



GOVERNMENT OF
WESTERN AUSTRALIA

Infrastructure WA

Consultation Report



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1 Introduction

In February 2018, the Premier released the blueprint for the establishment of Infrastructure WA (IWA), an independent body to be tasked with providing expert advice to government on the State's infrastructure needs and priorities.

The establishment of IWA is one of the McGowan Government's key election commitments as part of the *Plan for Jobs*. The proposal seeks to improve long-term planning and decision-making, assisting government to grow the economy and create jobs by building the right projects, in the right place, at the right time.

Proposed roles for IWA include:

- developing a 20-year State Infrastructure Strategy as advice to Government;
- applying more rigour and transparency in assessing infrastructure plans, business cases and decision-making;
- providing advice on alternative funding and financing options;
- supporting the work of agencies in developing their infrastructure plans; and
- improving collaboration with government, community and industry on infrastructure planning and delivery.

The proposal seeks to support a more bipartisan approach to infrastructure planning and prioritisation, improve coordination across government, deliver a long term infrastructure strategy, enhance transparency, consultation and engagement, improve the quality and consistency of business cases, and increase investor confidence in project delivery. The proposal responds to the findings of the Service Priority Review and the Inquiry into Government Programs and Projects.

The Inquiry into Government Programs and Projects recommended that IWA be established to provide the framework for long and medium term infrastructure planning, prioritisation and decision-making. It recommended that IWA undertake periodic and detailed assessments of the State's infrastructure base and future infrastructure requirements over the short, medium and long-term, addressing a broad scope of economic, social and environmental infrastructure.

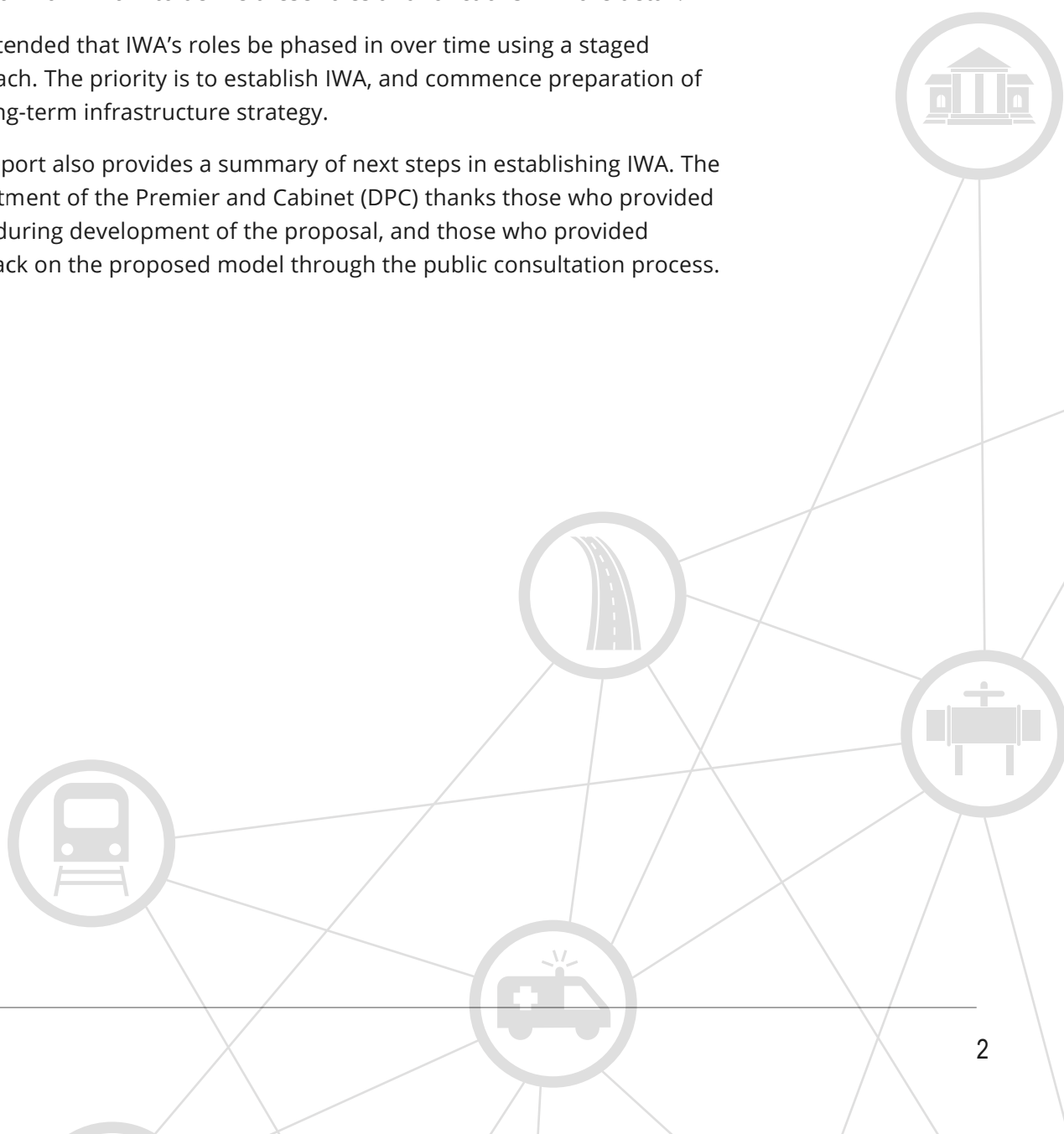
The proposed model for IWA was developed in consultation with State Government agencies and Government Trading Enterprises (GTEs), similar infrastructure bodies established in other jurisdictions, and through broad consultation with industry, local government and community stakeholders.

This report provides an overview of submissions and comments received on the proposal, and highlights areas where comments have led to a change to the model for IWA. Further detail on issues raised is also provided for each of the key elements of the model.

IWA's roles and functions have been refined through the preparation of the IWA Bill, and will continue to be refined through the establishment phase of IWA. It is intended that the Bill establish governance arrangements and outline IWA's proposed roles and functions at a high-level, with further detail to be provided through regulations, policies and guidelines. Comments provided through the public consultation process on the detailed elements of IWA's roles and functions will continue to be used to inform work to define these roles and functions in more detail.

It is intended that IWA's roles be phased in over time using a staged approach. The priority is to establish IWA, and commence preparation of the long-term infrastructure strategy.

This report also provides a summary of next steps in establishing IWA. The Department of the Premier and Cabinet (DPC) thanks those who provided input during development of the proposal, and those who provided feedback on the proposed model through the public consultation process.



2 How we consulted

The proposed model for IWA was announced by the Premier on 6 February 2018 at an event hosted by the Property Council of Australia and attended by more than 400 delegates. The proposal was outlined in a suite of consultation documents including a consultation paper, fact sheet and frequently asked questions, available on the DPC website.

Stakeholders were invited to comment on the proposal through a formal public consultation period of six weeks, which concluded on 20 March 2018.

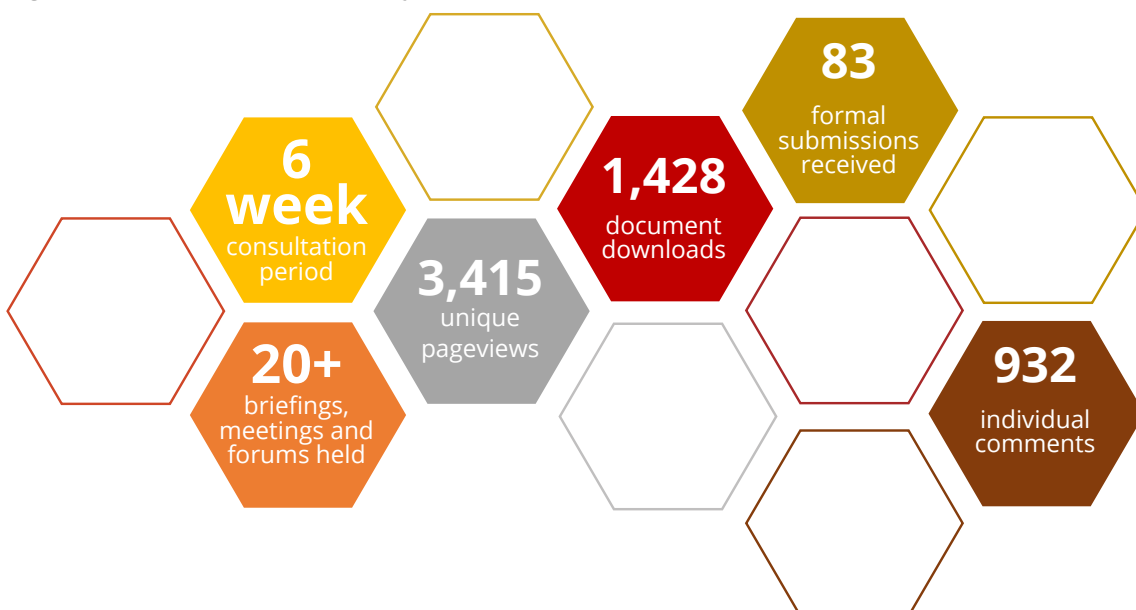
A large number of formal and informal briefings and meetings were held in developing the proposal, and throughout the public consultation period, including two stakeholder forums. The forums were free to attend and open to all, with more than 120 persons registering to attend. Stakeholders were able to request a briefing or meeting on the proposal, with more than 20 held during the consultation period.

There were a total of 3,415 unique pageviews of the IWA information on the DPC website over the consultation period. The consultation documents were downloaded 1,428 times over this period.

Feedback on the proposal was provided through the meetings and briefings held, as well as through formal submissions provided on the proposal. Stakeholders were invited to use a submission form which included a number of targeted questions. A total of 83 formal submissions were received, with 932 individual comments extracted from these submissions.

Interested stakeholders were also able to contact DPC directly through a dedicated IWA email address and through a direct phone number. A summary is provided at Figure 1.

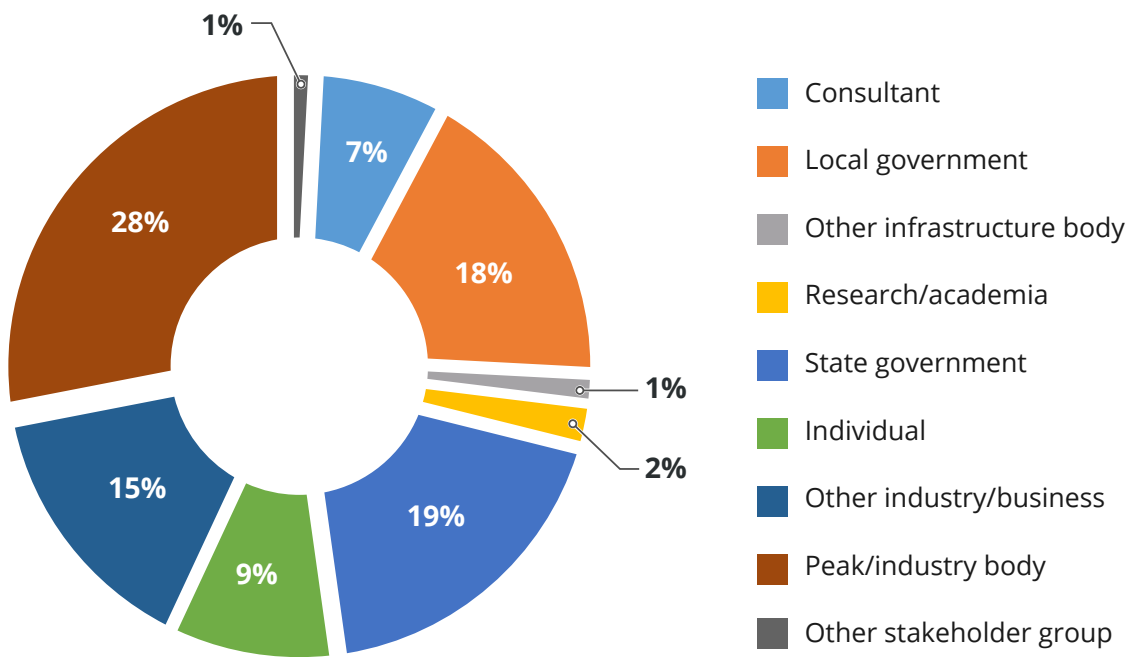
Figure 1: Consultation summary



3 Summary of submissions and key issues raised

Submissions on the IWA proposal were provided by a variety of stakeholder groups including industry peak bodies (each representing a large number of members), State Government agencies, local governments, and a range of infrastructure and planning related businesses and consultants. A total of 83 formal submissions were received. A breakdown of submissions by stakeholder type is provided at Figure 2.

Figure 2: Submissions by stakeholder type



“The development of an independent advisory body in IWA will prove invaluable to the coordination and long term planning of infrastructure in the state.”

Infrastructure Australia

The comments indicated overwhelming support for the establishment of IWA and its proposed governance arrangements, as well as its primary and secondary roles and functions.

Many comments provided further detail on specific elements of the proposal, outlining certain challenges or process concerns, identifying principles or objectives that should be applied, or providing suggestions on the scope and content of proposed functions and outputs such as the long-term infrastructure strategy. This detail will be used as the roles and functions of IWA are further refined and finalised following formal commencement of the legislation and establishment of IWA.

A summary of the broad themes raised, relevant across all of IWA’s proposed roles and functions, is provided below. Further detail on submission comments by category is provided in the subsequent sections of this report.

The broad themes raised in the submissions were:

General support

- Submissions indicated broad support for the establishment of IWA through legislation.
- Broad support was expressed for both IWA's proposed primary and secondary roles and functions.
- Many submissions noted the need to establish IWA in a timely manner, and ensure adequate funding and resourcing.

Stakeholder engagement

- The importance of engagement with State and local government, industry and the community was strongly stated in the submissions received.
- Many respondents noted that stakeholder consultation is key in building support for IWA and suggested that consultation processes be wide ranging, ongoing and collaborative.
- Some respondents requested that IWA's legislation include a formal mechanism requiring IWA to consult with stakeholders.

Transparency

- The need for transparent and accountable operations was noted in a number of submissions, suggesting this is critical to IWA's effectiveness.
- Respondents made a number of suggestions to enhance transparency including tabling of the long-term strategy in Parliament.

Principles, objectives and roles

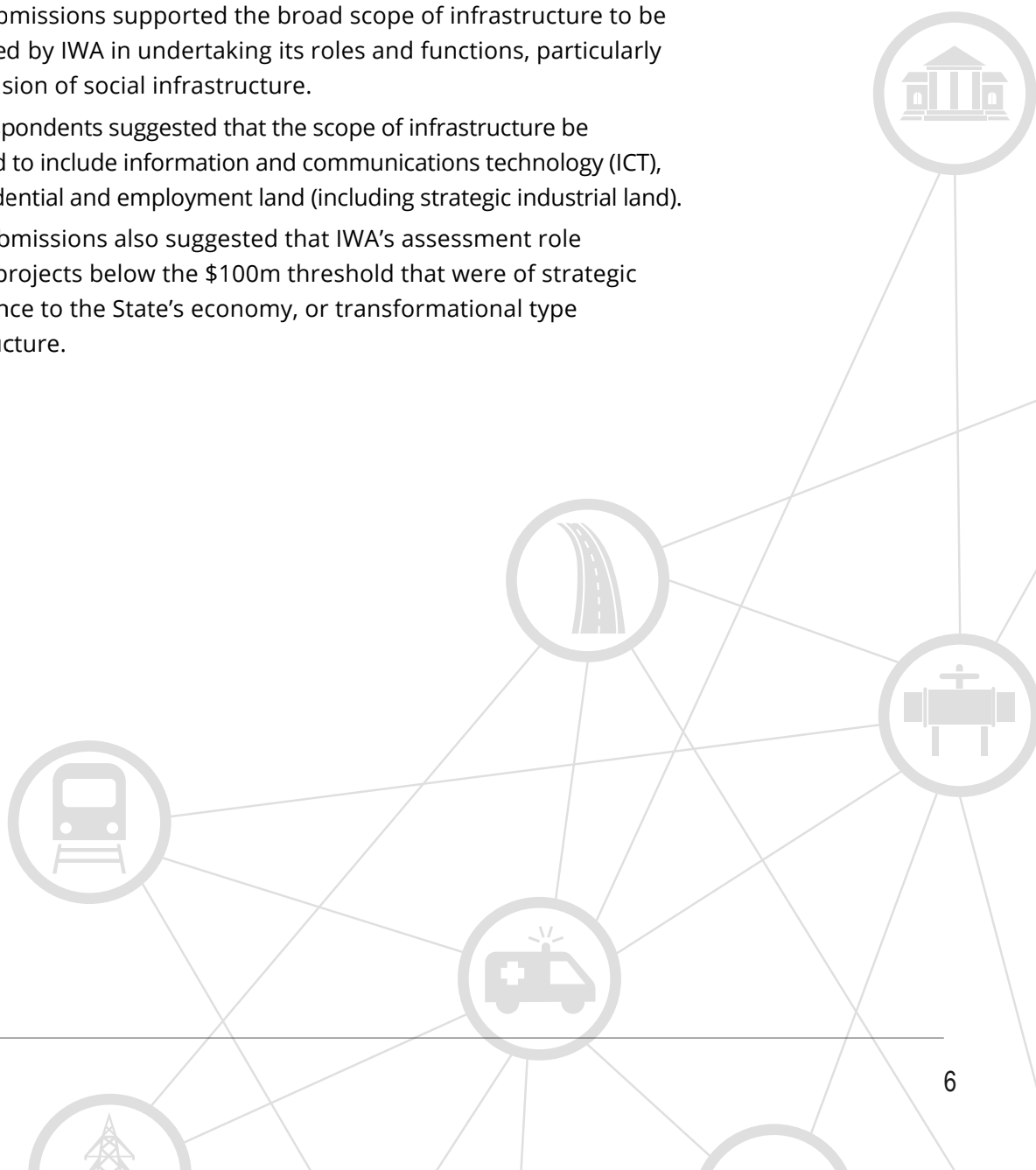
- Many noted the need to establish balanced principles and objectives to guide IWA in undertaking its key roles and functions, suggesting economic, social and environmental factors be considered. Some submissions suggested that IWA have clear objectives outlined in its legislation.
- The needs of regional and remote communities was also highlighted as an important consideration.
- Stakeholders highlighted the potential conflict of interest inherent in IWA both assisting agencies to prepare, and then independently assessing business cases and conducting Gateway reviews.

Independence and composition of board

- A large number of submissions commented on IWA's proposed governance arrangements including the composition of the Board; the Chief Executive Officer (CEO) and reporting arrangements; and the independence of the entity providing support to IWA.
- Some submissions supported the independence and composition of the Board as outlined in the consultation paper, others suggested a greater share of non-government members.
- A number of suggestions were put forward regarding representation of various sectors on the Board as well as the necessary skills and experience required for Board members.
- Some respondents suggested that IWA be able to self-initiate an advice , rather than requiring the Premier's approval.

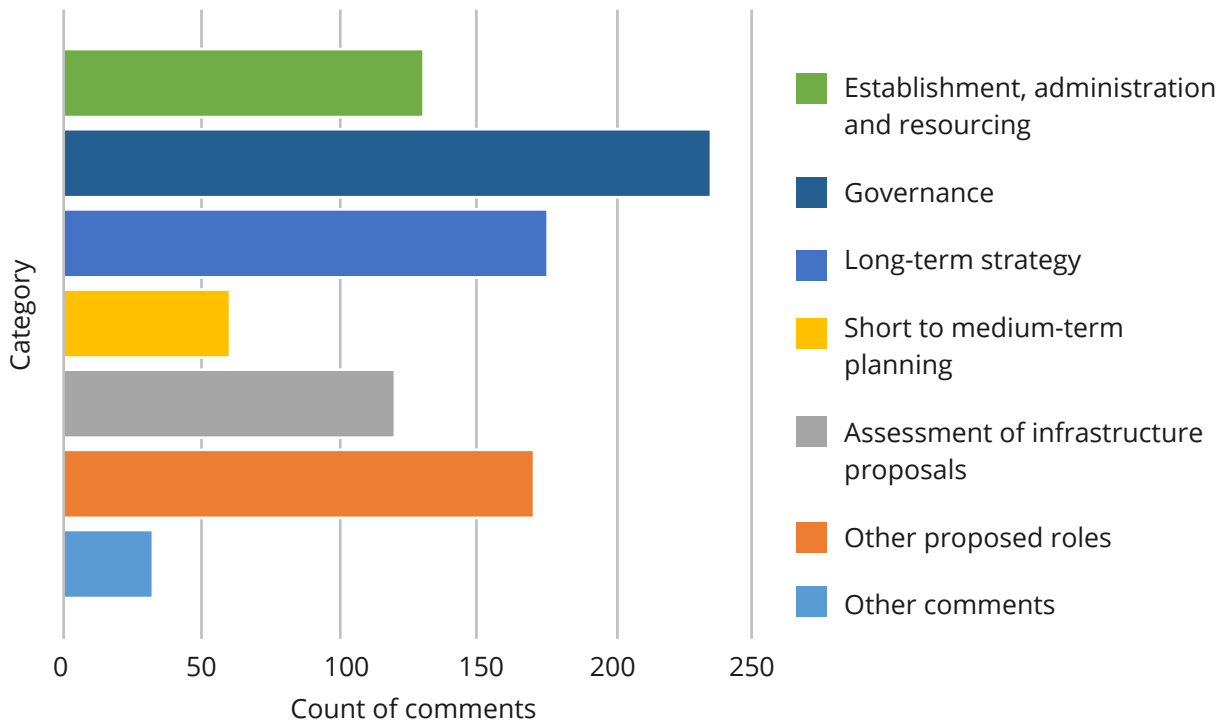
Scope of infrastructure

- Many submissions supported the broad scope of infrastructure to be addressed by IWA in undertaking its roles and functions, particularly the inclusion of social infrastructure.
- Some respondents suggested that the scope of infrastructure be extended to include information and communications technology (ICT), and residential and employment land (including strategic industrial land).
- Some submissions also suggested that IWA's assessment role include projects below the \$100m threshold that were of strategic importance to the State's economy, or transformational type infrastructure.



More than 930 individual comments were extracted from the submissions and categorised according to key elements of the model (refer Figure 3). One quarter of the comments received related to governance, followed by comments relating to the long-term infrastructure strategy (19%), and IWA's combined secondary roles (18%). Further detail on submission comments by category is provided in Section 4 of this report.

Figure 3: Submission comments by category



In response to the comments received during the consultation process, a number of improvements to the model for IWA were made. Given the broad support expressed through the submissions on the IWA proposal, the improvements are relatively minor, and do not make fundamental changes to the proposed roles and functions of IWA, or its governance arrangements. A summary of changes is provided at Table 1.

Table 1: Summary of changes to model

Element	Change to model
Establishment and governance	
Supporting entity	Rather than being supported by a sub-department of DPC, it is intended that IWA be a stand-alone entity. The entity will be staffed with a small team of public sector officers, or via arrangements with government agencies to use existing staff resources.
CEO reporting arrangements and appointment process	The CEO is to report directly to the IWA Board, rather than the Premier. The CEO will be appointed by the Governor on the recommendation of the Premier. The Premier is to consult with and seek nominations from the IWA Board.
Long-term strategy	
Tabling of strategy (and government’s response to the strategy) in Parliament	The Bill requires the long-term strategy to be tabled by the Premier in each House of Parliament, as well as government’s response to the strategy.
Major infrastructure proposals – development and assessment	
Assessment criteria and process	Aside from defined criteria for assessment of major infrastructure proposals (single projects or a programme of multiple projects) the Premier will also have the ability to nominate proposals for assessment by IWA. High-risk as a proposed criteria for assessment has been removed. IWA will have the capacity to exempt a proposal from assessment. Guidelines will be prepared and published by IWA indicating how it will assess major infrastructure proposals.
Publication of assessment advice	IWA is to provide a report on its assessment of major infrastructure proposals as well as a high level summary of the report to the Premier. The Premier must make the high level summary report publicly available within six months of receiving the report. If this obligation is not fulfilled, IWA may make the summary report publicly available.
Business case development	IWA will provide general advice and training to agencies to help raise the standard of business cases over time, however, to avoid potential conflicts of interest it will not assist agencies to develop specific business cases for major infrastructure proposals.
Other complementary roles	
Other advice	IWA is to prepare an annual work programme (in consultation with the Premier). The work programme will be provided to the Premier for information and may be made publicly available. IWA is to also advise the Premier of any key activity it proposes to undertake that is not covered by the work programme.

4 Submission comments by category

This section of the Consultation Report provides a summary of submission comments received by category. These categories are aligned to the structure of the public consultation paper.

As outlined earlier in this report, many of the comments received provide detail on specific elements of the proposal, which will be used as the roles and functions of IWA are further refined and finalised over time.

“The independence of Infrastructure WA and the confidence in its advice across the Parliament, industry and the community is critical to its success.”

Chamber of Commerce and Industry

4.1 Establishment and governance

Just under 40 per cent of comments related to the establishment and proposed governance arrangements of IWA. This includes comments relating to:

- general support for the establishment of IWA under legislation;
- timeframes for establishing IWA, and resourcing and funding arrangements;
- Board composition and representation, and skill sets required;
- Board terms of appointment, nomination and selection processes;
- Board and CEO reporting arrangements;
- transparency and publication of advice;
- IWA objectives and principles; and
- stakeholder consultation.

Submissions indicated overwhelming support for the proposal to establish IWA as an independent body, to improve infrastructure planning and decision-making. The proposal to establish IWA through legislation was strongly supported, with comments noting that its statutory basis will allow for IWA's roles to be clearly and transparently defined, and would likely result in increased bipartisanship over time. Comments which suggested certain inclusions in the legislation are outlined in the relevant section of this report.

The need to establish IWA in a timely manner was noted in some submissions. The importance of IWA being sufficiently and adequately resourced, including staff with relevant experience (particularly in relation to IWA's proposed assessment role), was also noted in many submissions.

“We believe it is critical that IWA is appropriately resourced both financially and with an appropriately sized and skilled team of support staff.this team should operate independently of DPC to establish a degree of separation and independence of operations as well as decision-making.”

PROPERTY COUNCIL OF AUSTRALIA

A large number of submissions commented on the proposed composition and representation of the IWA Board. Some submissions supported the proposal as outlined in the consultation paper, while others supported a greater balance of non-government members. A range of suggestions were also put forward regarding Board representation, including representation of the local government sector, Indigenous representation, regional interests, non-government organisations, GTEs, and agencies involved in the delivery of social infrastructure.

In terms of skill sets, respondents suggested that the IWA Board would require skills and experience in areas such as infrastructure strategy, planning and delivery; social impact; economics; financing and investment; engineering and construction; technology; land use planning or other sectoral experts. The need for Board members to be highly regarded and have strong connections to industry and the community, as well as the ability to operate in a bipartisan manner was also noted. Comments highlighted that clear procedures to manage potential conflicts of interest for Board members would be necessary.

Comments were also made in relation to the Board nomination and selection process, with some suggesting that appointments be based on an individual's skills, knowledge and ability rather than their representation of a certain industry or sector. Others suggested that appointments be made based on recommendations from outside of government, for example, seeking nominations from industry peak bodies. Some submissions suggested a greater involvement of the Board in appointing the CEO.

To avoid a potential discontinuity of operations, staggered appointment terms ranging from 2 to 5 years for Board members was suggested. Comments also suggested that limits to term length and the ability for single or consecutive terms for Board members be further considered.

The proposal for the IWA Board to report directly to the Premier was supported by the majority who provided comment on this element of the proposal, noting that this arrangement elevates the priority given to strategic infrastructure planning. It was also suggested that IWA's CEO report directly to the Board, rather than the Premier.

Respondents also commented that the Premier's ability to direct IWA should be exercised in limited circumstances only. Transparency and accountability was a key concern in relation to these directions, suggesting that the process be clearly outlined in IWA's legislation, and that any directions from the Premier to IWA be made public.

Several submissions highlighted the need for clear, transparent and accountable processes more generally, in order to uphold the credibility of IWA, and to establish and retain the support of industry and the community. Some submitters suggested that IWA's reports, plans, assessments and general advice be made public or be tabled in Parliament.

Establishing balanced and realistic objectives and principles to underpin IWA's work was suggested in several submissions. An IWA remit to address a broad range of infrastructure was supported by respondents, with several suggesting that ICT infrastructure also be included within IWA's scope.

Some comments suggested that IWA place a greater emphasis on areas such as economic and jobs growth, a focus on infrastructure which can generate private investment, or areas such as environmental sustainability, infrastructure design and the built environment.

The need to establish key performance indicators for IWA, including through its legislation, was raised in a small number of submissions. Respondents also suggested that IWA prepare and publish an annual report.

The need for early, broad and ongoing consultation with stakeholders was recognised by respondents as crucial for IWA in undertaking its proposed roles and functions effectively. It was suggested that IWA's legislation include formal mechanisms requiring IWA to consult with industry and the community.

“An open and collaborative approach is critical to gaining stakeholder confidence and support during Infrastructure WA's establishment phase. Industry consultation should be prioritised during the development and implementation phases of the infrastructure plans.”

STOCKLAND

4.2 Improving long-term planning

Approximately 19 per cent of comments related to the proposed State-wide long-term infrastructure strategy, including comments relating to:

- general support for the development of a long-term strategy;
- scope of infrastructure to be addressed in the strategy;
- supporting information such as the infrastructure audit and capacity assessment;
- strategy planning horizon and review timeframes;
- options to address infrastructure needs, including non-build solutions; and
- government response to strategy and implementation.

The submissions received expressed broad support for the development of a long-term infrastructure strategy for the State. The strategy was viewed as a foundation document for IWA, linking to and informing many of IWA's other roles and functions, particularly the role of assessing major infrastructure proposals. Stakeholders highlighted the importance of the strategy being evidence based, and founded on comprehensive consultation with government, industry and the community. This was seen as key to supporting a bipartisan approach to infrastructure planning.

“Perth Airport is strongly supportive of the concept of long term planning for the State’s infrastructure needs and the need for better cross-sectoral coordination. Perth Airport strongly supports the proposition that effective long-term planning of infrastructure can not only help governments prioritise investment of public funds but can also send a signal to the private sector to encourage and assist it with its investment plans.”

PERTH AIRPORT

Some stakeholders requested that a requirement for consultation be embedded in IWA's legislation in relation to development of the long-term strategy, including reference to particular stakeholder groups.

A large number of comments were made regarding the scope of infrastructure to be addressed in the strategy, or in relation to the broader scope of the strategy itself. Stakeholders strongly supported the wide scope of infrastructure proposed, with some respondents suggesting that the scope be extended to include ICT infrastructure, and residential and employment land (including strategic industrial land). A small number of submissions queried whether a monetary threshold would be applied in determining the scope of infrastructure for inclusion in the strategy.

In terms of supporting information, support was expressed for developing an infrastructure capacity assessment to inform the strategy, although some respondents noted potential challenges, such as data inconsistencies, or obtaining information on non-government owned infrastructure. Several submissions noted the need to finalise foundation strategies (e.g. an overarching economic blueprint or strategic direction for State, or strategic land use and transport plans), prior to commencing work on the strategy.

A small number of comments were made in relation to the planning horizon of the strategy. Some respondents supported the proposed 20-year horizon, while others suggested that it be extended, to take account of the longer planning horizon applied for other types of strategic infrastructure, or to align with the Perth and Peel @3.5million suite of documents.

The need to look at alternative options and non-build solutions, including policy and regulatory options, in meeting identified infrastructure needs was supported by respondents. A focus on better use of existing infrastructure was also raised.

Some submitters recommended that trends in technology be considered in developing the strategy, as well as factoring in economic, social and environmental forecasts, such as climate change.

In terms of strategy review timeframes, some respondents supported the 5-year review timeframe, noting the need for flexibility for more frequent reviews to maximise the opportunities that may be provided with changing policy or market conditions. Others suggested a review once per 4-year Parliamentary cycle.

Comments were also made on the timing of the release of a strategy in relation to election cycles, with some suggesting a strategy be reviewed straight after a State election, and others proposing that a strategy not be published within certain proximity to a State election.

The status of the strategy's recommendations being non-binding on government was also generally supported. The proposal for government to provide a response to the strategy's recommendations was supported, as was the proposal for IWA to monitor and report on government implementation of the strategy's recommendations. It was suggested that the timeframe for government's response to the strategy be specified in the legislation, and that government's response be tabled by the Premier in Parliament.

“It is clear from the experience in each jurisdiction that the development of a 20-year infrastructure strategy will be a critical first step for IWA. The strategy will establish an evidence base to guide infrastructure investment and engender a bipartisan approach to planning and prioritisation of infrastructure.”

“For investors and the community, knowing that all levels of Western Australia's government are aligned in their plans, programs and strategies, and are in agreement about the long-term infrastructure needs and priorities of the state can be an enormous benefit.”

INFRASTRUCTURE AUSTRALIA



4.3 Informing decision-making over the short to medium-term

Almost 7 per cent of comments were made in relation to decision-making over the short to medium-term. Comments related to:

- general support for development of the short to medium-term infrastructure plan;
- scope and content of the short to medium-term infrastructure plan; and
- a range of other comments relating to planning and decision-making over this timeframe.

Development of a short to medium-term infrastructure plan by government was broadly supported in the submissions, however some respondents recommended that IWA take a stronger role over the short to medium-term period. A very small number of submissions proposed that the plan be prepared by IWA rather than being led by government, or that IWA's advice to government on the plan be published on IWA's website.

It was also proposed that IWA's legislation specify the timeframe for the release of the short to medium-term infrastructure plan, and IWA's input to the plan.

Comments noted the benefits of the plan in providing a pipeline of infrastructure priorities; improving transparency and opportunities for coordination; demonstrating implementation of the long-term strategy; and supporting decision-making over this timeframe. Identification of issues beyond the forward estimates period was also supported, noting that this aspect would build confidence amongst stakeholders and would provide an opportunity for alignment with each agency's strategic asset plan. Stakeholders noted the importance of clear alignment between the long-term strategy and short to medium-term plan.

Several comments were made on the potential scope or content of the plan, such as the plan including an inventory of projects (and details) expected to commence within the 4-year State Budget period, or including a priority list of projects valued at more than \$50m.

Some respondents also suggested that the plan would provide an opportunity to better consider the cumulative socioeconomic impacts of projects, or for government to list projects where private sector innovation is sought to find a solution to a particular infrastructure need or problem.

It was also suggested that IWA develop a prioritisation methodology. A further role for IWA in producing and regularly updating an infrastructure priority list similar to that of Infrastructure Australia (IA) was also proposed.

The need for strong stakeholder engagement was again highlighted.

"The linking of the short to medium-term planning horizon to the 4-year budget and forward estimate periods has a lot of integrity and demonstrates the government's strong commitment to IWA."

City of Armadale

4.4 Better quality infrastructure proposals

Approximately 16 per cent of submission comments related to IWA's proposed roles in business case development, assessment of major infrastructure proposals and project assurance. The submissions included comments relating to:

- criteria or threshold for assessment;
- assessment framework and principles;
- interaction with current processes;
- consistency with IA's Assessment Framework;
- development of business cases; and
- project assurance and monitoring.

"A comprehensive and transparent proposal development and project evaluation process is essential to the success of IWA. It will also underpin the confidence of stakeholders."

Committee for Perth

4.4.1 Assessment of proposals

A large number of comments were received in relation to IWA's proposed role in assessing proposals for major infrastructure. Broad support for this role was expressed in submissions, however some respondents sought further clarification around the criteria for assessment (e.g. what is deemed 'high risk'), or sought further detail on the assessment framework to be applied.

While some comments indicated support for the proposed assessment threshold of \$100m (plus high risk projects below this threshold), some noted that this may exclude significant regional projects, or result in only a small number of proposals being assessed by IWA. A reduction in the value threshold to \$50m was recommended by some respondents.

Clarification was also sought on whether the value threshold related to a single project, or a programme comprised of multiple projects. Others queried whether the \$100m related to the total cost of a project or government's funding contribution only. The ability for IWA to assess any publicly funded project regardless of investment value was suggested, as was the ability for IWA to assess an infrastructure proposal through a formal third-party referral arrangement.

A number of suggestions were put forward regarding potential assessment criteria, including a proposal's strategic significance, whole-of-life costs, delivery method, or priority. Respondents also noted that IWA's assessment criteria should be clear and consistent.

The need for IWA's assessment framework to consider and balance economic, social and environmental factors was raised in a number of submissions. Respondents suggested that factors such as resilience, technology and innovation, design, local content, collaboration and sustainability be considered in the assessment process.

“The Chamber welcomes a rigorous evaluation process to ensure that the business case behind any infrastructure investment explores beyond the standard Cost Benefit Analysis to accurately reflect the social benefit.”

CHAMBER OF ARTS AND CULTURE WA

The potential for overlap and inconsistency across various assessment processes was also raised in some submissions, with submitters seeking clarification on how overlap of roles would be minimised to avoid creating undue time delays.

Further information was also sought on IWA’s engagement with IA and proponent agencies with respect to the assessment of proposals seeking Commonwealth funding (where the Commonwealth seeks the advice of IA). Collaborative and early engagement with IA was recommended, as well as the need for efficient and clear processes. A number of respondents also suggested that IWA’s assessment framework and templates be developed so that they are aligned with IA’s assessment framework, to ensure the consistency and quality of submissions.

Some submissions also suggested that IWA consider extending its role to conduct ex-post analysis or post-completion reviews to examine the effectiveness and return on investment, and to inform future decision-making.

4.4.2 Development of proposals

IWA’s proposed role in assisting agencies to develop business cases received mixed comments among respondents. A number of submissions expressed support for this role, with respondents suggesting that it would assist to fill expertise gaps across the public sector, and result in a more consistent approach across government over time. However, many raised concern, noting a potential conflict of interest between IWA’s proposal assessment and business case development role. The potential resource implications of this role were also noted.

Some suggested that IWA also provide advice to local governments in the development of business cases for major infrastructure, to ensure proposals are consistent with identified infrastructure needs.

“In terms of the IWA’s overall role and duties, we note that the capacity to develop business cases for major infrastructure projects is included, whilst the body is also responsible for the assessment of such cases. The document also states that ‘IWA will not lead or take ownership of the development of business cases’. UDIA believes that this overlap may result in a conflict of interest within the IWA, and recommends segregation of these duties.”

URBAN DEVELOPMENT INSTITUTE OF AUSTRALIA

4.4.3 Project assurance and monitoring

A small number of comments were made in relation to IWA’s proposed project assurance role. Respondents supported IWA representation on the Gateway Steering Committee. Some concern was expressed regarding IWA taking over the administration of Gateway reviews for infrastructure projects, noting the resource implications and potential for increased complexity for proponent agencies.

4.5 Other complementary roles

Comments relating to IWA’s range of other proposed roles and functions also featured in submissions, totalling 18 per cent of all comments made.

Comments related to:

- provision of funding and financing advice;
- improved integration of infrastructure and land use planning, and infrastructure coordination to support land development;
- advice and preparation of sectoral strategies and plans;
- preparation of other advice and research; and
- interaction with IA and the Commonwealth.



4.5.1 Funding and financing advice

Submissions indicated broad support for IWA's proposed role in providing advice on funding and financing models for infrastructure. There were a number of suggestions put forward regarding the scope of this role, with some submissions suggesting that IWA provide high-level advice through its long-term strategy only, while others suggested a broader role for IWA.

Comments suggested IWA focus on models such as value capture, superannuation investment funds and public private partnerships. Respondents also suggested that IWA's role extend to investment attraction and packaging of investment opportunities to financiers, as well as leading investigations into alternative financing models applied overseas and advising on their suitability for application in WA. It was also suggested that IWA's advice on funding and financing extend to local government.

In general, respondents noted that there will be a need to look beyond traditional funding and financing models in the future. IWA's important role in initiating policy debate around alternative funding options was also supported.

“... the establishment of Infrastructure WA and its coordination of a long-term infrastructure strategy provides an opportunity to kick-start a considered and open discussion with the community about the pros and cons of different funding approaches. This is especially important in a constrained fiscal environment, but also makes sense from an economic perspective as it helps the community understand the cost of infrastructure, and the potential to improve efficiency (lower traffic congestion, for example) by adopting different funding approaches.”

ATCO AUSTRALIA

4.5.2 Coordination of land development and infrastructure provision

Many submissions commented on the potential benefits of better integrated land use and infrastructure planning. Respondents agreed that there was a need for close coordination between IWA, the Western Australian Planning Commission (WAPC) and the Department of Planning, Lands and Heritage, given the intrinsic link between land use and infrastructure planning. It was also recommended that IWA have a role in shaping strategic land use planning and policy, given the infrastructure implications, as well as the economic, environmental and social impacts of different development patterns.

The need for better coordinated land development and infrastructure provision was raised in a number of submissions, particularly in relation to areas of fragmented land ownership. In this regard, it was suggested that IWA have a role in providing advice on the preparation of developer contribution plans or schemes, or undertaking a review of frameworks and funding mechanisms.

Some submissions made comment on the future of the WAPC's Infrastructure Coordinating Committee (ICC). Comments were mixed with some submissions suggesting there would not be a need for the ICC upon establishment of IWA. The majority of comments either called for the ICC to be abolished or for the provision of infrastructure for new developments to be better coordinated across government.

4.5.3 Sectoral and other infrastructure strategies and plans

A small number of comments were made in relation to IWA's proposed role to develop, or assist agencies to develop other infrastructure strategies and plans (such as sectoral plans). This role was supported by respondents.

It was also suggested that IWA's role extend to cross-sectoral engagement and participation to ensure a holistic approach is taken in regard to the development of sectoral plans. An IWA remit to request that government agencies prepare long-term plans and ensure land for future strategic infrastructure is protected was also proposed.

4.5.4 Other advice

As part of the consultation paper, it was proposed that IWA provide advice to the Premier on infrastructure related matters as requested, and that IWA prepare an annual advice programme for the approval of the Premier. Respondents generally supported this element, noting that IWA's work should be of a strategic nature, to inform the long-term strategy or investigate emerging strategic policy issues. The need for IWA to have links with academic and research institutions was also raised.

Some respondents suggested that IWA should have the capacity to initiate and progress its forward advice programme, without requiring the approval of the Premier.

4.5.5 Coordination with Infrastructure Australia and the Commonwealth

A small number of submissions made comment on IWA's proposed role to coordinate the State's dealings with IA, including input to the national Infrastructure Priority List, Infrastructure Audit and Infrastructure Plan.

Comments received supported this proposal, with many acknowledging the opportunities and benefits of a strengthened relationship between the State and IA, including the potential to obtain a greater share of federal funds.

The proposal for DPC to coordinate funding negotiations and submissions to the Commonwealth was also supported.

4.5.6 Other suggested roles and products

A small number of additional roles and products were also suggested by respondents, including preparation by government of a long-term financial plan (complementary to the long-term strategy); development of a spatial viewer; development of a framework for Northern Australia, and other sectoral infrastructure frameworks.

5. What happens next?

DPC received substantial feedback on the proposed model for IWA, throughout the development phase of the proposal as well as through the public consultation process. This information and feedback will continue to be used as the model is implemented further following the formal commencement of IWA.

The IWA Bill has now been drafted and introduced into Parliament. The next key milestone is the progression of the IWA Bill through Parliament. Once passed through Parliament, the Bill will formally establish IWA and its Board, and establish its key roles, functions and processes (refer Figure 4).

It is anticipated that IWA will be formally established in mid-2019. The first priority for IWA will be to develop a long-term infrastructure strategy for the State. The full suite of roles and functions for IWA will be phased in using a staged approach.

An allocation of \$15.3m over four years was made in the 2018-19 State Budget for IWA. The \$1.8m allocated in 2018-19 will allow for the IWA Board and office to be established, and to commence work on the infrastructure capacity assessment, and the long-term infrastructure strategy.

Updates at major milestones will be provided on the DPC website. If you wish to subscribe for updates, please email infrastructurewa@dpc.wa.gov.au.



KEY	
	Major milestones
	Key tasks

Figure 4: Establishing IWA - next steps

