

Infrastructure WA

Annual Report 2023–24



Infrastructure
Western Australia

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 Aboriginal communities and their cultures statewide, 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' 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 is primarily about Aboriginal people in Western Australia (including Aboriginal people who also identify as Torres Strait Islanders). We respectfully recognise the valuable contributions of Torres Strait Islanders people to Western Australia's society, economy, and communities.

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Statement of compliance



The Honourable Roger Cook

BA GradDipBus MBA MLA

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

Dear Premier

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament the annual report of Infrastructure WA for the reporting period 1 July 2023 to 30 June 2024.

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

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Nicole Lockwood

Board Chairperson

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Kerryl Bradshaw

Audit, Risk and Finance
Committee Chairperson

A stylized, handwritten signature in black ink.

Phil Helberg

Chief Executive Officer

1. Chairperson's foreword

On behalf of the Infrastructure WA (IWA) board, I am pleased to present IWA's 2023-24 annual report.

This report is a reflection of our efforts and achievements over the past year. It highlights our ongoing commitment to enhancing long term strategic infrastructure planning with the goal of fostering sustainable, resilient, and innovative infrastructure solutions, in responding to the state's needs and priorities

The urgency of action on climate change and the pursuit of net-zero targets require a comprehensive transition of the WA energy system. This transition must extend beyond the energy sector itself encompassing water, transport, and other sectors. Globally, nations are recognising the importance of integrated approaches to sustainability, emphasising the need for coordinated roadmaps to guide collective action towards meeting these ambitious targets.

Market capacity challenges persist both at a national and international level, exacerbated by an impending pipeline of infrastructure commitments. Economies are grappling with similar issues such as population growth, supply chain disruptions, inflationary pressures, labour shortages and housing affordability problems.

These factors compound the challenges we face locally, reflecting a broader international struggle to maintain infrastructure resilience in uncertain times.

To address these challenges government efforts must focus on maximising technologies to optimise labor utilisation and better use of existing infrastructure through refit, rebuild, and repurpose methods. Embracing these global trends not only preserves our cultural identities but also supports sustainable outcomes. Around the world, innovative approaches are being adopted to make the most of existing assets underscoring the importance of flexibility and adaptability in infrastructure planning.

The imbalance between housing supply and demand is driving decreased affordability which in turn impacts economic growth and community wellbeing. This issue is mirrored in many developed countries where urbanisation and demographic shifts are straining housing markets. Addressing this imbalance requires a substantial increase in both the quantity and diversity of housing supply across metropolitan and regional areas, aligning with international best practices for sustainable urban development.

Technological advancements are rapidly reshaping the infrastructure lifecycle, influencing everything from strategy development to construction and maintenance across various sectors. Globally, the integration of cutting-edge technologies such as artificial intelligence and advanced analytics are revolutionising how infrastructure is planned, built, and maintained, setting new standards for efficiency and effectiveness.

The coming years will be pivotal in showcasing our commitment to forward-thinking, sustainable infrastructure development.

On behalf of IWA I'd like to express our gratitude to the Premier and his office for their support and collaboration over the past year.

I wish to also acknowledge the dedication and contributions of my fellow Board members and the team at IWA in navigating these complex issues and driving progress.



A handwritten signature in dark ink, appearing to read 'Nicole Lockwood'.

Nicole Lockwood

IWA Chairperson

2. Chief Executive Officer's message

This year saw the setting of a new direction for the IWA team with the release of the inaugural implementation progress report on the 2022 state infrastructure strategy (Strategy).

This progress report outlines the WA Government's progress in implementing its supported actions and provides valuable insight into the work many lead state agencies have undertaken towards achieving the objectives of the Strategy. I commend the Department of the Premier and Cabinet and all other state agencies on their efforts during this short reporting period between June and December 2023, and reaffirm IWA's commitment to supporting agencies in enhancing infrastructure planning, coordination, and delivery across the state.

The report found that good progress has been made in implementing many of the recommendations.

It also highlighted the need for ongoing efforts in some areas, such as Aboriginal participation across the infrastructure life cycle, further housing diversity and supply improvements and better understanding of infrastructure needs to support the energy transition.

As one of our allocated recommendations from the Strategy IWA is leading the investigation of the development of a digital first infrastructure policy. This policy will aim to maximise the value of infrastructure assets by adopting a digital first approach through all stages of the infrastructure cycle.

Supporting the transition to net-zero we continue to work closely with stakeholders in embedding sustainability within the state's strategic asset management framework.

While efforts continue to implement and monitor the progress of the inaugural Strategy, the team has once again begun the early stages of planning and developing the next Strategy with its anticipated release in 2027. This journey is both long and intense for the team, which reflects our unwavering commitment to continuous improvement and long-term strategic vision for the state.

This year marked a notable improvement in state agencies and government trading enterprises strategic asset plans (SAPs) since IWA commenced reviewing and providing feedback to support improved asset management across the WA Government.

The majority of reviewed 2024-25 SAPs show good alignment with the strategic asset management framework, with improvements reflecting maturing asset management practices.

Significant progress has been made with the major infrastructure proposal assessment function now embedded into existing state government investment decision processes. Our engagement with agencies in the development of business cases has been instrumental, with 17 business cases assessed.

IWA's Aboriginal participation strategy was developed this year, outlining our commitments to closing the gap and to supporting the WA Aboriginal empowerment strategy. The development of Aboriginal participation guidelines was also drafted, with the aim for these guidelines to be a model of best practice for Aboriginal participation on major projects and to support proponents of major projects in developing their proposals for assessment by IWA.

As we look ahead, I am confident that our collective efforts will continue to shape a better future for Western Australia and I extend my thanks to our chairperson Nicole, the board, and our dedicated team for their unwavering commitment to IWA and its remit.



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

Phil Helberg

Chief Executive Officer



3. Agency overview

3.1 Year in review

July 2023

Participated in the public hearing of the House of Representatives (Commonwealth) Standing Committee on Regional Development, Infrastructure and Transport inquiry into the implications of severe weather events on the national road network.

September 2023

IWA's Chairperson and CEO attended meetings of the peak national and state infrastructure bodies.

Major infrastructure proposal assessment (MIPA) summary reports released for:

- Department of Local Government, Sport and Cultural Industries' state hockey centre upgrade proposal
- Water Corporation's energy procurement plan: battery storage proposal
- Department of Health's Graylands Hospital Redevelopment proposal
- Department of Health and the East Metropolitan Health Service's Bentley Health Service SurgiCentre and St John of God Midland public hospital expansion proposals.

November 2023

IWA's external stakeholder reference group is reconvened to understand industry's current position on the 2022 state infrastructure strategy and WA Government's response, the state infrastructure program and Infrastructure Australia's market capacity research.

IWA hosted an asset management workshop for over 40 state government representatives to build public sector capacity and capability.

MIPA summary report released for Synergy's battery energy storage systems: Kwinana and Collie proposal.

August 2023

Launched IWA's first Reflect Reconciliation Action Plan with Nyungar Elder Neville Collard.

Completed the review of the WA Government's decision to proceed with constructing the new women and babies hospital within the Fiona Stanley Hospital precinct, at the request of the Premier.

October 2023

MIPA summary report released for Water Corporation's renewable wind energy proposal.

December 2023

The first state infrastructure strategy implementation progress report is released.





● January & February 2024

IWA works with agencies to prepare for major infrastructure proposals that would progress through the 2024-25 state budget, reviewing strategic asset plans, and gathering information on implementation progress on 2022 state infrastructure strategy recommendations.

MIPA summary report released for Development WA's Pier Street build to rent proposal.

● April 2024

IWA's CEO attended the modern methods of construction conference to explore how the adoption of these methods can unlock greener, faster, and superior construction portfolios in the public sector, hosted by Construction Industry Leadership Forum.

● June 2024

IWA's CEO attended the Pilbara Roundtable Phase 2 in Karratha to discuss the state's energy transition plan with Ministers, Aboriginal prescribed body corporates and industry stakeholders.

IWA refreshed its MIPA Guidelines.

March 2024

IWA co-hosted WA Connect, a sustainable infrastructure symposium and supplier showcase, in collaboration with the Infrastructure Sustainability Council, the Department of Transport and the Office of Major Transport Infrastructure Delivery.

MIPA summary reports released for Western Power's north region energy program and Water Corporation's new water sources for integrated water supply scheme proposals.

Hosted the external stakeholder working group to workshop the approach to the next state infrastructure strategy with industry.

May 2024

Submitted refreshed advice to WA Government to support the development of the 2024 state infrastructure program.

MIPA summary reports released for Horizon Power's Maitland and Burrup transmission infrastructure project and Synergy's King Rocks wind farm.



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 informs and enhances the coordination of infrastructure planning, delivery and operation to support better outcomes for the people, regions and economy of WA.

Functions

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

- prepare a state infrastructure strategy addressing a minimum time frame of 20 years
- monitor and report annually on progress in implementing the state infrastructure strategy
- under the direction of the Premier, coordinate the provision of information and submissions to Infrastructure Australia
- review and report to the Premier on infrastructure proposals prior to their submission to Infrastructure Australia
- assess and report to the Premier on major infrastructure proposals
- review and report to the Premier on completed infrastructure projects
- advise and assist state agencies in the preparation of infrastructure strategies, plans and policies, including preparing these on behalf of agencies when requested by the Premier
- advise agencies on the preparation of infrastructure proposals
- provide advice to the Premier on infrastructure priorities, funding and financing of infrastructure and any other matter relating to infrastructure
- perform the other functions conferred on IWA under the IWA Act, including providing advice to the Premier on the preparation of the WA Government's annual 10-year state infrastructure program and preparation of an annual work program
- undertake any other function related to infrastructure at the request of the Premier.

Annual work program

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

This 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 work program supports the transparency of IWA's activities, consistent with the principles on which IWA was established, and is a legislative requirement under the IWA Act.

The 2024-25 annual work program can be found on IWA's website [here](#).

Corporate plan

Our purpose

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

Our values



Excellence

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



Trust

We are approachable, accountable and act with integrity.



People

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



Engagement

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



3.3 Strategic objectives and performance



Objective 1: Improve strategic infrastructure planning and coordination.

We do this through supporting continuous improvement of strategic infrastructure planning through engagement and advice and align sectors to achieve statewide infrastructure priorities.

State infrastructure program (SIP)

Under the provisions of the IWA Act, the Premier, in collaboration with the Treasurer, is required to annually prepare and publish the 10-year SIP within 3 months of the release of the WA state budget. The first SIP was prepared by the departments of Premier and Cabinet and Treasury with supporting advice from IWA and was published in August 2023. Following publication, IWA worked with the departments in late 2023 to review the development process and identify improvement opportunities for future year SIP documents.

In 2024 IWA provided independent advice to government on significant infrastructure needs and challenges to support the development of the 2024 SIP.

Strategic asset plans (SAP)

IWA undertakes an annual review of state agency and government trading enterprise (GTE) SAPs submitted for the WA state budget process. Through this annual review, IWA aims to influence and improve the quality, completeness and coordination of strategic asset planning across government.

IWA's formal reviews focus on the agencies with significant asset bases, with informal reviews generally focused on agencies with a relatively smaller base of assets. In 2023-24, formal reviews were undertaken on 26 state agency and GTE SAPs with informal reviews of an additional 10. The review reflects state agencies and GTEs continuous improvement and ongoing asset management maturation. IWA will continue to work with agencies to build understanding and capability.

To support the SAP review process, IWA continuously engages with state agencies and GTEs to provide feedback on the findings of the reviews, in collaboration with the departments of Treasury and Finance. In 2023-24, IWA formally met with 20 state agencies and GTEs for this purpose. IWA supplemented this engagement with facilitation of a workshop on strategic context and initiatives in asset management for the representatives of over 40 state agencies and GTEs. Additionally, in early 2024 IWA provided tailored asset management training to invest in its staff skills and capability.



Objective 2: Inform and influence longer term infrastructure needs and priorities.

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

State infrastructure strategy (Strategy)

In 2023-24 IWA commenced planning for the development of the next Strategy, which must be prepared and submitted within 5 years of the previous one having been laid before Parliament.

Early planning for the next Strategy has included establishment of principles to guide the next phase of development and confirmation of approach with the board.

2022 Strategy implementation

IWA was designated as a lead or co-lead agency for implementation of 6 Strategy recommendations that were accepted in full or in part in the WA Government's response. Work was undertaken in 2023-24 to progress several of those recommendations, while others have a longer term horizon.

- **Recommendation 2: apply a digital-first approach to all stages of the infrastructure lifecycle.**
In consultation with key stakeholders, IWA prepared a digital first infrastructure policy scoping document for the WA Government's consideration.

- **Recommendation 14: incorporate sustainability into the strategic asset management framework.**
IWA engaged with key government stakeholders to understand gaps, risks and opportunities provided by development of decarbonisation policy and guidance in other jurisdictions. IWA's advice was provided to the Department of Treasury, the lead agency for this action, in 2023-24.
- **Recommendation 22: review the effectiveness of existing and proposed infrastructure facilitation and coordination models within 5 years of operation.**
This recommendation has a timeframe for delivery of 2032 and work has yet to commence.
- **Recommendation 32: develop and implement a shared-use policy framework and practical guidelines for multi-user infrastructure corridors and facilities.**
This recommendation has a timeframe for delivery of 2032 and work has yet to commence.
- **Recommendation 35: improve 2-way public and private sector information sharing about infrastructure capacity.**
This recommendation has a timeframe for delivery from 2026 and work has yet to commence.
- **Recommendation 36(e): support improved infrastructure planning and decision-making by requiring a benefits management plan be completed, and ensuring IWA undertakes a post completion review for all projects and programs required to undergo major infrastructure proposal assessment.**
IWA, in collaboration, with the departments of the Premier and Cabinet, Treasury and Finance developed advice in 2023-24 for policy implementation to be further considered by Government and agencies in 2024-25.

IWA continues to support state agencies and GTEs in the alignment of their strategies, plans, policies and major infrastructure initiatives with these supported recommendations.

2022 Strategy evaluation and monitoring

IWA publicly reports annually on the WA Government's progress in implementing the recommendations to the extent supported in the WA Government's response to the Strategy, published in February 2023.

IWA finalised its monitoring and reporting framework in 2023 and published the first annual monitoring report in December 2023. Following this first report, IWA reviewed its framework and development process to identify efficiencies and opportunities for future year monitoring reports.

Advice to government

In July 2023, pursuant with section 8(1)(l) of the IWA Act, IWA undertook a review of the WA Government's decision to proceed with constructing the new women and babies hospital at the Fiona Stanley Hospital site.



Objective 3: Provide informed advice to support robust infrastructure proposals.

We do this through ensuring that the WA Government is able to make informed decisions, investments are strategically aligned to statewide infrastructure priorities and proposals continuously improve.

Major infrastructure proposal assessment (MIPA)

The MIPA function assesses and reports to the Premier on major infrastructure proposals with an estimated capital cost of \$100 million or more, or any project nominated by the Premier. This role aims to provide independent, rigorous, robust and evidence-based advice to the WA Government for informed decision-making.

In 2023-24 IWA completed a lessons learned review of the MIPA Guidelines and refreshed them based on the outcomes of that process to ensure they were more accessible and user friendly. The review was informed by IWA's experience and observations, along with consultation and feedback from a number of key state agency stakeholders.

In line with its legislative role advising state agencies on infrastructure projects, IWA aims to enhance proposal quality and proponent capability. Drawing on a range of proposal assessments, in 2023-24 IWA identified submission gaps and developed subject guides covering digital, decarbonisation of infrastructure, and Aboriginal participation to support agencies in proposal development.

In 2023-24 IWA completed a total of 11 step 3 and 6 step 2 assessments, which represented 100% of expected proposals to the end of April 2024.

Of the assessments that IWA completed, 85% were found to have sufficient information to make an informed investment decision.

IWA is focused on engaging with Ministers and agencies as early as possible in the process of developing proposals as this allows IWA to provide support and advice to the agencies throughout their process.



Objective 4: Build stakeholder confidence through mutual awareness and understanding.

We do this through establishing and nurturing genuine relationships that support mutually understood responsibilities, expectations and benefits.

General engagement

During 2023-24, IWA continued its targeted engagement program, meeting with state agencies and GTEs, infrastructure bodies federally and in other states and territories, continuing to visit the regions, and hosting relevant speakers at board meetings.

IWA shifted its approach to sourcing stakeholder feedback with a focus on surveying stakeholders directly relevant to particular functions. The MIPA function achieved an 81% score for quality of service from proponents of business cases that IWA assessed. Feedback from stakeholders also contributed to the updated MIPA Guidelines and overall improvement of the function.

Similar quality of service scores against IWA's other functions will be collected and reported on in the next financial year.

In addition to the function centred surveys IWA engaged a consultant to undertake an independent stakeholder perception survey with key stakeholders across state agencies and industry, to be completed

in 2024-25. Key insights and recommendations from the outcomes will provide a view on stakeholders' perception of IWA's performance and effectiveness which will be a key input for the review of IWA's communications and engagement strategy.

IWA reinstated the external stakeholder reference group (ESRG) in November 2023 which was instrumental during the early-stage development of the 2022 Strategy. The ESRG has been refreshed, providing a formal, structured channel for IWA's relationships with key industry stakeholders and a forum to discuss and provide guidance on broader strategic issues, external trends and drivers affecting the state.

Aboriginal participation

IWA's inaugural Reconciliation Action Plan (RAP) was launched in August 2023, following a year of development. Throughout 2023-24, IWA focussed on implementation of the reflect RAP with actions allocated across divisions and positions, and a completion rate of 87%.

To demonstrate IWA's commitment to ensuring appropriate and meaningful engagement with Aboriginal people across all of its functions, the development of an agency-wide Aboriginal participation strategy was well progressed in 2023-24 to complement its RAP journey. This also includes the initiative to develop leading practice guidelines for Aboriginal participation to support the MIPA process.

Infrastructure data hub pilot project

IWA in collaboration with Office of Digital Government (DGov) is creating a centralised data repository with the aim to provide a holistic view of current and projected infrastructure demands of the state, to facilitate improved long-term infrastructure planning, investment and delivery.

Phase 1 of the pilot project, completed in May 2024, looked to support IWA's legislative function outputs such as the Strategy, advice to government on the SIP, and assessment of state agencies and GTEs major infrastructure proposals.

IWA and DGov have worked closely with key agencies to ensure that the data hub meets the diverse needs of stakeholders, supporting a wide range of infrastructure and sector-related requirements. Through this collaboration, it became clear that the utilisation of government's digital assets can be greatly improved with cross-agency collaboration, presenting a significant opportunity to provide further whole-of-government benefits.

Scoping for phase 2 of the project commenced in May 2024 with a focus on developing advanced data analytics and scenario modelling capabilities. These enhancements aim to provide even greater support for the next Strategy, enabling more sophisticated analysis and planning capabilities to address the evolving infrastructure needs of the state.





Objective 5: Foster a safe and healthy organisation.

We do this through using our collective strengths to build a resilient, resourceful and respected workplace with a safe and healthy workforce and culture.

The scope of this strategic objective encompasses the health and wellbeing of IWA's people, the sustainability of IWA's finances, ensuring transparent and accountable decision making and ensuring strong risk management.

In 2023-24 IWA's activities in this area included:

- an average score of 86% satisfaction from staff when surveyed on IWA's organisational culture, which represents an increase on the previous year
- no significant external or internal audit findings
- 4% variance of expenditure against budget
- increased transparency on strategic risk mitigation timing and outcomes including quantitative reporting to the audit, risk and finance committee
- improved work health and safety governance and reporting, with standardised training and finalisation of key process documents.

IWA's new corporate team building and community service program was embraced by staff, with each business unit responsible for organising one event per year. In 2023-24 IWA staff:

- visited the South Perth Girl Guides units for a busy bee, with our team clearing out the storeroom and doing a tent and equipment audit
- undertook a foreshore clean up at Sir James Mitchell Park in South Perth, picking up rubbish along the banks of the Swan River
- spent an afternoon at the Shenton Park Dogs' Refuge Home where IWA staff assisted with a clean-up of the grounds
- took a tour of Murdoch University's Boola Katitjin building, an award-winning mass engineered timber building that was designed for Country, with circularity, collaboration and innovation at the forefront.

IWA has a number of workforce inclusiveness and safety plans that contain overlapping or complementary actions, such as the reconciliation action plan, disability access and inclusion plan, multicultural plan and workplace health and safety plan.

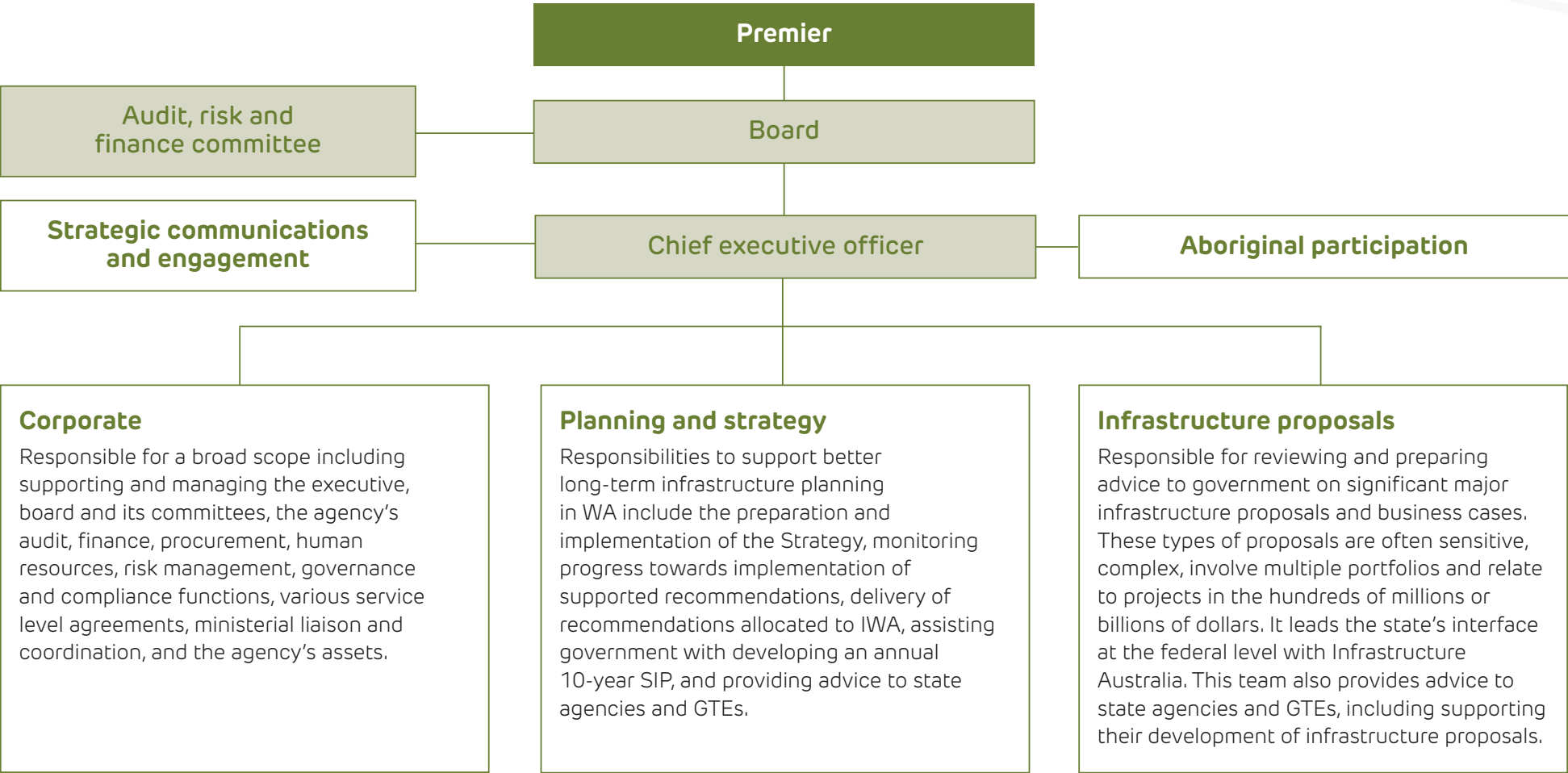
IWA's internal events committee is charged with coordinating these events or activities in consultation with other working groups and with the support of the whole of IWA, to promote workforce diversity and foster cultural and psychological safety at work.

Details on these activities can be found throughout this annual report.



3.4 Organisational structure

IWA's organisational structure consists of 3 directorates reporting to the executive, to 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.

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

Board



Nicole Lockwood
Chairperson

Nicole was appointed chairperson in October 2021.

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

Nicole also chairs Airbridge and the Malka Foundation, is the deputy chairperson of the Green Building Council of Australia, and holds board roles with NBN Co, the Child and Adolescent Health Service and Net Zero Economy Agency Advisory Board. She is also a member of the UDIA Advocacy and Thought Leadership Committee, and a venture partner with Purpose Ventures.



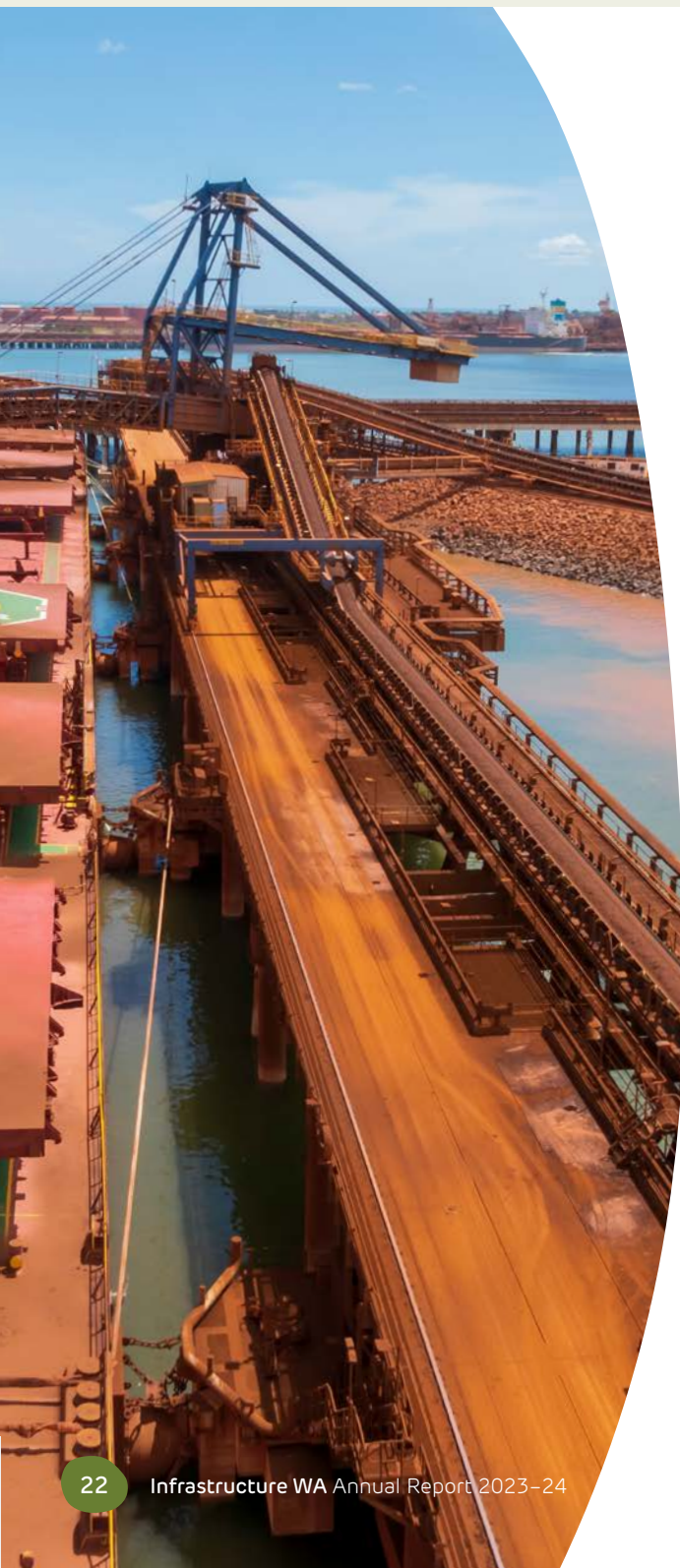
Terry Agnew

Deputy chairperson and audit, risk and finance committee member

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

Terry is currently the chairperson of FLIP Insurance and the Curtin University Kalgoorlie Campus Council, and was formerly the chair of the Curtin University Business School. He is also a director of RAA Insurance, MDA National Insurance, Hospitals Contribution Fund of Australia, Arvela Advisory Board, and is a councillor of Curtin University and Australian Institute of Company Directors.

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



Kerryl Bradshaw

Board member and audit, risk and finance committee chairperson

Kerryl is the chairperson of IWA's audit, risk and finance committee. She is an accomplished senior executive and business leader of more than 25 years and has led businesses through significant change, across a number of industries, including banking, mining, engineering and technology.

Kerryl is currently a member of the Minerals Research Institute of WA College (MRIWA), the CSIRO Energy Advisory Group, the Institute of a Chartered Accountants and holds a Bachelor of Commerce from Murdoch University.

Kerryl has held a variety of leadership positions in sustainability, strategy, finance, operations, capital projects, innovation, mergers and acquisitions, and business development throughout her career, specifically at Microsoft, Worley, Rio Tinto and most recently Chief Financial Officer at BCI Minerals.



Rebecca Tomkinson

Board member and audit, risk and finance committee member

Rebecca is chief executive officer of The Chamber of Minerals and Energy of Western Australia, where she brings a strategic lens and strong executive experience from private and not-for profit sectors. She is deeply committed to the development of regional WA – where she was raised and educated – and is actively involved in building community and business capability.

Rebecca also holds board roles with Crown Perth, the Perth USAsia Centre and Regional Australia Institute. She previously held the role chief executive officer at the Royal Flying Doctor Service (Western Operations) for over 4 years.

She holds qualifications in community development, public policy and social impact.



Dr Richard Walley OAM
Board member

Dr Richard Walley OAM is a Nyoongar man of the south west region. Richard has been awarded an Order of Australia Medal and 2 honorary doctorates for his contribution to the promotion of Nyoongar Culture and the Arts.

In 2010, Richard received the Citizen of the Year Award in the 'Indigenous Leadership' category of the Celebrate WA Awards. Richard is a designated state living treasure and in 2021 was awarded the WA Senior Australian of the Year Award.

A fluent speaker of the Nyoongar language. Richard continues to push boundaries, while always focussing on the bigger 'community' picture of culture, education, arts and environment.



Hon Jay Weatherill AO
Board member

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

Jay was Premier of South Australia for over 6 years and minister for 16 years in portfolios including early childhood, treasury, state development, education, aboriginal affairs and the environment. He also holds Law and Economics degrees from the University of Adelaide.

Jay is an industry professor at the University of South Australia and ambassador for Reggio Children. He was made an Officer of the Order of Australia in the 2021 Australia Day Honours list for his work in early childhood development.

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



Peter Woronzow
Board member

Peter is Director General of the Department of Transport which also sees him hold the concurrent roles of Chief Executive Officer of the Public Transport Authority and Commissioner of Main Roads. Peter was appointed in November 2021 and had been undertaking the role since March 2020. He is responsible for setting the strategic direction of transport for the state, shaping the development of all major integrated transport plans and leading the implementation of some of WA's most transformational capital projects.

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



Michael Barnes PSM
ex-officio Board member

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

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

Michael has been working at the state treasury since returning to Perth over 20 years ago. He was appointed to the role of under treasurer in 2015 and is also chair of the Western Australian Treasury Corporation, the state's central borrowing authority.

He was awarded the public service medal for his outstanding public service to state government finances in WA, and the Institute of Public Administration's leader of the year in state or federal government award for 2022.



Anthony Kannis
ex-officio Board member

Anthony joined the Department of Planning, Lands and Heritage as director-general in February 2022 after more than 4 decades working in the WA public sector.

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

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



Emily Roper PSM
ex-officio Board member

Emily Roper is director-general of the Department of the Premier and Cabinet, commencing 2021.

As the head of the Department, Emily is responsible for leading the public sector in providing whole-of-Government advice and support to the Premier and Cabinet in their service of the Western Australian community.

Emily has held various leadership positions in both state and Australian governments, with experience spanning a 25-year period across a range of areas including national security, intelligence, and reform.

Emily recently co-chaired the Family and Domestic Violence Taskforce, established by the WA Government to identify reforms to strengthen responses to FDV in Western Australia.

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

Corporate executive



Phil Helberg
Chief executive officer

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

He was formerly the deputy director general at the Department of Finance, and led building management and works, and the strategic projects arm of the agency, driving significant sector-wide reforms in infrastructure planning and development.

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



4. Our performance

4.1 Independent auditor's opinion



Auditor General

INDEPENDENT AUDITOR'S REPORT

2024

Infrastructure WA

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

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

- the Statement of Financial Position as at 30 June 2024, and the Statement of Comprehensive Income, Statement of Changes in Equity, and Statement of Cash Flows for the year then ended
- Notes comprising a summary of 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 2024 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.

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Responsibilities of Infrastructure WA for the financial statements

The Board is responsible for:

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

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

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

Opinion

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, 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 2024, and the controls were implemented as designed as at 30 June 2024.

The Board's responsibilities

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

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance 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 2024 reported in accordance with *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 2024 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 2024.

The Board's responsibilities for the key performance indicators

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

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

Auditor General's responsibilities

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

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

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

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

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

Other information

The Board is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2024, 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 2024 included in the annual report on Infrastructure WA's website. The 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 the entity to confirm the information contained in the website version.

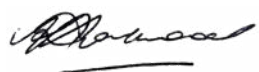


Carly Meagher
Acting Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
22 August 2024

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 2024.



Nicole Lockwood

Board Chairperson

19 July 2024



Kerryl Bradshaw

Audit, Risk and Finance

Committee Chairperson

19 July 2024



Phil Helberg

Chief Executive Officer

18 July 2024



Meera Govindan

Chief Financial Officer

18 July 2024

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

IWA's 2023-24 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

To ensure IWA's maturing functions are appropriately captured, IWA completed a review of its outcomes-based management framework and revised the framework for 2023-24.

The review was completed in consultation with the Department of Treasury and the Office of the Auditor General, and approved by the Under Treasurer in December 2023 and included:

- the discontinuation of KEI2.1, which was reflective of the establishment of the major infrastructure proposal function and required the publication of guidelines. As the guidelines were finalised in mid-2023 the requirement for this KEI ceased.
- Service 1 was updated to expand the scope of the service to incorporate IWA's other key duties that inform its provision of infrastructure advice to government.
- one new key performance indicator was added along with 2 new associated targets, to measure the expanded scope of Service 1 - provision of infrastructure advice to government.

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 effectiveness indicators

Key effectiveness indicators (KEIs) assess the effectiveness of the outcomes by measuring the achievement of the associated targets. In 2023-24 IWA has 3 KEIs with 4 associated targets.



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

Effectiveness indicators	2022–2023 actual	2023–2024 target	2023–2024 actual	Explanatory notes
KEI1.1 Undertaking of state infrastructure strategy functions.	0% Following submission of the Strategy in January 2022 further information was requested, and the WA Government response to the Strategy was subsequently published in February 2023. This affected the timing of the publication of the first annual implementation report in 2023.	100% Publication of annual implementation progress report by 30 June 2024.	100% The annual implementation progress report was published on IWA's website on 20 December 2023.	IWA publishes an annual report on the implementation of the state infrastructure strategy. That report monitors the progress of implementation of the WA Government's response to the strategy's recommendations that it supports in full or in part.
KEI1.2 Provision of other infrastructure advice to government.	n/a¹	100% Provision of advice to government by 30 June 2024 to support preparation of the state infrastructure program.	100% Advice to support the state infrastructure program was provided to government on 1 May 2024.	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, including: <ul style="list-style-type: none"> providing advice to support the preparation of the WA Government's annual state infrastructure program. working with agencies to improve their strategic asset plans. For specific agency's strategic asset plans that IWA receives by 9 February each year, IWA will provide its feedback to those agencies by 31 August that year.
	n/a¹	100% Provision of strategic asset plan assessment feedback reports to agencies by 31 August 2023.	100% IWA received and reviewed 28 relevant strategic asset plans and feedback on 100% of the plans was provided to agencies by 31 August 2023.	

Notes

¹ This new indicator was added as part of the revised OBM structure in 2023, this cannot be retrospectively reported as data is not available.



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

Effectiveness indicators	2022–2023 actual	2023–2024 target	2023–2024 actual	Explanatory notes
KEI2.1 Undertaking of major infrastructure proposal assessment functions – assessment of proposals.	100% Between 1 April 2022 and 31 March 2023, IWA received 8 proposals that were assessed before 30 June 2023.	100% Assessment of 100% of proposals received between 1 April 2023 and 31 March 2024, by 30 June 2024.	100% Between 1 April 2023 and 31 March 2024, IWA received 11 proposals that were assessed before 30 June 2024.	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 (EIs) compare the cost to deliver a service compared to the effort required. In 2023-24, IWA has 3 EIs.



Agency service 1: provision of infrastructure advice to government

Efficiency indicators	2022–2023 actual	2023–2024 target	2023–2024 actual	Explanatory notes ¹
EI1.1 Average cost per FTE to undertake state infrastructure strategy functions	\$287,000	\$298,000	\$291,000	Notes on calculation³ The actual cost to undertake the state infrastructure strategy functions in 2023-24 was \$2,071,000. IWA's actual average FTE count relevant to delivering these functions was 7. $\$2,071,000 / 7 = \$291,000$
EI1.2 Average cost per FTE to provide other infrastructure advice to government.	n/a²	\$298,000	\$291,000	Notes on calculation³ The actual cost to provide other advice to government in 2023 - 24 was \$1,843,000. IWA's actual average FTE count relevant to delivering these functions was 6. $\$1,843,000 / 6 = \$291,000$.

Notes

¹ Each efficiency indicator calculates the cost to deliver the relevant service compared to the average 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 headcount 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 also mandates that staff are unable to be appointed as a board member.

² This new indicator was added as part of the revised OBM structure in 2023, this cannot be retrospectively reported as data is not available.

³ Figures may not total due to rounding.



Agency service 2: assessment of major infrastructure proposals

Efficiency indicators	2022–2023 actual	2023–2024 target	2023–2024 actual	Explanatory notes ¹
EI2.1 Average cost per FTE to undertake major infrastructure proposal assessment functions.	\$287,000	\$298,000	\$291,000	Notes on calculation² The actual cost to undertake the major infrastructure proposal assessment functions in 2023-24 was \$2,094,000. IWA's actual average FTE count relevant to delivering these functions was 7. $\$2,094,000 / 7 = \$291,000$.

Notes

¹ Each efficiency indicator calculates the cost to deliver the relevant service compared to the average 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 headcount 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 also mandates that staff are unable to be appointed as a board member.

² Figures may not total due to rounding.

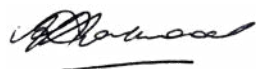
4.3 Financial statements

Certification of financial statements

For the financial year ended 30 June 2024

The accompanying financial statements of Infrastructure WA (IWA) have been prepared in compliance with the provisions of the *Financial Management Act 2006* (the Act) from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2024 and the financial position as at 30 June 2024.

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



Nicole Lockwood

Board Chairperson
19 July 2024



Kerryl Bradshaw

Audit, Risk and Finance
Committee Chairperson
19 July 2024



Phil Helberg

Chief Executive Officer
18 July 2024



Meera Govindan

Chief Financial Officer
18 July 2024

Statement of comprehensive income

For the year ended 30 June 2024

	NOTES	2024 \$'000	2023 \$'000
Cost of services			
Expenses			
Employee benefits expenses	2.1(a)	3,324	3,190
Supplies and services	2.2	2,133	1,329
Accommodation expenses	2.2	333	356
Depreciation expenses	4.1.1	15	13
Other expenses	2.2	204	267
Total cost of services		6,009	5,155
Income			
Other income	3.2	1	-
Total income		1	-
Net cost of services		6,008	5,155
Income from State Government			
Service appropriation	3.1	5,859	5,246
Resources received	3.1	16	19
Total income from State Government		5,875	5,265
Surplus/ (Deficit) for the period		(133)	110
Total comprehensive income for the period		(133)	110

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

Statement of financial position

As at 30 June 2024

	NOTES	2024 \$'000	2023 \$'000
Assets			
Current assets			
Cash and cash equivalents	6.1	2,279	2,557
Receivables	5.1	241	118
Prepayments	5.2	79	44
Total current assets		2,599	2,719
Non-current assets			
Restricted cash and cash equivalents	6.1	-	79
Receivables	5.1	116	-
Property, plant and equipment	4.1	27	42
Total non-current assets		143	121
Total assets		2,742	2,840
Liabilities			
Current liabilities			
Payables	5.3	523	435
Employee related provisions	2.1(b)	751	781
Other current liabilities	5.4	26	19
Total current liabilities		1,300	1,235
Non-current liabilities			
Employee related provisions	2.1(b)	196	200
Other non-current liabilities	5.4	68	94
Total non-current liabilities		264	294
Total liabilities		1,564	1,529
NET ASSETS		1,178	1,311
Equity			
Contributed equity		-	-
Accumulated surplus		1,178	1,311
TOTAL EQUITY		1,178	1,311

The Statement of financial position should be read in conjunction with the accompanying notes

Statement of changes in equity

For the year ended 30 June 2024

	Contributed equity \$'000	Accumulated surplus/(deficit) \$'000	Total equity \$'000
Balance at 1 July 2022		1,201	1,201
Surplus	-	110	110
Total	-	110	110
Balance at 30 June 2023	-	1,311	1,311
Balance at 1 July 2023		1,311	1,311
Deficit	-	(133)	(133)
Total	-	1,178	1,178
Balance at 30 June 2024	-	1,178	1,178

The Statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of cash flows

For the year ended 30 June 2024

	NOTES	2024 \$'000	2023 \$'000
Cash flows from State Government			
Service appropriation		5,859	5,246
Net cash provided by State Government		5,859	5,246
<i>Utilised as follows:</i>			
Cash flows from operating activities			
Payments			
Employee benefits		(3,455)	(2,922)
Supplies and services		(2,014)	(1,367)
Accommodation		(345)	(352)
GST payments on purchases		(211)	(136)
Other payments		(229)	(264)
Receipts			
GST receipts from taxation authority		153	118
Other receipt		1	-
Net cash used by/(used in) operating activities		(6,100)	(4,923)
Cash flows from investing activities			
Payments			
Purchase of non-current physical assets		-	(21)
Net cash used by/(used in) investing activities		-	(21)
Cash flows from financing activities			
Payments			
Payments to accrued salaries account		(37)	-
Net cash used by/(used in) financing activities		(37)	-
Net increase/(decrease) in cash and cash equivalents		(278)	302
Cash and cash equivalents at the beginning of the period		2,636	2,334
Adjustment for the reclassification of accrued salaries account		(79)	-
Cash and cash equivalents at the end of the period	6.1	2,279	2,636

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 20 August 2024.

Statement of compliance

These general purpose financial statements comply with Australian Accounting Standards - simplified disclosures. The financial statements constitute general purpose financial statements that have been prepared in accordance with Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by Treasurer's instructions. Several of these are modified by Treasurer's instructions to vary application, disclosure, format and wording.

The *Financial Management Act 2006* and Treasurer's instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board (AASB). Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

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

Accounting for goods and services tax (GST)

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

- a) amount of GST incurred by the body corporate 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
- b) 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 Treasurer's instruction 955 *Contributions by Owners made to Wholly Owned Public Sector Entities* 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.

Judgements and estimates

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

2. Use of our funding

Expenses incurred in the delivery of services

This section provides additional information about how the body corporate's funding is applied and the accounting policies 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	2024 \$'000	2023 \$'000
Employee benefits expenses	2.1(a)	3,325	3,190
Employee related provisions	2.1(b)	946	981
Other expenditure	2.2	2,670	1,952

2.1 (a) Employee benefits expenses

	2024 \$'000	2023 \$'000
Employee benefits	2,984	2,855
Superannuation - defined contribution plans	341	335
Employee benefits expenses	3,325	3,190
AASB 16 non-monetary benefits (not included in employee benefits expense)	23	16
Employee contributions	-	-
Total employee benefits provided	3,348	3,206

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

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

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

2.1(b) Employee related provisions

	2024 \$'000	2023 \$'000
Current		
Employee benefits provisions		
Annual leave	462	413
Long service leave	286	363
	748	776
Other provisions		
Employment on-costs	2	5
Total current employee related provisions	750	781
Non-current		
Employee benefits provisions		
Long service leave	196	199
Other provisions		
Employment on-costs	-	1
Total non-current employee related provisions	196	200
Total employee related provisions	946	981

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

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.

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'.

	2024 \$'000	2023 \$'000
Employee on-costs provision		
Carrying amount at start of period	6	2
Additional provisions recognised	(4)	4
Carrying amount at end of period	2	6

Key sources of estimation uncertainty – long service leave

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

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

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

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

2.2 Other expenditure

	2024 \$'000	2023 \$'000
Supplies and services		
Professional services	1,717	954
Communications and contracts	125	123
System development and maintenance	94	76
Consumables	46	28
Travel	20	29
Minor equipment	10	9
Other supplies and services expenses	121	110
Total supplies and services expenses	2,133	1,329
Accommodation expenses		
Office rental	330	312
Repairs and maintenance	3	44
Total accommodation expenses	333	356
Other expenses		
Other staff costs	76	31
Computer software licenses	45	134
Employee on-costs	9	19
Audit fees - internal/external	74	83
Total other expenses	204	267
Total other expenditure	2,670	1,952

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 which contain significant substitution rights. They include:

- i. short-term leases with a lease term of 12 months or less
- ii. low-value leases with an underlying value of \$5,000 or less
- iii. 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 losses 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	2024 \$'000	2023 \$'000
Income from State Government	3.1	5,875	5,265
Other income	3.2	1	-

3.1 Income from State Government

	2024 \$'000	2023 \$'000
Appropriation received during the period		
- Service appropriations	5,859	5,246
Total service appropriation received	5,859	5,246
Resources received from other public sector entities during the period		
- Department of Finance - represents lease administration services and depreciation on fit-outs	13	13
- State Solicitor's Office - legal services free of charge	3	6
Total resources received free of charge	16	19
Total income from State Government	5,875	5,265

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

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

Summary of consolidated account appropriations

for the year ended 30 June 2024

	2024 Budget '000	2024 Section 25 transfers \$'000	2024 Additional funding* \$'000	2024 Revised budget \$'000	2024 Actual \$'000	2024 Variance '000
Delivery of services						
Item 50 net amount appropriated to deliver services	5,043	-	92	5,135	5,135	-
Section 25 transfer of service appropriation	-	-	-	-	-	-
Amount authorised by other statutes:						
- <i>Salaries and Allowances Act 1975</i>	370	-	354	724	724	-
Total appropriations provided to deliver services	5,413	-	446	5,859	5,859	-
GRAND TOTAL	5,413	-	446	5,859	5,859	-

*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 2024.

3.2 Other income

	2024 \$'000	2023 \$'000
Contributions by eligible officers to the Government's Vehicle Schemes	1	-
Total other income	1	-

Other income is recognised as income at fair value when services have been provided and the body corporate gains control over the resulting economic benefit.

4. Key assets

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

	NOTES
Property, plant and equipment	4.1

4.1 Property, plant and equipment

Year ended 30 June 2024	Computer hardware '000	Furniture, fixtures and fittings '000	Office equipment '000	Total '000
1 July 2023				
Gross carrying amount	21	9	29	59
Accumulated depreciation	(10)	(1)	(6)	(17)
Carrying amount at start of period	11	8	23	42
Additions				
Depreciation	(7)	(2)	(6)	(15)
Carrying amount at end period	4	6	17	27
Gross carrying amount	21	9	29	59
Accumulated depreciation	(17)	(3)	(12)	(32)

Initial recognition

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

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

	2024 \$'000	2023 \$'000
Depreciation		
Computer hardware	7	7
Office equipment	6	5
Furniture and fittings	2	1
Total depreciation for the period	15	13

As at 30 June 2024 there were no indications of impairment to property, plant and equipment.

Useful lives

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

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

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

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

Impairment

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

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

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

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

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

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

5. 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	2024 \$'000	2023 \$'000
Receivables	5.1	357	118
Prepayments	5.2	79	44
Payables	5.3	518	435
Other liabilities	5.4	94	113

5.1 Receivables

	2024 \$'000	2023 \$'000
Current		
Trade receivables	88	10
Other receivables ^(a)	57	72
GST receivable	96	36
Total current	241	118
Non-current		
Accrued salaries account ^(b)	116	-
Total non-current	116	-
Total receivables	357	118

^(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 Treasury 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 uncollectable 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 on a receivable not held at fair value through profit or loss. The expected credit losses 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.

The account has been reclassified from 'cash and cash equivalents' to 'receivables' as it is considered that funds in the account are not cash but a right to receive the cash in future. Comparative amounts have also been reclassified.

5.2 Prepayments

	2024 \$'000	2023 \$'000
Current		
Prepayments	79	44
Balance at end of period	79	44

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

5.3 Payables

	2024 \$'000	2023 \$'000
Current		
Trade payables	330	182
Accrued salaries	86	109
Accrued expenses	102	144
Balance at end of period	518	435

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 for the body corporate 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

	2024 \$'000	2023 \$'000
Current		
Accommodation lease incentives	26	19
Total current	26	19
Non-current		
Accommodation lease incentives	68	94
Total non-current	68	94
Balance at end of period	94	113

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 cashflows of the body corporate.

	NOTES
Cash and cash equivalents	6.1
Capital commitments	6.2

6.1 Cash and cash equivalents

Current	2024 \$'000	2023 \$'000
Cash and cash equivalents	2,279	2,557
Restricted cash and cash equivalents	-	79
Balance at end of period	2,279	2,636
Restricted cash and cash equivalents		
Non-current		
Accrued salaries suspense account ^(a)	-	79

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

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

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

6.2 Capital commitments

There were no capital commitments at 30 June 2024.

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 date are:

	2024 \$'000	2023 \$'000
Financial assets		
Cash and cash equivalents	2,279	2,636
Financial assets at amortised cost ^(a)	261	82
Total financial assets	2,540	2,718
Financial liabilities		
Financial liabilities at amortised cost ^(b)	432	326
Total financial liability	432	326

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

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

7.2 Contingent assets and 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 2024.

7.2.2 Contingent liabilities

There were no contingent liabilities at 30 June 2024

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

There were no significant events affecting the operations of the body corporate after the reporting period.

8.2 Initial application of an Australian Accounting Standard

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

8.3 Key management personnel

The body corporate has determined key management personnel to include the Cabinet Ministers, board of directors and senior officers of the body corporate. 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:

	2024	2023
Compensation band (\$)		
400,001 – 450,000	1	1
250,001 – 300,000	1	1
100,001 – 150,000	1	1
50,001 – 100,000	1	1
0 – 50,000	8	10
	2024 \$'000	2023 \$'000
Total compensation of senior officers	1,054	1,089

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

8.4 Related party transactions

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

Related parties of the body corporate include:

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

Material transactions with related parties

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

8.5 Remuneration of auditors

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

	2024 \$'000	2023 \$'000
Auditing the accounts, financial statements, controls, and key performance indicators	32	28

8.6 Supplementary financial information

(a) Write-offs

During the financial year there was no write-off under the authority of section 48 of the *Financial Management Act 2006* (2023: Nil).

(b) Losses through theft, defaults and other causes

	2024 \$'000	2023 \$'000
Losses of public money and public and other property through theft or default	-	2

(c) Forgiveness of debts

There was no forgiveness (or waiver) of debts by the body corporate during the year (2023: Nil).

(d) Gifts of public property

The body corporate did not provide any gifts of public property during the year (2023: Nil).

9. Explanatory statements

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

	Notes
Explanatory statement for controlled operations	9.1

9.1 Explanatory statement for controlled operations

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

All variances between annual estimates (original budget) and actual results for 2024, and between the actual results for 2024 and 2023 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 \$6,266,000 in the table below)
 - total assets of the annual estimates for the statement of financial position (i.e. 1% of \$1,822,000 in the table below).
- 2) For 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 \$5,155,000 in the table below)
 - total assets of the previous year for the statement of financial position (i.e. 1% of \$2,840,000 in the table below).

9.1.1 Statement of comprehensive income variances

	Variance notes	Estimate 2024 \$'000 ⁽¹⁾	Actual 2024 \$'000	Actual 2023 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2024 and 2023 \$'000
Expenses						
Employee benefits expense		3,057	3,324	3,190	267	134
Supplies and services	1, A	2,810	2,133	1,329	(677)	804
Accommodation expenses	B	242	333	356	91	(23)
Depreciation expense		-	15	13	15	2
Other expenses	2	157	204	267	47	(63)
Total cost of services		6,266	6,009	5,155	(257)	854
Income						
Other income		-	1	-	1	1
Total income		-	1	-	1	1
Net cost of services		6,266	6,008	5,155	(258)	853
Service appropriation	3	5,413	5,859	5,246	446	613
Resources received		53	16	19	(37)	(3)
Total income from State Government		5,466	5,875	5,265	409	610
Surplus / (deficit) for the period		(800)	(133)	110	667	(243)
Total comprehensive income/(loss) for the period		(800)	(133)	110	667	(243)

⁽¹⁾ These estimates are published in the State Budget 2023-24, Budget Papers No.2 'Budget Statements'.

Major actual (2024) and comparative (2023) variance narratives:

- Supplies and services expenses increased by \$0.8 million (60.5%) from the prior year due to the cyclical and sometimes unpredictable nature of IWA's work. This variance is normal and reflects the fluctuation in demand for the external consulting services which is the main contributor to the variance.
- Other expenses decreased by \$0.06 million (23.6%) from prior year due to decrease in computer software licence and internal audit fee.
- Service appropriation is increased by \$0.61 million (11.7%) due to salary realignment and an adjustment for a funding shortfall for an existing position.

Major estimate and actual (2024) variance narratives:

- The underspend of \$0.67 million (24.1%) in supplies and services reflects the cyclical and sometimes unpredictable nature of IWA's work. This variance is normal and reflects the fluctuation in demand for the external consulting services which is the main contributor to the variance.
- The variance of \$0.91 million (37.6%) in accommodation expenses reflects the shortfall in funding for the current office premises.

9.1.2 Statement of financial position variances

	Variance notes	Estimate 2024 \$'000 ⁽ⁱ⁾	Actual 2024 \$'000	Actual 2023 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2024 and 2023 \$'000
Assets						
Current assets						
Cash and cash equivalents		1,467	2,279	2,557	812	(278)
Receivables		27	241	118	214	123
Prepayments	4, C	227	79	44	(148)	35
Total current assets		1,721	2,599	2,719	878	(120)
Non-current assets						
Restricted cash and cash equivalents		-	-	79	-	(79)
Receivables		67	116	-	49	116
Property, plant and equipment		34	27	42	(7)	(15)
Total non-current assets		101	143	121	42	22
Total assets		1,822	2,742	2,840	920	(98)
Liabilities						
Current liabilities						
Payables	D	-	523	435	523	88
Employee related provisions		823	751	781	(72)	(30)
Other current liabilities	D	359	26	19	(333)	7
Total current liabilities		1,182	1,300	1,235	118	65
Non-current liabilities						
Employee related provisions	E	127	196	200	69	(4)
Other non-current liabilities		112	68	94	(44)	(26)
Total non-current liabilities		239	264	294	25	(30)
Total liabilities		1,421	1,564	1,529	143	35
NET ASSETS		401	1,178	1,311	777	(133)
Equity						
Contributed equity		-	-	-	-	-
Accumulated deficit		401	1,178	1,311	777	(133)
TOTAL EQUITY		401	1,178	1,311	777	(133)

⁽ⁱ⁾ These estimates are published in the State Budget 2023-24, Budget Papers No.2 'Budget Statements'.

Major actual (2024) and comparative (2023) variance narratives:

4. The variance of \$0.04 million (79.5%) reflects higher prepaid licence fees and subscriptions.

Major estimate and actual (2024) variance narratives:

- C. Prepayments decreased by \$0.15 million (65.2%) from estimate due to lower than anticipated prepayment for software licences and subscriptions.
- D. The total variance of other liabilities and payable estimates of \$0.19 million (53%) are accounted for other current liabilities and the payable estimates.
- E. Non-current employee related provisions were higher than estimate by \$0.69 million (54.3%) due to long service leave transfers received.

9.1.3 Statement of cash flows variances

	Variance notes	Estimate 2024 \$'000 ⁽ⁱ⁾	Actual 2024 \$'000	Actual 2023 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2024 and 2023 \$'000
Cash flows from State Government						
Service appropriation	3	5,413	5,859	5,246	446	613
Net cash provided by State Government		5,413	5,859	5,246	446	613
Cash flows from operating activities						
Payments						
Employee benefits	5, F	(3,057)	(3,455)	(2,922)	(398)	(533)
Supplies and services	6, G	(2,757)	(2,014)	(1,367)	743	(647)
Accommodation	H	(242)	(345)	(352)	(103)	7
GST payments on purchases	7, I	(256)	(211)	(136)	45	(75)
Other payments	8	(157)	(229)	(264)	(72)	35
Receipts						
GST receipts from taxation authority	9, J	256	153	118	(103)	35
Net cash used by/(used in) operating activities		(6,213)	(6,101)	(4,923)	112	(1,178)
Cash flows from investing activities						
Payments						
Purchase of non-current physical assets		-	-	(21)	-	21
Net cash used by/(used in) investing activities		-	-	(21)	-	21
Cash flows from financing activities						
Payments						
Payment to accrued salaries account		-	(37)	-	(37)	(37)
Net cash used by/(used in) financing activities		-	(37)	-	(37)	(37)
Net increase/(decrease) in cash and cash equivalents		(800)	(278)	302	522	(580)
Cash and cash equivalents at the beginning of the period		2,334	2,636	2,334	302	302
Adjustment for the reclassification of accrued salaries account		-	(79)	-	(79)	(79)
Cash and cash equivalents at the end of the period		1,534	2,279	2,636	745	(357)

⁽ⁱ⁾ These estimates are published in the State Budget 2023-24, Budget Papers No.2 'Budget Statements'.

Major actual (2024) and comparative (2023) variance narratives:

5. Employee benefits expense increased by \$0.53 million (18.2%) due to IWA operating closer to its FTE cap (21) in the current year (20.6). In the prior year IWA's actual FTE (18) was much lower than its cap (21).
6. Supplies and services payment increased from the prior year of \$0.65 million (47.3%) due to the cyclical and sometimes unpredictable nature of IWA's work. This variance is normal and reflects the fluctuation in demand for external consulting services which is the main contributor to the variance.
7. GST payments on purchases increased by \$0.08 million (55.1%) due to the increased supplies and services outlined in note 6.
8. Other expenses decreased by \$0.11 million (39.8%) from prior year mainly due to decrease in computer software licence and internal audit fee.
9. GST receipts from taxation authority increased by \$0.04 million (29.7%) from prior year due to increased expenditure outlined in note 6.

Major estimate and actual (2024) variance narratives:

- F. Employee benefits expense increased by 0.4 million (13%) to accommodate the increased actual FTE (20.6).
- G. The underspend in supplies and services of \$0.74 million (26.9%) due to the cyclical and sometimes unpredictable nature of IWA's work. This variance is normal and reflects the fluctuation in demand for external consulting services which is the main contributor to the variance.
- H. Accommodation increased by \$0.1 million (42.6%) reflects the shortfall in funding for the current office premises.
- I. GST payments on purchases decreased by \$0.05 million (17.6%) due to the underspend in supplies and services outlined in note G.
- J. Other payments increased by \$0.07 million (45.9%) due to higher computer software licences and internal audit fees.
- K. GST receipts were lower than estimate by \$0.1 million (40.2%) due to the underspend in supplies and services outlined in note G.

5. Other disclosures and legal compliance

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 2023-24.

Pricing policies of services provided

During 2023-24 IWA did not provide services that incurred fees and/or charges.

Employment and industrial relations

At 30 June 2024, IWA had 25 employees* by headcount.

Staff profile	2023-2024			2022-2023
	Female	Male	Total	total
Full-time permanent (headcount)	9	6	15	11
Full-time contract (headcount)	1	2	3	3
Part-time measured on an FTE basis	2.6	0	2.6	2
On secondment (headcount)	0	0	0	3
Total	12.6	8	20.6	19

* This total does not include temporary staff, staff nominated through a service level agreement or board members.

Workers compensation

No workers compensation claims were recorded for IWA during 2023-24.

Staff development

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

In 2023-24 IWA undertook an agency-wide training review to understand and improve levels of required training. At 30 June 2024, 89% of mandatory training was complete by staff who had been employed by the agency for more than 8 weeks.

IWA also reviewed the efficiency and effectiveness of its staff performance development policy and associated staff development plan. These documents were updated and reissued ahead of the annual staff development review period. The updates included clearer expectations and standards for staff and management, and provided more guidance on accessing training and skill improvement opportunities.

Following the establishment of the mandatory training baseline and completion of staff development plan annual reviews, IWA undertook a training needs assessment inclusive of role specific requirements. Subsequently, in 2023-24 IWA facilitated relevant training on the below subject matters:

- managing stress & resilience
- cultural awareness and engagement principals
- program logic
- investment logic
- strategic asset management
- project management software upskilling
- digital solutions architecture
- artificial intelligence and machine learning.

Additionally, staff attended workshops, seminars and other capability building sessions with a variety of State and registered training organisations and peak industry bodies.

IWA continues to work toward implementing the Building Leadership Impacts program.

5.2 Governance disclosures

Internal audit

Paxon Consulting Group is engaged by IWA as internal auditor and to provide IWA's head internal audit in accordance with Treasurer's instruction 1201 *internal audit* through the common use arrangement audit and financial advisory services.

In 2023-24 Paxon Consulting Group commenced the following internal audits:

- testing IWA's compliance with the *Infrastructure Western Australia Act 2019*
- assurance of the development approach and process of the 2022 state infrastructure strategy
- review of IWA's implementation of previous internal and external audit findings, through an audit of the audit log.

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.

Contact with a lobbyist

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

Directors and officer's insurance

In 2023-24 IWA paid \$13,550 (excluding GST and stamp duty) for insurance to indemnify its directors and officers for the period 20 December 2023 to 20 December 2024 as defined in part 3 of the *Statutory Corporations (Liabilities of Directors) Act 1996* against liability incurred under sections 13 or 14 of the *Statutory Corporations (Liability of Directors) Act 1996*.

IWA did not receive a claim against the directors' and officers' insurance policy in 2023-24.

5.3 Other legal requirements

Unauthorised use of credit cards

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

Details of unauthorised use of credit cards	2023-2024
Number of instances the WA Government purchasing card has been used for personal purposes	Nil
Aggregate amount of personal use expenditure for the reporting period	Nil
Aggregate amount of personal use expenditure settled by the due date	Nil
Aggregate amount of personal use expenditure settled after the due date	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* the agency incurred \$26,400 in advertising, market research, polling, direct mail and media advertising.

Expenditure incurred	Amount (inc. GST)
Advertising	
Nil	\$0
Direct Mail	
Nil	\$0
Media Advertising	
Nil	\$0
Market research	
JWS Research	\$26,400
Polling	
Nil	\$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*. No breaches were reported in 2023-24.

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 was reviewed and updated in 2023-24 to provide clarity around minimum standards of conduct and integrity and compliance with Commissioner’s Instruction 40: Ethical Foundations. The code of conduct guides ethical and accountable behaviour for IWA representatives and outlines expectations relating to:

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

Board and committee members and staff are familiar with the code and it is available on IWA’s website.

During 2023-24 IWA ensured that staff were further educated about how to seek more information or raise issues relating to matters of integrity, preventing and identifying potential misconduct, decision making, and culture, specifically through promoting its public interest disclosure processes and officers, and promoting the code of conduct.

Conflict of interest

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

IWA's conflict of interest (COI) policy requires that board and committee members, and all staff and suppliers must disclose any actual, potential or perceived conflicts of interest (including professional conflicts) for the review of the chairperson or CEO.

Board and committee members and the executive complete a statement of interest declaration form to assist with identifying and managing actual, perceived and potential conflicts of interest. This declaration is submitted on appointment to IWA, and is reviewed annually, or as material interests change.

Statements of disclosures are called for at each meeting of the board prior to consideration of other items, prior to circulation of major infrastructure proposal information, and ad-hoc disclosures may be submitted at any other time.

All disclosure information and any COI management information is recorded in the COI declarations register that is managed and maintained by IWA.

The responsibility to report any conflict remains with each individual.

Record keeping plans

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

Freedom of information requests

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

IWA received one FOI request during 2023-24 which was finalised within the legislated timeframe.

5.4 Government policy requirements

Board and committee remuneration and activities

Board

In 2023-24, the board formally met 6 times. In addition, the board were provided with 6 additional informal briefings from major infrastructure proponents and attended one workshop in early 2024 to consider the approach to develop the next state infrastructure strategy.

Position	Member	Period of membership ¹	Term of appointment ²	Type of remuneration	Base remuneration (per annum)	Actual remuneration ³	Meeting invitations	Meeting attendances ⁴
Chairperson	Nicole Lockwood	12 months	5 years	per annum	\$109,494	\$121,149.92	6	6
Deputy Chairperson	Terry Agnew	12 months	5 years	per annum	\$65,696	\$72,689.76	6	6
Member	Kerryl Bradshaw	12 months	5 years	per annum	\$41,926	\$46,389.20	6	5
Member	Rebecca Tomkinson	12 months	3 years	per annum	\$41,926	\$46,389.20	6	4
Member	Dr Richard Walley OAM	12 months	5 years	per annum	\$41,926	\$46,389.20	6	4
Member	Hon Jay Weatherill AO	12 months	5 years	per annum	\$41,926	\$46,389.20	6	6
Member (government)	Peter Woronzow	12 months	5 years	na	nil	nil	6	2
Director General Department of the Premier and Cabinet (ex officio member) (the chief executive officer of the Department of the Premier and Cabinet) (refer IWA Act s26(3)(a))	Emily Roper PSM	12 months	na	na	nil	nil	6	3
Under Treasurer (ex officio member) (the chief executive officer of the department of the public service principally assisting in the administration of the FMA 2006) (refer IWA Act s26(3)(b))	Michael Barnes PSM	12 months	na	na	nil	nil	6	5
Director General, Department of Planning, Lands and Heritage (ex officio member) (the chief executive officer of the department of the public service principally assisting in the administration of the Planning and Development Act 2005) (refer IWA Act s26(3)(c))	Anthony Kannis	12 months	na	na	nil	nil	6	6

Notes:

- 1 Refers to membership during reporting period not entire tenure.
- 2 Refers to term of appointment/tenure (if relevant) 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.

Audit, risk and finance committee

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. Three ARFC meetings were held in 2023-24.

Position	Member	Meeting invitations	Meeting attendances
Chairperson	Kerryl Bradshaw	3	3
Member	Terry Agnew	3	2
Member	Rebecca Tomkinson	3	1

Infrastructure Australia submissions and MIPA approvals

Approval of assessment by the MIPA function and for submission to Infrastructure Australia occur under a terms of reference which manages conflict of interest, balance of members and voting matters in accordance with the IWA Act.

Subject to conflict of interest management, all board members are provided with briefings, proposal documentation and draft reports throughout the assessment process and comment is invited at any time. Final approval of reports is by delegation unless any member of the board recalls the proposal for a full board decision, or where agreement cannot be reached among the delegation.

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

Coordination of 2 Infrastructure Australia submissions, 11 step 3 and 6 step 2 MIPAs were undertaken in 2023-24.

Workplace safety, health and injury management

IWA is committed to ensuring a healthy, safe and accident-free workplace for all employees, contractors and visitors, with a particular focus on eliminating psychosocial hazards. IWA's risk management framework identifies workplace safety and health (WHS) as a risk criterion against which organisational risks are assessed and is monitored through formalised reporting channels.

During 2023-24, IWA's refreshed WHS Policy was approved by the board, and the supporting WHS framework and plan were endorsed and implemented. These significant documents advance the agency's compliance with the *Work Health and Safety Act 2020* and *Work Health and Safety (General) Regulation 2020*.

To support IWA's approach, formalised reporting to the board was introduced to provide updates on the implementation of the WHS plan action items, and report on IWA's following performance metrics.

Indicator	Target	Performance						Comments on performance
		2021-2022		2022-2023		2023-2024		
Number of fatalities	Zero (0)	Zero (0)		Zero (0)		Zero (0)		
Lost time injury and disease incidence rate	Zero (0) or 10% improvement on the previous 3 years	Zero (0)		Zero (0)		Zero (0)		
Lost time injury and disease severity rate	Zero (0) or 10% improvement on the previous 3 years	Zero (0)		Zero (0)		Zero (0)		
Percentage of injured workers returned to work within	Greater than or equal to 80% return to work within 26 weeks	i)	NA	i)	NA	i)	NA	
i) 13 weeks		ii)	NA	ii)	NA	ii)	NA	
ii) 26 weeks								
Percentage of managers and supervisors trained in work health and safety injury management responsibilities	Greater than or equal to 80%	17%		17%		83%		At 30 June 2024, 5 of 6 managers and/or supervisors were trained in WHS injury management responsibilities which is an improvement on previous years. WHS training was a focus of IWA’s workforce training plan in 2023-24.

To promote WHS conversations in the workplace, IWA coordinated relevant events for staff in 2023-24, specifically:

- in recognition of world suicide prevention day and R U OK Day, the team learnt about the warning signs and impact of suicide and how to meaningfully check in on others
- to promote awareness of world mental health day, IWA's employee assistance program provider PeopleSense hosted a workshop on managing stress and building resilience
- during 16 Days in WA, IWA was educated on why and how they could contribute to preventing family and domestic violence.

Reporting progress in achieving the relevant targets of the national strategic plan for asbestos awareness and management

IWA cooperates with the Commonwealth Asbestos and Silica Safety and Eradication Agency and the WA Department of Energy, Mines, Industry Regulation and Safety by participating in reporting for relevant targets of the national strategic plan for asbestos awareness and management 2019-2023. IWA does not own or control public assets.

Workforce inclusiveness

Our agency is committed to a diverse and inclusive workplace. IWA encouraged all staff to participate in the 2023 WA public sector census, and most of our employees shared their diversity information with the agency. IWA refreshed its equal employment opportunity management plan in 2023-24 and continues to implement actions and outcomes it has committed to in that plan.

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

Disability access and inclusion plan

IWA's disability access and inclusion plan has been developed and implemented in line with legislative requirements under the *Western Australian Disability Services Act 1993*, and 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. 90% of eligible staff completed at least 2 relevant training sessions during 2023-24.

In recognition of the international day of people with disability in 2023, the team developed knowledge about visible and non-visible disabilities and investigated how to organise an AUSLAN interpreter should the service be requested.

Multicultural policy framework

In 2020 the WA Government introduced the WA multicultural policy framework (WAMPF) based on the WA charter of multiculturalism. Implemented through the Office of Multicultural Interests the WAMPF requires state agencies to develop multicultural plans addressing 3 policy areas. IWA's multicultural plan is available on IWA's website.

In 2023-24 IWA's training focus achieved a 90% staff completion rate of the DiverseWA training module by the end of June.

To promote workplace inclusiveness and celebrate multiculturalism, the IWA team:

- tested staff knowledge on migrant statistics within Australia, and shared their own cultural stories and traditional food together to recognise international migrants day IWA
- created a collage of phrases in their mother language, or from a language they'd researched in the spirit of international mother language
- celebrated cultural and linguistic diversity by taking time to appreciate the country's vibrant background and testing their multicultural knowledge with themed food on Harmony Day.

IWA continues to implement actions in its multicultural plan and during 2024-25 will commence work on the agency's next plan.

Reconciliation action plan

Throughout 2023-24 IWA focussed on implementing its inaugural reflect reconciliation action plan (RAP) actions with 87% of RAP actions complete at 30 June 2024. Some activities are reported below through the framework of the RAP structure.

Relationships

- Completed research into best practice and policies in areas of race relations and anti-discrimination and considered incorporation of this into IWA's policies and procedures.
- Identified and engaged with external stakeholders in our sphere of influence to collaborate with on our reconciliation journey.
- Encouraged staff attendance opportunities and hosted events, including national reconciliation week and NAIDOC week events.
 - IWA hosted a yarning circle with Homeland Water and Energy Group to discuss essential infrastructure in homeland communities with a focus on water and energy.
 - Staff attended a tour of the State and JS Battye Libraries where they learnt about the library's Aboriginal and Torres Strait Islander records, how the records can be used in research and how Aboriginal families are supported when undertaking their own family research.

Respect

- Completed a review of learning needs within IWA, conducting training and identifying opportunities for further learning and understanding of cultural protocols at staff and board level.
- Developed an Acknowledgement of Country for IWA.
- Worked with Aboriginal stakeholders to appropriately name IWA's meeting rooms, using elements inspired by the RAP artwork developed by William Peucker in 2022.

Opportunities

- Developed procurement and employment plans specific to IWA.
- Monitored and reported on government's progress in implementing supported state infrastructure strategy recommendations relevant to Aboriginal and Torres Strait Islander peoples and remote communities.

Governance

- The RAP working group is chaired by the CEO and consists of senior leadership and has Aboriginal representation. In 2024-25 the RAP working group will consider the transition to IWA's next RAP.



Photo acknowledgements

Page	Description	Source
Cover	Koomal Dreaming, Ngilgi Cave Ancient Lands Experience	Tourism Western Australia
7	Aubin Grove station construction	<i>unknown</i>
8	IWA staff at South Perth foreshore clean up	Infrastructure WA
9	Reflect RAP launch	Infrastructure WA
10	PUBLIC Silo Trail, Pingrup	Photograph by Bewley Shaylor, image courtesy of FORM
12	Containers at Fremantle Port (2462581271)	Shutterstock
17	Welcome to Country at 2023 NRW breakfast	Infrastructure WA
18	IWA staff tour of Boola Katitjin	Infrastructure WA
19	Storm over Kalgoorlie (1485471362)	Shutterstock
22	Port Hedland (2024818871)	Shutterstock
25	Submarine (1973179034)	Shutterstock
33	D’Guy Charters, Kalbarri	Tourism Western Australia
69	Reflect RAP launch	Infrastructure WA



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