



# Summary of Strategy recommendations

## Understanding the recommendations

For ease of reference, a list of abbreviated recommendations is provided in the summary table on the following pages. For the full recommendations, readers should refer to the relevant chapter of the Strategy. The components of each recommendation are shown separately. These are specific actions that require implementation and monitoring, referred to as sub-recommendations. Also presented for each recommendation or sub-recommendation is:

- a suggested lead state agency and/or government trading enterprise(s) (GTE) responsible for leading implementation
- the time frame by which implementation is to be completed
- an indication of where implementation of the recommendation or sub-recommendation will result in an ongoing action for the WA Government
- alignment against the 10 Strategy objectives.

While the recommendations and sub-recommendations outline the action(s) required, they should be read in conjunction with the contextual information provided in each chapter. IWA will consider this contextual information when monitoring and reporting on the WA Government's implementation of the Strategy's supported recommendations.

The Implementation and future activities chapter outlines how the WA Government will implement the Strategy, including the process for the WA Government to respond to the recommendations, and IWA's role of reporting annually on the progress of implementing the recommendations (to the extent the recommendations are supported by the WA Government). Although completion and full implementation of certain recommendations may not be required for some time, IWA will provide details on their progress in its annual monitoring report, and assess if recommendations are on track for completion.

Where IWA suggests a state agency or GTE to lead implementation of a recommendation in the summary table below, this is a suggestion only and does not form part of IWA's recommendation. This recognises that the WA Government may assign the lead role to an alternative state agency or GTE. IWA intends to assist the WA Government throughout implementation of supported recommendations. Many recommendations will require a response and action from one or more state agencies or GTEs in addition to the suggested lead. In particular, some of the recommendations from the cross-cutting theme chapters are broadly applicable across relevant public entities, noted as 'all agencies and GTEs' in the summary table.

## Summary of recommendations matrix

### Legend

#### The full SIS objectives are:

1. Support a strong, resilient and diversified economy
2. Maximise regional strengths to unlock strategic opportunities for WA
3. Support access to social services and improve Aboriginal wellbeing
4. Enable environmental sustainability and resilience, and address climate change
5. Maximise wellbeing, liveability and cultural strategic opportunities for our community
6. Enhance cross-government coordination and planning
7. Support population growth and change
8. Embrace technology, data and digital connectivity
9. Enhance infrastructure delivery and develop skills for the future
10. Get the most from our infrastructure and improve maintenance

Summary of recommendations	Suggested lead agencies	Time frame for completion	Ongoing	Alignment with Strategy objectives																	
				1	2	3	4	5	6	7	8	9	10								
<b>Digital connectivity and technology</b>																					
<b>1. Elevate WA's focus on accelerating digital transformation and connectivity infrastructure by:</b>																					
a. allocating a lead state agency for digital technology adoption	DPC	2022								✓	✓										
b. developing and implementing an integrated statewide plan for digital connectivity, supported by a prioritisation framework	DPC, DPIRD	2023								✓	✓										
c. developing a collaboration model, adopting a coordinated WA Government approach to federal programs and private sector investment	DPC	2023								✓	✓										
d. providing multi-year WA Government funding and leveraging Australian Government co-investment opportunities for prioritised digital initiatives	DPC, DPIRD	2032								✓	✓										
<b>2. Apply a digital-first approach to all stages of the infrastructure lifecycle by:</b>																					
a. developing a digital-first smart infrastructure policy	IWA	2023										✓	✓								
b. amending the SAMF's SAP and Business Case guidelines requiring application of the digital-first smart infrastructure policy to \$100M+ projects and programs	IWA, Treasury	2024										✓	✓								
c. undertaking annual public reporting on digitisation of infrastructure	IWA	2032	Yes									✓	✓								
<b>3. Improve cybersecurity practices for state-owned and regulated infrastructure owners and operators, including:</b>																					
a. clearly articulating state and federal government cybersecurity obligations	DPC	2022								✓	✓										
b. implementing mechanisms to mandate application of the Western Australian Cyber Security Policy by GTEs	Treasury	2024								✓	✓										

Summary of recommendations	Suggested lead agencies	Time frame for completion	Ongoing	Alignment with Strategy objectives										
				1	2	3	4	5	6	7	8	9	10	
c. updating the SAMF's SAP and Business Case guidelines to require infrastructure strategies, plans and business cases to comply with the Western Australian Cyber Security Policy and <i>Security of Critical Infrastructure Act 2018</i> (Cth)	Treasury, IWA	2022								✓		✓		
<b>4. Develop digital capabilities within state agencies and GTEs, including:</b>														
a. prioritising development of state privacy and information sharing legislation	DPC	2024								✓		✓		
b. establishing a whole of government digital platform	DPC, Landgate	2024								✓		✓		
c. developing a WA Government data management and asset information policy	DPC	2024								✓		✓		✓
d. assigning a centralised lead state agency responsible for developing and retaining data science capabilities within government	DPC	2026								✓		✓	✓	
<b>5. Undertake an assessment of WA's science and research infrastructure needs</b>	DJTSI	2025		✓						✓		✓		
<b>Aboriginal cultural heritage, wellbeing and enterprise</b>														
<b>6. Embed and support engagement with Traditional Owners and Custodians by:</b>														
a. developing and implementing engagement guidelines	DPC	2025	Yes			✓				✓				✓
b. updating the SAMF's SAP and Business Case guidelines to require preparation and publication of an Aboriginal engagement strategy for \$100M+ projects and programs	Treasury, IWA	2022			✓					✓				✓
<b>7. Strengthen application of the Aboriginal Procurement Policy, including:</b>														
a. establishing targets that also consider contract value	DoF	2024				✓				✓				✓
b. providing updated guidance, education and training for procurement and other public sector officers involved in procurement decision-making	DoF	2026				✓				✓				✓
c. implementing mechanisms to mandate application of the policy by GTEs	Treasury	2024				✓				✓				✓
d. setting new incremental procurement stretch targets in the policy over time	DoF	2024				✓				✓				✓
<b>8. Progressively build capacity and capability of Aboriginal businesses by developing and implementing complementary and proactive measures</b>	DoF	2024	Yes			✓								✓
<b>9. Improve the quality and resilience of infrastructure and services provided in remote Aboriginal communities and town-based reserves, including:</b>														
a. developing a sustainable funding model and investment framework that considers whole of lifecycle asset costs for state government infrastructure	Treasury, DoC	2023				✓								✓

Summary of recommendations	Suggested lead agencies	Time frame for completion	Ongoing	Alignment with Strategy objectives									
				1	2	3	4	5	6	7	8	9	10
b. ensuring state agencies and GTEs share information relating to the delivery of state government infrastructure and services	DPC	2025				✓					✓		✓
c. investigating opportunities for the private sector to fund, deliver, operate and maintain infrastructure and services	Treasury	2032				✓						✓	✓
d. evaluating outcomes of the Bidyadanga Land Activation Pilot Project and assess suitability for application in other Aboriginal communities	DPC, DPLH	2023				✓			✓				✓
e. accelerating the regularisation of water and wastewater services to the Water Corporation and power services to Horizon Power	DoC	2032				✓			✓				✓
f. establishing and implementing a tiered regulated water, wastewater and power service standard for remote settlements	DPC	2024				✓			✓				✓
g. clarifying the roles and responsibilities of relevant entities for provision of municipal infrastructure and services	DoC	2024				✓			✓				✓
h. determining appropriate funding arrangements for the provision of municipal infrastructure and services	Treasury	2026				✓			✓				✓
i. Investigating and pursuing opportunities for local Aboriginal residents to be trained to deliver operations and maintenance services for infrastructure	DPC	2025				✓						✓	✓
<b>Climate change and sustainability</b>													
<b>10. Implement the WA Government's policy for net zero emissions by 2050, including:</b>													
a. strengthening the net zero emissions by 2050 aspiration to become a firm target and establishing interim emissions reduction targets	All agencies and GTEs	2023					✓		✓				
b. preparing and implementing net zero transition plans	All agencies and GTEs	2025	Yes				✓		✓				
c. preparing and implementing sectoral emissions reduction strategies	All agencies and GTEs	2025	Yes				✓		✓				
<b>11. Strengthen and expand WA Climate Policy programs to develop carbon farming and sequestration markets, including:</b>													
a. assigning a lead state agency to coordinate the program of works, including development of a WA carbon farming strategy and carbon farming industry development plan	DPC	2026					✓		✓				

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b. exploring opportunities to expand carbon farming to government-managed land outside of the conservation estate	DBCA, DPLH	2032	Yes				✓													
c. supporting Aboriginal empowerment through land management and custodianship in carbon farming initiatives	DPLH	2032	Yes			✓	✓													
<b>12. Implement a statewide approach to climate change adaptation for existing infrastructure, including:</b>																				
a. expanding the Climate Science Initiative to require statewide coverage and update it regularly	DWER	2023	Yes		✓		✓													
b. requiring all state agencies and GTEs to develop climate change adaptation plans	All agencies and GTEs	2025					✓		✓											
c. developing guidance to progress the further development of sectoral adaptation actions	DWER	2026					✓		✓											
d. requiring relevant state agencies and GTEs to develop sectoral adaptation plans	DWER	2027	Yes				✓		✓											
<b>13. Implement methods of accountability and coordination across state agencies and GTEs, including:</b>																				
a. annual public reporting of progress on mitigation and adaptation actions via responsible Ministers	All agencies and GTEs	2025	Yes				✓		✓											
b. introducing infrastructure-related mitigation and adaptation actions performance measures in DG and CEO accountability mechanisms	DPC	2025	Yes				✓		✓											
c. regular public reporting of the state's emissions and estimated emissions reductions through implementing sectoral emissions reductions strategies	DWER	2025	Yes				✓		✓											
<b>14. Incorporate sustainability into the SAMF, including:</b>																				
a. updating the SAP Guidelines to require state agencies and GTEs to include projects and actions identified in climate change strategies and plans in their SAPs	Treasury, IWA	2022					✓		✓											
b. updating the Business Case Guidelines for \$100M+ projects and programs to require business cases to: <ul style="list-style-type: none"> <li>quantify Scope 1, 2 and 3 emissions</li> <li>align to emission reduction goals and pathways</li> <li>demonstrate potential climate change impacts and adaptation actions</li> </ul>	Treasury, IWA	2022					✓		✓											
c. updating the Business Case Guidelines for \$100M+ projects and programs to require completion and publication of sustainability tool certification	Treasury, IWA	2022					✓	✓	✓											

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15. Develop a sustainability bond framework	WATC	2024		✓		✓	✓													
16. Develop and implement a shared environmental and heritage information system for priority locations	DWER	2026	Yes				✓		✓											
17. Replace the current system of acquiring environmental offsets separately for major projects with a coordinated bioregional approach, including:																				
a. identifying priority conservation areas	DBCA	2024					✓		✓											
b. implementing and administering centrally coordinated funds	DBCA	2024	Yes				✓		✓											
18. Develop an overarching urban forest program, including:																				
a. assigning a lead state agency	WAPC, DPLH	2022					✓		✓											
b. embedding program evaluation	WAPC, DPLH	2024					✓		✓											
c. extending the existing Urban Canopy Grant Program	WAPC, DPLH	2026					✓		✓											
d. partnering with local governments, community groups and other land managers	WAPC, DPLH	2026					✓		✓											
e. further reviewing existing planning policy settings with regards to the treatment of trees in new greenfield and infill developments	WAPC, DPLH	2025					✓		✓											
Regional development																				
19. Implement a regional development strategic framework that identifies state and regional priorities and guides whole of government action and investment	DPIRD	2023					✓			✓										
20. Improve transparency of government regional investment by reporting all regional expenditures and geographic distribution in the State Budget	Treasury	2023	Yes				✓			✓										
21. Develop regional social services and infrastructure models that are more responsive to the changing needs of communities across regional WA, by:																				
a. applying integrated, place-based approaches that allow social service state agencies to better coordinate and co-locate services and infrastructure	DPC	2027					✓			✓	✓									
b. investigating the application of a hub-and-spoke approach	DPC	2027					✓			✓	✓									
c. piloting potential regional social service and infrastructure models	DPC	2027					✓			✓	✓									
d. undertaking a social services and infrastructure needs assessment	DPC	2027					✓			✓	✓									

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				1	2	3	4	5	6	7	8	9	10								
<b>Planning and coordination</b>																					
22. Review the effectiveness of existing and proposed infrastructure facilitation and coordination models within 5 years of operation	IWA, DPLH, WAPC	2032								✓											
23. Establish a single digital government approvals system, including:																					
a. providing a single access platform that offers standardised information for infrastructure approvals	Treasury	2026								✓		✓									
b. staging updates to the platform, to create a single lodgement portal	Treasury	2032								✓		✓									
24. Implement a program to review and modernise infrastructure-related legislation and progress targeted amendments	Treasury	2027	Yes							✓											
25. Prepare and implement 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	WAPC, DPLH	2024								✓											
b. reviewing and adjusting policy settings to support infill locations	WAPC, DPLH	2025			✓		✓	✓	✓												
c. planning incentives that support infill development	WAPC, DPLH	2025			✓		✓	✓													
d. implementing purchaser support to facilitate increased infill development	Treasury	2025	Yes		✓		✓	✓													
e. providing funding and support for development of precinct plans for key infill locations	WAPC, DPLH	2026	Yes							✓	✓										
f. identifying and prioritising infrastructure capacity upgrades and coordination needed to support infill development	WAPC, DPLH	2025	Yes							✓	✓			✓							
g. transparently reporting progress towards achieving infill targets	WAPC, DPLH	2023	Yes							✓	✓										
26. Embed 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 (see Rec 28) with analysis of the capital and operational costs of infrastructure provision and the extent this will likely be carried by the state	WAPC, DPLH	2023	Yes							✓	✓										
b. staging and prioritising development fronts and identifying a clear implementation strategy in land-use plans	WAPC, DPLH	2026	Yes							✓	✓										

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c. preparing infrastructure servicing plans where proponents seek to depart from staging plans or are outside land identified for future development	WAPC, DPLH	2024	Yes							✓					
d. ensuring rezoning proposals for greenfield land are considered in the context of land supply and demand	WAPC, DPLH	2023	Yes							✓					
<b>27. Prepare a city opportunity plan that sets an agreed strategic framework for the Perth CBD and immediate surrounds, including:</b>															
a. developing a clear and compelling long-term vision for the city	WAPC, DPLH	2025						✓	✓						
b. identifying major precincts, other significant redevelopments and infrastructure that will contribute to city growth and activation	WAPC, DPLH	2025						✓	✓						
<b>28. Progressively prepare, in order of priority, 20-year integrated regional plans</b>															
	WAPC, DPLH	2032			✓					✓	✓				
<b>29. Establish and implement state priority areas, including:</b>															
a. developing and publishing a prioritisation framework	WAPC, DPLH, DJTSI	2023			✓					✓					
b. endorsing the framework and state priority area locations at a whole of government level	WAPC, DPLH, DJTSI	2024								✓					
c. extending the redevelopment functions and powers of the <i>Metropolitan Redevelopment Act 2011</i> to non-metropolitan areas	DevWA	2025			✓					✓					
<b>30. Ensure the protection of strategic land uses, infrastructure and resources inputs by:</b>															
a. finalising and gazetting the draft SPP4.1 – Industrial Interface	WAPC, DPLH	2022								✓					
b. reviewing the EPA's Guidance Statement 3 to align with the finalised SPP4.1	DWER	2024								✓					
c. protecting, preserving and maintaining flexible uses in key industrial sites	WAPC, DPLH	2027	Yes							✓					
d. reviewing the effectiveness of SPP2.4 and the updated SPP4.1 after 5 years	WAPC, DPLH	2027								✓					
e. updating and maintaining basic raw material resource mapping	DMIRS	2032	Yes				✓			✓					
<b>31. Facilitate and coordinate investment in industrial and technological precincts by:</b>															
a. prioritising the finalisation of land assembly, approvals, development contribution arrangements and other preparatory works	WAPC, DPLH, DevWA, DJTSI	2026	Yes							✓					
b. applying state land use planning system tools in a more consistent and proactive manner to industrial and technological precincts	WAPC, DPLH, DevWA, DJTSI	2026	Yes							✓					



Summary of recommendations	Suggested lead agencies	Time frame for completion	Ongoing	Alignment with Strategy objectives										
				1	2	3	4	5	6	7	8	9	10	
c. establishing an assessment process for the funding of strategic enabling infrastructure that facilitates private investment (consistent with Rec 40)	DevWA, DJTSI	2025								✓				
d. planning for long-term land needs, with a priority on additional heavy industrial land in the Perth metropolitan area, and completing investigations into the South West Advanced Manufacturing and Technology Hub	DevWA, DJTSI, SWDC	2026	Yes	✓						✓				
<b>32. Develop and implement a shared-use policy framework and guidelines for multi-user infrastructure corridors and facilities</b>	IWA	2032								✓				
<b>33. Identify and secure strategic sites, including:</b>														
a. establishing a fund for regional land acquisition	Treasury	2024		✓						✓				
b. centrally coordinating strategic infrastructure site identification	WAPC, DPLH	2024	Yes							✓				✓
<b>34. Establish a single, agreed set of common planning assumptions, including:</b>														
a. providing, at a minimum, assumptions on population, demographics, housing, economy, employment, human services use, utilities use, transport, land use and climate	WAPC, DPLH, Treasury	2024								✓		✓		
b. setting out agreed data sets and guidance material for their application	WAPC, DPLH, Treasury	2024								✓		✓		
c. embedding them in the SAMF's SAP and Business Case guidelines as required for use	Treasury, IWA	2024								✓		✓		
d. updating them regularly and making them publicly available	WAPC, DPLH, Treasury	2024	Yes							✓		✓		
<b>35. Improve 2-way public and private sector information sharing about infrastructure capacity by:</b>														
a. developing statements of opportunity	IWA	2032	Yes							✓				✓
b. undertaking place-based assessments of future public and private sector infrastructure intentions with an initial pilot conducted on the Pilbara	IWA	2026	Yes							✓				✓
<b>36. Support improved infrastructure planning and decision-making by:</b>														
a. establishing a mechanism to embed and communicate the required use of and compliance with the SAMF	Treasury	2023								✓				
b. ensuring business case decision-making is considered by Cabinet's ERC and that business cases contain content as required by the SAMF	Treasury	2023	Yes							✓				

Summary of recommendations	Suggested lead agencies	Time frame for completion	Ongoing	Alignment with Strategy objectives										
				1	2	3	4	5	6	7	8	9	10	
c. providing a centralised fund to support development of prioritised business cases	Treasury	2022	Yes							✓			✓	
d. updating the SAMF's Business Case guidelines to require consideration of interrelated infrastructure needs with other state agencies and GTEs	Treasury, IWA	2022								✓				
e. requiring a benefits management plan be completed, and ensuring IWA undertakes a post-completion review for all projects and programs required to undergo MIPA	Treasury, IWA	2022	Yes							✓				✓
f. updating the SAMF's SAP and Business Case guidelines to strengthen requirements to demonstrate consideration of this Strategy and relevant strategic planning documents in the development of SAP and business case content	Treasury, IWA	2022								✓				
g. ensuring SAPs are at the centre of an annual process involving: i. systematic analysis of all SAPs by Treasury and IWA ii. undertaking analysis and preparing content to inform the annual 10-year state infrastructure program iii. engagement by Treasury to provide feedback for ongoing improvement	Treasury, IWA	2022	Yes							✓				
<b>Infrastructure delivery</b>														
<b>37. Strengthen project assurance processes, governance and public sector skills for the delivery of major projects by:</b>														
a. developing a risk-based project assurance process	DoF	2023	Yes											✓
b. ensuring chairs of major project steering committees have time to prepare for, attend and lead steering committee meetings and deliberations	DPC	2023	Yes											✓
c. enhancing the capacity of the DoF to provide expert teams within less-experienced state agencies and GTEs	DoF	2024	Yes							✓			✓	
d. developing and rolling out project management standards for adoption by state agencies and GTEs	DoF	2032								✓			✓	
<b>38. Make incremental improvements to procurement policies and practices, including:</b>														
a. further developing and implementing procurement models for major projects	DoF	2032	Yes											✓
b. implementing contract packaging strategies that support market participation	DoF	2025	Yes											✓
c. developing a policy under which the WA Government would contribute to all or part of the bid costs of unsuccessful tenderers	DoF	2024												✓



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				1	2	3	4	5	6	7	8	9	10								
<b>Energy</b>																					
<b>43. Evolve the Whole of System Plan and ensure implementation actions are transparent by:</b>																					
a. updating modelling inputs and assumptions in relevant scenarios	EPWA	2023		✓			✓	✓													
b. publishing a short-term to medium-term implementation plan for the most likely scenario, which is updated periodically	EPWA	2023	Yes					✓													
<b>44. Prepare a North West Interconnected System energy futures report</b>																					
	EPWA, DJTSI, DevWA	2032			✓		✓	✓					✓								
<b>45. Accelerate a dedicated program of energy storage, micro-grids, virtual power plants and standalone power systems</b>																					
	EPWA, Energy GTEs	2023					✓	✓													
<b>46. Ensure the legislative and regulatory framework enables energy outcomes that aligns with broader public policy outcomes by:</b>																					
a. reviewing and revising legislation, regulations, codes, guidelines and associated decision-making documents and processes to address targets and objectives in a manner that does not unduly disadvantage first or last movers	EPWA	2024		✓			✓	✓													
b. reviewing the effectiveness of guidance and assessment for investment proposals	EPWA	2023		✓				✓													
c. establishing a policy position on the role of government and the private sector in funding, financing and delivery of enabling infrastructure (consistent with Rec 40)	Treasury, DTJSI, DPC	2025		✓			✓	✓					✓								
<b>47. Support the development of the state's hydrogen industry by:</b>																					
a. accelerating reform of legislation, standards and policies	DJTSI	2025		✓			✓														
b. investigating options for stimulating domestic market demand	DJTSI	2025		✓			✓														
c. investigating the feasibility of a hydrogen refuelling network on key freight routes	DJTSI	2025		✓			✓														
d. publicly reporting the <i>Western Australian Renewable Hydrogen Roadmap's</i> actions on an annual basis	DJTSI	2025	Yes	✓			✓														
e. investigating the feasibility of and prioritising large-scale hydrogen industry precincts, including																					
i. conducting detailed projections (consistent with Rec 43a)																					
ii. coordinating activities for development readiness of precincts																					
iii. establishing a clear policy position on the role of government and the private sector in funding, financing and delivering enabling infrastructure (consistent with Rec 43a)	EPWA, DJTSI, DevWA	2025	Yes	✓			✓	✓													
iv. developing and implementing a staged program of hydrogen industry enabling infrastructure																					

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<b>Water</b>													
<b>48. Modernise legislative, regulatory and planning frameworks for water resources and water services by:</b>													
a. prioritising the development and introduction to Parliament of water resources management legislation	DWER	2024					✓	✓					
b. developing, publishing and implementing a 20-year state water strategy	DWER	2024					✓	✓	✓				
c. developing, publishing and implementing 10+ year regional water plans	DWER	2027			✓		✓	✓	✓				
d. including provisions in planning and regulatory frameworks that enable investments in alternative water supplies and wastewater systems	DWER, WAPC, DPLH	2032					✓	✓					
e. clearly articulating water resource needs, drainage and infrastructure requirements in land-use and infrastructure servicing plans (consistent with Rec 26)	WAPC, DPLH	2023	Yes				✓	✓					✓
<b>49. Support the long-term sustainable use and management of strategic water resources by:</b>													
a. reviewing self-supply arrangements for strategic water resources, with the Gngangara groundwater system as the first priority	DWER	2027					✓	✓					
b. based on outcomes of the review of self-supply arrangements (see Rec 49a), implementing recommended reform measures	DWER	2032					✓	✓					
c. finalising and implementing the Gngangara groundwater allocation plan	DWER	2022					✓	✓					
<b>50. Manage water demand by:</b>													
a. reviewing and implementing the <i>Waterwise Perth: two year action plan</i>	DWER	2022					✓	✓					
b. developing and implementing plans similar to the <i>Waterwise Perth: two year action plan</i> for regional areas	DWER	2026			✓		✓	✓					
c. implementing and introducing expanded water efficiency programs	Water GTEs	2027	Yes				✓	✓					
d. reducing water consumption through education and improved consumer awareness	Water GTEs	2027	Yes				✓			✓			✓
<b>51. Plan and deliver climate-independent infrastructure that provides fit for purpose and sustainable water services, including:</b>													
a. continuing planning and business case development for an additional desalination plant for the Integrated Water Supply Scheme	Water Corp	2024					✓	✓	✓				
b. further investigating wastewater recycling opportunities and groundwater replenishment schemes	Water GTEs	2027					✓	✓					

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c. based on needs identified (see Recs 48b and 48c) and subject to business cases, implementing climate-independent water supply solutions in regional communities	Water GTEs	2032	Yes	✓	✓										
52. Develop a prioritisation framework to guide investment in water infrastructure projects for agriculture and food industries in peri-urban and regional areas	DPIRD	2023		✓	✓										
53. Undertake an integrated strategic review of water and land-use values in the Jandakot and Gnarara groundwater protection areas	DWER, WAPC, DPLH	2026				✓	✓								
<b>Waste</b>															
<b>54. Accelerate implementation of the Waste Avoidance and Resource Recovery Strategy 2030, including:</b>															
a. prioritising and expediting legislative and regulatory reform including: i. reviewing the <i>Waste Avoidance and Resource Recovery Act 2007</i> ii. developing a waste-derived materials framework iii. reviewing the Waste Levy, including rate and application to regional areas iv. reducing Waste Levy avoidance and evasion practices v. implementing the Waste Data Strategy	Waste Authority, DWER	2025				✓	✓	✓							
b. preparing a waste-derived materials market development plan	Waste Authority, DWER	2025				✓									
c. setting targets in government procurement policies on waste generation, material recovery and reuse and use of products with recycled content	Waste Authority, DWER, DoF	2025				✓									✓
d. presenting a roadmap and time frames for the implementation of waste legislative and regulatory reforms (see Rec 54a), market development (see Recs 54b and 54c), and increasing the use of the Waste Levy funds	Waste Authority, DWER	2023				✓									
e. investigating opportunities to improve the way mining and resources sector site waste is regulated and managed	Waste Authority, DWER, DMIRS	2025				✓									✓
f. investigating the potential for more local governments to participate in collective arrangements	DWER, DLGSCI	2024						✓							✓
55. Prioritise finalisation of a state waste infrastructure plan	Waste Authority, DWER	2024				✓	✓								

Summary of recommendations	Suggested lead agencies	Time frame for completion	Ongoing	Alignment with Strategy objectives									
				1	2	3	4	5	6	7	8	9	10
<b>Transport</b>													
<b>56. Deliver improved transport system outcomes by:</b>													
a. further reforming governance arrangements for the Transport Portfolio	Transport Portfolio	2025								✓			
b. reforming funding hypothecation legislative arrangements for motor vehicle licence revenue	Transport Portfolio	2026								✓			✓
<b>57. Refresh statewide strategic transport planning, including:</b>													
a. developing, publishing and implementing a new 20-year regional transport plan	Transport Portfolio	2024			✓					✓	✓		
b. developing, publishing and implementing a new 20-year Perth and Peel transport plan	Transport Portfolio	2024								✓	✓		✓
c. finalising development of the new Perth transport model	Transport Portfolio	2025								✓		✓	
<b>58. Address the future loss of fuel excise revenue by:</b>													
a. working with other jurisdictions to design a fair and nationally compatible alternative to fuel excise for low and zero emission vehicles	Transport Portfolio	2032					✓			✓			
b. when designing a fuel excise alternative scheme and associated technology, ensuring that: <ul style="list-style-type: none"> <li>the scheme can include vehicle mass, distance, location and time-of-day pricing</li> <li>total road system revenue is maintained at a stable level</li> </ul>	Transport Portfolio	2032					✓			✓			✓
c. undertaking a review to investigate the merits of location and time-of-day pricing signals being incorporated into a fuel excise alternative	Transport Portfolio	2032										✓	✓
<b>59. Develop and implement a public transport patronage action plan with a focus on non-build measures</b>	Transport Portfolio, WAPC, DPLH	2027				✓				✓	✓	✓	✓
<b>60. Progress targeted expansion and improvement of the road network by:</b>													
a. delivering road safety programs in line with <i>Driving change: Road Safety Strategy for Western Australia 2020-2030</i>	MRWA	2032	Yes							✓			✓
b. delivering regional maintenance and freight productivity programs	MRWA	2032	Yes	✓	✓								✓
c. progressing targeted programs expanding the use of technology on arterial roads and trials for dynamic bus prioritisation	Transport Portfolio	2032	Yes	✓							✓	✓	✓

Summary of recommendations	Suggested lead agencies	Time frame for completion	Ongoing	Alignment with Strategy objectives										
				1	2	3	4	5	6	7	8	9	10	
d. progressing capacity and efficiency upgrades to freeways and major urban highways	Transport Portfolio	2032	Yes	✓							✓	✓		✓
e. estimating impacts from potential low and zero emissions vehicles and connected and automated vehicle rollout scenarios modelling and sensitivity testing in all major transport project business cases	Transport Portfolio	2024					✓		✓				✓	
f. Investigating the feasibility of long term-major projects: Orrong Road, EastLink WA, Brand Highway and North West Coastal Highway upgrade, and Stock Road tunnel river crossing	Transport Portfolio	2032		✓	✓						✓			
<b>61. Plan and invest in the future development of new heavy rail infrastructure, by:</b>														
a. investing in high capacity signalling	PTA	2032		✓							✓	✓		✓
b. investing in improved station precinct accessibility and improving compliance with the <i>Disability Discrimination Act 1992</i> (Cth)	Transport Portfolio	2032				✓	✓		✓	✓				
c. further investigating the merit and staging of investments in the Rail Growth Plan	Transport Portfolio	2032		✓			✓				✓			
d. investigating the feasibility of long term major projects: East Wanneroo Rail Link, Bunbury Faster Rail and Perth metropolitan orbital rail route	Transport Portfolio	2032		✓	✓						✓			
<b>62. Develop a business case for light rail and/or bus rapid transit as the next stage of major public transport priority investment in Perth</b>														
	Transport Portfolio	2032		✓		✓				✓	✓			
<b>63. Provide enhanced cycling and walking infrastructure by:</b>														
a. allocating a greater portion of state funding to local government cycling projects	Transport Portfolio	2032	Yes			✓			✓	✓				
b. seeking federal funding contributions for a program of cycling infrastructure priority projects	Transport Portfolio	2023	Yes			✓				✓				
c. requiring application of new safe active transport infrastructure design guidelines for all state and local government projects	Transport Portfolio, WAPC, DPLH	2027	Yes			✓			✓	✓				
<b>64. Implement further measures that support the State Electric Vehicle Strategy for Western Australia, including:</b>														
a. setting a more ambitious target for the WA Government light vehicle fleet uptake	DoF, DWER	2025					✓		✓					
b. accelerating the transition or conversion of other WA Government vehicles to low and zero emissions technology	PTA, DFES, WAPOL, DoF, DWER	2032	Yes				✓		✓					



Summary of recommendations	Suggested lead agencies	Time frame for completion	Ongoing	Alignment with Strategy objectives											
				1	2	3	4	5	6	7	8	9	10		
c. expanding the rollout of charging infrastructure on government land and buildings	DoF, Transport Portfolio	2032	Yes				✓		✓						
d. supporting the private sector to provide charging infrastructure	Transport Portfolio, WAPC, DPLH	2032	Yes				✓		✓						
<b>65. Ensure the anticipated future road infrastructure and related technology system requirements of connected and automated vehicles are incorporated in the scope of future transport business cases and strategic planning</b>	Transport Portfolio	2032							✓		✓				
<b>66. Complement Westport's preparations by conducting further strategic planning, including:</b>															
a. refining and monitoring the estimated optimal required timing for Outer Harbour investment and operations	DoT	2024		✓					✓						
b. identifying the future location of non-container trades currently based in the Fremantle Inner Harbour	FPA, DoT	2024		✓					✓						
c. optimising the road and rail supply chain servicing the Inner Harbour	Transport Portfolio	2024		✓					✓					✓	
d. developing a long-term Inner Harbour masterplan	DoT	2024		✓					✓	✓				✓	
e. progressing planning for strategic economic development opportunities in the Western Trade Coast (consistent with Rec 31)	DJTISI, DevWA	2024	Yes	✓					✓				✓		
<b>67. Undertake further planning and staged expansion of common-use infrastructure at the Australian Marine Complex</b>	DJTISI, DevWA	2027		✓					✓						
<b>68. Support expansion of direct shipping services to the state's north, including:</b>															
a. assessing the viability, costs and benefits of long-term direct shipping and associated infrastructure requirements	PPA, KPA, Transport Portfolio	2032		✓	✓				✓						
b. seeking Northern Australia Infrastructure Facility and private funding for any major new port facility required for direct shipping	PPA, KPA, Transport Portfolio, DJTISI	2032		✓	✓				✓						
c. funding relevant port facilities to have appropriate first port of entry infrastructure and systems	PPA, KPA, Transport Portfolio	2032		✓	✓				✓						

Summary of recommendations	Suggested lead agencies	Time frame for completion	Ongoing	Alignment with Strategy objectives																
				1	2	3	4	5	6	7	8	9	10							
d. planning for fit for purpose road connections to direct shipping facilities	PPA, KPA, Transport Portfolio	2032		✓	✓					✓										
<b>69. Support long-term investment decision-making for the state's freight rail network over the remainder of the lease period (consistent with Rec 40b), by:</b>																				
a. implementing a structured approach to planning and consideration of public contributions towards proposals for expansion of the network	Transport Portfolio	2027		✓	✓					✓										
b. pursuing further investigations, including for: i. WA Agricultural Supply Chain Improvements ii. Kalgoorlie Rail realignment	Transport Portfolio	2023		✓	✓					✓										
<b>70. Plan for the long-term potential needs of a new civil aviation and general aviation airport for Perth</b>	WAPC, DPLH	2032		✓						✓										
<b>Housing</b>																				
<b>71. Improve planning and inform investment for social and affordable housing by:</b>																				
a. preparing and publishing 10+ year regional housing plans for each WA region	DoC, DPLH, WAPC	2026			✓	✓				✓										
b. conducting an initial regional housing plan pilot	DoC, DPLH, WAPC	2023			✓	✓				✓										
<b>72. Prioritise further investment in social and affordable housing by:</b>																				
a. assessing the level of investment required to accelerate <i>All paths lead to a home - WA's 10 year Strategy on Homelessness 2020-2030</i> and accompanying action plan	DoC	2023				✓		✓		✓										
b. undertaking a comprehensive audit of social housing assets	DoC	2024				✓		✓		✓										
c. reviewing social housing growth targets in the <i>WA Housing Strategy 2020-2030</i> and setting revised evidence-based net growth targets	DoC	2023				✓		✓		✓										
d. monitoring and reviewing the effectiveness of affordable housing mechanisms	DoC	2025				✓		✓		✓										
e. developing a sustained social and affordable housing investment program (see Recs 71a and 72c)	DoC, DevWA	2032	Yes			✓		✓		✓										
<b>73. Enable and diversify social and affordable housing providers and housing choice by:</b>																				
a. investigating government financing mechanisms	DoC, Treasury	2024				✓						✓								✓

Summary of recommendations	Suggested lead agencies	Time frame for completion	Ongoing	Alignment with Strategy objectives										
				1	2	3	4	5	6	7	8	9	10	
b. reforming policy and reviewing existing Community Housing Agreements	DoC	2023				✓			✓					
c. leveraging government land assets and providing financial and yield incentives	DoC, DevWA	2032	Yes			✓			✓					✓
d. facilitating voluntary participation by tenants and owners in longer-term leases	DMIRS	2023				✓					✓			
<b>74. Respond to the need for affordable and available housing in regional areas by:</b>														
a. establishing the principles, criteria and models for government housing intervention	DoC	2024			✓	✓								
b. independently reviewing regional officer housing assets and programs across the public sector	DoC	2024			✓	✓								✓
c. investigating innovative models for implementation of regional officer and key worker housing	DoC	2025			✓	✓							✓	
<b>75. Improve Aboriginal housing outcomes and enable options for housing infrastructure by:</b>														
a. ensuring Aboriginal social and affordable housing activities and targets correspond with Target 9 of the <i>National Agreement on Closing the Gap</i>	DoC	2026	Yes		✓	✓								
b. delivering sustained investments in Aboriginal housing and capacity building of ACCOs (see Rec 6)	DoC	2032	Yes		✓	✓								
c. developing a social impact strategy	DoC	2024			✓	✓								
<b>Health</b>														
<b>76. Alleviate demand on hospitals and support budget sustainability by:</b>														
a. fast-tracking implementation of the Sustainable Health Review	DoH	2023				✓					✓			✓
b. providing publicly available progress reporting at least annually on Sustainable Health Review reform outcomes	DoH	2023	Yes						✓					✓
<b>77. Address gaps in the health system service and infrastructure planning by:</b>														
a. prioritising finalisation of the review of the <i>WA Health Clinical Services Framework 2014–2024</i>	DoH	2022							✓					
b. finalising development of the 10-year state health plan	DoH	2023				✓			✓	✓				✓
c. establishing an agreement for a sustainable funding footprint	DoH, Treasury	2024							✓					✓
d. preparing an annually updated system-wide SAP that meets the requirements of the SAMF	DoH	2023	Yes						✓					✓

Summary of recommendations	Suggested lead agencies	Time frame for completion	Ongoing	Alignment with Strategy objectives											
				1	2	3	4	5	6	7	8	9	10		
e. completing a full review of the <i>Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015–2025</i>	MHC	2025				✓			✓						
f. assessing options for the private and/or not-for-profit healthcare providers to augment the public health system	DoH	2023	Yes						✓						✓
g. strengthening lifecycle asset management maturity, including: i. enhancing the capacity of the DoH, MHC and Health Service Providers to undertake system-wide infrastructure planning and prioritisation	DoH, MHC, Health Service Providers	2025							✓						✓
ii. allocating budget to implement fit for purpose asset management planning and systems (consistent with Rec 42a)	Treasury	2023	Yes						✓						✓
<b>78. Increase investment in community-based services, including:</b>															
a. rebalancing and accelerating investment towards community-based mental health services and facilities	MHC, DoH	2025	Yes			✓									✓
b. working with the Australian Government to prioritise and expand the role of primary health care in providing integrated, community-based health services	DoH	2023	Yes			✓			✓						✓
c. working with the Australian Government to investigate and invest in innovative models of community-based primary health services and facilities	DoH	2023	Yes			✓			✓						✓
d. expanding application of digital technologies, such as telehealth and remote inpatient monitoring	DoH	2027	Yes			✓									✓
<b>79. Targeted investment in hospitals to modernise facilities and address capacity gaps, including:</b>															
a. developing a roadmap for the planning and redevelopment of Royal Perth Hospital (subject to Rec 77a)	DoH	2025				✓			✓	✓					✓
b. developing a roadmap for the planning of and future investment in Sir Charles Gairdner Hospital (subject to Rec 77a)	DoH	2032				✓			✓	✓					✓
c. prioritising investment to continue the services provided at Graylands Hospital and Selby Lodge	MHC, DoH	2032				✓			✓						✓
d. prioritising investment in forensic mental health services	MHC, DoJ, DoH	2032				✓			✓						✓
<b>80. Prioritise and fund digital technology initiatives identified in the <i>WA Health Digital Strategy 2020–2030</i>, subject to business cases, with the electronic medical records program the priority</b>	DoH	2032	Yes			✓				✓	✓				✓

Summary of recommendations	Suggested lead agencies	Time frame for completion	Ongoing	Alignment with Strategy objectives									
				1	2	3	4	5	6	7	8	9	10
<b>81. Enable the built environment to play a stronger role in addressing the wider determinants of health, including:</b>													
a. aligning strategic planning and infrastructure proposals to the <i>State Public Health Plan for Western Australia</i> and reporting progress against objectives	DoH, DPLH, Treasury	2032	Yes					✓	✓				✓
b. finalising regulations required to implement public health assessments for significant strategic planning and infrastructure proposals	DoH, DPLH, Treasury, EPA, DLGCSI, IWA	2032	Yes					✓	✓				✓
<b>82. Establish health facilities tailored to Aboriginal needs, including:</b>													
a. supporting and funding the development of community-based primary care and allied health facilities	DoH	2032	Yes			✓			✓				
b. providing health facilities in Aboriginal communities that are fit for purpose and have access to high-quality digital connectivity	DoH	2032	Yes			✓					✓		
<b>83. Co-invest in health and medical life sciences facilities, subject to business cases, including:</b>													
a. establishing local medtech and pharmaceutical manufacturing infrastructure and capabilities	DJTSI	2026	Yes	✓		✓					✓		
b. identifying opportunities for the Future Health Research and Innovation Fund to partner with the Australian Government, academia and the private sector	DoH	2027	Yes	✓		✓			✓				
<b>Education and training</b>													
<b>84. Improve school infrastructure planning and delivery by:</b>													
a. reviewing data formats, sources, accessibility and assumptions for planning school demand in greenfield and infill areas	DoE, WAPC, DPLH	2023				✓			✓		✓		
b. applying new software and systems that use new methodologies	DoE	2025				✓			✓		✓		
c. preparing a program-level business case for site acquisition in inner and middle suburbs	DoE	2023				✓		✓	✓	✓			
d. enabling the use of medium-rise to high-rise public vertical schools in appropriate locations	DoE	2025	Yes			✓		✓		✓			
e. using transportable buildings only as a temporary demand solution, and not where growth is expected to continue	DoE, DoF	2032	Yes			✓				✓			
f. considering offsite and modular construction (consistent with Rec 38f)	DoE, DoF	2027	Yes			✓						✓	

Summary of recommendations	Suggested lead agencies	Time frame for completion	Ongoing	Alignment with Strategy objectives										
				1	2	3	4	5	6	7	8	9	10	
g. progressively retiring transportable school buildings when they no longer meet requirements	DoE	2032	Yes			✓								
h. implementing collocation and shared use with child care, health and community support services	DoE	2032	Yes			✓			✓					✓
i. allocating budget to implement fit for purpose asset management planning (consistent with Rec 42a)	DoE	2027	Yes			✓			✓					✓
<b>85. Plan for and invest in future skills and training by:</b>														
a. involving the DTWD, TAFEs and relevant private training organisations when strategies or plans are developed for new or existing industry sectors	DTWD	2024	Yes	✓		✓			✓					✓
b. establishing a funding program for TAFE training equipment and software and facilitating industry co-contributions	Treasury	2032	Yes			✓						✓	✓	
c. further encouraging apprenticeships and traineeships on public infrastructure projects by expanding the use of group training organisations	DTWD	2032	Yes	✓										✓
d. updating the SAMF's SAP and Business Case guidelines to require \$100M+ projects and programs to consider skills and training	Treasury, IWA	2022				✓			✓					✓
<b>Arts, culture, sport and recreation</b>														
<b>86. Develop and publish a 10+ year state arts and culture strategy</b>	DLGSCI	2025		✓					✓	✓				
<b>87. Ensure access to regional-level sporting infrastructure and inform investment requirements by:</b>														
a. identifying gaps in current regional-level sporting and recreation facilities	DLGSCI	2025							✓	✓	✓			
b. developing and publishing a 10+ year regional-level sporting facilities plan	DLGSCI	2025							✓	✓	✓			
<b>88. Increase investment in existing and new infrastructure, including:</b>														
a. delivering an Aboriginal cultural centre in Perth subject to a business case	DLGSCI	2032				✓			✓					
b. improving the capacity and quality of convention and exhibition facilities in the Perth CBD subject to a business case	DPLH, DoF	2032		✓					✓					
c. completing planning to redevelop the Perth Convention Precinct	WAPC, DPLH	2032		✓					✓	✓				
d. redeveloping the Perth Cultural Centre subject to a business case	DLGSCI	2025		✓					✓	✓				
e. delivering priority capital works in the State Sporting Infrastructure Plan subject to a business case	DLGSCI	2032							✓		✓			

Summary of recommendations	Suggested lead agencies	Time frame for completion	Ongoing	Alignment with Strategy objectives											
				1	2	3	4	5	6	7	8	9	10		
89. Develop and publish a 10+ year state tourism strategy	DJTSI (Tourism WA)	2024		✓	✓			✓	✓						
90. Invest in the 4 jewels in the crown of WA's tourism offering, including:															
a. preparing destination management plans	DJTSI (Tourism WA)	2025		✓	✓			✓	✓						
b. investing in the infrastructure program detailed in the destination management plans subject to a business case	DJTSI (Tourism WA)	2032		✓	✓			✓	✓						
c. capturing the wider impacts of investment decisions on tourism-related infrastructure (consistent with Rec 36d)	DJTSI (Tourism WA)	2022		✓	✓			✓	✓						
Justice and public safety															
91. Establish and implement cross-agency stretch targets, measures to achieve these targets and publicly report progress against these targets each year	DPC, DoJ, WAPOL	2023				✓			✓	✓					
92. Improve infrastructure planning with a focus on the interdependencies of police, courts and correctional facilities by:															
a. pursuing collocation opportunities with government and non-government providers	DoJ, WAPOL	2026				✓			✓	✓					
b. improving alignment and cooperation between the DoJ and WAPOL to manage shared assets	DoJ, WAPOL	2026				✓			✓					✓	
c. updating and maintaining the Long Term Custodial Infrastructure Plan	DoJ	2024				✓			✓	✓					
d. progressing long-term planning for courts and police facilities	DoJ, WAPOL	2024				✓			✓	✓					
93. Invest in fit for purpose and contemporary infrastructure, including:															
a. replacing the Broome Regional Prison, subject to a business case	DoJ	2024				✓				✓					
b. replacing the WA Emergency Management Training Centre, subject to a business case	DFES	2032		✓					✓	✓					
c. further investigating the phased rollout of the Government Radio Network, subject to a finalised business case	WAPOL	2032							✓	✓	✓				