



Annual Work Program 2025–26





Acknowledgement of Country

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

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Photo acknowledgements

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Introduction

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

In 2024-25 IWA's work priorities focused on the development of the new state infrastructure strategy (Strategy), whilst continuing with business-as-usual requirements, including:

- refresh of the Strategy vision and goals and identification of Strategy focus areas
- developed the Strategy directions paper
- completion of 17 assessments of major infrastructure proposals
- published major infrastructure proposal assessment subject guides covering digital, decarbonisation of infrastructure and Aboriginal participation
- reviewed 36 strategic asset plans, providing related advice and feedback to agencies

- participated in the 5 year review of the *Infrastructure Western Australia Act 2019* (IWA Act).
- publication of the annual Strategy implementation progress report that included an interactive dashboard.

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

The table on page 5 provides an overview to the Premier and stakeholders of the key achievements in 2024-25 and IWA's key priorities and deliverables in 2025-26. It also demonstrates the alignment of these priorities to IWA's strategic objectives.

IWA strategic objectives



Improve strategic infrastructure planning and coordination

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



Inform and influence longer-term infrastructure needs and priorities

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



Provide informed advice to support robust infrastructure proposals

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



Build stakeholder confidence through mutual awareness and understanding


















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
























Foster a safe and healthy organisation

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














Work program achievements, activities and deliverables

Function	Strategic objectives					2024-25 achievements	2025-26 work program activities	2025-26 deliverables
								
State infrastructure strategy (Strategy)								
Next Strategy The IWA Act requires IWA to develop a new Strategy every 5 years.						Development of the next Strategy progressed, including: <ul style="list-style-type: none">refresh of the 2022 Strategy vision and goals.targeted stakeholder engagement.identification of focus areas.review of the asset baseline and other foundational activities.development of the directions paper.	<ul style="list-style-type: none">Progress research and analysis into Strategy focus areas, and develop papers for targeted consultation.Complete Strategy directions paper for public consultation.	Publication of the Strategy directions paper for public consultation.
Strategy evaluation and monitoring The IWA Act requires IWA to publicly report annually on the WA Government's progress in implementing the Strategy's recommendations (to the extent supported in the WA Government's Response to the Strategy).						<ul style="list-style-type: none">Refined the approach and framework for collecting and collating data on the implementation status of supported Strategy recommendations.Published the 2024 annual implementation progress report, including an interactive dashboard.	<ul style="list-style-type: none">Develop 2025 implementation progress report.Undertake engagement with key government agencies on the delivery and progress of the supported Strategy recommendations.	Publication of IWA's annual implementation progress report by the end of 2025.
Implementation The WA Government, through its response to the Strategy has identified lead agencies for implementation of each of the supported Strategy recommendations, as well as target timeframes for completion. IWA is designated as lead or co-lead agency for the implementation of several recommendations.						Recommendation 14: implementation of this recommendation was completed through an update of the department of treasury's strategic asset management policy framework in January 2025. Recommendation 36(e): IWA, in collaboration with the Departments of the Premier and Cabinet and Treasury, Transport and Finance, developed a draft response to recommendation 36.	Nil	N/A

Work program achievements, activities and deliverables CONTINUED

Function	Strategic objectives					2024-25 achievements	2025-26 work program activities	2025-26 deliverables
								
Major infrastructure proposals assessment (MIPA)								
The MIPA function assesses and reports to the Premier on major infrastructure proposals with an estimated capital cost of \$100 million or more, or any project nominated by the Premier.						<ul style="list-style-type: none">Published MIPA subject guides and engaged with key agencies on the implementation of the guides.Completed a total of 9 step 3 and 8 step 2 assessments.Published revised MIPA guidelines.	<ul style="list-style-type: none">Formally assess relevant proposals submitted to IWA in 2025-26.Communicate guidance and expectations to agencies and government and continue to assess proposals for better practice.	<ul style="list-style-type: none">Submission of MIPA reports to the PremierPublication of MIPA summary reports.
10-year state infrastructure program (SIP)								
The IWA Act requires the WA Government to prepare a 10-year rolling SIP on an annual basis. Each year the SIP must be made publicly available by the Premier within 3 months of the State Budget being handed down. IWA provides government with independent advice to support its preparation of the SIP each year.						Submitted refreshed advice to the WA Government to inform the preparation of the 2024-25 SIP.	Provide independent advice to the WA Government to support the preparation of the 2026 SIP.	Provision of advice to inform the WA Government on the preparation of the 2026 SIP.
Best practice infrastructure advice to state agencies and government trading enterprises								
Through proactive engagement IWA provides state agencies with advice and assistance in the development of business cases, strategies, plans and policies which will support improved long-term public infrastructure planning.						Completed annual review and provided feedback to state agencies on 36 strategic asset plans submitted as part of the 2024-25 State Budget process.	Continue to engage with state agencies to provide advice, and to assist in the development of best-practice infrastructure business cases, strategies, plans and policies.	Provide 2025-26 strategic asset plan review feedback reports to select state agencies.
Infrastructure matters advice and assistance to Premier								
IWA's functions include providing advice to the Premier on matters such as infrastructure priorities and the funding and financing of infrastructure, as well as performing any other function relating to infrastructure at the request of the Premier.						IWA provided written advice twice during 2024-25	Work on any other matters as requested by the Premier.	To be defined based on the Premier's request.

Work program achievements, activities and deliverables CONTINUED

Function	Strategic objectives					2024-25 achievements	2025-26 work program activities	2025-26 deliverables
								
WA Government Infrastructure Australia (IA) relationship and proposals submission coordination								
Two of IWA's core functions are reviewing and reporting to the Premier on WA Government infrastructure proposals before they are submitted to IA, and coordinating information and submissions from the WA Government to IA (under the Premier's direction).						<ul style="list-style-type: none">• Provided advice to state agencies on IA requirements to support submissions under development.• Coordinated submissions for Infrastructure Priority List (IPL) with DPC and state agencies.	<ul style="list-style-type: none">• Report to the Premier on the progress of IPL initiatives.• Provide strategic assistance and support to help guide WA Government initiatives listed, or seeking to be listed, on the IPL through IA's business case stages.• Review and provide advice to state agencies on IA stage 1, 2 and 3 submissions.	<ul style="list-style-type: none">• Review and provide support to proponents developing proposals for the IPL.• Review and provide reports to Premier on proposals prior to submission to IA.
Business services and corporate initiatives								
Delivering efficient and fit for purpose corporate services ensures IWA's focus on functional outcomes is supported. Effective governance services also underpin the effectiveness and accountability of the Board and its committees, allowing the members' expertise to be leveraged to have the most impact.						<ul style="list-style-type: none">• Supported the delivery of IWA's legislated functions.• Collaborated with the Department of the Premier and Cabinet on the 5 year review of the IWA Act.• Published the 2023-24 annual report and 2024-25 annual work program.• Continued to deliver finance, audit and compliance activities and reporting.• Aboriginal participation strategy endorsed by IWA's Board.	<ul style="list-style-type: none">• Support the delivery of IWA's legislated functions.• Provide support to the Board and its committees.• Proactively advance IWA's communications and engagement activities with its stakeholders.• Undertake finance, audit and compliance activities and reporting.	<ul style="list-style-type: none">• Publish the 2025-26 annual work program.• Publish the 2024-25 annual report.