

Planning and coordination



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Aligned strategies and plans, supported by **appropriate legislation, policy and decision-making frameworks** are essential to guide coordination of infrastructure across the state and across sectors to address future demographic, social, environmental and economic scenarios.



What IWA heard

During consultation on the draft strategy, stakeholders provided a large volume of feedback on planning and coordination recommendations. Overall, the recommendations were supported, although additional considerations and alternate responses were suggested, resulting in amended content and new sub-recommendations. Recommendations that received significant support included development of an overarching urban forest strategy, measures to improve implementation of urban consolidation targets, unlocking industrial and technological precincts, preparation of integrated regional plans and broader considerations being accounted for in infrastructure decision-making processes.

There was also strong support for greater levels of collaboration and alignment across government, although some stakeholders questioned how this might be realised in practice. This concern is acknowledged and has been addressed through amendments. Of note, stakeholders queried the role of local government in relation to the recommendations, particularly implications for the involvement of local government and the community in planning and decision-making. In response, greater consideration has been given to the roles and responsibilities of local government.

Stakeholders also raised other matters that were not prominent or addressed in the draft strategy relating to infrastructure facilitation and coordination models, and the protection of strategic land uses, infrastructure and resource inputs. These are now reflected in new content and recommendations.

Planning and coordinating infrastructure for populations and economies that will grow and change is a universal challenge. For WA, the task is to build on the existing program of incremental reform. This can be partly achieved through maturing infrastructure decision-making processes, including strengthening strategic asset plans and improving business case development. Enhancing transparency in the infrastructure decision-making process, encouraging collaboration across state agencies and government trading enterprises (GTEs) and fostering a culture of continuous improvement will also contribute to better outcomes.

The pursuit of continuous improvement should be a priority for all state agencies and GTEs. A combination of direction, culture and practice is required to ensure state agencies and GTEs are working towards the same goal. Without this, the issues of siloed decision-making will be perpetuated – infrastructure will not always align with its strategic intent and demand, its purpose may be unclear, there will be duplicated or inconsistent governance and approvals and a lack of early and effective stakeholder collaboration.

Many and varied reform initiatives have been advanced by state government in recent years and significant progress has been made in areas such as the land-use planning system, mining approvals and procurement. Measures taken to respond to the COVID-19 recovery have amplified this reform program and pace of change for government, demonstrating how state agencies and GTEs can work collaboratively to respond to significant change. Yet there is still much more that can be done.

Many of the issues and considerations covered in this chapter are perennial and familiar issues for government, often without clear ownership within government or a defined path forward to drive change. The Strategy makes recommendations to support better overall planning and coordination. These recommendations represent incremental improvements rather than any kind of ‘silver bullet’ and, while comprehensive, are not exhaustive.

Both smaller-scale interventions and major reform initiatives can collectively enhance coordination of government operations and improve positive interactions with business and the wider community. These initiatives work towards making WA a global location of choice – both for business investment and as a great place to live, visit and study.

Recommendations in this chapter identify further reform needed to effect meaningful

change in the areas of:

- **facilitation and stewardship:** striving to achieve better infrastructure outcomes through collaboration and stewardship, with industry and community, across the public sector
- **a contemporary and outcomes-focused legislative and policy environment:** facilitating streamlined approvals and delivery processes for infrastructure, while ensuring adequate benefits and protection for the community and the environment
- **integrated planning to support growth:** ensuring land-use and infrastructure planning are integrated and undertaken early and collaboratively to support timely and coordinated delivery of infrastructure needed for population and economic growth
- **collocation, shared services and common user infrastructure:** optimising investment through the collocation of complementary infrastructure and services
- **identification and security of key infrastructure sites and corridors:** providing certainty for service providers and the community that land will be available for critical infrastructure needs
- **consistent access and application of data in infrastructure planning:** ensuring state agencies and GTEs are planning for the same future through accessible, current and fit for purpose data, while embedding data capture and analytics as an essential foundation to planning and decision-making
- **transparency and coordination of the infrastructure pipeline:** supporting and facilitating infrastructure investment across the public and private sectors through shared and transparent information
- **investment decision-making frameworks:** supporting sound, timely and informed infrastructure investment decisions (right project, right place, right time) made on a level playing field.

Simplifying government processes

Across government there are a number of initiatives making it easier to do business in WA by improving regulation, processes and practice. Major initiatives include:

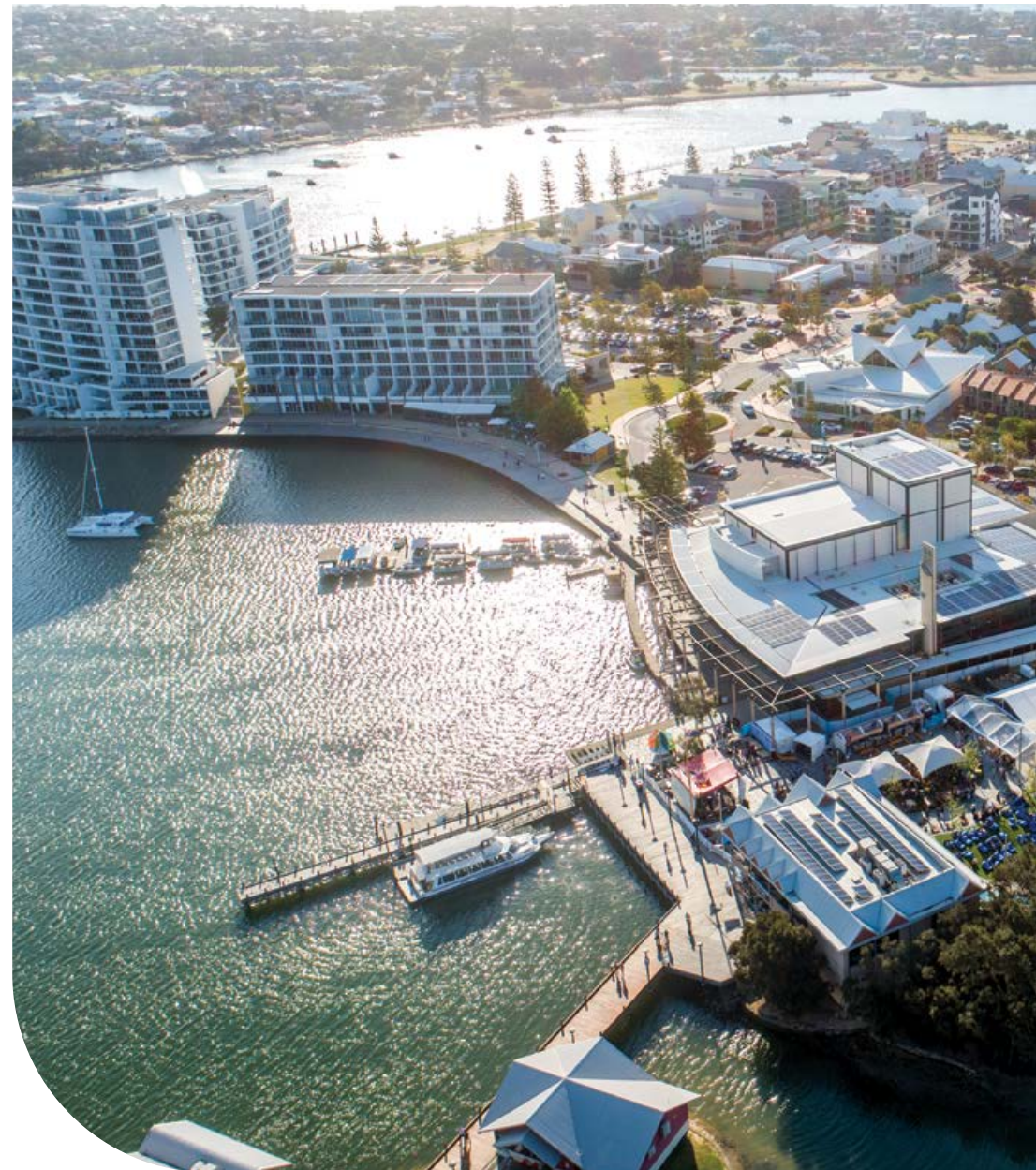
- **Streamline WA** is a whole of government initiative to modernise and streamline regulation, regulatory practices and time frames. The initiative is supported by a Council of Regulators, which plays a stewardship role, and was allocated \$120 million in the 2021–22 State Budget for additional approvals, frontline and reform officers.¹
- **Lead Agency Framework** offers guidance that clarifies the lead state agency responsible for coordinating certain types of proposals and major projects.²
- **Approvals WA** is a single website that channels approvals to various state agencies. This includes approval lodgement processes for tourism, aquaculture and liquor licensing (part of Streamline WA).³
- **Market-led Proposals Policy** is a process for the WA Government to consider or seek private sector proposals to harness opportunities.⁴
- **Environment Online** is a new portal developed by the Department of Water and Environmental Regulation that provides a digital one-stop shop for environmental assessments, approvals and compliance, with the aim of reducing approval time frames by 6 to 12 months. It establishes a platform to share environmental data across state agencies and consolidate information (part of Streamline WA).⁵
- **Planning reform** is an ongoing process to ensure the land-use planning system is easier to understand and navigate, which enables the community to be more engaged in strategic planning. The reform aims to improve the efficiency, transparency and consistency of the WA planning system.⁶

Governance

Integrated planning and cross-government coordination are the responsibility of all state agencies and GTEs. However, the recommendations in this chapter are mainly confined to state agencies that have a central role in decision-making (approvals or budgets) and in establishing policy settings that have implications beyond a particular infrastructure sector.

Several state agencies play a lead role:

- **Department of Treasury** is the principal economic and financial adviser to the WA Government, including coordination and oversight of the annual State Budget, economic policy and responsibility for the Strategic Asset Management Framework (SAMF).⁷
- **Western Australian Planning Commission** (WA Planning Commission) is an independent statutory body, established under the *Planning and Development Act 2005*. It is responsible for land-use planning policy; determination of structure plans, subdivision and state-significant development applications; administration of region schemes; and making recommendations to the Minister for Planning.
- **Department of Planning, Lands and Heritage** supports the WA Planning Commission on the planning matters mentioned above, has legislative and policy responsibility for the protection and recognition of Aboriginal cultural heritage and built heritage matters, and is responsible for the administration and management of Crown land.
- **Department of Jobs, Science, Tourism and Innovation** is responsible for international trade and investment, tourism and economic development, with a particular focus on the clean energy, resources, tourism, defence, space, international education, science and innovation sectors.
- **DevelopmentWA** is the WA Government's central development agency, responsible for delivering a portfolio of industrial, commercial and residential projects.



Recommendations

Facilitation and stewardship

Infrastructure facilitation and coordination

Improved information sharing, collaboration and coordination of infrastructure planning and delivery are vital in maximising outcomes for the community and value for money of public expenditure.

For WA to remain competitive for major private sector investment in infrastructure, pathways to the determination of approvals must be clear and streamlined, where possible. The WA Government currently has several mechanisms to support this outcome, including the Lead Agency Framework (which helps to coordinate referral and approval requirements), Part 17 provisions under the *Planning and Development Act 2005* for assessment of significant proposals (to be replaced in part by the proposed Significant Matters Development Assessment Panel) and Streamline WA.

There remains some conjecture as to whether these initiatives offer the level of certainty and support to facilitate transformative projects that provide a range of amenity, economic and employment benefits to the community. For example, some jurisdictions have gone further with initiatives such as Queensland's Coordinator-General model.

Effective coordination of infrastructure is fundamental in an environment where there are competing demands for finite government resources. With multiple areas of government responsible for the planning and delivery of infrastructure, it is a significant challenge to ensure investment aligns with the strategic objectives across state agencies and that infrastructure is planned in a coordinated, efficient and appropriate manner. Greater coordination will help to maintain efficiencies, reduce wastage and reduce costs, and avoid making repeated mistakes for future infrastructure projects. IWA plays an important role in this context at a strategic level, through advising on future infrastructure priorities in this Strategy and the WA Government's proposed annual 10-year state infrastructure program. Infrastructure coordination at a more granular, operational level remains an ongoing challenge.

In addition to the existing mechanisms above, the Strategy proposes a number of recommendations to improve infrastructure facilitation and coordination in the day-to-day activities of state agencies and GTEs, including:





- establishing whole of government digital platform that enables the sharing of asset information (see the Digital connectivity and technology chapter)
- establishment of state priority areas
- infrastructure appraisal in decision-making
- development of a shared-use policy framework for infrastructure corridors and facilities
- improved strategic alignment of strategic asset plans and business cases through the SAMF
- improving cross-agency infrastructure procurement mechanisms (see the Infrastructure delivery chapter).

The cumulative impact of existing measures and proposed Strategy initiatives will need to be reviewed over time to determine if they collectively contribute to a more transparent, seamless and coordinated approach to infrastructure planning and delivery. Depending on how well these measures are working, it may be necessary to consider additional reforms, such as those implemented in other jurisdictions.

Recommendation 22

To ensure the timely and optimised delivery of infrastructure, review the effectiveness of existing and proposed infrastructure facilitation and coordination models within 5 years of operation and consider if alternate models should be established.

Infrastructure approval processes

Approval processes for infrastructure and investment proposals can be complex, difficult to navigate and costly. Digital technology enables these processes to be more readily unpacked for users. The Approvals WA and Environment Online digital platforms, recently consolidated under the Streamline WA initiative, represent progressive improvement in coordinating project approval information. However, these initiatives fall

short of delivering a seamless user experience. They do not span the full spectrum of approvals, default to individual state agency websites and are less interactive and integrated than users expect. It can be difficult for users to find information about what approvals are required for different activities, the information they need to support applications or the expected time frames for decisions.

The creation of a one-stop, intuitive, online state government approvals system, which places customers front and centre of the process, could transform the way the community and industry interact with WA's approvals system. Through clear and centralised information, transparent mapping of decision-making processes and a simple user interface, an integrated platform (which is interoperable with other platforms being developed by the WA Government) would improve user understanding and navigation of approvals requirements and reduce unnecessary costs and delays. This process is intended to be complementary to stewardship, through a case management approach for major project approvals under the Lead Agency Framework and early engagement with relevant state agencies to identify matters such as outcomes, interdependencies and risks.

Recommendation 23

Improve the navigation of project approval processes by establishing a single digital government approvals system, including:

- a. providing a single access platform that offers standardised, consistent and transparent information covering all WA Government infrastructure approvals processes, time frames, roles and responsibilities and supporting information required from the proponent
- b. staging updates to the platform to create a single lodgement portal for all WA Government infrastructure approval applications that allows users to track progress, enables transparent reporting and facilitates sharing of consistent information across state agencies.

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Targeted legislative amendments can streamline approvals, improve consistency, increase accountability and transparency, and support innovative proposals.



Contemporary and outcomes-focused legislation

Several outdated legislative provisions are impeding outcomes or leading to unnecessarily protracted approvals for infrastructure proposals. Targeted amendments should be implemented to enable a contemporary and efficient planning and regulatory environment.

In line with best practice, comprehensive mapping of intersecting legislation, regulations and policies across state agencies and GTEs should be undertaken as part of this process. This should include concurrent updating of related policies, making amendments to policies or rescinding policies that are no longer required. Streamlining Bills (omnibus amendments within or across Acts of Parliament) should focus on removing unnecessary procedural steps, providing proponents with timely pathways for the determination of applications across related Acts and clarifying problematic provisions. This could include planning and development, water, environment, financial and public works legislation. For example, the *Public Works Act 1902* is well over 100 years old and needs modernising. It contains outdated provisions that should be removed, such as requiring an Act of Parliament for the construction of a public railway.

Recommendation 24

Streamline project approvals processes and reduce regulatory burdens by implementing a program to review and modernise relevant infrastructure approvals legislation and progress targeted amendments at least every 5 years.



Integrated planning for urban consolidation

Aligning infrastructure planning and delivery to accommodate growth is a prevailing theme across this Strategy. This requires cross-sector coordination and a shared understanding of the current context, vulnerability to shocks and stresses, and long-term objectives for places and regions to optimise infrastructure and community outcomes. Step-change improvement in infrastructure coordination is required, with more explicit direction from government about where and how growth should be accommodated. Engagement with local governments and the community will be crucial to achieve holistic, integrated planning.

Achieving greater levels of urban consolidation is intrinsically linked to better use of existing infrastructure, which reduces the capital and operational costs of service provision. This outcome, along with other benefits of infill such as increased housing choice, greater employment self-sufficiency and limiting environmental impact, was reflected in Perth and Peel @ 3.5 million. Guiding growth notionally to 2050, Perth and Peel @ 3.5 million affirmed the 47% target for new dwellings to be accommodated through infill in existing urban areas, particularly activity centres, urban corridors with high-frequency public transport and station precincts.⁸ This infill target is low compared to those set for some other Australian cities – 85% in Adelaide by 2045 and an aspiration of 70% in Melbourne by 2050.⁹

However, even the current target for Perth and Peel is not yet being met.

Nonetheless, the target does seek to respond to the importance of containing urban sprawl, making best use of infrastructure assets and ensuring the community has access and connectivity to services, social infrastructure and employment. While figures vary across sources and jurisdictions, the cost of providing infrastructure to greenfield lots is 2 to 4 times more than infill development, depending on the capacity of existing infrastructure to support additional people.¹⁰

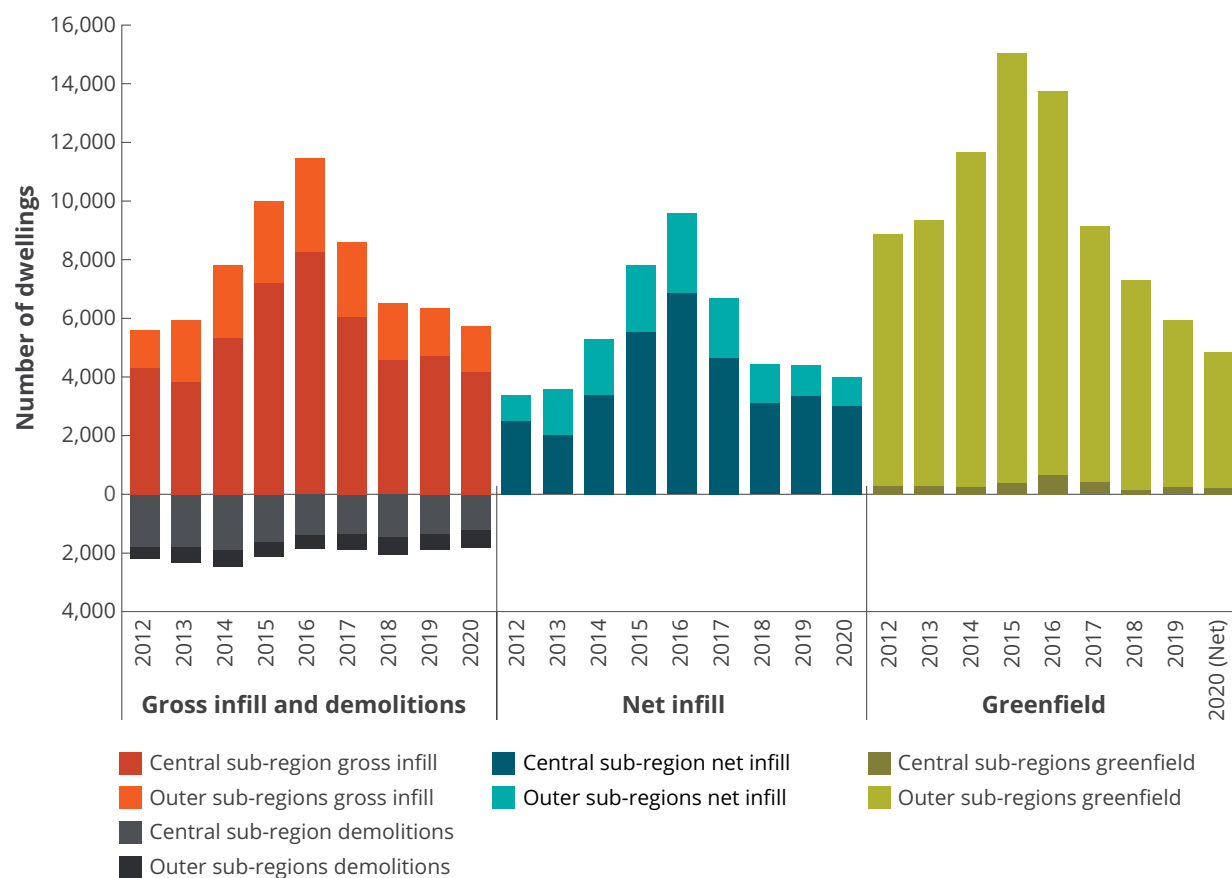
Some current policy settings are out of step or, in some cases, in direct conflict with the WA Government's urban consolidation agenda. Most recently, incentives to stimulate housing construction activity as part of the WA Recovery Plan (providing grants for the construction of 'a detached dwelling on vacant land' or 'entering into an off-the-plan contract as part of a single tier development on a strata plan') fuelled a spike in single-house construction in greenfield residential development. Cash boosts for grouped dwelling developments may encourage infill but it will be important for the draft State Planning Policy 7.3 – Medium Density Code to be applied to ensure well-designed and appropriately located infill development.¹¹

Significantly increased support, effort and accountability is required to ensure the infill target is met and exceeded. Improving the feasibility of infill development and positioning

it as an attractive proposition to the community requires government to:

- **Unlock barriers:** Infill development is often complex, requiring a range of factors to work harmoniously to ensure the viability of development, such as zoning and local policy settings, infrastructure capacity and cost, build costs, land assembly, availability and cost of finance, and local community support. A much stronger focus is required to identify and systematically unpack barriers to urban consolidation, including consideration of where application of existing instruments, such as the Metropolitan Region Improvement Fund, would be beneficial.
- **Increase amenity and associated social infrastructure:** Through the Design WA state planning policies, design quality for precincts, apartments and medium-density development has received significant focus and will result in improved housing, urban design and community outcomes. However, several of the WA Planning Commission's policy settings are still skewed towards guidance for subdivision of new greenfield areas. Development needs and infrastructure impacts are substantially different between infill and greenfield development. For example, contributions are more likely to be levied against development than subdivision and towards improvements to existing infrastructure rather than new.

Figure 25: Dynamics of dwelling development, 2012 to 2020¹²



Progress against the 47% infill targets for Perth and Peel varies each year, but net infill development is far from comparable to greenfield development on a sustained basis. In 2020, net infill was approximately 44%, up from 43% in 2019.¹³ Figure 25 presents key measures of dwelling dynamics relating to monitoring infill from 2012 to 2020.¹⁴

Design specifications may also be very difficult to achieve when considering the contextual factors of an existing urban area, requiring greater discretion and outcomes-based decision-making. Policy settings will require adjustments to ensure equitable access and contributions to education (through further revision of the draft Operational Policy 2.4 – Planning for school sites), high-quality public open space, utilities and public transport.

- **Incentivise infill development:** The WA Government has a range of existing tools at its disposal that influence development outcomes and personal property choices, such as stamp duty concessions and other housing-related grants or financial support, funding and partnerships for place planning, statutory and policy provisions, and government’s own social and affordable housing programs. Adjusting these funding or geographic settings to reflect urban consolidation objectives would markedly influence housing choice and availability.
- **Coordinate enabling infrastructure:** While urban consolidation will lead to more effective use of existing infrastructure, replacement or augmentation of existing assets and new infrastructure will still be necessary. Understanding where significant hurdles for infill development exist due to infrastructure constraints (such as energy, water, transport and education) and prioritising and coordinating expenditure in these locations will be key to unlocking future development outcomes.



The Strategy highlights the importance of this enabling infrastructure, including Recommendations 59, 62 and 63 in the Transport chapter and Recommendation 83 in the Education and training chapter.

An ongoing program is required to support the increased delivery of infill development in the locations identified in Perth and Peel @ 3.5 million, effectively acting as an implementation roadmap to achieve established targets.

Recommendation 25

Make best use of existing and planned urban infrastructure by preparing and implementing an urban consolidation action program, including:

- a. identifying significant barriers to increasing urban consolidation and developing a clear roadmap that outlines intended outcomes, responsibilities and time frames
- b. reviewing and adjusting policy settings to support infill locations, including liveability and amenity improvements, with particular focus on refining policy settings for public open space, public realm improvements, schools, utilities and public transport, and the associated development contribution requirements
- c. planning incentives that support infill development, encourage land assembly and create a stronger pipeline of development sites
- d. implementing purchaser support where appropriate to facilitate increased infill development, such as further extension of the Off the Plan Duty Rebate Scheme for apartments and place-based approaches to building bonus grants and Keystart lending requirements
- e. providing funding and support for development of precinct plans for key infill locations
- f. identifying and prioritising infrastructure capacity upgrades and coordination needed to support infill development
- g. transparently reporting progress (at least every 2 years) towards achieving infill targets set in Perth and Peel @ 3.5 million by local government area, taking into account relevant contextual factors.





Infrastructure appraisal principles

Land-use planning in WA has traditionally focused on the development of greenfield sites on the urban fringe to meet housing and employment needs. Rezoning significant tracts of land, with poor prioritisation over many years, has resulted in a growing infrastructure need across many dispersed development fronts. This creates challenges for providers in programming, funding and optimising outcomes (such as collocation and shared use) for infrastructure.

Planning decisions are often made on the basis of being able to service land, without true visibility of the full capital and ongoing operational costs. This information is not currently provided to the WA Planning Commission by state agencies and GTEs and may not be captured at all by some authorities. By understanding the full capital and ongoing operational costs of infrastructure (including new infrastructure costs and the costs of maintaining, upgrading or replacing existing assets), the WA Planning Commission and the Minister for Planning will be better positioned to determine the suitability and staging of proposals at strategic planning and rezoning stages. Once developed and operational, the incorporation of local government costs could also be considered.

The Greater Sydney Commission's Place-based Infrastructure Compacts provide a useful frame of reference for more holistic assessment of development infrastructure requirements.¹⁵ The compacts are supported by a detailed assessment of capital costs by sector over a 20-year period, net benefits by growth location, distribution of funding sources for capital costs and the costs of accommodating a new resident or job by location and land-use type.¹⁶

Recommendation 26

Ensure adequate information on infrastructure servicing and operational costs informs decisions by embedding rigorous infrastructure appraisal in the planning decision-making framework, including:

- a. underpinning future reviews of Perth and Peel @ 3.5 million and development of integrated regional plans with a thorough analysis of the capital and operational costs of infrastructure provision and the extent to which this is likely to be carried by the state government, including understanding the cumulative impact of demand that may stimulate major new investment, to inform the staging of greenfield development fronts and consideration of new development areas
- b. staging and prioritising development fronts and identifying a clear implementation strategy in land-use plans, which is adhered to in decision-making, to ensure infrastructure is programmed, funded and delivered in the most efficient and effective manner
- c. preparing costed and scheduled infrastructure servicing plans, where proponents seek to depart from staging plans, or are outside land identified for future development in the frameworks, to provide decision-makers with an understanding of the real costs (capital and operational) to state government to allow implications to be considered in land-use planning decision-making
- d. ensuring rezoning proposals for greenfield land are considered in the context of land supply and demand.

City opportunity plan

A range of recommendations within the Strategy, once adopted, will significantly influence the dynamics of Perth's CBD and immediate surrounds. These recommendations include:

- investing in a flagship WA Aboriginal Cultural Centre
- expanding CBD convention facilities
- establishing an agreed framework for redevelopment of the Perth Convention Precinct
- transforming the Perth Cultural Precinct
- developing a roadmap for the planning and development of Royal Perth Hospital and Sir Charles Gairdner Hospital
- progressing light rail and/or bus rapid transit for CBD and inner and middle suburbs
- unlocking barriers through an urban consolidation action program.

Coupled with other long-standing redevelopment and regeneration opportunities, there is significant potential to activate central Perth, attract additional residential population and provide for social infrastructure needs and long-term commercial growth. A shared vision for how central Perth should be positioned in the future, and the way in which these opportunities integrate to enable that vision, is needed to provide direction to individual projects during detailed planning stages.

A cohesive vision and plan, prepared collaboratively and shared by state and local governments, is required to identify priority initiatives, their intended outcomes, preferred sequencing, associated infrastructure requirements and funding options to support the attractiveness and revitalisation of central Perth. This plan should consider local planning strategies and policies, but stitch together land-use and transport outcomes across affected local governments. Local government involvement, and that of key state agencies, will be essential to this process. Pending timing, it may be possible for this process to be complementary to the Vision Statement required to support the Perth City Deal.

Recommendation 27

Transform the Perth CBD and immediate surrounds (including locations adjacent to the Swan River such as Burswood and South Perth) by preparing a city opportunity plan that sets an agreed strategic framework, including:

- a. developing a clear and compelling long-term vision for the city
- b. identifying major precincts, other significant redevelopments and infrastructure that will contribute to city growth and activation, and consider:
 - desired outcomes for initiatives and the synergies between them
 - interface opportunities and issues
 - staging
 - implementation requirements and responsibilities.



Central Perth

Central Perth (CBD and immediate surrounds) is WA's main cultural and business hub and international gateway. It is core to Perth's identity as a leading minerals and energy city and its standing as one of the most liveable cities in the world. Central Perth must remain a focus for infrastructure investment that strengthens WA's position as a global location of choice to live, work, visit and invest.

A range of public infrastructure underpins the vibrancy and interconnectivity of central Perth and its precincts. There is significant potential to activate central Perth, attract people into the city, increase the residential population and provide for longer-term commercial growth. This is even more important in light of the negative impacts that COVID-19 has had on central Perth. While unlocking much of this potential will require non-infrastructure solutions, a pipeline of major regeneration and infrastructure opportunities should be realised to sustain Perth as a modern and productive city.

Central Perth is also a major focal point for one of WA's 'jewels in the crown' tourism destination precincts. Positioning WA as a desirable destination will require investment that builds on the city's distinctive cultural and environmental attributes to deliver world-class experiences.

A shared vision is needed to determine how central Perth should be positioned in the future and to map out opportunities for realising that vision. Opportunities must be sequenced to avoid undermining their economic viability. Importantly, WA's creative arts and cultural community must play a key role in conceiving and activating unique and innovative city experiences for locals and visitors.





Integrated regional plans

In WA, state government regional land-use and infrastructure planning occurs through regional planning and infrastructure frameworks, sub-regional strategies and regional land supply assessments. Within and across these instruments, there is great variability in currency, geography, time frames for planning, infrastructure needs and the evidence base to support intended outcomes. Integrated regional plans, based on the Perth and Peel @ 3.5 million model, would provide a consistent, long-term approach to addressing population change, land-use planning, servicing requirements and environmental considerations. Integrated regional plans will help achieve a greater predictability of infrastructure needs, timing and funding.

Elements that will need consideration in the development of integrated regional plans include:

- a comprehensive understanding of the Aboriginal culture and heritage, environmental, landscape and geological (including basic raw materials) values of the region requiring protection (building and maintaining environmental and heritage information as part of this process will be important, in line with Recommendation 16 in the Climate change and sustainability chapter)
- regionwide economic strategies (see Recommendation 19 in the Regional development chapter)
- regional infrastructure plans, where available, such as regional water plans (see Recommendation 48 in the Water chapter)
- existing planning frameworks that will help inform and, in turn, be shaped by plans
- collaboration with local government and their communities.

Integrated regional plans should be rolled out on a prioritised basis and routinely reviewed.



Recommendation 28

Establish the land use, infrastructure and environmental needs of each region by progressively preparing, in order of priority, 20-year integrated regional plans. The plans that should be:

- modelled on Perth and Peel @ 3.5 million
- supported by a robust regional development framework (see Recommendation 19 in the Regional development chapter), along with evidence-based identification of strategic infrastructure needs to serve and support population change and economic growth
- refreshed at least every 10 years.



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Clearly identifying **priority places for investment** and the timing of infrastructure provision will facilitate complementary investments from the private sector, local government and the community.

State priority areas

There are several mechanisms within WA's planning framework that denote a hierarchy of places, such as strategic industrial areas, activity centres and redevelopment areas. However, clarity is required on where the WA Government intends to focus its efforts and investments in these places and how it will work with local government partners, industry and the community to collaboratively plan for growth and facilitate enabling infrastructure.

Introducing state priority areas into the statewide planning framework, or another policy setting, would identify locations of state importance where significant economic or urban growth is intended, but which may need additional government support to realise full potential and stimulate private sector participation. State priority areas are intended to:

- ensure a coordinated approach to strategic planning, integrated business cases, infrastructure design and delivery
- guide where greater land-use planning intervention may apply by state government (for example, redevelopment schemes and improvement schemes)
- mobilise state agencies and GTEs to prioritise and coordinate development-readiness activities, including investment in enabling infrastructure
- be supported by cross-agency governance structures, including local government, with clearly established roles and accountabilities.

State priority areas should apply to a limited number of places at any one time and to precincts that present the greatest level of opportunity for the state.

Within state priority areas, governance, planning and infrastructure coordination need to be proactive to attract and harness investment opportunities. Their implementation will send a clear signal to industry that the state is seeking to catalyse development and support partners to achieve the wider objectives for the precinct, be it major urban renewal or the evolution of industrial and technological precincts.



Agile, responsible decision-making will be necessary, as will early progression of land assembly, coordinated approvals and enabling works. Without these, it will be difficult for WA to compete for investment on a national and global stage to stimulate new industries, economic growth or liveability outcomes for the community.

A transparent process should support the identification of state priority areas and their associated objectives. Engagement with stakeholders, including local government, will be crucial in this process. Factors for consideration in developing a prioritisation framework could include evidence of market failure or precincts with significant complexity that goes beyond the ability of individual proponents to unlock, proximity to markets and workforce, and levels of connectivity and accessibility to existing or proposed services.

Recommendation 29

Ensure a focus on state-significant precincts through greater government infrastructure coordination and investment, tailored governance models and land-use planning intervention by establishing and implementing state priority areas, including:

- a. developing and publishing a prioritisation framework, in conjunction with key stakeholders, to ensure consistency of approach and application to areas of greatest strategic need or opportunity
- b. endorsing the framework and state priority area locations at a whole of government level to ensure sufficient carriage by state agencies and government trading enterprises
- c. extending the redevelopment functions and powers of the *Metropolitan Redevelopment Authority Act 2011* to non-metropolitan areas during the Machinery of Government legislative review process to enable an additional method for urban, industrial and economic land project planning and delivery in regional state priority areas.

Strategic industrial uses, infrastructure and resource inputs

Strategic industrial uses, infrastructure and resource inputs are vital to the economic growth and continued prosperity of the state. It is important that a long-term approach is taken to ensure that WA can continue to have well-located, productive industrial land and access to major construction inputs. In some instances, these assets may have potential impacts for sensitive uses that need to be avoided, mitigated or managed. Protection from encroachment of incompatible land uses is therefore necessary to enable continued operation and access, and to ensure that potential risks to human health and the environment are managed.

There are many strategic policy and planning measures in place to avoid or balance risk. Within the land-use planning system, these include state planning policies, operational policies, land-use plans, rezoning and development approval mechanisms. Similarly, environmental consideration of schemes and amendments, along with individual proposals, are undertaken within the context of a range of policies. The difficulty is ensuring these instruments remain contemporary and aligned across the planning and environmental portfolios.

State Planning Policy 4.1 – Industrial Buffer Policy (SPP 4.1) has been in place since 1997.¹⁷ In recent years, SPP 4.1 has been subject to prolonged review processes. The draft State Planning Policy 4.1 – Industrial interface (draft SPP 4.1) was advertised in 2018 and seeks to provide contemporary policy and guidance to prevent conflict and encroachment between industrial and sensitive land uses. Finalisation of the draft SPP 4.1 is important to set clearer guidance on the required actions for new industrial uses (including infrastructure that may have external impacts such as odour, noise or dust), to manage or contain impacts, and to provide a framework for risk-based assessment for transitional uses within the industrial interface and other factors that should be taken into account in the land-use planning process. This will create greater certainty for all interests, spanning industry and the community.

Commensurate updates to the Environmental Protection Authority's Guidance Statement 3 – Separation distances between industrial and sensitive land uses, should also be undertaken to ensure alignment.¹⁸

Long-term land-use planning should also ensure the ongoing productive capability of inner-metropolitan industrial land. Some near-city industrial areas are experiencing ongoing pressures related to urbanisation and concerns around the potential impacts of truck movements, noise and other environmental factors. With limited remaining industrial zoned land in the inner-metropolitan area, it is important that industrial land-use provisions remain flexible enough to accommodate assets that are critical for the construction of infrastructure and need to be near the markets they serve. For example, concrete is a significant cost component of infrastructure projects, with proximity to market being critical to both the affordability and quality of the product. Two near-city concrete batching plants are scheduled to close in 2024 due to the expiry of existing planning approvals. The closure of 2 important supply points is a risk to the construction sector in the Perth CBD and inner metropolitan area due to increased transport costs and reductions in useable time of concrete from batching to placement. The WA Government has been working with the affected operators to identify appropriate

alternate sites given the complexities of batching plant infrastructure specifications and the broader public interest in maintaining access to affordable supply. It is important that this process is resolved in a timely manner to ensure impacts and disruption are minimised.

The cost and timeliness of infrastructure delivery is directly impacted by the availability of other construction inputs, including basic raw materials such as sand, limestone, clay and hard rock. As with Perth and Peel @ 3.5 million, future planning frameworks should have regard for basic raw materials as an essential land-use consideration. It is important to ensure currency and availability of the environmental data sets and mapping regarding vegetation and basic raw materials to ensure balanced decision-making in the planning process. This information should be made available on the shared environmental and heritage information system, as per Recommendation 16, once operational. Sequential land use, staging of development and land-use interfaces must be considered in the future development of areas that contain basic raw materials. The State Planning Policy 2.4 – Basic raw materials (SPP 2.4) sets out the planning considerations for extractive uses and the responsible use of basic raw materials, including reducing the need for virgin materials through alternative construction methods and use of recycled products.¹⁹ With SPP 2.4 only recently gazetted in 2021, its effectiveness in

protecting important geological resources will need to be assessed to determine if additional measures should be considered.

Recommendation 30

Ensure the protection of strategic industrial land uses, infrastructure and resource inputs by:

- a. finalising and gazetting the draft State Planning Policy 4.1 – Industrial interface
- b. reviewing the Environmental Protection Authority's Guidance Statement 3 – Separation distances between industrial and sensitive land uses, to ensure alignment with the finalised State Planning Policy 4.1 – Industrial interface
- c. protecting, preserving and maintaining flexible uses in key industrial sites, particularly inner-metropolitan areas
- d. reviewing the effectiveness of State Planning Policy 2.4 – Basic raw materials and the updated State Planning Policy 4.1 – Industrial interface, after they have been operational for 5 years
- e. updating and maintaining basic raw materials resource mapping to understand the impacts of extraction, changing land-use patterns and environmental restrictions.



Industrial and technological precincts

A rise in international demand for resources, coupled with high levels of business confidence, are expected to have positive flow-on effects for WA's economy and result in increased demand for industrial land across the state.²⁰ A more coordinated approach to infrastructure provision and approvals for the state's main strategic industrial areas, general industrial estates and technological precincts is required to unlock private investment and ensure adequate land supply. These precincts are the economic powerhouses for the state and are critically important to facilitate economic growth, attract business and build capability through research, technology development and clustering.

The WA Government has an important role to play in identifying, assembling and servicing land for industrial and technological precincts to maintain adequate supply. The cross-agency Industrial Lands Steering Committee has developed a 10-year Industrial Lands Strategy to provide a forward view of the state's industrial land supply, the activities required to bring new land to market and the relative prioritisation of infrastructure investment.²¹ In response, the WA Government allocated \$50 million in the 2021–22 State Budget to ensure land held by the Industrial Lands Authority across WA is ready for development.²² This investment is important in maintaining industrial land supply, but it will not cover the full breadth of enabling infrastructure across ports, road or rail access, water, wastewater, power and telecommunications.

Where appropriate and equitable, state government investment in enabling infrastructure that encourages industry development and economic activity can reduce upfront costs for investors and unlock substantial private investment. Government support for enabling infrastructure can be critical in supporting large investments in new and emerging industries, including hydrogen, future batteries, minerals processing and value-adding to strategic commodities.



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Of the **7,510 hectares of land** zoned as industrial in the Perth and Peel regions, **approximately 6,650 hectares (88%) is categorised as developed**,²³

It can allow scalable, common-use infrastructure with wider benefits than those developed entirely by the private sector. There remains a need to develop a funding model for strategic and general industrial areas that can attract foundation proponents and fund common-use infrastructure, as proposed in the Industrial Lands Strategy.

Unlocking private investment for industry growth is supported through the coordination roles of the Industrial Lands Authority (within DevelopmentWA) and the Department of Jobs, Tourism, Science and Innovation. The announcement to establish a \$100 million Investment Attraction and New Industries Fund will signal to industry a more proactive approach to investment attraction that will create local jobs and contribute to a more diversified WA economy.²⁴

This support also includes streamlining and coordinating approvals for industry proponents. As discussed earlier, navigating and obtaining these approvals can be a major hurdle. At a strategic level, the Lead Agency Framework supports proponents whose initiatives meet thresholds for significance.²⁵ For precincts and individual projects, there remains a myriad of infrastructure access issues to negotiate. These include:

- Apportioning infrastructure costs across industrial landowners in fragmented landholdings can be difficult. The Industrial Lands Strategy refers to this issue in recommending further exploration of pre-funding development contributions for complex general industrial areas and developing an approach to upgrading infrastructure to optimise land use and employment density in existing industrial precincts in Perth's central sub-region.²⁶
- Prompt connection to the regional road (and, in some cases, rail) network can be an acute issue for industrial areas.
- Digital infrastructure, information management and connectivity in industrial precinct design are important considerations to optimise efficiency and productive capability.

Recommendation 31

Facilitate and coordinate investment in industrial and technological precincts by:

- a. prioritising the finalisation of land assembly, approvals, development contribution arrangements in precincts with fragmented land ownership and other preparatory works, as recommended in the Industrial Lands Strategy
- b. applying existing state land-use planning system tools, such as improvement schemes and redevelopment schemes, in a more consistent and proactive manner to industrial and technological precincts of highest priority to the state
- c. consistent with Recommendation 40 in the Infrastructure delivery chapter, establishing an assessment process for the funding of strategic enabling infrastructure that facilitates private investment
- d. planning for the long-term land needs throughout the state, with a priority focus on additional heavy industrial land in the Perth metropolitan area, and completing investigations into the South West Advanced Manufacturing and Technology Hub.

Multi-user facilities and corridors

Collocation and shared use of infrastructure are often identified as objectives in strategy and policy, but rarely materialise. The statutory framework for essential public infrastructure does not encourage or require collocation (and, in some instances, deliberately restricts it), meaning the creation of multi-use corridors and facilities is often the result of individual foresight or opportunism rather than embedded best practice.



This issue is distinct from common-use infrastructure, which is typically managed by a single entity with clear terms and conditions for access to that infrastructure by third parties.

Creation of a consistent policy framework for multi-user facilities and corridors is required to address the barriers to shared use, identify suitable complementary use and provide practical guidance to state agencies and GTEs to achieve better cross-sector outcomes.

Greater alignment will optimise efficiencies, such as land requirements, streamlined approvals and best use of assets, while reducing environmental impacts and land fragmentation. The framework can also provide increased certainty for private sector investment. The shared-use policy framework is intended to apply to a wide range of infrastructure assets and, at a minimum, should consider:

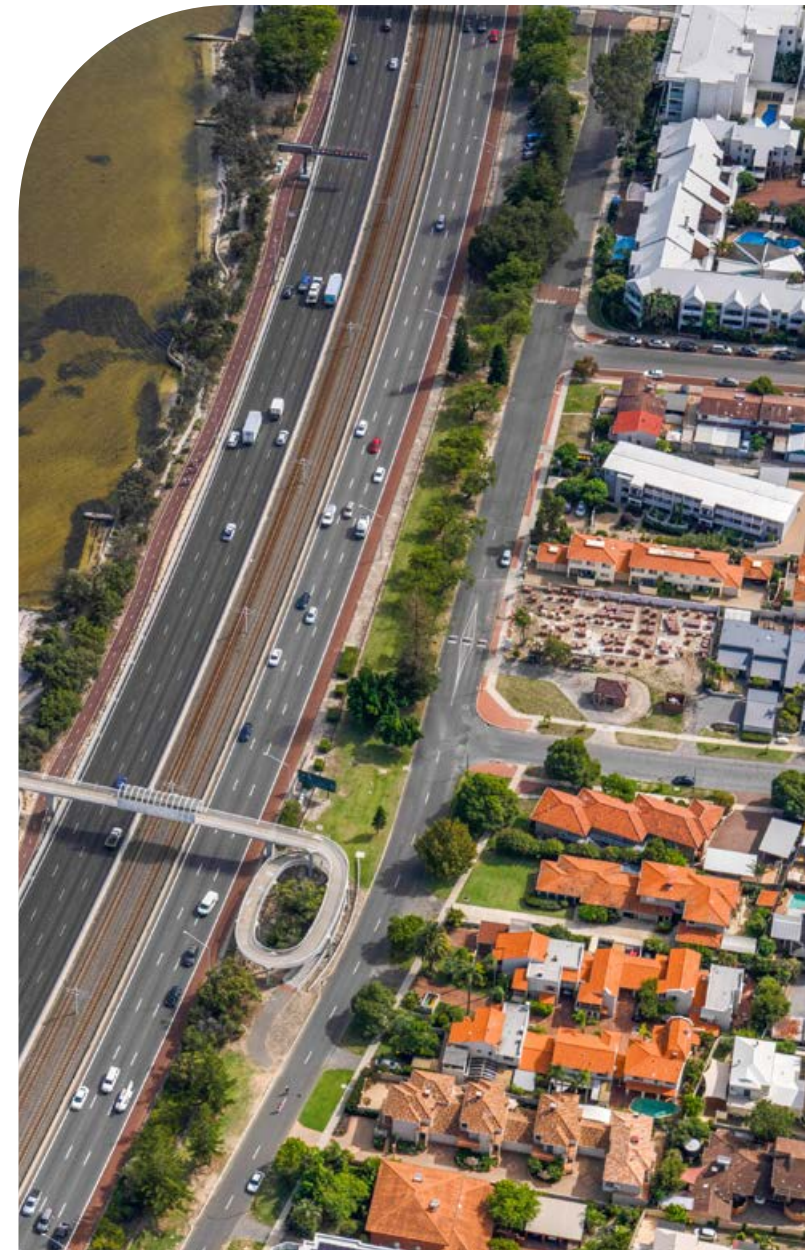
- compatibility of assets for collocation or shared use, based on mutually beneficial outcomes, risk-based assessment and resilience factors
- corridor reservations, where a single state agency or GTE is responsible for easements or reservations and is required to make these available to other users
- a network-led approach to business case and asset investment planning, ensuring they account for broader and multi-user infrastructure needs

- embedding infrastructure coordination and collocation within the strategic alignment requirements of the SAMF
- general public purpose reservation on parts of land
- shared use of public infrastructure, such as school facilities and education campuses that are underused at certain times of the day or year.

Recommendation 32

Improve cross-sector outcomes and alignment and provide certainty for private sector investment by developing and implementing a shared-use policy framework and practical guidelines for multi-user infrastructure corridors and facilities. The framework and guidelines should encompass:

- planning
- land assembly
- access arrangements
- safety and operational requirements
- governance
- conflict resolution
- staging and funding alignment
- risk and liability management.





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The WA Government is responsible for vast proportions of land across WA, with **approximately 92% held as Crown land**, with tenure under reserves, management orders and leases, or freehold land owned directly by state agencies and GTEs.²⁷

Strategic sites

Strategic regional site acquisition

Region schemes in Perth, Peel and Greater Bunbury provide statutory protection for future regional roads, rail corridors, parks and recreation and public reserves.²⁸ In Perth, the Metropolitan Region Scheme is linked to a land acquisition fund called the Metropolitan Region Improvement Fund. The combination of the Metropolitan Region Scheme and the Metropolitan Region Improvement Fund enables planning for the Perth area to be done in a coordinated way, and for strategic sites to be acquired to support the implementation of

infrastructure requirements. No other region has the benefit of such a fund, and this leads to suboptimal outcomes for land, infrastructure planning and design, project costs, adjacent users and affected landowners.

Enabling access to a recurrent regional strategic site acquisition fund will enable a more agile and timely approach to land acquisition for future public infrastructure needs, such as police stations, fire stations, TAFEs and schools. Principles of fund administration should include sufficient justification of need, opportunity and public value, along with reimbursement of funds into the account at the point of funding approval for capital works.

Better use of government land

The WA Government has significant landholdings that may be surplus to core service delivery outcomes, or not used effectively in line with their highest and best use. State-owned land should be considered a shared public sector resource and a valuable asset that may have a more beneficial use beyond the immediate needs of the holding state agency or GTE. By centrally coordinating the identification of land for strategic infrastructure, the state government can optimise the use of government land, with appropriate consideration of compensation, including land swaps.



Recommendation 33

Provide for future infrastructure needs by identifying and securing strategic sites, including:

- a. establishing a centrally coordinated, dedicated and recurrent fund for regional land acquisition
- b. centrally coordinating strategic infrastructure site identification, matching state agency and government trading enterprise needs with government landholdings and enabling better use of the existing land asset base.

Common planning assumptions

Common planning assumptions are a critical input to strategic planning decisions, particularly where data is required to inform scenario development, business cases and strategies, and performance metrics, and as a consistent basis for analysis. Many state agencies and GTEs rely on core sets of data and forecasts to inform strategic planning and policy development, including population, housing, economics, employment, land use, transport forecasts and models. Key issues across state agencies and GTEs centre on inconsistent assumptions being applied, currency and access to data, misaligned geographies and lack of end-user input. While a process of improvement has commenced using agreed population projections and Metropolitan Land Use Forecasts, a broader single set of agreed common planning assumptions would help align forecasting, planning and outputs across state agencies and GTEs.

A single, agreed set of common planning assumptions is needed to improve the alignment and consistency of state agency planning and service delivery. To strengthen the adoption of these assumptions and embed

them into practice, their development should be informed by a cross-agency working group and adopted under SAMF. As a minimum, a cross-agency working group should consider data relating to population and housing, economy and employment, transport, land use and climate. It should be established to:

- agree on, and make available for sharing, a set of core planning assumptions for application by state agencies and GTEs
- develop and widely socialise guidance around application of planning assumptions (where guidance is not readily available)
- provide collaboration opportunities among state agencies and GTEs and reduce duplication of work
- investigate and resolve matters (where possible) relating to geographies, planning horizons, refresh rate and availability in spatial format.

Recommendation 34

Improve infrastructure planning by establishing a single, agreed set of common planning assumptions for state agencies and government trading enterprises, including:

- a. providing, at a minimum, assumptions on population, demographics, housing, economy, employment, human services use, utilities use, transport, land use and climate
- b. setting out agreed data sets and guidance material for their application
- c. embedding them in the Strategic Asset Management Framework's Strategic Asset Plan and Business Case guidelines as required for use, or provide a clear rationale or an exemption where they have not been applied
- d. updating them regularly and making them publicly available.



Statements of opportunity

Statements of opportunity for the electricity and gas industries are currently prepared by the Australian Energy Market Operator. These provide technical and market data to inform the decision-making processes of market participants, new investors and jurisdictional bodies as they assess opportunities in the relevant sector.²⁹ They are an effective tool to foster common understanding across the industry and influence market readiness and participation.

There is potential to apply a similar approach across state government infrastructure activities, where statements of opportunity would act as an industry prospectus. This would more effectively demonstrate to the market where:

- surplus capacity is available that may drive the locational choices of industry investment
- there are capacity constraints for which industry may have innovative solutions or a role to play in unlocking
- co-investment and collaboration opportunities exist.

Infrastructure and related attributes that may be captured by the statements of opportunity could include access to water, energy, land, skill base, logistics and other supply chain factors, and location-specific funding (such as the Northern Australia Infrastructure Facility). It would be complementary to, and expand on, the Market-led Proposals Policy process which intermittently issues Problem or Opportunity Statements to elicit industry response.

Further place-based analysis should be pursued to better coordinate infrastructure investment across the public and private sectors, including major utility providers. Improved processes for 2-way information sharing on future infrastructure investment decisions can assist both sectors in related strategic planning. Many measures advocated in the Strategy, and future annual release of the 10-year state infrastructure program, will better inform the private sector on the pipeline of public investment.

Government should also seek to better understand and respond to the cumulative impacts of multiple, large-scale private investments on demand for public services and infrastructure. The cumulative impact of large investments was a challenging aspect of the previous resources boom centred on the Pilbara, and this is the most likely region for similar issues to re-emerge.

Recommendation 35

Improve 2-way public and private sector information sharing about infrastructure capacity by:

- a. developing statements of opportunity to identify surplus capacity or constraints in public infrastructure networks, in collaboration with industry to harness opportunities or address barriers
- b. undertaking place-based assessments of future public and private sector infrastructure intentions, including public and private utility providers, to identify the cumulative impacts of large-scale investments on demand for services and infrastructure, as well as opportunities for greater coordination. An initial pilot should be conducted in the Pilbara region.



Asset planning and decision-making

Investment decision-making frameworks

SAMF is the primary tool for guiding state agency and GTE infrastructure planning and decision-making.³⁰ Its application varies widely across the public sector, impacting the robustness and quality of 10-year strategic asset plans, applications for concept approval, business cases and project definition plans, which guide public investment decision-making.³¹ This is due to a range of factors, including state agencies or GTEs:

- relying on participation in the annual State Budget process to identify infrastructure needs in place of comprehensive long-term plans
- viewing SAMF as a compliance exercise rather than a framework for better outcomes, practices and decisions
- managing capability and resource limitations
- receiving limited feedback to enable continuous improvement
- having a narrow focus on traditional, new build infrastructure solutions that cater only to their requirements rather than taking into account broader strategic objectives.

Strengthening the application of SAMF requirements by state agencies and GTEs will help ensure that infrastructure decision-making, planning and delivery is appropriately informed and more strategic, and that associated benefits are maximised. This requires state agencies and GTEs to demonstrate analysis of the full range of required strategic asset plan and business case content and, importantly, that the information be considered by decision-making bodies and aggregated to provide a public sector-wide perspective. For business cases, investment decision-making should also be subject to the relevant processes of the Expenditure Review Committee of State Cabinet.

State agencies can be supported to respond to these requirements through funding for business case development. A \$15 million fund was made available to assist state agencies in preparing business cases for COVID-19

recovery projects, and was highly subscribed. State agencies would benefit from ongoing access, particularly with an increased emphasis on developing public sector capability, both within individual state agencies and through centralised areas that can provide expert support.

A review of 2 key aspects of the SAMF – the Strategic Asset Plan and Business Case guidelines – has been advanced by the Department of Treasury, with updated exposure drafts circulated to state agencies for application and feedback. The refresh of these 2 guidelines is expected to be finalised in early 2022. IWA supports this review and acknowledges that a primary objective has been to streamline the guidance material, which applies to all state agencies and GTEs and to business cases valued at \$5 million or more.

However, as recommended at various points in this Strategy, there are additional SAMF enhancements that would further address the breadth of issues considered in infrastructure planning and decision-making. The recommended SAMF changes can be phased to reduce initial impost on state agencies. Additionally, many changes are focused on project and program business cases with a capital cost of \$100 million or more, which generally have greater complexity, risk and potential impacts and are to be assessed under IWA's Major Infrastructure Proposal Assessment function. This function commenced on 1 January 2022 and is supported by interim guidelines. IWA's approach to undertaking assessments will be refined to reflect the finalisation of the SAMF refresh and the WA Government's response to relevant Strategy recommendations.

Realising benefits of investment decisions

As part of the SAMF, state government's investment decision-making process centres on maximising public value. However, there can be a disconnect between a project's initial decision-making process and the ongoing monitoring and evaluation of project benefits across its lifecycle. Furthermore, wider implications of associated investment decisions can be overlooked, or there can be insufficient planning, meaning that the full costs, benefits and opportunities are not adequately considered.



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Embedding benefits management plans and post-completion reviews will achieve better alignment between a project's investment decision and outcomes in practice.

Capturing the interdependencies and externalities of investment decisions will reduce unforeseen cost or time impacts and provide a more complete understanding of the full costs and potential opportunities of asset investment.

As a project moves from funding into delivery, project benefits identified as part of its business case are sometimes not realised or monitored, leading to investment that may not always deliver the public value that funding decisions were based on. Benefits management plans are an essential tool in forecasting benefits and establishing methods to achieve desired outcomes. They also help to identify learnings that can be applied to future projects and programs. Although it is a requirement of the SAMF's Business Case Guidelines that a benefits management plan is prepared, they are sporadically used and should be applied in a more uniform manner. This includes routinely testing design and delivery decisions against the benefits management plan as a project proceeds. Business cases should also include funding provision for ongoing project evaluation.

In addition to IWA's function to assess major infrastructure proposals, it has a further legislative function to review and report to the Premier on completed infrastructure projects. All proposals that undergo assessment by IWA and proceed to delivery and operation should be subject to a post-completion review by IWA, with the benefits management plan being a critical input. It is expected that the way IWA will undertake its post-completion review legislative function will be commensurate with the complexity, risk, delivery and operational performance of the individual infrastructure project or program. This could potentially include Gateway post-completion reviews (Gate 6), post-completion reviews directly by IWA or post-completion reviews by the delivery agency or GTE with IWA's involvement.



Business cases typically focus on high-level concepts to address a specific problem or opportunity related to the core business of a state agency or GTE. Generally led by a single state agency or GTE, business cases sometimes do not involve the level of cross-agency consultation needed to ensure that impacts on enabling infrastructure are considered across government. Recent revisions to the SAMF's Business Case Guidelines seek stakeholder mapping, identification of potential opportunities for collaboration and consideration of interdependencies that are critical for benefit delivery. In practice, it is important that this translates into integrated business cases that drive mutually beneficial outcomes across state agencies and sectors.

Related Strategy recommendations

There are a number of recommendations across the Strategy, additional to those outlined below, that propose amendments to SAMF requirements for strategic asset plans and business cases. More detail on the individual recommendations is available in the relevant cross-cutting theme or sector chapter. Several recommendations relate to business cases for projects and programs that have a capital cost of \$100 million or more. For projects and programs of a lesser value, state agencies and GTEs should still be encouraged to explore these additional considerations, but IWA is not recommending that it be mandated at this stage.

Recommendation 36

Support improved infrastructure planning and decision-making by:

- a. establishing an appropriate mechanism to embed and communicate the required use of the Strategic Asset Management Framework, including the requirement for all state agencies and government trading enterprises to comply
- b. ensuring that all business case decision-making is considered by the Expenditure Review Committee of State Cabinet, and that all business cases contain the full range of content, relevant to their project value, as required by the Strategic Asset Management Framework
- c. providing a centralised fund to support development of prioritised business cases, with an increased emphasis on building public sector capacity in state agencies and centralised expert units
- d. updating the Strategic Asset Management Framework's Business Case Guidelines to require consideration of interrelated infrastructure needs beyond the primary investment with other state agencies and government trading enterprises, along with the full costs and benefits, through early engagement and integrated business cases
- e. requiring a benefits management plan to be completed and ensuring Infrastructure WA undertakes a post-completion review for all projects and programs that are required to undergo Major Infrastructure Proposal Assessment
- f. updating the Strategic Asset Management Framework's Strategic Asset Plan and Business Case guidelines to strengthen requirements for state agencies and government trading enterprises to demonstrate consideration of this Strategy and other relevant strategic planning documents and how they have informed the development of all related strategic asset plan and business case content
- g. ensuring strategic asset plans are at the centre of a robust and transparent annual process, through:
 - i. systematic analysis of all strategic asset plans on an individual and amalgamated basis by the Department of Treasury and Infrastructure WA
 - ii. undertaking analysis and preparing content to inform the annual 10-year state infrastructure program
 - iii. engagement by the Department of Treasury with all strategic asset plan-producing state agencies and government trading enterprises to provide feedback to assist in ongoing improvement.