's market capacity challenges. Working with Infrastructure Australia, state government agencies and industry, IWA is developing an analytics platform to forecast demand and supply pressures for labour,

materials and plant, which supports on-time and on-budget delivery of infrastructure projects.

The past year brought significant change and opportunity, and I am grateful for the diligence and professionalism of our staff throughout. I want to acknowledge everyone who has been part of the IWA team – your commitment and care have been central to delivering our objectives, and it has been a pleasure to work alongside you.

I also thank the Board for its strategic leadership, steady guidance and support during this period. My appreciation goes especially to IWA's outgoing Chairperson, Nicole Lockwood, who ended her term in March this year. Her enthusiasm and dedication have encouraged and supported so many people across government and industry. I wish the new Chairperson, Michael Schaper and the Board all the best towards the establishment of the 2050 Commission.

Phil Helberg
Chief Executive Officer



3

AGENCY OVERVIEW

In this section:

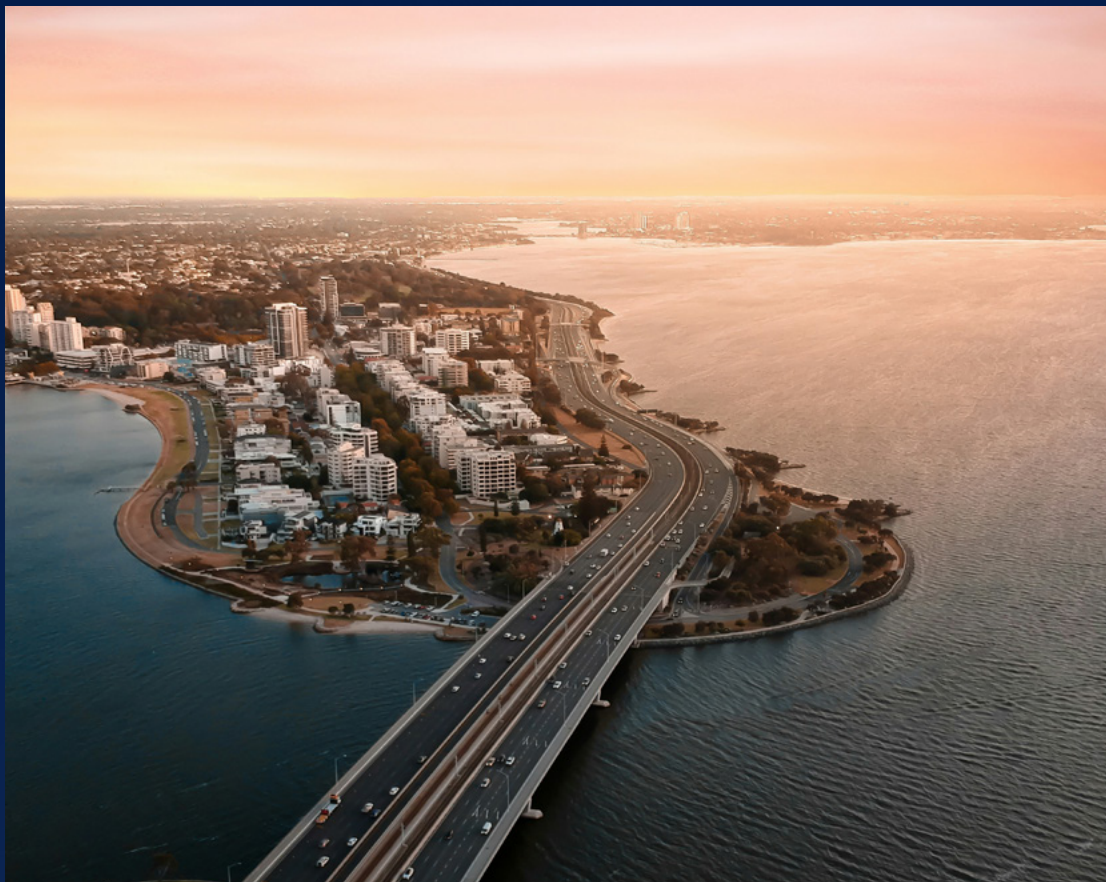
Year in review

About Us

Program Highlights

Organisation Structure

Board and Corporate Executive



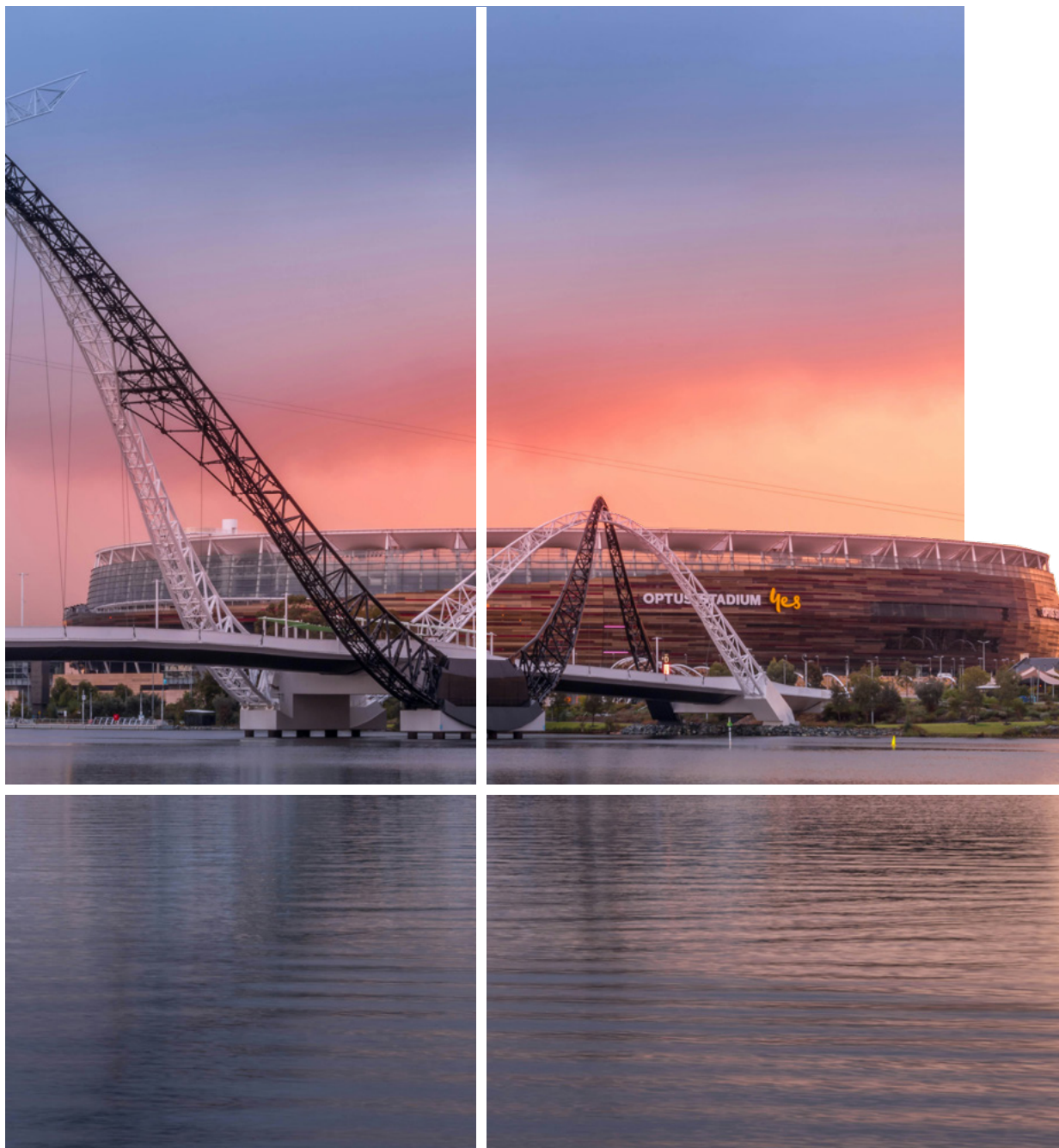
3.1 KEY MILESTONES

In February 2026, at the Property Council's event 'Vision for the State', the Premier announced that the WA Government would be establishing WA's first productivity commission. The 2050 Commission will focus on the productivity, growth and transformation of WA's economy. IWA will transition to become the 2050 Commission and has commenced work to support its establishment.

IWA published the 2025 Implementation Progress Summary Report (IPR). The IPR improves transparency and accountability for public investment and highlights the WA Government's strong progress in implementing the recommendations of the 2022 State Infrastructure Strategy.

IWA published its 2025–26 Annual Work Program, outlining the agency's strategic priorities and key deliverables for the coming financial year, enhancing the transparency and accountability of IWA's operation and key objectives.



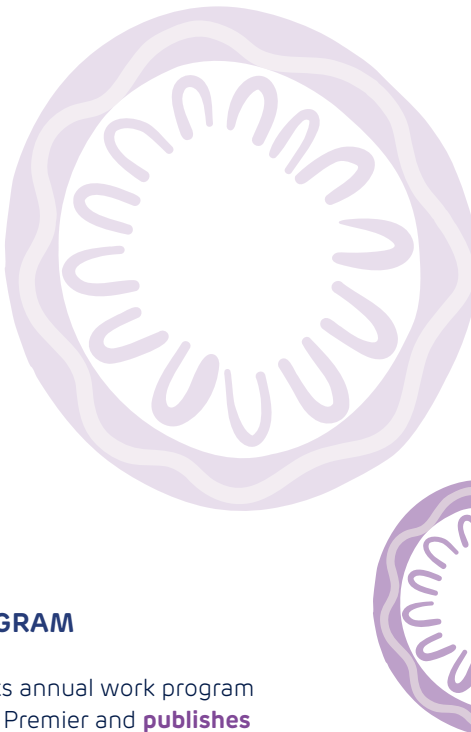


3.2 ABOUT US

BACKGROUND

IWA was established on 24 July 2019 under the Infrastructure Western Australia Act 2019 (IWA Act). It reports to the WA Premier.

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



FUNCTIONS

Section 8 of the IWA Act outlines IWA's core functions. The Act requires the agency to:

- develop a new state infrastructure strategy every 5 years
- publicly report annually on the WA Government's progress in implementing the state infrastructure strategy's recommendations
- assess and report to the Premier on major infrastructure proposals with an estimated capital cost of \$100 million or more, or any project nominated by the Premier
- provide the WA Government with independent advice to support its preparation of the State Infrastructure Program
- provide state agencies with advice and assistance in the development of business cases, strategies, plans and policies to support improved long-term public infrastructure planning
- provide advice to the Premier on matters such as infrastructure priorities and the funding and financing of infrastructure, as well as perform any other function relating to infrastructure at the request of the Premier
- review and report to the Premier on WA Government infrastructure proposals before they are submitted to Infrastructure Australia (IA) and coordinate information and submissions from the WA Government to IA (under the Premier's direction)
- deliver efficient and fit-for-purpose corporate services, ensuring IWA's focus on functional outcomes is supported
- deliver effective governance services to underpin the effectiveness and accountability of the Board and its committees.

ANNUAL WORK PROGRAM

Each year, IWA submits its annual work program for the year ahead to the Premier and **publishes it on its website.**

The annual work program sets out the achievements of the previous year and the key activities and deliverables that IWA will undertake during the coming financial year. Publication of the annual work program supports the transparency of IWA's activities, which is both consistent with the principles on which IWA was established and is a legislative requirement under the IWA Act.

The **annual work program** is available on IWA's website





OUR VALUES

CORPORATE PLAN

Our purpose

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



Excellence

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



Trust

We are approachable, accountable and act with integrity.



People

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



Engagement

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



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.

3.3 PROGRAM HIGHLIGHTS



State Infrastructure Program

STRATEGIC OBJECTIVE ALIGNMENT



As part of the 2026-27 State Budget, IWA provided strategic advice to the Premier to guide infrastructure investment priorities and support the development of the State Infrastructure Program, the WA Government's medium-term infrastructure pipeline. This advice:

- provides the WA Government with a comprehensive, cross-agency view of infrastructure priorities
- supports the improved coordination of infrastructure planning and delivery across government
- enhances transparency for the private sector, building the industry's confidence in investing in its capability and capacity.



2027 State Infrastructure Strategy

STRATEGIC OBJECTIVE ALIGNMENT



Developing the 2027 State Infrastructure Strategy

Following an extensive scenario-setting exercise with stakeholders, IWA commenced a research and analysis program to develop the 2027 State Infrastructure Strategy (Strategy). Exploring the most significant matters facing WA's infrastructure in the coming decades, the program activities undertaken in 2025–26 are outlined in the following sections.



DEVELOPING THE 2027 STATE INFRASTRUCTURE STRATEGY

Infrastructure to drive Greater Perth's growth and liveability

STRATEGIC OBJECTIVE ALIGNMENT



Greater Perth's infrastructure systems will need to support a population of around 3.5 million by 2050. As Perth transitions from a low-density, outward-expanding city to a larger and more complex metropolis, the Strategy will address the growing gap between current infrastructure and what will be required for Perth to realise the 2050 vision of a globally competitive, liveable city.

To understand Greater Perth's strengths and weaknesses and shape the trajectory Perth could follow to realise the vision, IWA benchmarked Greater Perth against comparable mid-sized gateway cities. This work identified structural gaps that may constrain Perth's productivity, affordability, resilience and competitiveness, and highlighted examples of peer cities that have successfully navigated similar transitions.

In 2025–26, IWA also undertook urban systems analysis to assess the long-term capacity of existing infrastructure networks, some of which are already experiencing significant pressure. This work supports planning for future growth, including defence-driven expansion in the southern corridor, to align infrastructure provision with the city's long-term vision for liveability, productivity and growth.

Greater Perth framing workshop

On 18 November 2025, 30 representatives from 10 state government agencies came together for a Greater Perth framing workshop. The purpose of the workshop was to consider how current policy settings, governance arrangements and investment decisions are shaping Perth's trajectory to 2050.

Participants identified emerging infrastructure needs and priorities, defined the 'big moves' and key drivers influencing the city's future, and mapped a pathway under a business-as-usual scenario.



Stakeholder engagement and Industry roundtable

This work required significant engagement across industry and government bodies and included an industry roundtable in December 2025, attended by approximately 50 senior executives representing the energy and resources sector as well as academics and WA Government representatives.

DEVELOPING THE 2027 STATE INFRASTRUCTURE STRATEGY

Potential for WA to become a green energy superpower

STRATEGIC OBJECTIVE ALIGNMENT



To help realise WA's ambition to become a global leader in green energy and industrial transformation, IWA identified barriers to private sector investment. IWA investigated the potential for WA to leverage its comparative advantages – including world-class renewables, vast land and proximity to Asia – to emerge as a renewable energy superpower. The green economic opportunities for WA include critical minerals, green iron, biofuels, carbon capture, clean technology and other energy-intensive products that present a considerable opportunity for economic diversification.

Several opportunities and constraints affecting investment competitiveness were identified relating to matters such as transmission network expansion, market agreements, regulatory and land access processes and enabling infrastructure.



DEVELOPING THE 2027 STATE INFRASTRUCTURE STRATEGY

Embedding climate adaptation in long-term investment planning

STRATEGIC OBJECTIVE ALIGNMENT



Proactive climate adaptation will be essential to managing WA's intensifying climate risks, reduce service disruptions, contain rising recovery costs and limit sovereign credit risk. To strengthen WA's long-term preparedness, IWA examined how existing government adaptation initiatives could be further embedded or expanded.

This work focused on 3 key areas: developing and testing best practice models, undertaking research into emerging community-focused adaptation approaches, shaping coherent long-term investment packages capable of leveraging both public and private finance. These efforts aim to position WA to respond effectively to a changing climate while supporting resilient, sustainable infrastructure planning over the decades ahead.

Working collaboratively

A cross-sectoral and multi-agency approach is essential, given the breadth of responsibilities associated with climate adaptation. To support this, the team driving development of the focus area deliverables adopted a highly collaborative engagement process. In addition to targeted one-on-one consultations with key stakeholders, 2 multi-agency workshops were convened, bringing together more than 45 representatives from government and non-government organisations. Contributions from participants – including the Department of Water and Environmental Regulation, government trading enterprises, and other stakeholders – directly informed the development of the best-practice model, the maturity assessment, and the identification of gaps and opportunities for improvement.



ADVICE TO THE PREMIER

Construction market capacity analysis

STRATEGIC OBJECTIVE ALIGNMENT



During 2025–26, IWA continued to tackle construction market capacity challenges through data-driven analysis and close collaboration with industry and government stakeholders. With WA advancing an unprecedented infrastructure program alongside record investment in housing and defence, IWA's market capacity work provided critical intelligence on looming labour and resource constraints.

IWA's coordinated approach – working with delivery agencies, central agencies, industry and the Commonwealth Government's Department of Defence – helps to identify potential capacity bottlenecks early, enabling more informed decisions on project sequencing, packaging, resourcing and procurement. These efforts will support market

confidence by providing greater certainty about WA's future infrastructure pipeline. They will support industry's confidence to invest and prepare to deliver, while laying the foundations for longer-term reforms. As a result, the WA Government has enhanced its real-time market intelligence, ensuring WA's construction sector remains resilient and ready to meet the state's infrastructure needs.

Strengthening partnerships

IWA's construction market capacity work in 2025–26 was underpinned by extensive stakeholder consultation and industry engagement. In collaboration with Westport, IWA convened and supported regular forums and working groups with the construction industry, sharing WA's infrastructure pipeline outlook and discussing market conditions. Collaboration with government agencies was equally crucial. IWA facilitated and contributed to cross-agency data sharing and market intelligence sessions.

This broad engagement ensures that IWA's market capacity insights are grounded in real-world experience and aligned with stakeholder needs. This strengthens the partnership between government and industry and provides a foundation to support successful delivery of WA's infrastructure ambitions.



IMPLEMENTATION OF
THE 2022 STRATEGY

Recommendations where IWA was identified as lead agency

In 2025–26, IWA continued progressing the remaining actions from the 2022 State Infrastructure Strategy. IWA worked with key stakeholders to explore opportunities for capability uplift in a range of areas, including digital and data analysis, strategic planning, facilitation and coordination. Insights from this engagement will inform the development of the 2027 Strategy.

Efforts to improve cross-sector alignment and provide greater certainty for private investment continue to be a focus of IWA's ongoing operations.

IMPLEMENTATION OF
THE 2022 STRATEGY

Monitoring and reporting

In December 2025, IWA published its **third annual Strategy Implementation Progress Report**, including an interactive dashboard, on its website. This report enhances public awareness of the work that government has undertaken to implement the recommendations of the 2022 Strategy.

The WA Government has made good progress, with 26% of actions recommended as part of the 2022 Strategy now complete and a further 70% making good progress. Notable achievements were recorded in several key areas, including digital advancement, regional planning, waste management and education and training.

STRATEGIC OBJECTIVE ALIGNMENT





Major Infrastructure Proposal Assessment (MIPA) function

STRATEGIC OBJECTIVE ALIGNMENT



These summary assessment reports are available on the [IWA website](#).

In 2025–26, IWA continued to strengthen the quality and discipline of infrastructure planning across government, while supporting the attraction of federal investment into Western Australia’s infrastructure program. Through the MIPA process, IWA provided rigorous advice that improved the strategic alignment, value for money and delivery readiness of major and complex proposals submitted by agencies and departments. This advice remains a critical mechanism for supporting the Premier in assessing proposal quality and ensuring capital investment decisions are informed, transparent and well-founded.

During 2025–26, IWA completed 3 Step 3 assessments on major infrastructure proposals with a combined estimated value of \$1.7096 billion. These included proposals across the transport, water and justice sectors. IWA provided recommendations to the WA Government to support efficient capital allocation, investment decision-making and planning for future phases of project delivery. In addition, 3 Step 2 assessments provided advice to proponents on how to strengthen their investment proposals and ensure they offer good value for money.

IWA also published 7 Step 3 **“Summary assessment reports”** which increase the transparency and accountability of WA Government investment in major infrastructure proposals.

Summary assessment reports

Reporting agency	Proposal	Date published
Department of Transport	Tantabiddi Boating Facility	5 September 2025
Water Corporation	Goldfields and Agriculture Water Supply Scheme Main Conduit	24 September 2025
Public Transport Authority	City West Project	30 September 2025
Main Roads WA	Reid Highway and Erindale Road Grade Separation	11 December 2025
Office of Major Transport and Infrastructure Delivery	Perth Entertainment and Supporting Precinct	26 December 2025
Department of Justice	Acacia Prison Expansion	21 May 2026
Water Corporation	Subiaco Water Resource Recovery Facility	23 June 2026



Business operations

STRATEGIC OBJECTIVE ALIGNMENT



During 2025–26, IWA strengthened its focus on staff wellbeing, safety and organisational resilience while managing significant organisational change and a demanding work program. Following the February 2026 announcement that IWA would transition to become the 2050 Commission, IWA took deliberate steps to support staff through a period of uncertainty and maintain organisational stability.

IWA also maintained its strong work health and safety performance during the year, with no fatalities or lost-time injuries recorded. Mandatory work, health and safety and injury management training was completed, supporting consistent safety leadership across the organisation. Targeted recruitment,

workforce development and capability-building initiatives were progressed to support retention, strengthen organisational capability and sustain effective delivery through transition. IWA also improved its internal capability by establishing an in-house human resources function. Together, these measures supported a resilient, respectful and safe workplace culture.



General engagement

STRATEGIC OBJECTIVE ALIGNMENT



Throughout 2025–26, IWA’s communication and engagement approach has been informed by robust stakeholder consultation and feedback, internal organisational health checks and digital media analytics.

Communications and engagement activities have been driven by a strong corporate identity to position the organisation as a valued contributor to WA’s public sector, with a focus on raising awareness, adding value and adopting a collaborative approach.

As a result, IWA has built strong relationships with stakeholders across government and industry, many of which have come to recognise IWA as a

trustworthy ally that is committed to maximising the impact and benefits of government investment in infrastructure. IWA has achieved this by fostering cross-sector collaboration, undertaking rigorous assessment of proposals, and providing strategic and evidence-based advice.

Building relationships through knowledge

In October 2025, IWA partnered with the Asset Management Council to deliver a forum on strategic asset management in state government. Attended by representatives from more than 20 agencies, the forum provided an opportunity to share insights on cross-government trends in asset management and highlight emerging practice. Presentations included IWA’s observations on strategic asset management across government and Main Roads’ data-driven approach to maintenance planning. A panel discussion featuring Main Roads, VenuesWest, the Botanic Gardens and Parks Authority, and the Asset Management Council further explored contemporary approaches and shared challenges. The forum reflected IWA’s ongoing commitment to strengthening asset management capability and supporting knowledge sharing across the WA public sector.



2050 Commission establishment

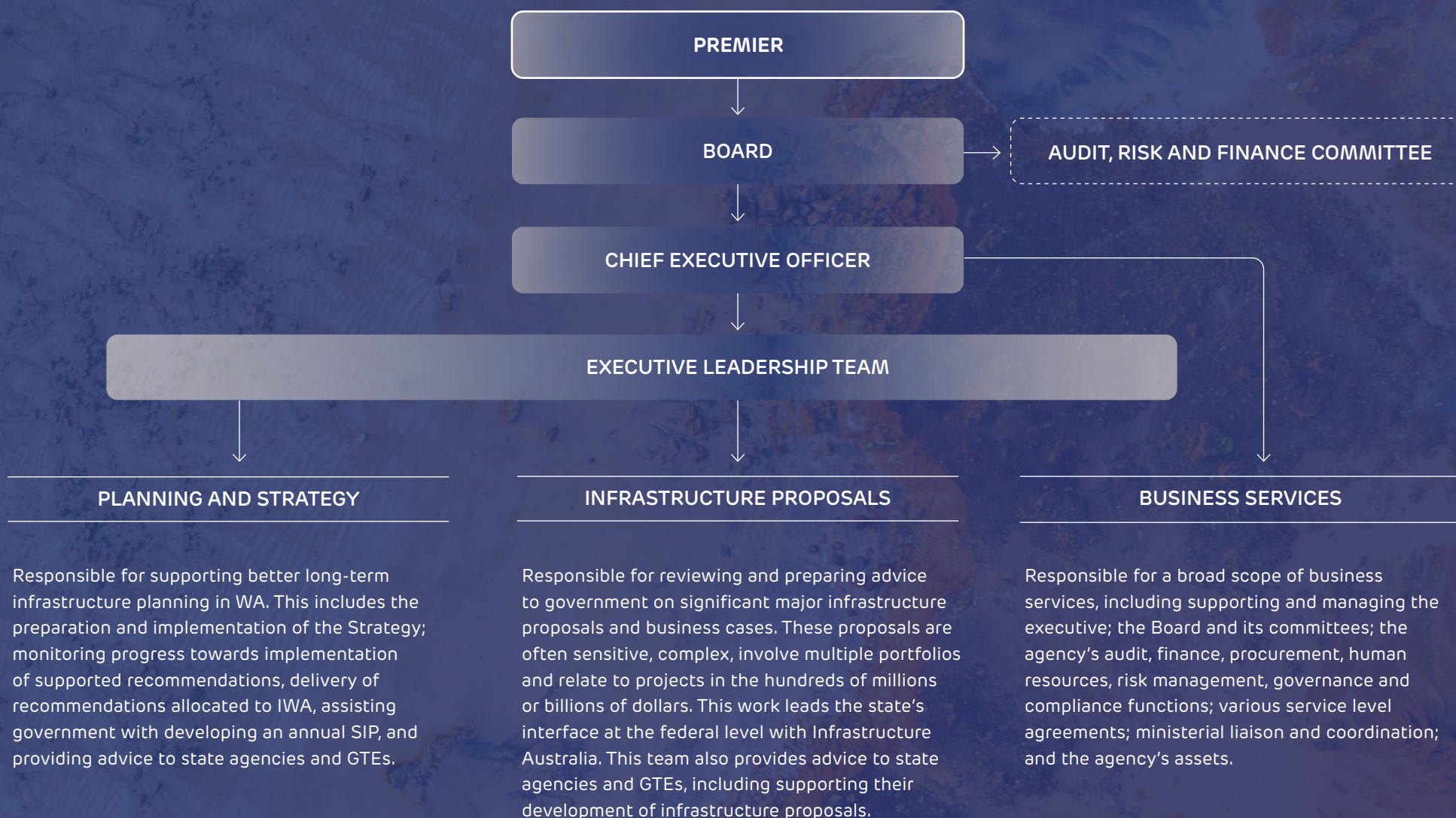
In February 2026, the Premier announced the WA Government's intention to establish the state's first productivity commission. New legislation will be drafted and, when passed, IWA will transition into the 2050 Commission.

IWA has commenced work to align its activities to the role of the new entity and provide support for its establishment. In collaboration with the Department of the Premier and Cabinet, which is responsible for drafting the 2050 Commission legislation, IWA has progressed a range of establishment activities. These activities will support the formulation of an operational model that will deliver improved productivity, growth and transformation of the WA economy to 2050.



3.4 ORGANISATIONAL STRUCTURE

IWA's organisational structure consists of 3 directorates reporting to the executive, the Board and its committee, and ultimately to the Premier.



3.5 BOARD AND CORPORATE EXECUTIVE

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

The IWA Act specifies that the Board must have an independent chairperson, a deputy chairperson and up to 8 members. The number of Board members who are government employees must not exceed the number of Board members who are not. With a mix of leading business professionals with expertise in infrastructure and some of the state's most senior public servants, the IWA Board has the experience required to guide IWA's work and ensure provision of sound advice to government.

For more detailed information on Board members, see [IWA's Board webpage](#)



BOARD



Dr Michael Schaper
Chairperson

Dr Michael Schaper was appointed Chairperson in April 2026.

Michael has an extensive background in research and public policy, industry representation and regulation, and as a board chair.

He is currently a member of the national board of the Australian Institute of Company Directors, is chair of Energy Consumers Australia, and chair of the Energy & Water Ombudsman of WA. He is an Adjunct Professor with the John Curtin Institute of Public Policy and has been a senior visiting research fellow at the Institute of Southeast Asian Studies in Singapore, as well as the author or co-author of several books dealing with competition, franchising, entrepreneurship and business policy.

Michael was previously Deputy Chairman of the Australian Competition and Consumer Commission for a decade and has served on a range of regulatory and government bodies, as well as a dean or professor in several Australian university business schools, and as the CEO of a number of business and industry associations.



John Galvin
Board member and Audit, Risk and Finance Committee member

John Galvin has over 35 years' experience in the consulting, manufacturing and construction environments and is currently the Chief Bidding, Engineering and Concessions Officer at Clough. John was appointed as a member of IWA's Audit, Risk and Finance Committee in February 2025.



Dr Richard Walley OAM
Board member

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

BOARD



Peter Woronzow
Board member

Peter Woronzow was appointed as Director General of the Department of Transport in November 2021 where he is responsible for setting the strategic direction of transport for WA, shaping the development of all major integrated transport plans and leading the implementation of some of the state's most transformational capital projects.



Anthony Kannis
Ex-officio
Board member

With more than 40 years of experience in the WA public sector, Anthony Kannis has been the Director General of the Department of Planning, Lands and Heritage since February 2022.



Joann Wilkie
Ex-officio
Board member

Joann has over 20 years experience in the Australian Public Service, including senior roles in agricultural, energy and gender policy, and regulatory reform across several government departments. On the 4 August 2025, Joann Wilkie was appointed as the Under Treasurer for the Department of Treasury and Finance, and Chair of Western Australian Treasury Corporation.



Michael Carey
Ex-officio
Board member

With over 20 years of leadership experience in public policy and program reforms, Michael has made a strong contribution to economic and social development. Michael Carey has been the Director General of the Department of the Premier and Cabinet since August 2025.

CORPORATE EXECUTIVE



Phil Helberg
Chief Executive Officer

Phil Helberg was appointed as IWA's Chief Executive Officer in August 2020. In this role, he provides expert advice to the Premier on infrastructure matters affecting WA.

He has 30 years of experience across multiple infrastructure sectors, and with previous roles in consulting, contracting and, more recently, in government, he brings an excellent understanding of the planning, delivery and management of infrastructure in both the public and private sectors. Phil is a Fellow of Engineers Australia and holds a Bachelor of Engineering.



Kieron Hendicott
Deputy Chief
Executive Officer
(Infrastructure)

Kieron Hendicott joined IWA as Deputy Chief Executive Officer in September 2024, bringing more than 20 years of experience across the public and private sectors, both in Australia and internationally. He is a highly accomplished senior executive and infrastructure strategist.



For more detailed information on
Corporate Executive, see IWA's
Corporate Executive webpage



FORMER MEMBERS OF THE BOARD AND
CORPORATE EXECUTIVE



The Hon Jay Weatherill AO

Deputy Chairperson
Ceased to be a member of the Board in July 2025



Rebecca Tomkinson

Board member and Chairperson of the Audit, Risk
and Finance Committee
Ceased to be a member of the Board in
August 2025



Richard Sellers

Ex-officio Board member
Ceased to be a member of the Board in July 2025



Nicole Lockwood

Chairperson
Ceased to be a member of the Board in
March 2026



Michael Court

Ex-officio Board member
Ceased to be a member of the Board in July 2025



Fiona Hick

Board member and Chairperson of the Audit,
Finance and Risk Committee
Ceased to be a member of the Board in
June 2026



4

OUR PERFORMANCE

In this section:

[Independent auditor's opinion](#)[Key performance indicators](#)[Financial statements](#)

4.1 INDEPENDENT AUDITOR'S OPINION

OFFICIAL



Auditor General

INDEPENDENT AUDITOR'S REPORT

2026

Infrastructure WA

To the Parliament of Western Australia

Report on the audit of the financial statements

I have audited the financial statements of Infrastructure WA which comprise:

- the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of Infrastructure WA for the year ended 30 June 2026 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

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

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

Responsibilities of Infrastructure WA for the financial statements

Infrastructure WA is responsible for:

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

In preparing the financial statements, Infrastructure WA is responsible for:

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

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

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

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



Report on the audit of controls

Basis for qualified opinion

I identified significant weaknesses in procurement controls implemented by Infrastructure WA, specifically in procurement method, authorisation to commence, evaluation and approvals. These weaknesses increase the risk of non-competitive tendering, contracts being approved outside delegated authority and misappropriation of public money.

Qualified opinion

My opinion has been formed on the basis of the matters outlined in this report.

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

In my opinion, in all material respects, except for the matters described in the Basis for Qualified Opinion paragraph, the controls exercised by Infrastructure WA are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2026, and the controls were implemented as designed as at 30 June 2026.

Infrastructure WA's responsibilities

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

Auditor General's responsibilities

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

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of Infrastructure WA for the year ended 30 June 2026 reported in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of Infrastructure WA for the year ended 30 June 2026 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess Infrastructure WA's performance and fairly represent indicated performance for the year ended 30 June 2026.

Infrastructure WA's responsibilities for the key performance indicators

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

In preparing the key performance indicators, Infrastructure WA is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 3 Financial Sustainability – Requirement 5 Key Performance Indicators.

Auditor General's responsibilities

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

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 3 - Requirement 5 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

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

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

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

Other information

The Board is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2026, but not the financial statements, key performance indicators and my auditor's report.

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

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

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

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

This auditor's report relates to the financial statements and key performance indicators of Infrastructure WA for the year ended 30 June 2026 included in the annual report on Infrastructure WA's website. Infrastructure WA's management is responsible for the integrity of Infrastructure WA's website. This audit does not provide assurance on the integrity of Infrastructure WA's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact Infrastructure WA to confirm the information contained in the website version.



Carly Meagher
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
4 September 2026

4.2 KEY PERFORMANCE INDICATORS

CERTIFICATION OF KEY PERFORMANCE INDICATORS

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess Infrastructure WA's (IWA) performance and fairly represent the performance of IWA for the financial year ended 30 June 2026.



Cassandra Winzar

Board Deputy Chairperson
2 September 2026



Jenet Connell

Audit, Risk and Finance Committee
Chairperson
2 September 2026



Sonja O'Leary

Chief Executive Officer
2 September 2026

Audited key performance indicators information

GOVERNMENT GOALS

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

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

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

IWA's 2025-26 performance is measured by 3 key effectiveness indicators (KEI) and 3 efficiency indicators (EI) in accordance with IWA's outcomes-based management framework.

SIGNIFICANT CHANGES

There were no significant changes to IWA's OBM in 2025-26.

SHARED SERVICES OR OUTCOMES

IWA shares no services or desired outcomes with other agencies.

EXPLANATIONS FOR SIGNIFICANT VARIANCES

Explanations are provided where significant variances are identified.





Key efficiency indicators

Key effectiveness indicators assess the effectiveness of the outcomes by measuring the achievement of the associated targets. In 2025-26 IWA has 2 desired outcomes and 3 effectiveness indicators.

AGENCY LEVEL DESIRED OUTCOME 1: AN INFORMED GOVERNMENT ON INFRASTRUCTURE MATTERS, NEEDS AND PRIORITIES.

Effectiveness indicator 1.1 - Undertaking of state infrastructure strategy functions.	Every 5 years (or less as agreed with Government), in consultation with the public, IWA delivers a State Infrastructure Strategy that identifies WA's significant infrastructure needs and priorities over the next 20 years and provides recommendations to the Premier and Government.	In support of the strategy's implementation, IWA publishes an annual implementation progress report that provides monitoring and reporting on progress of the government's response to the Strategy's recommendations that it supports in full or in part.
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Agency level desired outcome 1: an informed government on infrastructure matters, needs and priorities.

Effectiveness indicator 1.1	2022-23	2023-24	2024-25	2025-26
Actual completion of state infrastructure strategy functions.	Not met Annual implementation progress report not completed by 30 June 2023.	Met The annual implementation progress report was published on IWA's website on 20 December 2023.	Met The annual implementation progress report was published on IWA's website on 13 December 2024.	Met - The annual implementation progress report was published on IWA's website on 17 December 2025. - The State Infrastructure Strategy directions paper was completed and endorsed by the IWA Board for submission to Cabinet on 26 August 2025.



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

Effectiveness indicator 1.1	2022-23	2023-24	2024-25	2025-26
Target completion of state infrastructure strategy functions.	Completion of annual implementation progress report by 30 June 2023.	Publication of annual implementation progress report by 30 June 2024.	Publication of annual implementation progress report by 30 June 2025.	• Publication of annual implementation progress report by 31 December 2025. • Submit the State Infrastructure Strategy directions paper to Cabinet by 31 December 2025.
Comments on performance	Following the submission of the Strategy on 31 January 2022, the Premier exercised his right to return the Strategy to IWA with a request for further information. The Strategy was resubmitted on 6 July 2022 and the government’s response was published on 3 February 2023. This impacted the timing of the development of the first annual implementation progress report.	Nil.	Nil.	Nil.



Effectiveness indicator 1.2 – provision of other infrastructure advice to government

IWA provides advice and assistance to state agencies in the preparation of infrastructure strategies, plans, and policies that are not directly associated with the state infrastructure strategy or

major proposal assessments. In undertaking this role, IWA's key deliverables are to directly inform government on infrastructure matters, needs and priorities.

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

Effectiveness indicator 1.2	2023-24	2024-2025	2025-26
Actual completion of other infrastructure advice to government.	Met - Advice to support the State Infrastructure Program was provided to government on 1 May 2024. - IWA received and reviewed 28 relevant strategic asset plans and feedback on 100% of the plans was provided to agencies by 31 August 2023.	Met - Advice to support the 2026 State Infrastructure Program was provided to government on 16 August 2024. - IWA received 30 strategic asset plans with feedback provided to 29 agencies by 31 August 2024.	Met - Advice to support the State Infrastructure Program was provided to government on 17 June 2026, consistent with updated project milestones and within statutory timeframes. - IWA shared access to the Market Capacity Platform on 8 December 2025. Since this release it has been used in collaboration with agencies and industry to support planning and infrastructure delivery in the Western Trade Coast.
Target completion of other infrastructure advice to government.	- Provision of advice to government by 30 June 2024 to support preparation of the State Infrastructure Program. - Provision of strategic asset plan assessment feedback reports to agencies by 31 August 2023.	- Provision of advice to government by 30 June 2025 to support preparation of the State Infrastructure Program. - Provision of strategic asset plan assessment feedback reports to agencies by 31 August 2024.	- Provision of advice to government by 30 April 2026 to support preparation of the 2026 State Infrastructure Program. - Provision of advice to Government by 30 June 2026 to support infrastructure planning at the Western Trade Coast.
Comments on performance	KPI established in 2023-24.	Nil.	Nil.



Explanatory notes

- *2026 State Infrastructure Program - the target date of 30 April 2026 was revised as a result of realignment of IWA's work program following the announcement of IWA's transition to the 2050 Commission in February 2026. IWA's advice to support the development of the State Infrastructure Program was provided on 17 June 2026, within statutory timeframes for the production of the State Infrastructure Program.*
- *Strategic asset plans - in 2025-26 a review of agency strategic asset plans determined the level of quality had significantly increased since IWA started to review and provide feedback to agencies in 2020. Noting this improvement, which is a key outcome for IWA's provision of advice, IWA ceased the formal annual review process of strategic asset plans. IWA will continue to undertake reviews at longer intervals.*
- *Western Trade Coast - IWA's Market Capacity Platform was produced to support government infrastructure planning by improving visibility of potential material constraints, demand pressures and supply risks that could affect the timing and sequencing of infrastructure investment. IWA completed and deployed the platform to support multiple Government infrastructure planning activities, including the Western Trade Coast. The Platform enables the sharing of project information across agencies and helping inform coordinated infrastructure planning and decision-making for the Western Trade Coast and across the broader government infrastructure pipeline.*



**AGENCY LEVEL DESIRED OUTCOME 2:
EFFECTIVE AND EFFICIENT GOVERNMENT INFRASTRUCTURE PLANNING AND COORDINATION.**

A major infrastructure proposal is one with a capital cost of \$100 million or more, or any other project or program nominated by the Premier.

Major infrastructure proposals are to be submitted to IWA for assessment, and IWA's report on each proposal is to be provided to the Premier prior to the investment decision for the proposal.

A completed assessment is judged as the provision of IWA's assessment outcome to the Premier.

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

Effectiveness indicator 2.1	2022-23	2023-24	2024-25	2025-26
Actual completion of major infrastructure proposal assessment functions – assessment of proposals.	Met Between 1 April 2022 and 31 March 2023, IWA received 8 proposals that were assessed before 30 June 2023.	Met Between 1 April 2023 and 31 March 2024, IWA received 11 proposals that were assessed before 30 June 2024.	Met Between 1 April 2024 and 31 March 2025, IWA received 8 proposals that were assessed before 30 June 2025.	Met Between 1 April 2025 and 31 March 2026, IWA received 3 proposals that were assessed before 30 June 2026.
Target completion of major infrastructure proposal assessment functions – assessment of proposals.	Assessment of 100% of proposals received between 1 April 2022 and 31 March 2023, by 30 June 2023.	Assessment of 100% of proposals received between 1 April 2023 and 31 March 2024, by 30 June 2024.	Assessment of 100% of proposals received between 1 April 2024 and 31 March 2025, by 30 June 2025.	Assessment of 100% of proposals received between 1 April 2025 and 31 March 2026, by 30 June 2026.
Comments on performance	Nil.	Nil.	Nil.	Nil.

Explanatory notes

- Assessments received between 1 April of the previous financial year and 31 March of the current financial year are applicable for assessment under KEI2.1.

- Assessments received after 1 April are counted as an assessment for the following financial year. This is to allow time for assessments to be completed, including consideration by the Board, by the end of the relevant financial year.



Key efficiency indicators

Key efficiency indicators compare the cost to deliver a service compared to the effort required. In 2025-26, IWA has 2 services and 3 efficiency indicators.

Agency service 1: provision of infrastructure advice to government

Efficiency indicator 1.1	2022-23	2023-24	2024-25	2025-26
Actual cost per FTE to undertake state infrastructure strategy functions.	\$287,000	\$291,000	\$324,000	\$411,000
Target cost per FTE to undertake state infrastructure strategy functions.	\$290,000	\$298,000	\$300,000	\$321,000
Variance	-\$3,000	-\$7,000	\$24,000	\$90,000
Comments on performance	Nil.	Nil.	This variance relates to actual FTE tracking lower than the target due to vacancies, which increases the result of this indicator as there is no expenditure variance.	The variance relates to actual FTE tracking lower than the target due to vacancies and an increase in funding against budget to undertake these functions.



Agency service 1: provision of infrastructure advice to government

Efficiency indicator 1.2	2022-23	2023-24	2024-25	2025-26
Actual cost per FTE to undertake other infrastructure advice to government.	\$287,000	\$291,000	\$324,000	\$411,000
Target cost per FTE to undertake state infrastructure strategy functions.	\$290,000	\$298,000	\$300,000	\$321,000
Variance	-\$3,000	-\$7,000	\$24,000	\$90,000
Comments on performance	Nil.	Nil.	This variance relates to actual FTE tracking lower than the target due to vacancies, which increases the result of this indicator as there is no expenditure variance.	The variance relates to actual FTE tracking lower than the target due to vacancies and an increase in funding against budget to undertake these functions.

**Agency service 2: assessment of major infrastructure proposals**

Efficiency Indicator 2.1	2022-23	2023-24	2024-25	2025-26
Actual cost per FTE to undertake other infrastructure advice to government.	\$287,000	\$291,000	\$324,000	\$411,000
Target cost per FTE to undertake state infrastructure strategy functions.	\$290,000	\$298,000	\$300,000	\$321,000
Variance	-\$3,000	-\$7,000	\$24,000	\$90,000
Comments on performance	Nil.	Nil.	This variance relates to actual FTE tracking lower than the target due to vacancies, which increases the result of this indicator as there is no expenditure variance.	The variance relates to actual FTE tracking lower than the target due to vacancies and an increase in funding against budget to undertake these functions.

Explanatory notes

- Each efficiency indicator calculates the cost to deliver the relevant service compared to the effort required to deliver the service. FTE calculations include proportionate allocation of corporate and executive staff and reflect actual average FTE effort, not headcount at 30 June. The FTE figure is not inclusive of board members appointed under Part 4, Division 1 of the Act as they form IWA's governing body. Section 70 of the Act mandates that staff are unable to be appointed as a board member
- Figures may not total due to rounding.

4.3 FINANCIAL STATEMENTS

Certification of financial statements

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

The accompanying financial statements of Infrastructure WA (IWA) have been prepared in compliance with the provisions of the Financial Management Act 2006 from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2026 and the financial position as at 30 June 2026.

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



Cassandra Winzar

Board Deputy Chairperson
3 September 2026



Jenet Connell

Audit, Risk and Finance Committee
Chairperson
3 September 2026



Sonja O'Leary

Chief Executive Officer
3 September 2026



Cameron Patterson

Chief Finance Officer
3 September 2026



STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2026

	Notes	2026 (\$000)	2025 (\$000)
COST OF SERVICES			
Expenses			
Employee benefits expenses	2.1 (a)	3,761	3,848
Supplies and services	2.2	2,995	2,481
Accommodation expenses	2.2	291	390
Depreciation expenses	4.1.1	10	12
Other expenses	2.2	252	190
Total cost of services		7,309	6,921
Net cost of services		7,309	6,921
Income from State Government			
Service appropriation	3.1	8,244	6,335
Resources received	3.1	40	42
Total income from State Government		8,284	6,377
Surplus/(deficit) for the period		975	(544)
Total Comprehensive income for the period		975	(544)

The Statement of comprehensive income should be read in conjunction with the accompanying notes.



STATEMENT OF FINANCIAL POSITION

For the year ended 30 June 2026

	Notes	2026 (\$000)	2025 (\$000)
ASSETS			
Current Assets			
Cash and cash equivalents	6.1	2799	1746
Receivables	5.1	174	558
Prepayments	5.2	112	107
Total current assets		3,085	2,411
Non-Current Assets			
Receivables	5.1	162	154
Property, plant and equipment	4.1	13	23
Total non-current assets		175	177
Total assets		3,260	2,588
LIABILITIES			
Current Liabilities			
Payables	5.3	704	788
Employee related provisions	2.1 (b)	862	860
Other current liabilities	5.4	35	33
Total current liabilities		1,601	1,681
Non-Current Liabilities			
Employee related provisions	2.1 (b)	45	233
Other non-current liabilities	5.4	-	35
Total non-current liabilities		45	268
Total liabilities		1,646	1,949
Net assets		1,614	639
EQUITY			
Contributed equity		-	-
Accumulated surplus		1,614	639
Total equity		1,614	639

The Statement of comprehensive income should be read in conjunction with the accompanying notes.



STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2026

		Accumulated Surplus/ (deficit)	Total equity
	(\$000)	(\$000)	(\$000)
BALANCE AT 1 JULY 2024	-	1,183	1,183
Deficit for the period		(544)	(544)
Total	-	(544)	(544)
Balance at 30 June 2025	-	639	639
BALANCE AT 1 JULY 2025	-	639	639
Surplus for the period		975	975
Total	-	975	975
Balance at 30 June 2026	-	1,614	1,614

The Statement of comprehensive income should be read in conjunction with the accompanying notes.



STATEMENT OF CASH FLOW

For the year ended 30 June 2026

	Notes	2026 (\$000)	2025 (\$000)
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		8,244	6,335
Net cash provided by State Government		8,244	6,335
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Employee benefits		(3,740)	(3,979)
Supplies and services		(2,921)	(2,190)
Accommodation		(324)	(419)
GST payments on purchases		(265)	(260)
Other payment		(254)	(217)
Receipts			
GST receipts on sales		-	14
GST receipts from taxation authority		321	229
Net cash provided by / (used in) operating activities		(7,183)	(6,822)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		-	(8)
Net cash provided by / (used in) investing activities		-	(8)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Payments to accrued salaries account		(8)	(38)
Net cash provided by / (used in) financing activities		(8)	(38)
Net increase/(decrease) in cash and cash equivalents		1,053	(533)
Cash and cash equivalents at the beginning of the period		1,746	2,279
Cash and cash equivalents at the end of the period	6.1	2,799	1,746

The Statement of cash flows should be read in conjunction with the accompanying notes.



Notes to the Financial Statements

1. BASIS OF PREPARATION

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

A description of the nature of its operations and its principal activities have been included in the chief executive's overview which does not form part of these financial statements.

These annual financial statements were authorised for issue by the accountable authority of the body corporate on 21 August 2026.

Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures, the Conceptual Framework and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB) as modified by Treasurer's instructions. Some of these pronouncements are modified to vary their application and disclosure.

The *Financial Management Act 2006* and Treasurer's instructions, which are legislative provisions governing the preparation of financial statements for the body corporate, take precedence over AASB pronouncements. Where an AASB pronouncement is modified and has had a significant financial effect on the reported results, details of the modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

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

Accounting for Goods and Services Tax (GST)

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

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

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

Contributed equity

Interpretation 1038 Contributions by *Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, as designated as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 8 - Requirement 8.1(i) and have been credited directly to Contributed Equity.

Comparative information

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

- Property, Plant and Equipment reconciliations;

Judgments and estimates

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



2. USE OF OUR FUNDING

Expenses incurred in the delivery of services

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

	Notes	2026 (\$000)	2025 (\$000)
Employee benefits expenses	2.1(a)	3,761	3,848
Employee related provisions	2.1(b)	907	1093
Other expenditure	2.2	3,538	3,061

2.1 (a) Expenses incurred in the delivery of services

	2026 (\$000)	2025 (\$000)
Employee benefits	3,329	3,404
Superannuation - defined contribution plans	432	444
Total employee benefits expenses	3,761	3,848
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	9	21
Net employee benefits	3,770	3,869

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

Superannuation is the amount recognised in profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to the Gold State Super (concurrent contributions), the West State Super, the Government Employees Superannuation Board schemes or other superannuation funds.

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

Employee contributions are made to the body corporate by employees towards employee benefits that have been provided by the body corporate. This includes both AASB 16 and non-AASB 16 employee contributions.

2.1 (b) Employee related provisions

	2026 (\$000)	2025 (\$000)
CURRENT		
Employee benefits provisions		
Annual leave	420	513
Long service leave	439	344
Other provisions		
Employment on-costs	3	3
Total current employee related provisions	862	860
NON-CURRENT		
Employee benefits provisions		
Long service leave	45	232
Other provisions		
Employment on-costs	-	1
Total non-current employee related provisions	45	233
Total employee related provisions	907	1,093

2.1 (b) Employee related provisions

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

Annual leave liabilities are classified as current as there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period.

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

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

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



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

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

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

	2026	2025
	(\$000)	(\$000)
EMPLOYMENT ON-COST PROVISION		
Carrying amount at start of the period	4	2
Additional/(reversals of) provisions recognised	(1)	2
Carrying amount at end of period	3	4

Key sources of estimation uncertainty – long service leave

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

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

- Expected future salary rates;
- Discount rates;
- Employee retention rates; and
- Expected future payments.

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

2.2 Other expenditure

	2026 (\$000)	2025 (\$000)
SUPPLIES AND SERVICES		
Professional services	2,517	2,039
Communications and contracts	147	184
System development and maintenance	2	-
Consumables	71	5
Travel	112	87
Minor Equipment	21	10
Other supplies and services expenses	125	156
Total supplies and services expense	2,995	2,481
ACCOMMODATION EXPENSES		
Office rentals	269	326
Repairs and maintenance	22	64
Total accommodation expenses	291	390
OTHER EXPENSES		
Other staff costs	67	47
Computer software licenses	62	65
Employment on-cost	27	22
Audit Fees - Internal/External	96	56
Total other expenses	252	190
Total other expenditure	3,538	3,061

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

Accommodation expenses

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

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

Repairs and maintenance costs are recognised as expenses as incurred.

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

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

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



3. OUR FUNDING SOURCES

How we obtain our funding

This section provides additional information about how the body corporate obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by the body corporate and the relevant notes are:

	Notes	2026 (\$000)	2025 (\$000)
Income from the State Government	3.1	8,284	6,377

3.1 Income from State Government

	2026 (\$000)	2025 (\$000)
Appropriation received during the period:		
Service appropriation	8,244	6,335
Total service appropriation received	8,244	6,335
Resources received from other public sector entities during the period:		
Department of Housing and Works - lease administration services and depreciation on fit-outs	14	13
State Solicitor's Office - legal services free of charge	19	29
Department of Transport - transport modelling services	7	-
Total resources received free of charge	40	42
Total Income from State Government	8,284	6,377

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

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



SUMMARY OF CONSOLIDATED ACCOUNT APPROPRIATIONS

For the year ended 30 June 2026

	2026 Budget (\$000)	2026 Additional funding* (\$000)	2026 Revised Budget (\$000)	2026 Actual (\$000)	2026 Variance (\$000)
DELIVERY OF SERVICES					
Item 94 Net amount appropriated to deliver services	5,911	1,556	7,467	7,467	-
AMOUNT AUTHORISED BY OTHER STATUTES					
Salaries and Allowances Act 1975	777	-	777	777	-
Total appropriations provided to deliver services	6,688	1,556	8,244	8,244	-
Total consolidated account appropriations	6,688	1,556	8,244	8,244	-

*Additional funding includes supplementary funding and new funding authorised under section 27 of the Financial Management Act 2006 and amendments to standing appropriations.

Note 9 'Explanatory Statements' provides details of significant variations between estimates and actual results for 30 June 2026.



4. KEY ASSETS

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

	Notes	2026 (\$000)	2025 (\$000)
Property, plant and equipment	4.1	13	23

4.1 Property, plant and equipment

Year ended 30 June 2026	Computer Hardware (\$000)	Furniture, fixtures and fittings (\$000)	Office Equipment (\$000)	Total (\$000)
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1 JULY 2025

Gross carrying amount	21	9	37	67
Accumulated Depreciation	(21)	(5)	(18)	(44)
Carrying amount at start of period	-	4	19	23
Additions	-	-	-	-
Disposals	-	-	-	-
Depreciation	-	(2)	(8)	(10)
Carrying amount at end of period	-	2	11	13
Gross carrying amount	-	9	37	67
Accumulated Depreciation	(21)	(7)	(26)	(54)

Initial recognition

Items of property, plant and equipment, costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no cost or significantly less than fair value, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of comprehensive income (other than where they form part of a group of similar items which are significant in total).

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

Subsequent measurement

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

Significant assumptions and judgements

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



4.1.1 Depreciation and impairment
Charge for the period

	2026 (\$000)	2025 (\$000)
DEPRECIATION		
Computer hardware	-	4
Furniture, fixtures and fittings	2	2
Office equipment	8	6
Total depreciation for the period	10	12

As at 30 June 2026 there were no indications of impairment to property, plant and equipment.

Useful lives

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

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

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

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

Impairment

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

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

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

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

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



5. OTHER ASSETS AND LIABILITIES

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

	Notes	2026 (\$000)	2025 (\$000)
Receivables	5.1	336	712
Prepayments	5.2	112	107
Payables	5.3	704	788
Other Liabilities	5.4	35	68

5.1 Receivables

	2026 (\$000)	2025 (\$000)
CURRENT		
Trade receivables	-	119
Other receivables (a)	115	333
GST receivable	59	106
Total current	174	558
NON-CURRENT		
Accrued salaries account (b)	162	154
Total non-current	162	154
Total receivables at end of the period	336	712

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

(b) Funds transferred to the Department of Treasury and Finance for the purpose of meeting the 27th pay in a reporting period that generally occurs every 11 years. This account is classified as non-current except for the year before the 27th pay year.

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

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

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

Accrued salaries account contains amounts paid annually into the Treasurer's special purpose account. It is restricted for meeting the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.



5.2 Prepayments

	2026 (\$000)	2025 (\$000)
Prepayments	112	107
Total prepayments at end of period	112	107

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

5.3 Payables

	2026 (\$000)	2025 (\$000)
CURRENT		
Trade payables	336	487
Accrued salaries	113	117
Accrued expenses	255	184
Total payables at end of period	704	788

Payables are recognised at the amounts payable when the body corporate becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value as settlement is generally within 15-20 days.

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

5.4 Other liabilities

	2026 (\$000)	2025 (\$000)
CURRENT		
Accommodation lease incentives	35	33
Total current	35	33
NON-CURRENT		
Accommodation lease incentives	-	35
Total non-current	-	35
Balance at end of period	35	68

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



6. FINANCING

This section sets out the material balances and disclosures associated with the financing and cash flows of the body corporate.

	Notes
Cash and cash equivalents	6.1
Capital commitments	6.2

6.1 Cash and cash equivalents

	2026 (\$000)	2025 (\$000)
Cash and cash equivalents	2,799	1,746
Balance at end of period	2,799	1,746

For the purpose of the Statement of cash flows, cash and cash equivalent assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

6.2 Capital commitments

There were no capital commitments at 30 June 2026.

7. FINANCIAL INSTRUMENTS AND CONTINGENCIES

This note sets out the key risk management policies and measurement techniques of the body corporate.

	Notes
Financial Instruments	7.1
Contingent assets and liabilities	7.2

7.1 Financial instruments

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

	2026 (\$000)	2025 (\$000)
FINANCIAL ASSETS		
Cash and cash equivalents	2,799	1,746
Financial assets at amortised cost ^(a)	277	606
Total financial assets	3,076	2,352
FINANCIAL LIABILITIES		
Financial liabilities at amortised cost ^(b)	591	671
Total financial liabilities	591	671

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

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



7.2 Contingent assets and contingent liabilities

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

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

7.2.1 Contingent assets

There were no contingent assets at 30 June 2026

7.2.2 Contingent liabilities

There were no contingent liabilities at 30 June 2026.

8. OTHER DISCLOSURES

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

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

8.1 Events occurring after the end of the reporting period

On 6 February 2026 the Premier announced the establishment of the 2050 Commission, a new statutory authority that will provide strategic advice to Government on the productivity, growth and transformation of Western Australia’s economy.

The announcement confirmed the Government’s intention – announced on 18 August 2025 – to introduce legislation to establish the Commission and that Infrastructure WA will transition to form the new entity. This legislative change is expected in 2027-28.

This matter is considered a non-adjusting subsequent event as it does not affect the financial position of Infrastructure WA as at 30 June 2026. The final structure, functions and commencement arrangements for the 2050 Commission remain subject to legislative and Government decisions, and the financial effect, if any, cannot presently be determined.



8.2 Initial application of Australian Accounting Standards

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

8.3 Key management personnel

The body corporate has determined key management personnel to include cabinet ministers and senior officers of the body corporate. However, the body corporate does not incur expenditures to compensate Ministers and those disclosures may be found in the Annual Report on State Finances.

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

	2026 \$000	Restated ^(a) 2025 \$000
COMPENSATION BAND (\$)		
500,001 – 550,000	1	-
450,001 – 500,000	1	1
300,001 – 350,000	-	1
100,001 – 150,000	-	1
50,001 – 100,000	2	1
0 – 50,000	11	12
Total compensation of senior officers	1,272	1,182

The total compensation includes the superannuation expense incurred by the body corporate in respect of senior officers.

(a) The total key management personnel remuneration for 2024-25 has been restated from \$1.098 million to \$1.182 million due to the identification of additional employee benefits provided to a senior officer that were not included in the prior year's financial statements. This restatement resulted in one key management personnel member moving from the \$200,001 - \$250,000 to the \$300,001 - \$350,000 compensation band.

8.4 Related party transactions

The body corporate is a wholly owned public sector entity that is controlled by the State of Western Australia.

Related parties of the body corporate include:

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

Material transactions with related parties

During the year, an entity controlled by a member of the Key Management Personnel received payments of 2026 \$20,010 (2025: \$18,200) for the reimbursement of accommodation costs. The payments related to accommodation support provided under employment arrangements and were made through the controlled entity.

There were no other related party transactions that involve key management personnel and/or their close family members and/or their controlled (or joint controlled) entities.



8.5 Remuneration of auditors

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

	2026 (\$000)	2025 (\$000)
Auditing the accounts, financial statements, controls and performance indicators	52	35

8.6 Supplementary financial information

(a) Write-offs

During the financial year Nil was written-off under the authority of section 48 of the FMA (2025: Nil).

(b) Losses through theft, defaults and other causes

	2026 (\$000)	2025 (\$000)
Losses of public money, other money and public and other property through theft, defaults and other causes	-	105
Total loss	-	105
Amounts recovered	-	105
Net losses	-	-

(c) Forgiveness of debts

There was no forgiveness (or waiver) of debts by the body corporate during the year (2025: Nil).

(d) Gifts of public property

The body corporate did not provide any gifts of public property during the year (2025: Nil).

9. EXPLANATORY STATEMENT

This section explains variations in the financial performance of the body corporate.

Notes	
Explanatory statement for controlled operations	9.1

9.1 Explanatory statement for controlled operations

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

All variances between annual estimates (original budget) and actual results for 2026, and between the actual results for 2026 and 2025 are shown below. Narratives are provided for major variances which vary more than 10% from their comparative and that the variation is more than 1% of the dollar aggregate of:

1. Estimate and actual results for the current year: Total cost of services of the annual estimates for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$6,741,000 in the table below); and
- Actual results between the current year and the previous year:

• Total cost of services of the previous year for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$6,921,000 in the table below); and

• Total Assets of the previous year for the Statement of financial position (i.e. 1% of \$2,588,000 in the example below).



9.1.1 Statement of comprehensive income variances

	Variance Note	Estimate ⁽¹⁾ 2026	Actual 2026	Actual 2025	Variance between actual and estimate	Variance between actual results for 2025 and 2026
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
EXPENSES						
Employee benefits expenses		3,830	3,761	3,848	(69)	(87)
Supplies and services	A, 1	2,391	2,995	2,481	604	514
Accommodation expenses	B, 2	363	291	390	(72)	(99)
Depreciation expenses		-	10	12	10	(2)
Other expenses	C	157	252	190	95	62
Total cost of services		6,741	7,309	6,921	568	388
Net cost of services		6,741	7,309	6,921	568	388
INCOME FROM STATE GOVERNMENT						
Service appropriation	D, 3	6,688	8,244	6,335	1,556	1,909
Resources received		53	40	42	(13)	(2)
Total income from State Government		6,741	8,284	6,377	1,543	1,907
Surplus/(deficit) for the period		-	975	(544)	975	1,519
Total comprehensive income for the period		-	975	(544)	975	1,519

(1) These are annual estimates published for the financial year ended 30 June 2026.



Major estimate and actual (2026) variance narratives:

- A. Supplies and services expenses increased by \$0.604 million (25%) from budget due to increased technical advisory costs associated with the continued development of the 2027 State Infrastructure Strategy and analysis of the construction market capacity.
- B. Accommodation expenses decreased by \$0.072 million (20%) from the prior year, which is reflective of an increase in the prior year due to a flooding event; expenses in the current year normalised.
- C. Other expenses increased by \$0.095 million (61%) from the prior year, which was mainly due to higher audit fees incurred during 2025-26.
- D. Service appropriations increased by \$1.556 million (23%) from budget due to provision of funding to facilitate the continued development of the 2027 State Infrastructure Strategy and analysis of the construction market capacity.

Major actual (2026) and comparative (2025) variance narratives:

- 1. Supplies and services increased by \$0.514 million (21%) from the prior year due to increased technical advisory costs associated with the continued development of the 2027 State Infrastructure Strategy and analysis of the construction market capacity.
- 2. Accommodation expenses decreased by \$0.099 million (25%) from the prior year, which is reflective of an increase in the prior year due to a flooding event; expenses in the current year normalised.
- 3. Service appropriations increased by \$1.909 million (30%) from the prior year due to provision of funding to facilitate the continued development of the 2027 State Infrastructure Strategy and analysis of the construction market capacity.



9.1.2 Statement of financial position variances

	Variance Note	Estimate ⁽¹⁾ 2026 (\$000)	Actual 2026 (\$000)	Actual 2025 (\$000)	Variance between actual and estimate (\$000)	Variance between actual results for 2025 and 2026 (\$000)
ASSETS						
Current assets						
Cash and cash equivalents		1,576	2,799	1,746	1,223	1,053
Receivables		185	174	558	(11)	(384)
Prepayments	A	134	112	107	(22)	5
Total current assets		1,895	3,085	2,411	1,190	674
Non-current assets						
Receivables		116	162	154	46	8
Property, plant and equipment		27	13	23	(14)	(10)
Total non-current assets		143	175	177	32	(2)
Total assets		2,038	3,260	2,588	1,222	672
LIABILITIES						
Current liabilities						
Payables		436	704	788	268	(84)
Employee related provisions		837	862	860	25	2
Other current liabilities		26	35	33	9	2
Total current liabilities		1,299	1,601	1,681	302	(80)
Non-current liabilities						
Employee related provisions	B, 1	197	45	233	(152)	(188)
Other non-current liabilities	C, 2	68	-	35	(68)	(35)
Total non-current liabilities		265	45	268	(220)	(223)
Total liabilities		1,564	1,646	1,949	82	(303)
Net assets		474	1,614	639	1,140	975
EQUITY						
Contributed equity		-	-	-	-	-
Accumulated surplus		474	1,614	639	1,140	975
Total equity		474	1,614	639	1,140	975

(1) These are annual estimates published for the financial year ended 30 June 2026.



**Major estimate and actual (2026)
variance narratives:**

- A. Prepayments decreased by \$0.022 million (16%) from budget due to lower than expected prepaid license fees and subscriptions.
- B. Employee related provisions decreased by \$0.152 million (77%) from budget due to lower FTE than expected and subsequent entitlement changes.
- C. Other non-current liabilities decreased by \$0.068 million (100%) from budget due to lower FTE than expected and subsequent entitlement changes.

**Major actual (2026) and comparative (2025)
variance narratives:**

- 1. Employee related provisions decreased by \$0.188 million (81%) from the prior year due to lower FTE than the prior year and subsequent entitlement changes.
- 2. Other non-current liabilities decreased by \$0.035 million (100%) from the prior year due to lower FTE than the prior year and subsequent entitlement changes.



9.1.3 Statement of cash flows variances

	Variance Note	Estimate ⁽¹⁾ 2026 (\$000)	Actual 2026 (\$000)	Actual 2025 (\$000)	Variance between actual and estimate (\$000)	Variance between actual results for 2025 and 2026 (\$000)
CASH FLOWS FROM STATE GOVERNMENT						
Service appropriation	A, 1	6,688	8,244	6,335	1,556	1,909
Net cash provided by State Government		6,688	8,244	6,335	1,556	1,909
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee benefits		(3,830)	(3,740)	(3,979)	90	239
Supplies and services	B, 2	(2,338)	(2,921)	(2,190)	(583)	(731)
Accommodation	3	(363)	(324)	(419)	39	95
GST payments on purchases		(256)	(265)	(260)	(9)	(5)
Other payments	C	(157)	(254)	(217)	(97)	(37)
Receipts						
GST receipts on sales		-	-	14	0	(14)
GST receipts from taxation authority	4	256	321	229	65	92
Other receipts		-	-	-	-	0
Net cash provided by / (used in) operating activities		(6,688)	(7,183)	(6,822)	(495)	(361)
CASH FLOWS FROM INVESTING ACTIVITIES						
Payments						
Purchase of non-current assets		-	-	(8)	-	8
Net cash provided by / (used in) investing activities		-	0	(8)	0	8
CASH FLOWS FROM FINANCING ACTIVITIES						
Payments						
Payments to accrued salaries account		-	(8)	(38)	(8)	30
Net cash provided by / (used in) financing activities		-	(8)	(38)	(8)	30
Net increase/(decrease) in cash and cash equivalents		-	1,053	(533)	1,053	1,586
Cash and cash equivalents at the beginning of the period		1,576	1,746	2,279	170	(533)
Adjustment for the reclassification of accrued salaries account		-	-	-	-	-
Cash and cash equivalents at the end of the period		1,576	2,799	1,746	1,223	1,053



Major estimate and actual (2026) variance narratives:

- A. Service appropriations increased by \$1.556 million (23%) from budget due to provision of funding to facilitate the continued development of the 2027 State Infrastructure Strategy and analysis of the construction market capacity.
- B. Supplies and services payments increased by \$0.583 million (25%) from budget due to increased technical advisory costs associated with the continued development of the 2027 State Infrastructure Strategy and analysis of the construction market capacity.
- C. Other payments increased by \$0.097 million (62%) from budget mainly due to higher audit costs incurred during 2025-26.

Major actual (2026) and comparative (2025) variance narratives:

1. Service appropriations increased by \$1.909 million (30%) from the prior year due to provision of funding to facilitate the continued development of the 2027 State Infrastructure Strategy and analysis of the construction market capacity.
2. Supplies and services increased by \$0.731 million (33%) from the prior year due to increased technical advisory costs associated with the continued development of the 2027 State Infrastructure Strategy and analysis of the construction market capacity.
3. Accommodation decreased by \$0.095million (23%) from the prior year, which is reflective of an increase in the prior year due to a flooding event; expenses in the current year normalised.
4. GST receipts from taxation authority increased by \$0.092million (40%) from the prior year, due to increased payments associated with the operations of Infrastructure WA, resulting in higher GST refunds.



5

OTHER DISCLOSURE AND LEGAL COMPLIANCE

In this section:

[Other Financial Disclosures](#)[Governance Disclosures](#)[Other Legal Requirements](#)[Government Policy Requirements](#)

5.1 OTHER FINANCIAL DISCLOSURES



MINISTERIAL DIRECTIVES

In accordance with section 60 of the IWA Act, the Premier may (subject to certain limitations) give written directions to IWA about the performance of its functions, and IWA must give effect to the directions. IWA received no ministerial directions in 2025–26.



PRICING POLICIES OF SERVICES PROVIDED

During 2025–26 IWA did not provide services that incurred fees and/or charges in 2025–26.



WORKERS COMPENSATION

No workers compensation claims were recorded for IWA during 2025–26.



STAFF DEVELOPMENT

In 2025–26, IWA offered a range of training and development opportunities to staff to support their skills development and to maintain ethical standards that align with public sector requirements.

IWA values its people and seeks to ensure that its leaders are equipped to support and guide staff to become integral members of high-performing teams. Leaders have been supported to undertake training such as the

Propel Program, which shapes managers into leaders, and the Adaptive Leadership Program, which equips leaders with transformative frameworks to drive meaningful change.

All staff are encouraged to identify development opportunities through the staff development program. Managers work with staff to proactively seek training and development opportunities that will build organisational and personal capabilities.

Staff have attended workshops, seminars and other capability-building sessions with a variety of WA agencies, registered training organisations and peak industry bodies. IWA is preparing itself to take full advantage of the Public Sector Commission's newly introduced Skills Academy, a sector-wide capability development program, by engaging with staff and mapping how the available opportunities align with individual and organisational capability needs.



EMPLOYMENT AND INDUSTRIAL RELATIONS

At 30 June 2026, IWA had 17 employees by headcount.

IWA staff profile

Employment type	2025–26 employees			2024–25 total employees
	Female	Male	Total	
Full-time permanent	7	2	9	12
Full-time contract	2	4	6	6
Part-time (measured on an FTE basis)	0.9	0	0.9	1.5
On secondment	1	0	1	2
Total	10.9	6	16.9	21.5

Note: Totals do not include temporary staff, staff nominated through a service level agreement or board members.

5.2 GOVERNANCE DISCLOSURES

INTERNAL AUDIT

Paxon Consulting Group is engaged by IWA to head its internal audit. Paxon Consulting Group conducts IWA's internal audits in accordance with Treasurer's Instruction 1201 – Internal Audit and through the common-use arrangement audit and financial advisory services.

In 2025–26 Paxon Consulting Group completed the following internal audits:

- A corporate key performance indicators review was completed and submitted to the IWA Board in July 2025.
- A risk management framework review was completed and submitted to IWA Board in July 2025.
- IWA procurement procedures were reviewed, and a report was submitted to the IWA Board in March 2026.

RISK MANAGEMENT

IWA's risk management framework is consistent with AS ISO 31000:2018 (the risk management standard) and meets the requirements of Treasurer's Instruction 825 – Risk Management and Security and IWA's legislative responsibilities under the IWA Act. IWA's risk appetite statement is available on its website.

An internal audit review of IWA's risk framework commenced in 2025 and was finalised early in 2025–26.

CONTACT WITH A LOBBYIST

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

DIRECTORS AND OFFICER'S INSURANCE

In 2025–26 IWA paid \$16,372.13 (excluding GST and stamp duty) for insurance to indemnify its directors and officers for the period December 2025 to December 2026 as defined in part 3 of the *Statutory Corporations (Liabilities of Directors) Act 1996* against liability incurred under sections 13 or 14 of the Act.

IWA did not receive a claim against the directors' and officers' insurance policy in 2025–26.





5.3 OTHER LEGAL REQUIREMENTS

UNAUTHORISED USE OF CREDIT CARDS

Staff are reminded of their obligations under IWA’s purchasing card policy.

Unauthorised use of credit cards, 2025–26

Details	
Number of times the WA Government purchasing card has been used for personal purposes	0
Aggregate amount of personal use expenditure for the reporting period	Nil
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	Nil
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	Nil

ADVERTISING EXPENDITURE

In accordance with section 175ZE of the Electoral Act 1907, IWA incurred \$0 in advertising, market research, polling, direct mail and media advertising.

Advertising expenditure, 2025–26

Type of Expenditure	Amount (\$)
Advertising Direct (as type of expenditure = 0)	0
Direct	0
Media advertising	0
Market research	0
Polling	0



COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

IWA has established policies and procedures to ensure compliance with section 31(1) of the Public Sector Management Act 1994.

All Board and committee members and staff are required to act with integrity to ensure the WA Government and community have confidence in IWA's performance. IWA's Code of Conduct provides clarity around minimum standards of conduct and integrity and ensures compliance with the Commissioner's Instruction 40 – Ethical Foundations.



In the reporting period, IWA reviewed and updated its Code of Conduct. IWA delivered Accountable and Ethical Decision-Making training to staff to strengthen awareness of current ethical standards and the revised Code of Conduct. All staff reaffirmed their commitment to these standards by signing the updated Code of Conduct.

Board and committee members and staff are familiar with the Code of Conduct, and it is available on IWA's website. Board members are reminded of their responsibilities at each Board meeting.

During the reporting period, two breaches of IWA's Code of Conduct were reported to the Public Sector Commission and appropriate disciplinary action was undertaken.



[IWA's Code of Conduct](#)

CONFLICT OF INTEREST

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

All disclosure information and any conflict of interest (COI) management information is recorded in the COI declarations register, which is managed and maintained by IWA. The responsibility to report any COI remains with the individual.

RECORDKEEPING PLANS

IWA has a recordkeeping plan that, in accordance with section 19 of the *State Records Act 2000*, has been approved by the State Records Commission. In 2025–26, IWA reviewed its recordkeeping plan. Although the plan is out of date, the State Records Office agreed to defer the development of a new recordkeeping plan until the 2050 Commission has been established. IWA will operate under the existing recordkeeping plan until the transition to the 2050 Commission is complete.

FREEDOM OF INFORMATION REQUESTS

In accordance with the *Freedom of Information Act 1992*, the public have a legal right to access records (which are not otherwise exempt) held by state agencies. IWA's freedom of information (FOI) services are provided by the Department of the Premier and Cabinet through a service level agreement. An FOI request can be made via the IWA website.

IWA did not receive any FOI requests during 2025–26 that were finalised within the legislated timeframe.



[IWA's Act 2019](#)



[State Records Act 2000](#)



[Freedom of Information Act 1992](#)



5.4 GOVERNMENT POLICY REQUIREMENTS

BOARD AND COMMITTEE REMUNERATION AND ACTIVITIES

Board remuneration and activities

In 2025–26, the Board formally met 8 times.

Board members’ remuneration and activities

Member	Position	Period of Membership ¹	Term of appointment ²	Type of remuneration	Base remuneration (per annum as at 30 June 2026)	Actual remuneration ³	Meeting invitations	Meeting attendances ⁴
Nicole Lockwood ⁵	Chairperson ⁵	9 months	5 years	per annum	\$189,000	\$95,442.32	7	4
Dr Michael Schaper	A/Chairperson	3 months	5 years	per annum	\$189,000	\$69,395.29	1	1
	Deputy Chairperson	7 months	5 years	per annum	\$84,842		6	5
John Galvin	Member	12 months	2 years	per annum	\$41,926	\$46,807.28	8	7
Fiona Hick	Member	12 months	2 years	per annum	\$41,926	\$46,807.28	8	5
Rebecca Tomkinson	Member	2 months	3 years	per annum	\$41,926	\$8,821.37	1	1
Dr Richard Walley	Member	12 months	5 years	per annum	\$41,926	\$46,807.28	8	5



Board members' remuneration and activities

Member	Position	Period of Membership ¹	Term of appointment ²	Type of remuneration	Base remuneration (per annum as at 30 June 2026)	Actual remuneration ³	Meeting invitations	Meeting attendances ⁴
Peter Woronzow	Member (government)	12 months	5 years	per annum	Nil	Nil	6	3
Michael Carey	Director General, Department of the Premier and Cabinet (ex-officio member)	11 months	NA	NA	Nil	Nil	8	5
Joann Wilkie	Under Treasurer (ex-officio member)	11 months	NA	NA	Nil	Nil	8	4
Anthony Kannis	Director General, Department of Planning, Lands and Heritage (ex-officio member)	12 months	NA	NA	Nil	Nil	8	7

Note:

1. Refers to membership during reporting period not entire tenure.

2. Refers to term of appointment or appointment type, for example sessional or full time.

3. Actual remuneration is inclusive of GST, superannuation and allowances.

4. Voting proxies that attend meetings on behalf of a Board member (e.g. when formally acting in a director general position) are counted as an attendance. Non-voting observers that attend meetings in the place of a Board member are not counted as an attendance.



CONSULTANT EXPENDITURE

As a Schedule 2 public sector entity, IWA is required to report on consultants engaged to deliver strategic advice to Government.

Engagement of consultants more than \$50,000

- the agency engaged the following consultant in 2025-26 where the actual cost was greater than \$50,000 inc GST.

Strategic advice provided by consultants in 2025-26

Consultant	Project	Cost \$ (inc. GST)
Sophie Cunneen	Green energy supply chain strategic inquiry	\$144,375



Audit, Risk and Finance Committee members’ activities

IWA’s Audit Risk and Finance Committee (ARFC) is established under section 43 of the IWA Act, supported by the ARFC charter, in accordance with Treasurer’s Instruction 1201 – Internal Audit.

The ARFC has a minimum of 3 members. IWA’s ARFC chairperson and members are non-government IWA Board members. All other Board members are provided with the ARFC meeting papers and minutes and are invited to attend the meetings.

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

ARFC members do not receive additional remuneration.

Audit, Risk and Finance Committee members’ activity

Position	Member	Period of membership	Meeting invitations	Meeting attendances
Chairperson	Rebecca Tomkinson	1 month	1	1
	Fiona Hick	11 months	3	3
Member	John Galvin	12 months	4	4
Member	Fiona Hick	1 month	1	1
Member	Dr Michael Schaper	10 months	3	3



WORKPLACE SAFETY, HEALTH AND INJURY MANAGEMENT

IWA remains committed to providing a safe, healthy and incident-free environment for all employees, contractors and visitors. In line with this commitment, IWA maintained a record of zero workplace incidents. These outcomes reflect IWA’s proactive approach to fostering a culture of safety and continuous improvement.

Workplace safety, health and injury management – targets and results

Measures	Results			Targets	Comments about outcome
	Base year 2023–24	Prior year 2023–24	Current year 2025–26		
Number of fatalities	Zero (0)	Zero (0)	Zero (0)	Zero (0)	
Incidence of work-related injury or illness	Zero (0)	Zero (0)	Zero (0)	Reduce by 2% per year and 15% by 2033 compared with 2023	
Incident rate of serious claims with one or more weeks’ lost time	Zero (0)	Zero (0)	Zero (0)	Reduce by 2.5% per year and 20% by 2033 compared with 2023	
Incidence rate of claims resulting in permanent impairment	Zero (0)	Zero (0)	Zero (0)	Reduce by 2% per year and 15% by 2033 compared with 2023	
Incidence rate of work-related respiratory disease	Zero (0)	Zero (0)	Zero (0)	Reduce by 2.5% per year and 20% by 2033 compared with 2023	
Managers and supervisors trained in work health and safety as relevant to the Person Conducting a Business or Undertaking’s (PCBU’s) risk profile	83%	100%	100%	Greater than or equal to 80% of cohort trained within last two (2) years	At 30 June 2026, 6 of 6 managers and/or supervisors were trained in work health and safety responsibilities.



Measures	Results			Targets	Comments about outcome
	Base year 2023–24	Prior year 2023–24	Current year 2025–26		
Managers and supervisors trained in injury management	83%	100%	100%	Greater than or equal to 80% of cohort trained within last five (5) years	At 30 June 2026, 6 of 6 managers and/or supervisors were trained in injury management responsibilities.
Percentage of workers returned to work on full duties and hours within 13 weeks	NA	NA	NA	No target	
Percentage of workers returned to work on full time duties and hours within 26 weeks	NA	NA	NA	Greater than or equal to 70% return to work within 26 weeks	
Agency has a WHS management system that has been independently assessed in the last five (5) years	No	Yes	No	Yes	IWA undertook a OHS internal audit conducted by RSM Australia Pty Ltd. The next independent audit is due in 2027.
Consultative systems:	Zero (0)	Zero (0)	Zero (0)	Zero (0)	IWA has not had any request to have a nominated health and safety representative.
a. Number of health and safety representatives	Zero (0)	Zero (0)	Zero (0)	Zero (0)	
1. In total	NA	NA	NA	NA	
2. Who have attended HSR training	NA	NA	NA	NA	
3. Show as a percentage of workers					
4. Shown as a ratio to the number of workplaces occupied by the agency; and	IWA does not have any health and safety representatives.				
b. Name/s of health and safety committees and subcommittees					



WORKPLACE WELLBEING

In addition to providing ongoing direct access to support through the Employee Assistance Program, IWA progressed the following initiatives in 2025–26.

Regular wellbeing webinars were made available to staff. These webinars provided meaningful advice and practical assistance in managing common workplace stressors. Based on the latest research and provided by experts in their field, these webinars covered a diverse range of topics including mastering your finances in challenging times, fostering neurodiversity at work, a holistic approach to wellbeing and respectful relationships.

In recognition of R U OK Day (September), the IWA team learnt about the warning signs and impact of suicide and how to meaningfully check in with others.



WORKFORCE INCLUSIVENESS

Our agency is committed to a diverse and inclusive workplace. Most of our employees shared their diversity information with the agency.

IWA's disability access and inclusion plan, and multicultural plan, contain complementary actions and outcomes to ensure our workplace remains diverse and inclusive.

Disability Access and Inclusion Plan outcomes

IWA's Disability Access and Inclusion Plan is currently being reviewed to ensure continuous improvement, development and implementation in line with legislative requirements under the *Western Australian Disability Services Act 1993*. The existing plan is available on the IWA website.

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

- all IWA events are appropriate and accessible, and alternative forms of engagement are considered
- all IWA publications, including corporate documents, are made available online and can be made available in alternative formats if requested
- training and upskilling opportunities are offered to enhance staff awareness and knowledge of disability and inclusion in the workplace
- all employment opportunities offered by IWA are open to all people without any restrictions
- all new IWA employees participate in disability and inclusion training
- information and advice are regularly disseminated to existing staff.

IWA's Disability, Access and

Inclusion Plan is available on the IWA website.



Multicultural Policy Framework

In 2020, the WA Government introduced the WA Multicultural Policy Framework (WAMPF) based on the WA Charter of Multiculturalism.



IWA's Multicultural Plan is available on IWA's website.



Page	Description	Source
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4	City Near Body Of Water During Daytime	Unsplash
9	Coastline at Point Peron with Garden Island at Rockingham, Western Australia (415505796)	Adobe Stock
10	<i>South over the freeway in Perth, Western Australia</i>	Unsplash
11	<i>Kwinana Bulk Terminal</i>	Shutterstock
12	Matagarup bridge, East Perth WA, Australia	Unsplash
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16	Esperance Port	Infrastructure WA
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20	Bandy Creek Esperance erosion	Department of Transport and Major Infrastructure



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21	Coal miners in open pit (shutterstock_646064452)	Shutterstock
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78	DSC03387	IWA sourced
86	Chair presenting at IWA meeting	Infrastructure WA

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