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Department of Transport and Major Infrastructure

Annual Report 2026

ACKNOWLEDGEMENT OF COUNTRY

The Department of Transport and Major Infrastructure acknowledges the Traditional Custodians of the land throughout Western Australia and pay our respects to Elders both past and present. We acknowledge the members of all Aboriginal communities, their cultures and continuing connection to Country throughout the state.

Within Western Australia, the term Aboriginal is used in reference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original inhabitants of Western Australia. Aboriginal and Torres Strait Islander may be referred to in the national context.

STATEMENT OF COMPLIANCE

for the year ended 30 June 2026

To the Hon Rita Saffioti MLA, Deputy Premier; Minister for Transport; the Hon Jessica Stojkovski MLA, Minister Assisting the Minister for Transport; the Hon John Carey MLA, Minister for Housing and Works; Health Infrastructure; the Hon Stephen Dawson MLC, Minister for Ports.

In accordance with section 63 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to Parliament, the Annual Report of the Department of Transport and Major Infrastructure for the financial year ended 30 June 2026.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006* and fulfils the Department's reporting obligations under the *Public Sector Management Act 1994*, the *Disability Services Act 1993* and the *Electoral Act 1907*.

Peter Woronzow
Director General
Transport and Major Infrastructure
10 September 2026

ABOUT THIS REPORT

This annual report informs the Parliament of Western Australia and responsible Ministers, Western Australians and other stakeholders about who we are, what we do and what we have delivered for the financial year ended 30 June 2026.

This year marked a significant transition for the Department with the State Government's Public Sector Reform bringing together WA's transport and major infrastructure delivery functions to create the new Department of Transport and Major Infrastructure (DTMI) on 1 July 2025.

This report describes the challenges, performance, and achievements unique to both operations, while highlighting the Department's shared values, purpose, and use of integrated corporate services.

Transport performance is guided by the *Transport Strategic Plan 2025–2029* and is measured and reported using the State Government's Outcome Based Management (OBM) framework.

The newly formed Office of Major Infrastructure Delivery (OMID) reports on the delivery status of major infrastructure projects across six sectors: health, sport and recreation, arts and culture, justice, emergency services and primary industries. OMID's financial results are incorporated within DTMI's financial statements.

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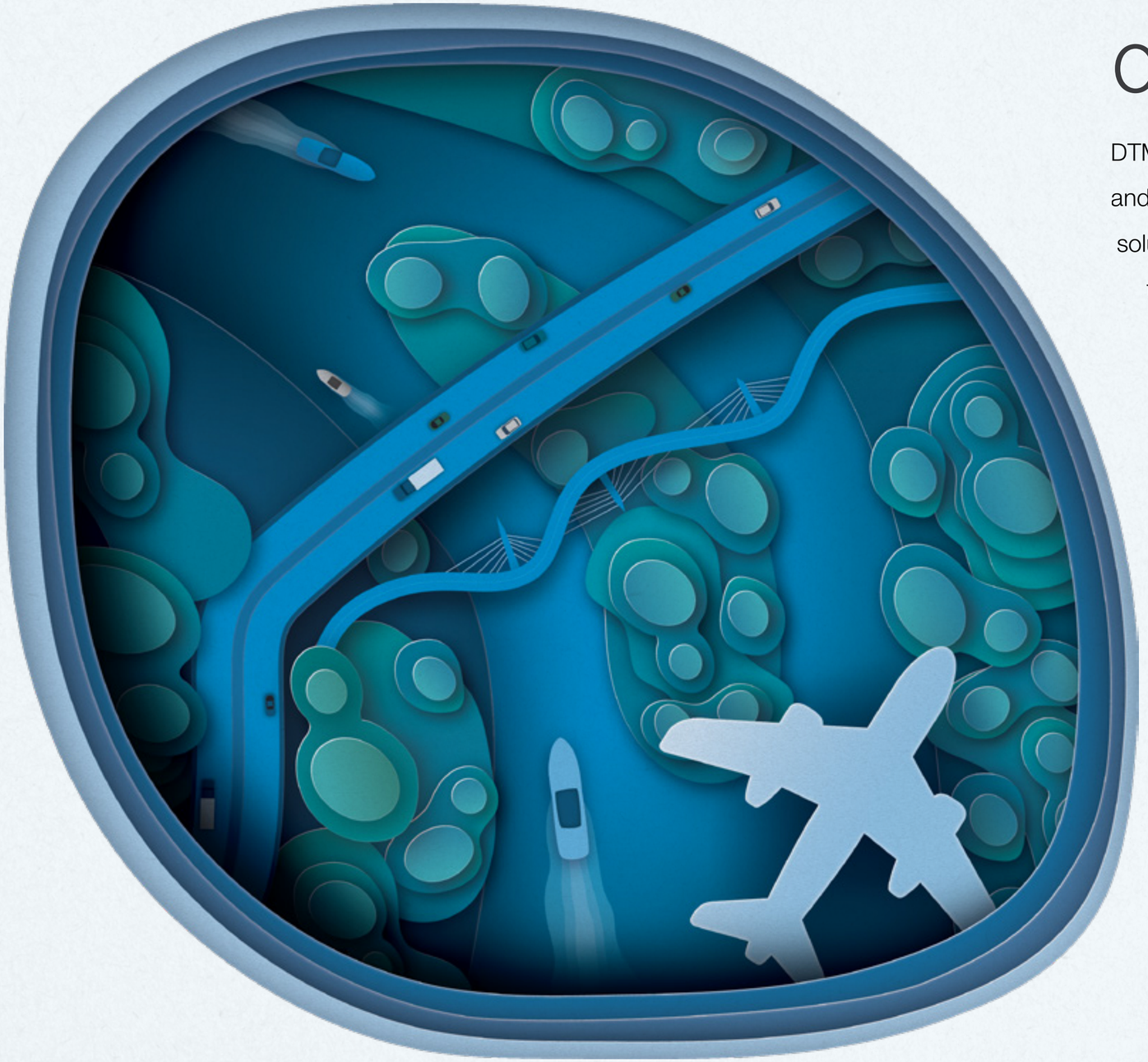

Overview

DTMI advanced targeted reform, transport and major infrastructure delivery, digital solutions and safer, more accessible transport across metropolitan, regional and remote communities.

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About us

DTMI isn't just about roads, paths, boats, planes, trains or major building projects. It's about people.

People who need to get to work, home and everywhere in between and businesses that rely on road, rail, air and sea to deliver billions of dollars in goods and services each year.

It's about connecting people to health, cultural and recreational infrastructure and services.

An integrated and optimised transport network gives the Western Australian community more choice and improves the quality of our lives and our environment. Transformative major infrastructure projects contribute to vibrant, healthy and safe communities.

While the transport and major infrastructure delivery functions within DTMI have distinct roles, together we strive to provide world-class outcomes for Western Australia.

Our purpose

Our purpose is to empower a thriving community in Western Australia.

We lead the development of safe, integrated and efficient transport services and systems and deliver transformative major infrastructure projects for the benefit of all Western Australians.

Our values

Our values – collaboration, wellbeing, accountability and adaptability – are our guiding principles that reflect who we are and what we stand for. They are the foundation upon which our organisation is built. They are enduring and represent our culture, guide our behaviours and influence decision-making and relationships with each other, our community and partners.

Responsible Ministers

As at 30 June 2026

Hon Rita Saffioti MLA
Deputy Premier; Minister for Transport

Hon Stephen Dawson MLC
Minister for Ports

Hon Jessica Stojkovski MLA
Minister Assisting the Minister for Transport

Hon John Carey MLA
Minister for Housing and Works; Health Infrastructure

Enabling legislation

The Department of Transport (DoT) was established on 1 July 2009, under the *Public Sector Management Act 1994* and was re-designated as the Department of Transport and Major Infrastructure on 1 July 2025.

For full detailed list, see the Governance section →

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Executive reviews

In this section, our Director General provides an annual review of the Transport and Major Infrastructure Portfolio. Managing Director – Transport provides an Overview of DTMI's transport operations, and the Deputy Director General for the Office of Major Infrastructure Delivery (OMID) reflects on the first year of DTMI's newly established major infrastructure delivery role.

Director General's foreword

The great privilege of leading our Transport and Major Infrastructure Portfolio lies in seeing the far-reaching impact our work has on improving communities around the State.

In our inaugural year as the Department of Transport and Major Infrastructure, our responsibilities expanded to include planning and delivering complex infrastructure projects of more than $100 million. This broader scope allows us to deliver world-class legacy projects that benefit more Western Australians across diverse sectors.

I am proud that the first of these projects to reach practical completion – Perth Film Studios – was delivered on time and on budget, positioning WA as a centre of national and international screen production. Three additional major projects progressed to construction including the New Women and Babies Hospital Project at the Fiona Stanley Hospital precinct, the Royal Perth Hospital Emergency Department Expansion Project – delivering modern healthcare facilities to support Western Australians for generations to come, and the new Australian Hockey Centre at Curtin University, which will support elite and community-level athletes alike.

This year will also be remembered for our Portfolio's finalisation of the initial stage of METRONET with the opening of the new Midland Station, following the completion of the Byford Rail Extension and full reopening of the Armadale Line. Since commencing in 2017, this program has transformed the city's public transport system, making travel around Perth accessible and affordable for thousands of people, while creating jobs, connected communities and economic growth.

While completing the METRONET rail project, we have also laid the groundwork for the METRONET on Swan Ferry Service Expansion with development approval granted for ferry terminals at Matilda Bay and Applecross and a contract awarded to a local manufacturer to construct WA's first electric ferries. As well as creating job opportunities, the new ferries will offer cleaner, quieter public transport on the Swan River. Similarly, we now have around 160 electric buses operating across our suburbs, saving tonnes of carbon dioxide emissions and supporting cheaper operating costs and more affordable fares for users.

Community safety remains paramount to our work, and we are committed to reducing risk and saving lives by delivering best-practice road and transport system design, education and policy development. This year saw record investment in the State Black Spot Program and the Safer Roads Program, alongside a landmark expansion of the Regional Road Safety Program to local government roads. Research and evaluation show these initiatives have a significant impact on improving road safety and preventing serious injuries and deaths on our roads.

With the rise in popularity of e-mobility devices, we face a new frontier in shaping rules that support their use as convenient and sustainable transport options, while ensuring devices that are overpowered and unsafe are outlawed. Our work in this area has seen DTMI lead efforts to establish a national framework, with the aim to deliver consistent rules that improve safety, set clear enforceable standards and block the importation of dangerous high-powered eRideables.

Landmark changes to Western Australia's Graduated Licensing System (GLS) also progressed with State Cabinet approving a series of reforms to better prepare young drivers and help save lives on WA roads. DTMI led consultation on the evidence-based reforms, collecting thousands of responses from the community on the proposed changes which will also see WA have a separate GLS for cars and motorcycles, in line with the rest of the nation.

The Fremantle Traffic Bridge closure at the beginning of February 2026 was a fantastic demonstration of collaboration across the Portfolio, with stakeholders and the community. Our consultative and adaptive leadership of this project has minimised disruptions and congestion while work progresses on the new iconic bridge that will improve road, shared path and river transport.

The Tonkin Highway Extension and Thomas Road Upgrade is another of our flagship road infrastructure projects underway. One of the biggest ever delivered in Perth's south-east corridor, it will improve road safety and freight efficiency, while reducing congestion. Thousands of jobs are expected to be delivered over the lifetime of the project, including for Aboriginal businesses. This will allow us to further build on our strong track record of increasing Aboriginal economic participation which surpassed $1 billion worth of work in December 2025 across the Portfolio.

Our people have once again proven their professionalism and dedication this year and I thank them all for their efforts. Looking ahead, the 2026-27 State Budget commitments reinforce the critical role we play in delivering projects of state significance – from crucial road connections to the proposed future Westport container terminal in Kwinana that will boost long-term trade and economic growth, to the $100 Fuel Support Payment for every eligible Western Australian driver's licence holder to ease cost-of-living pressures. Our work on these initiatives and more, will continue to improve lives right around the State.

It is a responsibility we accept and are proud to carry forward to build stronger, safer and more connected communities.

Peter Woronzow
Director General
Transport and Major Infrastructure

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Deputy Director General's overview

As the State's lead delivery agency for major social and non-residential infrastructure, the Office of Major Infrastructure Delivery (OMID) is responsible for delivering projects exceeding $100 million in value or involving significant complexity or risk.

Our remit spans health, arts and culture, sport and recreation, justice, emergency services and primary industries projects. While the scope of each project differs, our common and community-centred purpose is to deliver infrastructure that makes a real and lasting difference for Western Australians now, and in the future.

Following its establishment under the State Government's Public Sector Reform, OMID has been operating since 1 July 2025. From the outset, the focus has been on maintaining momentum in project delivery while establishing an organisation that can sustain that pace. To do this, specialist capability merged from across government agencies, including teams from the Department of Finance, the Department of Health and METRONET. This combined capability has enabled OMID to draw on proven experience while building a unified organisational culture.

The first few months of operation at OMID required a careful balance between establishment and project delivery. Consistent governance and decision-making arrangements were put in place as projects transitioned to OMID's remit. This was supported by early project reviews to test and clarify project delivery approaches where needed. While much of this work sits behind the scenes, it has been critical in creating the consistency and discipline required to manage a large and active project portfolio.

Health infrastructure accounts for a significant share of OMID's work to date. Construction of the New Women and Babies Hospital Project started in October 2025 — a major milestone for this landmark project that represents a significant investment in women's, newborn and family healthcare.

The project includes a new women and babies hospital in Murdoch, major expansion of Osborne Park Hospital and expansion of neonatal services at Perth Children's Hospital.

In February 2026, the Peel Community Mental Health Service and the Kaar Maar Specialist Community Eating Disorder Service reached practical completion, improving access to specialised mental health care in the Peel region. Design also commenced on the New Mandurah Hospital that will meet the region's growing healthcare needs.

As part of the focus on increasing capacity across the State's major metropolitan health facilities, Royal Perth Hospital will also benefit from a new building, providing a new emergency department with additional ambulance bays and expanded clinical areas, constructed while the hospital's surrounding essential health services remain operational.

In regional Western Australia, OMID is delivering hospital redevelopments and expansions to improve access to health services for regional communities. The Bunbury Hospital Redevelopment project — the State's largest regional hospital upgrade — will expand surgical, maternity, critical care, emergency and mental health services.

The Geraldton Health Campus Redevelopment will also deliver significant benefits for regional communities, providing a modern, fit-for-purpose hospital and a new radiation oncology unit — the first of its kind in the region.

This will allow patients to undergo radiation treatment and care in Geraldton rather than travelling to Perth. The project also expands emergency, intensive care and mental health services for the Mid West region. In the Pilbara, the New Tom Price Hospital will provide a modern emergency department.

Innovative approaches are being applied to accelerate projects while maintaining continuity of services. At the Albany Health Campus Expansion and the Meekatharra Hospital Redevelopment, modular construction is being used to accelerate delivery and limit disruption to existing hospital operations.

Responsibilities also extend beyond health to community and cultural infrastructure. February marked the completion of the Perth Film Studios, providing a new home for screen production in Western Australia and supporting the growth of the local industry. Construction of the Australian Hockey Centre also kicked off early in 2026 and will support participation from grassroots sport through to national and international hockey competitions.

As OMID continues to mature, there is a clear opportunity to further embed considerations of social value, sustainability and Aboriginal engagement as integral parts of how major infrastructure projects are planned and delivered. The foundations of this work are well underway.

What has stood out most over the past 12 months is the commitment and professionalism of our people. Bringing teams together during a period of change is never straightforward, yet the resilience and focus shown across OMID has been evident. This extends to strong collaboration with our client agencies, delivery partners and industry.

The work OMID delivers is long term in nature. We have a strong platform in place to support what comes next and will continue to deliver major infrastructure that makes a meaningful and long-lasting difference for communities across Western Australia.

Ashley Vincent
Deputy Director General
Office of Major Infrastructure Delivery

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Managing Director's introduction

This year's annual report reflects our continued focus on putting the community at the heart of what we do and delivering sustainable, accessible and equitable transport systems and solutions.

This focus was reflected in the leadership and community collaboration that underpinned our review of Western Australia's Graduated Licensing System (GLS), aimed at creating safer road users and reducing road trauma, especially among young and novice drivers.

Thousands of community responses to our online consultation on proposed car GLS reforms, combined with contemporary research, informed six key reforms approved by State Cabinet in April 2026, including increasing minimum supervised driving requirements from 50 to 80 hours, with at least 10 hours at night.

In a further bid to keep people safe on our roads, October 2025 marked the start of infringements for offences detected by the Road Safety Commission's advanced safety cameras. Since then, our Infringement Services team has played a critical role, processing hundreds of thousands of infringements and responding promptly to public enquiries. We will continue to work with the Western Australia Police Force and the Road Safety Commission to ensure a fair and effective process to manage infringements and conduct appropriate reviews.

A collaborative approach has also driven advancements in our digital services. This includes our nation-leading work to enable WA driver's licences to be used for photo verification in the Australian Government's myID app and progressing a digital driver's licence with Austroads and other jurisdictions. While a physical card will remain available, the voluntary digital option will offer improved security and convenience, with work to integrate it into the Service WA wallet planned for the new year.

Making our services more inclusive and accessible remains a core priority. I was proud to see DTMI's Driving Access and Equity Program receive a Prince Michael International Road Safety Award, recognising its significant impact helping some of the state's most vulnerable people in regional and remote WA obtain their driver's licence.

This financial year, a $122 million State Government funding commitment secured the long-term future of the Regional Airfare Zone Cap (RAZC) scheme, making it more affordable for regional residents to travel to Perth. Alongside subsidies for critical regional air routes and regional airport upgrades, we are helping regional and remote communities stay connected to employment, services and family.

Ensuring connections of a different kind, our Urban Mobility team helped prepare the community for the Fremantle Traffic Bridge closure. Their targeted support, particularly to schools to encourage walking, wheeling, riding, carpooling and public transport use, helped significantly reduce congestion. In the regions, delivery of the final of 11 regional cycling strategies provides a foundation to build on existing bike paths and support more active lifestyles.

Also supporting active lifestyles and safe enjoyment of our waterways, this year marked 20 years since the introduction of the Recreational Skipper's Ticket (RST) in WA. This compulsory marine qualification continues to ensure recreational skippers meet required standards and skills to safely operate their vessel.

Other maritime milestones included completion of rock works on the new northern breakwater as part of the Transforming Bunbury's Waterfront project, with further funding announced to deliver a new community precinct and double boat pens at the harbour.

A construction contract awarded for the Woodman Point Ammo Jetty project will create more than 100 jobs and deliver a safer modern structure at one of the busiest coastal recreation locations in the south metropolitan area.

On strengthening supply chains, the Port of Wyndham on the East Kimberley coast marked its first cotton exports this year, with DTMI helping bring stakeholders together and support planning and regulatory processes. This export capability will open new economic opportunities for the region. Our expertise was also called upon as part of the State Resupply Reference Group, working with industry and government to ensure essential goods reached supermarkets when flash flooding damaged the east-west rail line.

Responding to community needs continues to guide how we improve services. From 1 July, extended opening hours across four metropolitan service centres will give customers greater convenience, made possible by our frontline employees. Similarly, continued investment in our online systems is strengthening our ability to deliver secure digital projects and improve our customer experience.

While delivering for our community remains our guiding purpose, these achievements are only made possible by the skill and dedication of our people and the strength of our partnerships. Thank you for another year of incredible achievements and for your contribution in helping us continue to empower a thriving Western Australian community.

Iain Cameron PSM
Managing Director – Transport

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How we make an impact

DTMI is a large public sector organisation that delivers complex projects and services for the benefit of the WA community. Here is a snapshot of how we make an impact.

Our core inputs

Our people + Our agency partners + Our governance + Our community

Goals, outcomes and services guide our performance

The following three State Government Goals underpin our performance outcomes.

Made in WA Plan
Diversifying our economy for the future and creating local jobs

Safe, strong and fair communities
Supporting our local and regional communities to thrive

Investing in WA's future
Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities

Across four service areas we deliver on three outcomes to achieve the State Government's Goals.

Service area	Outcome
Service area 1: Strategic infrastructure policy and integrated planning	Outcome 1: Integrated systems that facilitate economic development.
Service area 2: Driver and Vehicle Services	Outcome 2: Vehicles and road users that meet established vehicle standards, driver competencies and identity requirements to deliver safe vehicles, safe drivers and secure identities.
Service area 3: Maritime	Outcome 3: An accessible and safe transport system.
Service area 4: On-demand Transport	

Transport

Our transport function is guided by four strategic priorities

- Community first
- Strong governance
- Safe and sustainable transport
- Empower our people

Major infrastructure

OMID leads the delivery of major social and non-residential infrastructure projects across:

- Health
- Sport and recreation
- Arts and culture
- Primary industries
- Justice
- Emergency services

Our values

Collaboration
Working together we get things done. We share knowledge and resources as we work with others to achieve our purpose and accomplish beneficial solutions for our community.

Wellbeing
We recognise the importance of every person's emotional and physical safety, creating an inclusive, supportive and positive workplace for ourselves, each other and our community.

Adaptability
Responding to the changing needs of our community, we are curious, try new things and support each other to grow. We challenge the status quo with innovative thinking.

Accountability
We make informed and transparent decisions and are responsible for our actions.
We share information, seek feedback, and uphold the highest levels of integrity.

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2026 highlights

Here is a snapshot of our performance milestones for 2025-26.

For more details, see the Performance section →

Customer milestones

318,365 Recreational Skipper's Ticket holders

2,179,595 licensed drivers

44,214 Passenger transport driver authorisations

Driver licensing and testing

4,140 assisted by our Remote and Mobile Services team

69,929 Computerised theory tests completed

50,116 Hazard perception tests completed

3,555 gained a driver's licence through the Driving Access and Equity Program
Since the program launched in 2022 to 30 June 2026

142,489 light vehicle and motorcycle practical driving assessments (PDAs) completed

496 service delivery visits across 129 locations by our Remote and Mobile Services team

Digital reach

2,220,407 DoTDirect accounts

15.5 million visits to our Transport WA website

81,310 users interacted with our AI chatbot on the Transport WA website

Transport infrastructure and programs

460m northern breakwater at Bunbury's Casuarina Boat Harbour completed

903,206 zone-capped airfares were flown since the program was launched
1 July 2022 - 30 June 2026

$56.8m invested in 485 projects via the Recreational Boating Facilities Scheme
Since 1998

>4,100 people on average are using Boorloo Bridge each day

11 regional cycling strategies have now been released across Western Australia

$41.6m Albany Airport upgrade construction tender opened

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Major infrastructure projects by sector

Metropolitan Health
New Women and Babies Hospital Project
UNDER CONSTRUCTION

Justice
Casuarina Prison Expansion – Stage 2
UNDER CONSTRUCTION

Regional Health
Bunbury Hospital Redevelopment
UNDER CONSTRUCTION

Arts and Culture
Perth Film Studios
COMPLETED

Regional Health
New Tom Price Hospital
UNDER CONSTRUCTION

Sport and Recreation
Australian Hockey Centre
UNDER CONSTRUCTION

Metropolitan Health
Peel Community Mental Health Service and Kara Maar Specialist Community Eating Disorder Service
COMPLETED

Metropolitan Health
Royal Perth Hospital Emergency Department Expansion
UNDER CONSTRUCTION

Regional Health
Geraldton Health Campus Redevelopment
COMPLETED

Status as at 30 June 2026

Performance snapshot

Financial summary

A summary of our financial highlights and Key Performance Indicators (KPIs), aligned with our Outcome Based Management (OBM) framework, provide a snapshot overview of our 2025-26 performance.

Actual results versus budget targets

The following table provides a comparison of the financial targets and outcomes against criteria included in the Resource Agreement between the Director General, the Minister for Transport and the Treasurer.

	2025-26 Target	2025-26 Actual	Variation	Notes
Total equity ($000)	1,625,127	1,942,681	317,554	Note 1
Total cost of services ($000)	1,012,069	1,203,204	191,135	Note 2
Net cost of services ($000)	506,291	749,321	243,030	Note 2
Net increase/decrease in cash held ($000)	-138,596	29,643	168,239	Note 2
Approved full time equivalent (FTE)	1,988	2,000	12	Note 2

Notes

These notes should be read in conjunction with the Explanatory Statement to the Financial Statements.

Note 1: The increase in equity is mainly attributed to property revaluation increment, lower net operating activities than budgeted along with delayed and underspent capital programs for 2025-26.

Note 2: The Department's financial and workforce growth was significantly influenced by machinery-of-government changes under the State Government's Public Sector Reform program, with responsibility for Major Non-Residential Infrastructure Projects transferring from the Department of Health on 1 July 2025 and from the Department of Housing and Works on 1 January 2026. As majority of these changes were not reflected in the 2025-26 Budget Target, they contributed to increases in the Department's total cost of services, net cost of services, cash holdings and approved FTE positions. Cash balances were also higher than expected due to delayed Capital works program as well as cash balances received in advance from Client Agencies for Major Project Delivery.

For more details, see the Financials section →

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Efficiency and effectiveness KPIs

This is a snapshot of our KPI performance highlighting our contributions towards achieving three of the Government's Goals using the Outcome Based Management framework.

Government Goal: Made in WA Plan

Diversifying our economy for the future and creating local jobs.

Outcome 1: Integrated systems that facilitate economic development

Effectiveness KPIs	Target	Actual
Percentage of containerised freight transported via rail in relation to total metropolitan container movements to and from Fremantle Port	20%	26.4%
Percentage of regional Local Government Areas (LGAs) that have access to regular public transport (RPT) air services between the LGA and Perth	91.5%	91.5%

Service 1: Strategic infrastructure policy and integrated planning

Efficiency KPIs	Target	Actual
Average cost per hour for Strategic Policy Development and Integrated Infrastructure Planning	$166.47	$136.20

Government Goal: Safe, strong and fair communities

Supporting our local and regional communities to thrive.

Outcome 2: Vehicles and road users that meet established vehicle standards, driver competencies and identity requirements to deliver safe vehicles, safe drivers and secure identities

Effectiveness KPIs	Target	Actual
Percentage of vehicle examinations completed in accordance with the Australian Design Rules (Safe Vehicles)	100%	99.0%
Percentage of driver licences issued that comply with the Graduated Driver Training and Licensing System (Safe Drivers)	100%	98.5%
Percentage of identity credentials compliant with the required standard of biometric quality	99.8%	99.9%

Service 2: Driver and Vehicle Services

Efficiency KPIs	Target	Actual
Average cost per vehicle and driver transaction	$21.40	$21.13
Average cost per vehicle inspection performed by Vehicle Examination Centres	$366.87	$336.30
Average cost per vehicle inspection delivered through Authorised Inspection Stations	$234.54	$222.36
Average cost per driver assessment	$147.43	$121.05

Government Goal: Investing in WA's future

Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.

Outcome 3: An accessible and safe transport system

Effectiveness KPIs	Target	Actual
Percentage of wheelchair accessible vehicle taxi journeys carrying passengers in wheelchairs which meet the waiting time standard	95%	98.8%
Percentage of time maritime infrastructure is fit for purpose when required	100%	98.0%
Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels	10.5	8.4
Percentage of audited authorised on-demand booking services compliant with safety requirements	60%	72.4%

Service 3: Maritime

Efficiency KPIs	Target	Actual
Average cost per day for planning, delivery, and management of a maritime asset	$111.10	$97.91
Average cost of managing waterways, safety and compliance per registered recreational vessel	$228.78	$215.24
Cost to maintain Marine Pollution Response preparedness per registered vessel	$57.89	$53.50

Service 4: On-demand transport

Efficiency KPIs	Target	Actual
Cost per On-demand Transport Authorisation	$108.23	$97.32

Legend: Desired result Undesired result

For more details, see the KPIs section →

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Challenges

This year, the Department responded to significant challenges impacting Western Australians through a community first approach.

Community first approach

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Community first approach

This section highlights how DTMI takes a community first approach to addressing challenges impacting our community and organisation.

This year, the Department responded to community challenges including rising cost-of-living pressures, increased road trauma and growing service demand driven by population growth. Government reform also expanded the Department's role to deliver major infrastructure projects, requiring careful coordination to minimise disruption and maintain safe, transparent and continuous services during construction.

Cost of living relief

As living costs continued to rise in 2025-26, DTMI remained committed to helping impacted communities better manage household budgets.

Following the successful introduction of one-month direct debit vehicle registration renewals through DoTDirect in 2022, DTMI has been working towards expanding its direct debit payment options to include 3-month, 6-month and 12-month plans for eligible light and heavy vehicles. Once available, these options will apply to both new and existing DoTDirect customers.

The expanded payment options will help to reduce unintentional unlicensed driving and the additional infringement and vehicle inspection costs that can result.

Together with the introduction of American Express (AMEX) for all DTMI card payments in November 2025, these changes give our customers and the broader community greater flexibility and convenience.

Since its inception in 2022, 26,112 DoTDirect customers have chosen the one-month direct debit renewal method.

In addition to the new payment options, eligible Western Australian households accessed a range of subsidies, providing financial relief and more affordable transport options.

Over $17 million in transport related subsidies for pensioners, students, people with disability travelling in taxis and other concession card holders were administered by DTMI in 2025-26.

We also administered $39 million to recipients of the Department of Primary Industries and Regional Development's Regional Pensioner Travel Card.

From 1 July 2026, DTMI will work with the Office of Digital Government to deliver the one-off $100 Fuel Support Payment to eligible Western Australians holding a valid driver's licence, providing further relief from rising cost-of-living pressures.

These measures reflect DTMI's ongoing commitment to supporting the WA community to manage increasing household costs.

Responding to rising road deaths and injuries

To address the increasing road trauma and rate of young people being killed and injured on our roads, DTMI commenced implementation of key road safety initiatives for young drivers following the Premier's Road Safety Roundtable in October 2024.

A key focus for DTMI this year was conducting public consultation on Western Australia's Graduated Licensing System (GLS) for cars and motorcycles, following the introduction in December 2024 of Tom's Law, which restricts red P-plate drivers to carrying only one passenger.

DTMI led the development of the GLS review process, with guidance from a dedicated stakeholder reference group representing education, research, road safety, local government, police and motoring organisations across the State.

To support consultation, the Department also worked closely with Samantha Saffioti to develop the Tom's Story campaign. Her son, Tom, died in a crash in 2021, and the 2024 Tom's Law legislation is named in his honour.

Following six weeks of public consultation ending November 2025, DTMI received more than 7,700 responses on options to improve the car GLS and submitted its recommendations to government. Cabinet approved the final recommendations in May 2026.

In May 2026 DTMI then undertook a similar public consultation for the motorcycle GLS, receiving more than 3,000 responses. Legislative changes to both systems will be aligned next year, with implementation timeframes yet to be confirmed.

DTMI also enhanced the Safe Driver Reward Scheme, providing eligible provisional and new drivers with a financial incentive for maintaining a clean driving record during their probationary period or first year on an unrestricted licence.

P-plate drivers who do not commit any traffic offences while on their provisional licence, are rewarded with a free licence renewal for one year. Under an enhanced scheme, eligible drivers who maintain a clean record for an additional year are entitled to either a free one-year licence or a $100 discount on a five-year renewal.

The scheme encourages sustained safe driving behaviours and deters risky driving as novice drivers transition out of their probationary period.

The implementation of these initiatives by DTMI during this period reflects the State Government's ongoing commitment to promoting responsible driving and reducing road trauma in our community.

*22,330 provisional drivers received a free one year licence, with a further 3,500 drivers receiving a $100 discount on a five year renewal.

**1 December 2025 - 30 June 2026. Enhancements to the safe driver reward scheme commenced December 2024 which meant that drivers became eligible for the stage 2 $100 discount 12 months later in December 2025*

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Meeting increased demand

Western Australia's growing population continued to place pressure on DTMI's transport services and the State's major infrastructure program.

In response, DTMI trialled extended weekday opening hours at three metropolitan Driver and Vehicle Services (DVS) centres from June to August 2025. The centres operated from 7:15 am to 5:30 pm, giving customers more flexible access to services around work, study and family commitments.

The trial was well received by the community, evidenced through high customer attendance and satisfaction. The trial also indicated demand was spread more evenly across the day, reducing congestion at peak times and improving the overall customer experience.

The trial demonstrated DTMI's commitment to listening to the community and supporting the Government's priority of delivering accessible, customer focused public services. It also supported DTMI business outcomes to improve customer experience, reduce wait times and increase service accessibility.

Following analysis of the trial, extended weekday trading hours will be introduced at four metropolitan DVS centres from 1 July 2026.

Continued monitoring will ensure the model remains sustainable and responsive, supporting the delivery of accessible, contemporary and community-centred services for Western Australians.

As part of its ongoing focus on improving customer experience, DTMI also launched a multi-channel campaign in March 2026 to encourage customers to switch from paper renewals to eBilling through DoTDirect, making it easier to receive licence renewals, invoices and notices electronically while supporting more efficient service delivery. The campaign will continue to be promoted in 2026-27 through service centre staff, social media and Transport WA website.

A total of 390,000 vehicle owners have registered for eBilling as their preferred bill delivery method, including 66,640 organisations and individuals who registered between 1 July 2025 and 30 June 2026.

The Office of Major Infrastructure Delivery (OMID) was established within DTMI on 1 July 2025 to help the State Government respond to growing demand for services and manage the increasing complexity of major infrastructure delivery in a changing economic environment.

Key hospital, transport corridor and community precinct projects continue to face ongoing challenges including approvals, market capacity constraints and the need to build within live, operating environments.

These challenges require careful coordination across government agencies, industry partners and stakeholders while maintaining transparency, safety and service continuity. OMID has been tasked with navigating this complexity, which is critical to minimising disruption and ensuring communities continue to access essential services during construction.

By strengthening governance, fostering collaboration and embedding community needs into planning and delivery decisions, OMID is ensuring projects are delivered in a way that balances efficiency with community wellbeing, builds public confidence and delivers lasting benefits for Western Australians.

Legislative reform to protect the community

As a large, community-focused agency with a significant regulatory role, DTMI works with local, state and national partners to shape policy, plan infrastructure and reform regulation to protect the community.

In 2025-26, DTMI continued reform of Western Australia's crash towing industry to better protect consumers from illegal or unsafe roadside behaviour. Building on the 2025 Stage 1 reforms, Stage 2 strengthens regulation to address high risk and disorderly conduct at crash scenes as well as unscrupulous practices that place motorists under financial pressure.

DTMI established the regulatory and operational foundations for towing business authorisations, including eligibility requirements for providers and minimum standards for storage yards. It also supported industry readiness through education and engagement activities ahead of applications opening on 1 July 2026. Approved authorisation requirements will be progressively introduced across Western Australia from 1 September 2026.

The parliamentary Community Development and Justice Standing Committee's Ride Safe report, delivered in December 2025, highlighted the need for stronger oversight, clearer regulation and enhanced public safety measures for electric mobility devices.

Since then, DTMI has been leading a coordinated whole-of-government response, convening an interagency working group that delivered a response to all 33 recommendations within three months. The State Government supported, or supported in principle, 32 recommendations, with the consolidated response tabled in Parliament on 10 March 2026.

DTMI will continue to lead the implementation of these reforms and support the development of a nationally consistent regulatory framework for electric mobility devices, helping to protect the community and creating more sustainable transport choices for Western Australians.

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Governance

Governance at DTMI is underpinned by our commitment to ethical leadership, transparency, accountability and integrity.

Portfolio, department and reform changes
DTMI organisational structure
Transport structure
Our leadership team
About our leadership team
Enabling legislation

Portfolio, department and reform changes

Starting 1 July 2025, the Department of Transport became the Department of Transport and Major Infrastructure (DTMI). The Department continues to manage transport outcomes and now oversees social and non-residential infrastructure projects (exceeding $100m) through the new Office of Major Infrastructure Delivery (OMID).

To align with this change and the broader reform aim, the Transport Portfolio was renamed to the Transport and Major Infrastructure Portfolio on 21 July 2025.

Changes to Outcome Based Management Framework 2025-26

For 2025-26, the Department's Outcome Based Management (OBM) framework was updated to reflect the changes to the State Government Goals and changes as a result of the State Government's public sector reform.

The following changes to the OBM were approved by the Department of Treasury and Finance.

- Outcome 1 updated from 'Integrated transport systems that facilitate economic development' to 'Integrated systems that facilitate economic development'.
- Service 1 updated from 'Strategic Transport Policy and Integrated Planning' to 'Strategic Infrastructure Policy and Integrated Planning'.

Public Sector Reform

As part of the State Government's Public Sector Reform, responsibility for the Major non-residential Infrastructure Projects function was transferred to the Department from the Department of Health on 1 July 2025 and from the Department of Housing and Works on 1 January 2026.

In accordance with Treasurer's Instructions 3 – Requirement 5.3(i), the Treasurer approved a temporary exemption in March 2026 from reporting on Key Performance Indicators for the Major Projects function (Office of Major Infrastructure Delivery) for 2025-26 and 2026-27 reporting periods.

The exemption was approved to allow the Department sufficient time to establish appropriate systems, processes, and baseline data to support the development of key efficiency and effectiveness indicators.

Consistent with the current Outcome Based Management Framework, costs associated with the Major Projects function are reported within Service 1 Strategic Infrastructure Policy and Integrated Planning.

As part of the 2026-27 Budget process, DTMI received Under Treasurer's approval to establish a new service and outcome for Major Projects within its 2026-27 Outcome Based Management Structure as follows:

DTMI Outcome	DTMI Service
Timely delivery and value-for-money management of the Government's non-residential major building infrastructure projects.	Planning and delivery of the Government's Non-Residential Major Building Infrastructure Projects

These changes will be reflected in DTMI's 2026-27 annual report. However, as noted above, a temporary exemption has been approved by the Treasurer from reporting the Key Performance Indicators for the Major Projects function for 2026-27. Accordingly, these KPIs will not be reported for this period. Costs associated with the Office of Major Infrastructure Delivery currently reported under Service 1 will be reported under the new Service in 2026-27.

For further details on public sector reform related changes to the OBM framework, refer to the KPIs section →

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The Transport and Major Infrastructure Portfolio structure

As part of the Transport and Major Infrastructure Portfolio, DTMI proudly works with our agency partners – Main Roads and the Public Transport Authority, and our project delivery partners – Westport and Office of Major Transport Infrastructure Delivery.

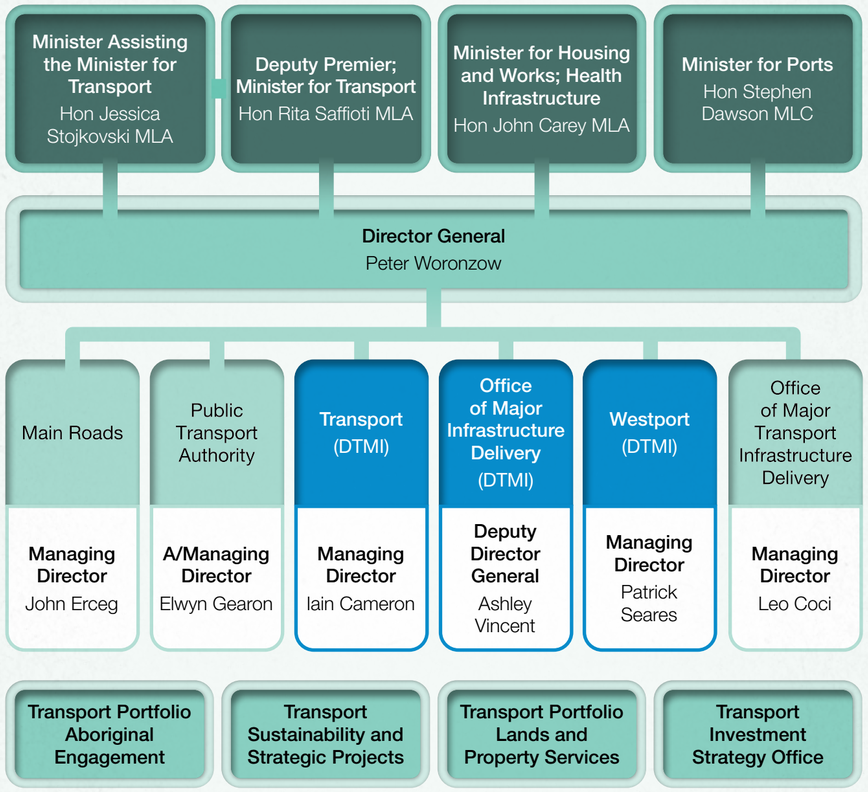
Four cross-agency specialist teams promote collaboration and knowledge sharing throughout the Portfolio, ensuring consistency and transparency.

While each Portfolio agency has different roles and responsibilities, they all report to a single Director General.

In this section we provide an overview of our Portfolio and DTMI organisational structure, DTMI's leadership team, specialist Transport and Major Infrastructure Delivery Portfolio teams and a detailed list of DTMI's enabling legislation that supports our operations.

Transport and Major Infrastructure Portfolio organisational structure

The Transport and Major Infrastructure Portfolio comprises six organisations, each reporting directly to the Director General Transport and Major Infrastructure, who worked with four Ministers in 2025-26.



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Transport and Major Infrastructure Portfolio specialist teams

The Transport and Major Infrastructure Portfolio's four cross-agency teams operate in areas of common interest to ensure a consistent approach, improve performance and support achievement of the Portfolio vision in specialist areas.

Over the past year, the teams have collaborated with industry, government, the community, and within the Portfolio to fulfil these responsibilities.

Transport Investment Strategy Office

The Transport Investment Strategy Office provides investment leadership across the Portfolio. It supports the Portfolio's vision: A better future for Western Australians through connected, resilient, safe and sustainable transport solutions.

Key achievements in 2025-26 included:

- establishing practices and processes in accordance with the nationally agreed administration for delivery of the Australian Government five-year funding agreement;
- completing an Agency Expenditure Review for Main Roads; and
- progressing investment decision making relating to major metropolitan road upgrades, regional road and bridge resilience, road safety programs, Perth Park and the METRONET on Swan Ferry Service Expansion.

Transport Sustainability and Strategic Projects

The Sustainability and Strategic Projects team continued to facilitate collaboration between the Portfolio agencies on targeted sustainability and strategic priorities.

Key achievements in 2025-26 included:

- establishing DTMI's greenhouse gas emissions baseline and digital reporting capability, enabling consistent emissions reporting across the agency;
- delivering background research to inform the WA Heavy Vehicle Decarbonisation Strategy, that will support emissions reduction priorities under the WA Sectoral Emissions Reduction Strategy; and
- developing DTMI's first climate-related financial disclosures through a multi-agency working group, supporting consistent government climate risk disclosure and the WA Climate Adaptation Strategy action 15.

Transport Portfolio Land and Property Services

Transport Portfolio Land and Property Services works strategically to deliver integrated, best practice services for land transactions, building projects and facilities management, as well as optimising commercial outcomes from Portfolio land and property assets.

Key achievements in 2025-26 included:

- securing office accommodation for OMID and Westport;
- negotiating acquisitions and relocations of key businesses for the Westport Port Precinct; and
- in collaboration with the Transport Portfolio Aboriginal Engagement branch, naming the Djooditj Busselton Service Centre as the first in the Portfolio's Aboriginal Placenames Project, supporting reconciliation and fostering cultural awareness while recognising the enduring connection of Aboriginal people to country.

Transport Portfolio Aboriginal Engagement

The Transport Portfolio Aboriginal Engagement branch supports the achievement of State Government Aboriginal business and employment targets on its major transport infrastructure program.

Key achievements in 2025-26 included:

- being recognised as a finalist alongside Main Roads in the Supply Nation Supplier Diversity Awards 2025 in the Government Member of the Year category;
- announcing the 'Road to Success' socialising employment, pre-employment and employment pathways program for Aboriginal people in the East Kimberley region; and
- more than $174 million spent through direct and indirect engagement of Aboriginal businesses, with Aboriginal peoples working more than 629,000 hours on projects.

The Portfolio exceeded $1.1 billion in procurement through Aboriginal businesses since 2021.

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DTMI organisational structure

Three core functions

DTMI comprises of three core functions: Transport; Office of Major Infrastructure Delivery and Westport.

Transport

DTMI Transport consists of ten directorates, each overseen by Managing Director – Transport, Iain Cameron.

Transport leads the development of safe, integrated and efficient transport services and systems for the Western Australian community.

Office of Major Infrastructure Delivery

The Office of Major Infrastructure Delivery (OMID), established on 1 July 2025, is led by Deputy Director General, Ashley Vincent.

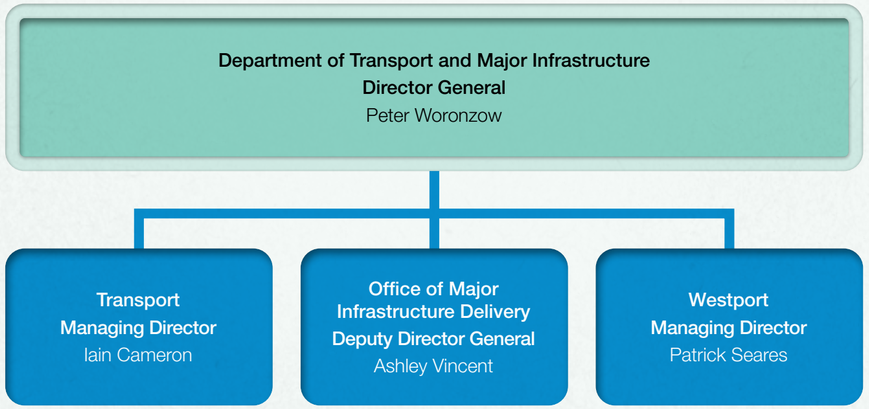
OMID is responsible for planning, procurement, construction and delivery of the State's major social and non-residential major infrastructure.

Westport

Westport, WA's new port and industrial hub, is led by Managing Director, Patrick Seares.

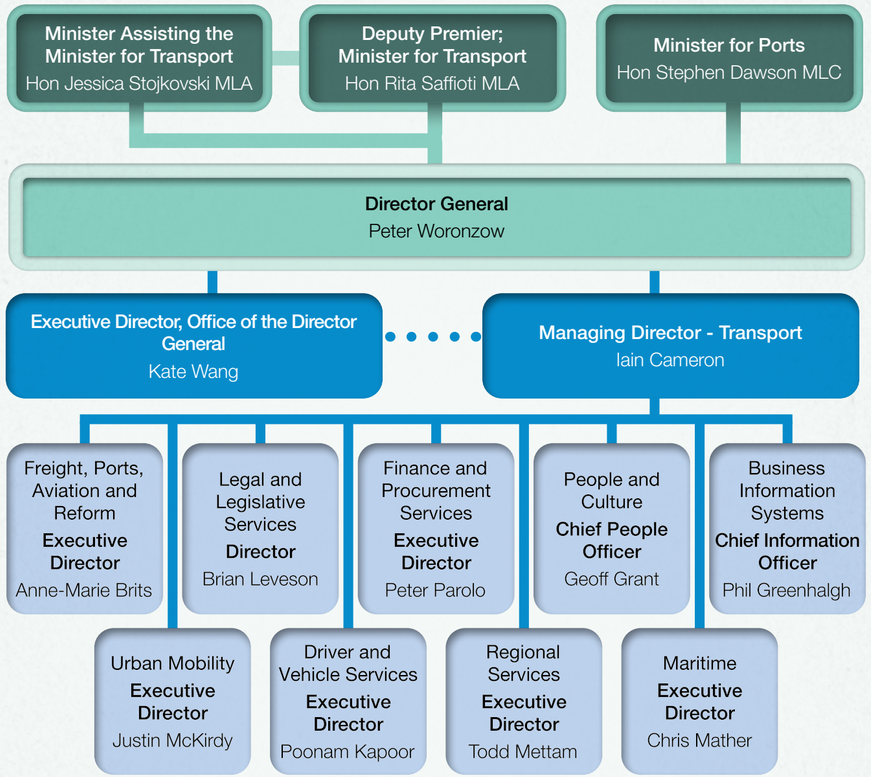
Westport is the WA Government's planning program to resolve Western Australia's future container trade constraints by relocating container trade from Fremantle to Kwinana.

DTMI organisational chart



Transport structure

Transport organisational chart



Notes

This chart reflects the DTMI Transport structure at the end of the 2026 financial year, but during the year there were a number of changes:

- Isabeau Korpel was Executive Director People and Culture until 17/12/25
- Jeneane Bilman acted as Executive Director People and Culture from 18/12/25 -11/02/26
- Geoff Grant acted as Executive Director People and Culture from 12/02/2026 -26/4/26 and was appointed Chief People Officer on 27/4/26
- Brian Leveson was acting Managing Director - Transport from 16/02/2026 -17/4/2026.

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Our leadership team

Left to right, standing: Chris Mather, Patrick Seares, Phil Greenhalgh, Iain Cameron, Peter Woronzow, Geoff Grant, Todd Mettam, Justin McKirdy, Peter Parolo, Anne-Marie Brits.

Left to right, seated: Poonam Kapoor, Brian Leveson, Kate Wang, Ashley Vincent.

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About our leadership team

The DTMI senior leadership team is overseen by Director General Peter Woronzow. These biographies highlight the extensive expertise and experience of our senior executive team.

Peter Woronzow

Director General · Transport and Major Infrastructure

Peter was appointed Director General in November 2021 and his experience spans more than 40 years. He concurrently holds the positions of Commissioner of Main Roads WA, Chief Executive Officer of the Public Transport Authority and Director General of the Department of Transport and Major Infrastructure. Peter is responsible for setting the strategic direction of transport in WA and shaping the development of all major integrated transport plans and leading implementation of some of the state's most transformational capital projects, including METRONET and Westport.

"I am proud to be part of a leadership team dedicated to creating positive change for its people and the WA community."

– Director General, Peter Woronzow

Ashley Vincent

Deputy Director General · Office of Major Infrastructure Delivery

Ashley was appointed Deputy Director General of the Office of Major Infrastructure Delivery in 2025, bringing more than 25 years' experience delivering major public infrastructure, transport and utilities across Western Australia. Previously, as Managing Director of METRONET, he led the State's largest investment in public transport. Ashley has held senior executive roles at Water Corporation and now leads OMID's complex, high value project portfolio, focusing on collaboration, effective governance and long term public value for communities.

Patrick Seares

Managing Director · Westport

Patrick was appointed Managing Director of Westport in 2021, the State Government's planning program to address future container trade constraints by relocating container trade from Fremantle to Kwinana. He brings senior executive experience across the water, environment and marine sectors, including as CEO of a major marine research joint venture and as an adviser to the UK Government on program management and water infrastructure planning. He oversaw the development of Westport's Business Case and is now guiding the definition phase, setting up the foundations required to move the program toward delivery.

Iain Cameron PSM

Managing Director · Transport

Iain was appointed Managing Director in 2018 and has extensive public service experience in education, public health, drug strategy, transport and road safety. He is responsible for the wide range of projects, infrastructure, regulatory functions and services that DTMI Transport delivers. Iain works to achieve better community outcomes through engagement, collaboration, partnerships and values. In 2024, Iain was recognised with a Public Service Medal for outstanding public service through leadership in road safety in WA.

Kate Wang

Executive Director · Office of the Director General

Kate has been leading DTMI's strategic and corporate communications and engagement; ministerial and government business; governance and audit; and executive services activities since 2014, ensuring strong coordination and collaboration across DTMI and the Transport and Major Infrastructure Portfolio. With extensive experience in State Government, Kate has held senior policy and project roles in various agencies and ministerial offices, contributing to portfolios including transport, commerce and education.

Office of Director General is responsible for:

- Executive Services
- Portfolio Coordination
- Strategic Communications and Engagement
- Ministerial and Government Business
- Governance and Audit

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Peter Parolo

Executive Director · Finance and Procurement Services

Peter is a Fellow of CPA Australia with more than 35 years' financial experience. He has worked in diverse government agencies including Justice, Environment and Water before joining Transport where he started in the Ports executive role before progressing to his current role as Chief Finance Officer. Peter oversees DTMI's financial accounting, budgeting and strategy, procurement, fleet and leasing, and additional strategic investment planning activities with eight times achieving Best Practice Agency.

Finance and Procurement Services is responsible for:

- Accounting Services
- Budget Management
- Investment Planning
- Procurement and Fleet Management

Brian Leveson

Director · Legal and Legislative Services

Brian has more than 30 years' legal experience and originally practised as a human rights lawyer in South Africa before emigrating to Australia in 2002. He has served as a ministerial advisor and has been Director of the Legal and Legislative Services directorate for 13 years. During this time Brian has been involved in significant legislative reform initiatives and overseen a range of transformative outcomes.

Legal and Legislative Services is responsible for:

- Legal
- Legislative
- Courts and Tribunal

Justin McKirdy

Executive Director · Urban Mobility

Justin provides leadership in urban mobility to achieve a transport system that is coordinated, safe and effective for the people of Western Australia. He has more than 30 years' experience in road and transport engineering and planning across a multitude of transport-related roles. He is also the Corporate Executive sponsor of the youth program and is committed to developing the DTMI workforce of the future.

Urban Mobility is responsible for:

- Active Transport
- Transport Planning
- Transport Insights

Poonam Kapoor

Executive Director · Driver and Vehicle Services

Poonam is a Fellow of CPA Australia with more than 30 years' experience in financial, budget management, commercial and leadership roles across the public and private sectors. She is responsible for the continuous improvement and delivery of the State's driver, vehicle and occupational licensing functions to more than two million customers. She is focused on leading her directorate to deliver efficient and accessible services and improved driver and vehicle safety outcomes for the community.

Driver and Vehicle Services is responsible for:

- Strategy Planning and Investment
- Customer Service Delivery
- Policy Standards and Knowledge
- Governance and Intelligence
- Revenue and Account Management
- Commercial Management
- Business Transformation
- ODT Policy Intelligence and Education
- Strategic Programs
- Business Services

Chris Mather

Executive Director · Maritime

Chris has over 28 years' experience working across conservation, education, compliance, planning and emergency response. He joined DTMI in 2014 as Director Waterways Safety, undertook the role of Director Maritime Planning in 2022-23 and commenced as Executive Director Maritime in 2023. Chris is currently Chair of the Maritime Agencies Forum which serves as a collaborative platform for state, territory and Commonwealth maritime safety regulators across Australia and New Zealand, enabling strategic dialogue and coordinated action on shared challenges.

Maritime is responsible for:

- Maritime Planning
- Coastal Information
- Coastal Facilities Management
- Project Delivery
- Waterways Safety Management
- MEER and Ports
- Maritime Business Service

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Anne-Marie Brits

Executive Director · Freight, Ports, Aviation and Reform

Anne-Marie leads the Freight, Ports, Aviation and Reform (FPAR) directorate that undertakes integrated transport strategy, policy, planning and programs to support sustainable freight systems, supply chains, ports and intrastate aviation. FPAR also develops, influences and delivers policy and legislative reform at the state and national level. Anne-Marie worked in socio-economic research, commercial banking and for the Australian Government before joining DTMI.

FPAR is responsible for:

- Freight
- Ports
- Aviation
- Transport Reform

Phil Greenhalgh

Chief Information Officer · Business Information Systems

Phil leads the Business Information Systems directorate with more than 20 years of expertise in digital transformation, IT governance and delivery of strategic ICT initiatives. He enjoys building high-performing teams, fostering collaboration and driving technology solutions that deliver lasting value for the community. He is focused on enabling teams to deliver community focused, sustainable solutions in cyber security, platform services, IT governance, strategy, architecture and applications delivery.

Business Information Systems is responsible for:

- Application Delivery
- IT Governance and Assurance
- Platform Services
- Strategic Projects

Todd Mettam

Executive Director · Regional Services

Todd serves as Executive Director, Regional Services, bringing more than 25 years' experience across the public sector and the not for profit sector. Todd has held senior leadership roles with the Departments of Education, Finance and Justice, and the Housing Authority, as well as the Disability Services Commission. His background spans complex service delivery, governance and commercial management in both metropolitan and regional contexts.

Regional Services is responsible for:

- Regional Services
- Driving Access and Equity
- Corporate Buildings and Facilities

Geoff Grant

Chief People Officer · People and Culture

Geoff has over 15 years' experience in senior leadership roles across private and public sectors. He has led diverse human resources functions, driving organisational reform, strengthening culture, and delivering future-focused workforce strategies that support organisational performance and community outcomes. As Chief People Officer, his focus is on fostering an inclusive culture where every employee feels a strong sense of belonging, is empowered to perform at their best, and understands the positive impact their work has on the community.

People and Culture is responsible for:

- Employee Services and HR Systems
- Workforce Management
- Capability and Change

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Enabling legislation

In 2025-26 DTMI was accountable to four responsible Ministers and was provided specific powers, functions and limitations under the following legislation.

The Department of Transport (DoT) was established on 1 July 2009, under the *Public Sector Management Act 1994* and was re-designated as the Department of Transport and Major Infrastructure on 1 July 2025.

Responsible Ministers

As at 30 June 2026.

Hon Rita Saffioti MLA
Deputy Premier; Minister for Transport

Hon Stephen Dawson MLC
Minister for Ports

Hon Jessica Stojkovski MLA
Minister Assisting the Minister for Transport

Hon John Carey MLA
Minister for Housing and Works; Health Infrastructure

Administered legislation

On behalf of the Minister for Transport, DoT administers the following Acts:

- *Air Navigation Act 1937*
- *Civil Aviation (Carriers' Liability) Act 1961*
- *Damage by Aircraft Act 1964*
- *Eastern Goldfields Transport Board Repeal Act 2008*
- *Harbours and Jetties Act 1928*
- *Jetties Act 1926*
- *Lights (Navigation Protection) Act 1938*
- *Marine and Harbours Act 1981*
- *Marine Navigational Aids Act 1973*
- *Marine Safety (Domestic Commercial Vessel National Law Application) Act 2023*
- *Maritime Fees and Charges (Taxing) Act 1999*
- *Motor Vehicle Drivers Instructors Act 1963*
- *Owner-Drivers (Contracts and Disputes) Act 2007*
- *Perth Parking Management Act 1999*
- *Perth Parking Management Act 2024*
- *Perth Parking Management (Consequential Provisions) Act 1999*
- *Perth Parking Management (Taxing) Act 1999*
- *Pilots' Limitation of Liability Act 1962*
- *Pollution of Waters by Oil and Noxious Substances Act 1987*
- *Rail Safety National Law Application Act 2024*
- *Road Traffic Act 1974* (only Part 6A concerning vehicle immobilisation and towing from private land)
- *Road Traffic (Administration) Act 2008*
- *Road Traffic Amendment (Dangerous Driving) Act 2004*
- *Road Traffic (Authorisation to Drive) Act 2008*
- *Road Traffic (Vehicles) Act 2012*
- *Road Traffic (Vehicles) (Taxing) Act 2008*
- *Sea-Carriage of Goods Act 1909*
- *Shipping and Pilotage Act 1967*
- *Trans-Continental Railway Act 1911*
- *Transport Co-ordination Act 1966*
- *Transport (Road Passenger Services) Act 2018*
- *Western Australian Coastal Shipping Commission Act 1965*
- *Western Australian Marine Act 1982*
- *Western Australian Photo Card Act 2014*
- *Wire and Wire Netting Act 1926*

On behalf of the Minister Assisting the Minister for Transport, DTMI administers the following Acts:

- *Towing Services Act 2024*

On behalf of the Minister for Ports, DTMI administers the following Act:

- *Port Authorities Act 1999*

Other legislation affecting the functions and operation of DTMI include:

- *State Records Act 2000*
- *State Trading Concerns Act 1916*
- *Criminal Code Act Compilation Act 1913*
- *Electronic Transactions Act 2011*
- *Evidence Act 1906*
- *Financial Management Act 2006*
- *Freedom of Information Act 1992*
- *Limitation Act 2005*
- *Public Sector Management Act 1994*
- *Disability Services Act 1993*
- *Equal Opportunity Act 1984*
- *Industrial Relations Act 1979*
- *Interpretation Act 1984*
- *Land Administration Act 1997*
- *Library Board of Western Australia Act 1951*
- *Minimum Conditions of Employment Act 1993*
- *Native Title Act 1993 (Commonwealth)*
- *Procurement Act 2020*
- *Public Works Act 1902*
- *Royal Commission (Custody of Records) Act 1992*
- *Taxation Administration Act 2003*
- *Work Health and Safety Act 2020*

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Performance

At DTMI, we take pride in the work we do to achieve the State Government's goals for Western Australia, while fostering an inclusive and safe workplace to empower our people.

Performance overview
Transport performance
Office of Major Infrastructure Delivery project portfolio
Empowering our people
Our access and inclusion focus

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Performance overview

This section outlines how DTMI Transport contributes to three Government Goals through the Outcome Based Management framework, guided by its four strategic priorities. It also highlights Office of Major Infrastructure (OMID) projects, by sector, that are under construction and completed.

While DTMI Transport and OMID have unique operational roles, they are united by a shared purpose and a commitment to empowering our people and fostering a diverse and inclusive workplace.

Transport performance

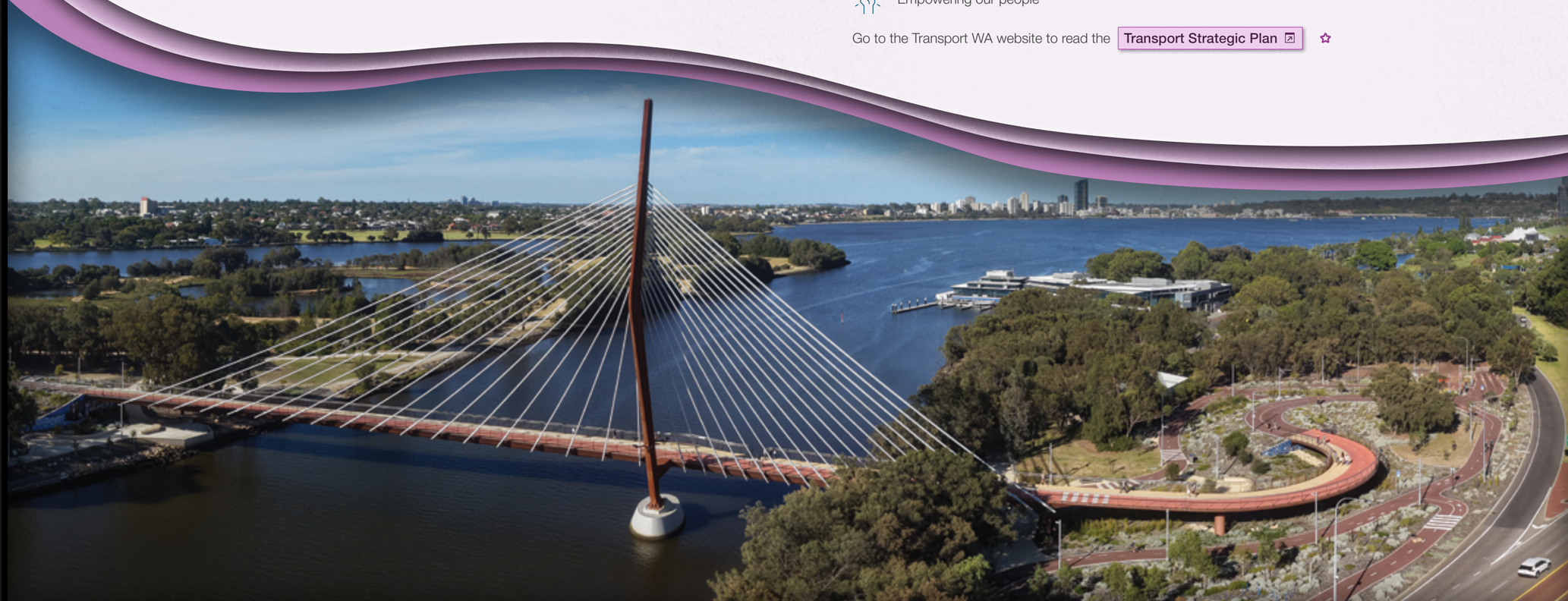
Our strategic priorities guide our performance

The Transport Strategic Plan 2025-2029 sets the direction for our business performance, enabling us to serve the community with effective, community-centric and sustainable transport solutions and services.

Our four strategic priorities have guided how we contributed to achieving three Government goals in 2025-26:

- Prioritising community interests
- Ensuring transport is safe and sustainable
- Promoting robust governance
- Empowering our people

Go to the Transport WA website to read the Transport Strategic Plan



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Achieving the Government's Goals

In 2025-26, the performance of DTMI Transport's directorates and business areas supported three Government Goals under the Outcome Based Management (OBM) framework.

Government Goal: Made in WA Plan

Diversifying our economy for the future and creating local jobs

DTMI contributes to outcome one: integrated systems that facilitate economic development across service one: strategic infrastructure policy and integrated planning.

For more details on our performance see Achieving 'Made in WA Plan' →

Government Goal: Safe, strong and fair communities

Supporting our local and regional communities to thrive

DTMI contributes to outcome two: vehicles and road users meet established vehicle standards, driver competencies and identity requirements to deliver safe vehicles, safe drivers and secure identities, across service two: driver and vehicle services.

For more details on our performance see Achieving 'Safe, strong and fair communities' →

Government Goal: Investing in WA's future

Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities

DTMI contributes to outcome three: an accessible and safe transport system, across service three: maritime and four: on-demand transport.

For more details on our performance see Achieving 'Investing in WA's future' →

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Achieving 'Made in WA Plan'

Our directorates – Urban Mobility; Freight, Ports, Aviation and Reform; and the Westport office are committed to delivering Government Goal: Made in WA Plan.

The following articles and case studies highlight their key achievements in 2025-26.

Supporting active travel during the Fremantle Traffic Bridge closure

URBAN MOBILITY

To prepare for the extended closure of the Fremantle Traffic Bridge in February 2026, DTMI, in partnership with Main Roads and the Public Transport Authority, delivered the Swan River Crossings Travel Demand Management project, helping communities adapt to changes in the transport network.

The project focused on supporting people to travel differently by encouraging walking, wheeling, riding, carpooling and public transport use. This aimed to reduce traffic congestion while maintaining safe and efficient access across the Swan River.

A key highlight was the targeted support provided to schools.

Eleven schools, representing more than 6,000 students, took part in tailored programs designed to make active travel easier and more appealing

Initiatives included bike education sessions, active travel breakfasts, 'safe-routes-to-school' guides and a range of locally tailored activities.

In collaboration with local governments, DTMI also delivered a School Open Street event at Cottesloe Primary School, temporarily closing a nearby street during drop-off time. This created a safer, more welcoming environment for students and families to walk, ride and connect as a community.

At North Fremantle Primary School, a supervised 'bike bus' saw around three quarters of the school community ride to school together, demonstrating the strong appetite for active, social travel options.

Support extended beyond schools to key activity centres, with tailored initiatives delivered for Kings Square and Fremantle Hospital staff, encouraging alternative travel choices and helping ease pressure on the road network.

The broader community also benefited, with free events designed to build bike riding skills and confidence, and the distribution of more than 1,600 active travel maps, making it easier to navigate the area by foot, bike, scooter or public transport.

Through practical support and strong collaboration, the project helped communities adjust to significant network disruptions while promoting healthier, more sustainable ways to travel.

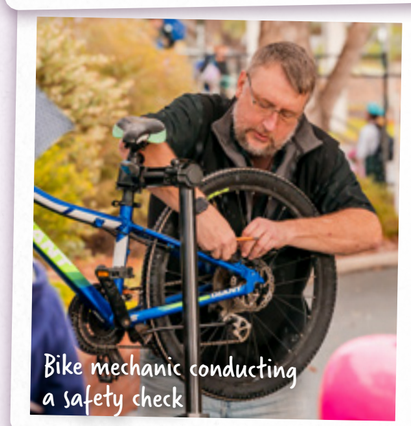
DTMI will continue to build on this approach, providing leadership and support for community-focused initiatives during major transport changes, ensuring Western Australians stay connected, even during periods of disruption.

CASE STUDY

Rolling into school the fun way

Cottesloe Primary School turned a normal morning school run into a celebration of active travel, with a fun-filled open street event on Keane Street held on 15 May 2026.

Children riding at open street event



Bike mechanic conducting a safety check

Facilitated by DTMI through the Swan River Crossings Travel Demand Project, the event encouraged students and families to walk, wheel and ride to school in a safe, car-free environment.

More than 300 students joined in, with many arriving in groups with parents in a lively 'bike bus'.

Once at school, students were welcomed with breakfast before jumping into a packed program of activities facilitated by DTMI.

There was plenty to keep everyone moving and smiling, from bike skills sessions and balance bike fun for younger children to free bike safety checks from a qualified mechanic.

The excitement continued with eco-friendly crafts, chalk art, bike decorating, a smoothie-making blender bike, music, and action-packed BMX, scooter and skateboarding demonstrations.

The event brought the school community together and showed just how enjoyable active travel can be.

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Bike bus initiative grows active travel with schools

Every Tuesday morning, Scarborough Primary School comes alive with the sound of bells, chatter and pedals turning as families join the school's thriving bike bus. What began as a small active travel initiative has grown into a flagship example of how community led programs can transform the school journey.

With support from DTMI's Your Move Program, teachers and parents have been championing active travel since 2020. Their efforts culminated this year in the launch of the bike bus initiative, a coordinated, supervised ride to school route that collects families at set points and times along the way.

The bike bus has quickly become more than just a way to get to school. It is giving the students a fun and active start to the day, while building their confidence, independence and road safety skills.

Families report improved wellbeing, stronger community connections and a noticeable reduction in congestion around the school gates.

Participation continues to grow, and the school has committed to running the bike bus throughout 2026. The results speak for themselves: through the Your Move Program, Scarborough Primary School has lifted active travel participation from 45 per cent in 2020 to 60 per cent in 2026, a significant achievement that reflects the enthusiasm of students, staff and families alike.

Teacher and Your Move Program Champion Sandy Cooke highlights how the impact is felt well beyond the school grounds.

"The benefits to the bike bus are plenty. Students and parents are leaving the car at home and getting some physical activity before school, plus they continue to build a close community, learn the road rules, and contribute to neighbourhood culture, with people in passing cars smiling and waving at the bike bus."

> *"It has been a wonderful start to the year, and we can't wait to see it grow this term!"*
>
> - Sandy Cooke

Scarborough Primary School's bike bus is proving that when a community pedals together, everyone moves forward.

Scarborough Primary School bike bus

Planning for the future: Kimberley 2050 Cycling Strategy

URBAN MOBILITY

The Kimberley 2050 Cycling Strategy was released by DTMI in March 2026, completing a significant statewide program to deliver 11 regional cycling strategies across Western Australia.

Together, these strategies provide a long-term blueprint to guide the development of safe and connected cycle networks across regional WA through to 2050. For the Kimberley, this means a clear and locally informed vision for how walking, wheeling and riding can support healthier active communities.

Developed in partnership with the Shires of Broome, Derby-West Kimberley, Halls Creek and Wyndham-East Kimberley, the strategy reflects the region's unique needs and aspirations. A strong focus was placed on connecting Country through walking, wheeling and riding, recognising its cultural and social importance.

The strategy builds on existing local bike plans and identifies opportunities to grow cycle tourism and bikepacking, while improving everyday access to services, education and employment. By strengthening active travel links within and between communities, it will support enhanced lifestyle and economic outcomes across the region.

Backed by funding through the State Government's 2024-25 Western Australian Bicycle Network Grants Program, initial investment will deliver early improvements and lay the foundation for future infrastructure and program delivery.

With the strategy now in place, DTMI has commenced a review of its regional cycling strategy program to inform future updates and ensure it continues to meet the needs of regional communities.

Through long-term planning, strong partnerships and a shared vision, the Kimberley 2050 Cycling Strategy will continue to deliver a more active, connected and sustainable future for the region.

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Boorloo Bridge: A popular new Perth icon

URBAN MOBILITY

Since opening in December 2024, DTMI has undertaken ongoing monitoring and evaluation of people walking, wheeling and riding across Boorloo Bridge via a mixed-methods approach to data collection to uncover useage patterns.

The bridge is a key link in the city's active transport network, connecting Victoria Park to the Perth central business district via Matagarup (Heirisson Island). The six metre wide bridge is designed specifically for people walking, wheeling and riding. Its distinctive form, inspired by Whadjuk Noongar culture, has also established the bridge as an iconic landmark across the Derbarl Yerrigan (Swan River).

Being a separated path from vehicle traffic on the Causeway, the bridge has delivered a safer and more comfortable journey for people of all ages and abilities to walk, wheel or ride. It has also reshaped how people move between the city and surrounding areas.

Daily use has far exceeded the original forecast of around 3,000 trips, with DTMI's 2025-26 evaluation showing more than 4,100 people now use the bridge on an average day.

DTMI findings have also shown that crossings across this section of the river have doubled, with peak period usage increasing to more than three times previous levels.

The bridge has also proven highly popular with the community and visitors. More than two thirds of those surveyed reported being 'extremely impressed', and 90 per cent said they would recommend the bridge as a destination.

Boorloo Bridge is now both a key transport link and an iconic destination, supporting safe, accessible and sustainable travel while contributing to a vibrant and connected Perth.

Enhancing transport efficiency and sustainability in Perth's city centre

URBAN MOBILITY

DTMI worked with the City of Perth and key stakeholders throughout the year to deliver targeted transport improvements through the Perth Parking Fund.

Established under the *Perth Parking Management Act 1999*, the levy applies to non-residential parking bays within the Perth Parking Management Area. Revenue is reinvested into initiatives that make it easier for people to move around the city, reduce congestion and support a vibrant, accessible city centre.

During the year, levy funding supported a range of projects that improved public and active transport and strengthened network performance, including:

- Central Area Transit (CAT) bus services and the Free Transit Zone, providing convenient and accessible travel within the CBD;
- introduction of electric CAT buses and charging infrastructure at Elizabeth Quay, supporting lower-emission public transport;
- monitoring of the Northbridge tunnel to support safe and reliable travel;
- upgrades to improve accessibility at bus stops and shelters across the CBD;
- traffic incident response services to monitor the network and minimise disruption through active network monitoring to minimise disruption;
- active travel evaluation of Boorloo Bridge; and
- transport planning advice and technical studies to support major developments, including East Perth Primary School.

Together, these initiatives improved access, reliability and safety across the transport network, while supporting the continued growth and activity of Perth's city centre.

DTMI will continue working with stakeholders to deliver future projects funded through the Perth Parking Levy, with a focus on improving access for walking, wheeling, riding and public transport, and reducing congestion in and around central Perth.

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Using digital tools to plan better communities

URBAN MOBILITY

DTMI introduced new web-based mapping tools this year, improving how the Department plans transport infrastructure for WA's growing communities.

By strengthening its geographic information systems (GIS) capability, the Department now has faster, richer access to spatial data, supporting more informed, data-driven decision-making.

These improvements ensure DTMI's planning team can better understand how people move through our cities and regions, helping to ensure infrastructure investment is targeted where it is most needed.

Key achievements in 2025-26 included:

- enhancing spatial data for WA's Long-Term Cycling Network to identify and prioritise future investment opportunities;
- developing a new dataset to track active transport infrastructure from concept through to construction across DTMI-supported programs;
- delivering the Built Environment Active Transport web application, now used daily by planners; and
- creating web applications to support Movement and Place trials in collaboration with partner agencies.

This operational improvement showcases how DTMI continues to integrate technology and data to deliver better outcomes for the community.

Westport geotechnical investigations

Progressing an integrated port and freight system for WA

WESTPORT

Westport is the State Government's long-term infrastructure solution to manage the growth in container trade, delivering a new container port in Kwinana, connected by an integrated road and rail freight network.

The future container terminal is being designed as part of a connected system, integrating marine infrastructure, dedicated freight links and modern governance arrangements to support WA's container trade for the next century.

Following completion of the Business Case in late 2024, Westport is in the *definition* phase undertaking technical work that will underpin future delivery. This is focused on resolving key risks and uncertainties, optimising designs, securing environmental approvals, refining costs, planning construction sequencing, planning procurement and engaging with industry ahead of final investment decisions.

Key milestones delivered in 2025-26 included the completion of a 10-month marine geotechnical program and a $13.5 million research partnership with the Western Australian Marine Science Institution.

Westport has signed significant design contracts over the past 12 months to progress the Program's marine and rail infrastructure. This complements the roads contract, which is more advanced with construction funding announced in April 2026 for the first stage of upgrading Anketell Road between Leath Road and Abercombie Road.

Westport is also progressing the redevelopment of the ageing Kwinana Bulk Terminal. Located within the future Port Precinct, Kwinana Bulk Terminal is Western Australia's only clinker import facility and a critical input to the State's construction supply chain. Redevelopment is being jointly planned with the Fremantle Port Authority leading the landside and topside works and Westport delivering the marine infrastructure.

Together, these activities are advancing a modern, integrated freight system to support Western Australia's long-term economic growth.

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Reaching owner-drivers with targeted freight campaign

FREIGHT, PORTS, AVIATION AND REFORM

DTMI successfully engaged WA's independent heavy vehicle owner-drivers - one of the transport sector's hardest-to-reach audiences - through a targeted campaign to support safer and more sustainable freight operations.

The "Are you getting the best freight rate?" campaign ran over two months between August and September 2025, raising awareness of practical tools available on the Transport WA website. These resources, developed by DTMI's Transport Reform team, includes industry guideline rates set by the Road Freight Transport Industry Council and an online cost calculator to help owner-drivers determine fair and sustainable pricing for their work.

The campaign predominantly used social media advertising, along with targeted emails, media coverage with industry publications and messaging through stakeholder channels such as Main Roads.

The campaign delivered strong results, with daily visits to the owner-driver webpage increasing more than 17-fold and resource downloads rising more than 20-fold. Website survey feedback also showed users valued the relevance and usability of the tools provided.

With more than 90 per cent of freight businesses nationally classified as small operators, and around 7,000 owner-drivers in WA alone, the campaign addressed a critical segment of the State's supply chain.

Supporting these operators to run safe and economically sustainable businesses is essential to maintaining the flow of goods across the state.

DTMI will continue to build on this momentum, developing an owner-driver database next year to enable timely, targeted information to reach those who need it most.

Go to the Transport WA website to view the Owner-drivers content

Connecting communities across WA

FREIGHT, PORTS, AVIATION AND REFORM

The Regional Airfare Zone Cap (RAZC) scheme marked the end of its fourth year on 30 June 2026, delivering 903,206 capped-price airfares across 18 regional locations and making travel more affordable for regional communities.

The RAZC scheme, which is administered by DTMI, provides regional residents with greater access to medical care, employment, education and family connection, ultimately strengthening regional liveability across WA.

In December 2025, the State Government committed a further $122 million to secure the scheme's future, introducing a revised scheme from 1 July 2026. Following 18 months of negotiations with airlines, the updated approach includes flexible pricing to reflect demand and allows airlines to offer fares below the capped price, delivering further savings for regional residents.

Complementary to RAZC, more than $5 million in the 2026-27 State Budget will support key regional air routes, helping maintain essential services and manage rising costs. This includes the Inter-Regional Flight Network and services connecting communities across the Kimberley.

In response to community feedback, DTMI also worked with Airnorth to put in place a 'Kimberley locals fare' for the Broome-Kununurra route in February 2026, reducing air fares on this route for local residents.

Through these initiatives, DTMI continues to ensure regional aviation remains accessible, affordable, reliable and responsive to community needs.

Supporting air services from the ground up

FREIGHT, PORTS, AVIATION AND REFORM

DTMI continued to oversee the delivery of safe, reliable aviation infrastructure that supports air services connecting regional and remote communities to family, medical care and economic opportunities.

State Government funding through DTMI in 2025-26 supported runway, taxiway and apron upgrades at regional airports and airstrips, helping infrastructure keep pace with growing community needs.

Construction was completed for a $19.1 million extension to the East Kimberley Regional Airport runway, enabling larger, modern aircraft to operate at full passenger capacity supporting growth in tourism, mining and agriculture, with more opportunities for lower airfares.

A construction tender also opened for the $41.6 million Albany Airport upgrade to expand fly-in, fly-out (FIFO) employment opportunities and strengthen services between Albany and Perth. The design will allow for future expansion, including accommodating larger firefighting aircraft to help protect the Great Southern region.

DTMI continued to improve aviation access in remote Aboriginal communities through targeted safety and resilience works. At Bidyadanga airstrip, $268,056 in corrective earthworks and drainage works were delivered through the Aboriginal Community Airstrip Renewal Program (ACARP). A Regional Airports Development Scheme (RADS) grant of more than $420,000 supported the remote community of Punmu to install a camel-proof fence, improving safety for essential flights including the Royal Flying Doctor Service (RFDS). These works were delivered in consultation with Traditional Owners and supported local jobs.

CASE STUDY

Airstrip upgrade strengthens remote community access

Approximately 180 kilometres south of Broome on the Kimberley coast, Bidyadanga is the largest remote Aboriginal community in WA and its airstrip provides critical transport links.

Upgrades to the airstrip were completed in October 2025 as part of DTMI's Aboriginal Community Airstrip Renewal Program, with Main Roads delivering works including runway shoulder repairs and drainage improvements to support year-round, safe aviation access.

The project was delivered in collaboration and consultation with Traditional Owners, Karajarri Traditional Lands Association and Bidyadanga Aboriginal Community (La Grange).

Chief Executive Officer of the Bidyadanga Community Tania Baxter said the airstrip supports regular visits from Kimberley Aboriginal Medical Service doctors, transport for boarding students and Royal Flying Doctor Service (RFDS) evacuations.

"It's 180 kilometres or two hours by car to Broome which has the nearest hospital, so for any medical emergency beyond what our local clinic and visiting medical services can manage, we rely on the RFDS," said Tania.

"A health emergency can occur at any time of the day or year, so if our airstrip is in bad condition and the RFDS can't land, we're potentially putting the lives of people in our community at risk."

- Tania Baxter, Chief Executive Officer, Bidyadanga community

"For the safety of our community, I'm really pleased that this project means the airstrip can continue to support vital flights."

The project also helped provide training and upskilling opportunities for six local Aboriginal people who were employed as part of the on-site team who delivered the works.

Bidyadanga airstrip work crew

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Punmu camel-proof fencing project has 'profound' community impact

A 'bumpy landing' can take on a whole new meaning for incoming flights to the remote Aboriginal community of Punmu, where feral camels roam the lands.

A safe, serviceable and camel-free airstrip is paramount to the community which relies on flights to bring in essential supplies and medical services. However, the existing stock fence wasn't enough to keep the camels at bay.

> *"Because of their height, camels were able to push through the fence with their chests."*
>
> - Gary Kairn, Finance and Assistant Coordinator at Punmu Community

Grant funding of more than $420,000, DTMI's Regional Airports Development Scheme (RADS) and the Commonwealth's Remote Airstrip Upgrade Program has supported the construction of a stronger, taller, barrier fence.

Completed in July 2025, the new fence provides safety for incoming flights by preventing the camels from wandering onto the airstrip.

The community's RADS application centred on local employment opportunities, with contractor Ian Bull chosen to lead the project.

Ian was supported by a team of ten local Martu workers who all had the opportunity to earn money and learn new skills.

"The feedback from Ian on the standard of work delivered by our local people has been first class and most importantly, they have real ownership of the new fence," said Gary.

Around 16 kilometres of wire from old fencing was removed and taken to the tip for recycling by the team who also installed the new 3.2km fence.

"Community ownership of projects like this have profound and positive outcomes and we just cannot thank the RADS team enough for accepting our proposal."

Constructing the camel-proof barrier fence at Punmu

Collaborating to strengthen WA's supply chains

FREIGHT, PORTS, AVIATION AND REFORM

DTMI continued to work closely with industry and government partners to improve supply chain efficiency and resilience across WA, ensuring the reliable movement of essential goods to communities statewide.

This collaborative approach was critical in early 2026, when intense rainfall and flooding along the border between South Australia and the Northern Territory caused significant damage to the east-west rail line, disrupting more than 70 per cent of interstate land freight into WA.

From 22 February to 17 March 2026, DTMI worked as part of the State Resupply Reference Group and with the Australian Rail Track Corporation to coordinate responses with industry and government, helping ensure supermarkets and communities continued to receive essential goods during the disruption.

> *Beyond responding to incidents, DTMI is investing in long-term improvements to strengthen WA's supply chain resilience and performance.*

Through the Agricultural Supply Chain Improvements (ASCI) program — delivered in partnership with the Public Transport Authority, CBH and Arc Infrastructure — key projects were completed in 2025-26.

These included new rail sidings at Moora, Cranbrook and Konnongorring, along with the design and start of construction on the Midland line upgrade between Carnamah and Mingenew. These upgrades reduce loading times, enable heavier trains to carry 20 – 25 per cent more grain and improve the efficiency of grain transport to Geraldton port.

DTMI is also supporting the ARTC's $1 billion Network Investment Program, which will enhance resilience along the east-west rail corridor through infrastructure upgrades such as drainage improvements, duplicated track sections and extended passing loops.

The Fremantle Container Rail Subsidy continued to play a key role in shifting freight from road to rail. In 2025-26, the program supported its highest share of freight on rail since its introduction in 2007, removing around 164,000 one-way truck movements from metropolitan roads. This shift is reducing congestion, improving road safety and delivering environmental and community benefits, while supporting growing demand driven by increased intermodal activity and strong grain exports.

Through strong partnerships with intermodal operators, freight customers, government agencies and industry, DTMI ensures ongoing supply chain solutions are practical, coordinated and responsive to the needs of Western Australians.

Looking ahead, work will continue on ASCI projects in 2026-27, including completion of the Midland line upgrade and additional rail sidings at Perenjori, Dowerin and Ballidu. The Fremantle Container Rail Subsidy will also continue to support freight on rail.

Together, these efforts demonstrate DTMI's commitment to building a more efficient, resilient and future-ready supply chain for WA.

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Collaboration achieves Kimberley cotton export milestone

FREIGHT, PORTS, AVIATION AND REFORM

DTMI played a key role in enabling the first cotton exports from the Port of Wyndham in October 2025, marking a significant milestone for the East Kimberley and unlocking new opportunities for regional communities and industry.

Working closely with the Kimberley Ports Authority, Cambridge Gulf Ltd, ANL Shipping, the local cotton industry, Traditional Owners from the Miriuwung Gajerrong and Balanggarra Aboriginal Corporations, and State and Commonwealth Government agencies, DTMI helped coordinate a supply chain solution to facilitate the export of cotton.

A temporary shipping arrangement was established to import empty containers through Wyndham, enabling seven vessel calls and the export of around 80,000 bales of cotton from the first harvest at the Kununurra cotton gin. This early success has demonstrated the viability of container trade through the Port of Wyndham and delivered immediate economic benefits to the region.

The development of first point of entry (FPOE) infrastructure at Wyndham, supported by a $14 million State Government investment, will provide enduring trade capability, reduce supply chain costs and improve access to markets for local businesses.

The return of container trade is expected to drive economic diversification across the East Kimberley, supporting agriculture, mining and other industries while creating local employment opportunities, particularly for Aboriginal communities.

This builds on broader government investment in the cotton industry, including $9 million from the State Government and $34 million from the Australian Government for the Kununurra cotton gin.

DTMI's role has been central to preparing the Port of Wyndham FPOE application and bringing stakeholders together, supporting planning and regulatory processes, and maintaining clear communication with industry and the community. By enabling both interim and long-term solutions, DTMI is sustainably supporting regional growth through investment in port infrastructure.

As part of a broader program of investment across northern ports, including Derby, Broome, Lumsden Point and Dampier, this initiative is strengthening the resilience of WA's supply chains while delivering tangible benefits to regional communities.

Achieving 'Safe, strong and fair communities'

Our Driver and Vehicle Services directorate is committed to achieving Government Goal: Safe, strong and fair communities.

The following articles and case study highlight their key performance in 2025-26.

Improving infringement management for a safer WA

DRIVER AND VEHICLE SERVICES

During this period, DTMI continued to partner with the WA Police Force and the Road Safety Commission to modernise WA's infringement management approach through updated legislation and contemporary digital systems.

Delivered through the Infringement Management Reform Program the reform has made the infringement process clearer, more transparent and easier to understand.

Expanded self-service options, improved communications and more flexible payment arrangements have enabled customers to better understand their obligations and respond appropriately, while maintaining compliance and road safety outcomes.

The reform has improved service delivery and administrative efficiency by reducing manual processing and enhancing system capability. These changes have supported faster, more consistent decision-making and allowed resources to be redirected to higher-value work.

Completed in 2025-26, the program successfully transitioned into business-as-usual operations. The focus now turns to building on this foundation, embedding the reforms, enhancing system capability and continuing to evolve the service in line with customer needs.

Through the program, DTMI has demonstrated how thoughtful reform and strong collaboration can deliver better outcomes for both government and the community.

In 2025-26, DTMI issued 998,922 traffic infringements, collected over $116 million in revenue and contributed to the Road Trauma Trust Account, which supports various road safety initiatives.

The team also handled 455,000 infringement related customer enquiries via telephone, email and post.

Overhaul of licensing system to improve road safety

DRIVER AND VEHICLE SERVICES

The Premier's Road Safety Roundtable in October 2024 identified a review of WA's Graduated Licensing System (GLS) as a key initiative to help improve safety for young drivers and reduce road trauma involving young people.

During this period, DTMI has led the GLS review with guidance from a dedicated stakeholder reference group representing education, research, road safety, local government, police and motoring organisations across the state.

The Department has also conducted two public online consultations enabling key stakeholders and the community to have their say on proposed changes to WA's car GLS, and the creation of a standalone motorcycle GLS.

More than 7,700 responses were submitted during the six-week car GLS consultation. Feedback was overwhelmingly positive, with 67 per cent of responses from people aged 16 to 24, a key GLS audience, and a further 25 per cent from parents.

To encourage people to participate in the online consultation survey, DTMI launched the 'Tom's Story' digital and radio public awareness campaign, which ran concurrently with the car GLS consultation period from 28 September to 9 November 2025.

The campaign featured Tom's mother, Samantha and his best friend Ben, who candidly shared their loss and encouraged new drivers to "Drive like their mate's life depends on it. Because it does."

A new law introduced in late 2024 restricting red P plate drivers to carrying only one passenger was named "Tom's Law" in recognition of Samatha's advocacy for increased safety for young drivers following Tom's passing.

During the Tom's Story campaign, around 40,000 people visited the TransportWA website that included a link to the survey as well as safe driving tips and campaign videos.

Nearly every visitor to the Tom's Story webpage (99.27%) engaged with the content or clicked a link.

DTMI submitted six recommendations to Government to reform WA's car GLS, which Cabinet approved in May 2026. Public consultation on proposed motorcycle GLS reforms also took place in May 2026. Legislative changes to both systems will be aligned next year, with implementation timeframes yet to be confirmed.

CASE STUDY

Samantha's story

My son Tom's life was full of promise.

Tom's story and the impact of losing him were at the heart of DTMI's campaign. It was a reminder of how fragile life can be when it comes to the choices young people make on our roads.

By sharing his story, I hoped to protect other young people and spare families the heartache of losing someone they love.

Too often, road safety is spoken about in numbers and rules. But behind every statistic is a real person, a real family, a real community. This campaign brought that reality forward. It asked young people to think, that could be me, that could be my best mate, that could be my brother or sister.

My message was simple: every time you get in the car, behind the wheel, the choices you make affect more than just you. Safe driving isn't about following rules when you think someone's watching, it's about protecting yourself, protecting your mates and protecting every life on the road, every day.

The overwhelming support for Tom's Law has shown me how much this message is wanted and needed. Our young people's lives matter, and deaths on our roads are preventable.

Parents, teachers and young people themselves have said, we are so grateful for this change. It doesn't take away my grief, but it gives me meaning and strength to know that Tom's story is making a difference. So, drive like your mate's life depends on it… because it does.

- Samantha Saffioti

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Supporting safety and recovery through policy

DRIVER AND VEHICLE SERVICES

As part of the annual *16 Days in WA campaign* in 2025, DTMI introduced targeted measures to better support staff and customers affected by family and domestic violence.

A new policy was implemented to assist victim survivors by waiving fees for replacement driver's licences, photo cards and learner's permits. This initiative helps individuals who have left unsafe situations to quickly re-establish essential identification, reducing barriers to independence and minimising the risk of identity misuse.

Announced by the Minister for Prevention of Family and Domestic Violence, the Hon Jessica Stojkovski MLA during the 16 Days campaign, the policy aligns with the State Government's commitment to safe and inclusive communities.

The Department also launched an online learning module to build staff awareness of family and domestic violence (FDV) in WA. The training supports employees to recognise the signs, respond appropriately and access resources, including support for those experiencing violence themselves.

DTMI will continue to explore opportunities to strengthen this initiative and expand support for those affected in 2026-27. Between 25 November 2025 and 30 June 2026, fees were waived for 53 victim survivors, and 92 staff members completed the FDV training.

Transforming online service delivery

DRIVER AND VEHICLE SERVICES

DTMI advanced initiatives during the financial year to make its digital services more secure, efficient, simple and accessible for customers.

This included introducing electronic signatures, moving customer-facing systems to the cloud and improving online system access for NDIS workers.

Work continued to accept electronic signatures on approved customer forms from next year, supporting licensing and vehicle transactions to be completed online. This will reduce the need for customers to attend a licensing centre in person, saving time, reducing travel and improving access to essential services, particularly for customers in regional and remote areas.

The initiative supports DTMI's commitment to contemporary, customer-focused service delivery and is expected to deliver operational benefits by reducing demand for in-person transactions and easing pressure on licensing centres and regional agents. This will allow staff to focus on more complex customer needs, while supporting more streamlined processes for industry partners, including vehicle dealers and motoring clubs.

The project has been positively received by stakeholders, including community-based organisations operating in regional areas or with limited resources. In addition to improving convenience and accessibility for customers, the initiative contributes to a more sustainable service model by reducing paper use and minimising the need for travel.

Over the WA Day long weekend, DTMI migrated its public-facing system to the cloud to help future-proof its digital services. The planned upgrade meant several online services and transactions were temporarily unavailable from 6pm on Friday 29 May to 6am on Tuesday 2 June, supported by a public awareness campaign to minimise customer disruption. The migration delivered a significant system upgrade, strengthening DTMI's ability to support future digital projects, enhance cybersecurity and improve customer service delivery.

DTMI also made services easier to access for essential workers, launching online renewals for the National Disability Insurance Scheme (NDIS) Worker Screening Check in October 2025. Delivered in partnership with the Department of Communities, the service reflects strong interagency collaboration and a continued focus on improving digital service delivery.

For thousands of NDIS workers, the change removes the need to visit a DTMI Service Centre, allowing eligible renewals and payments to be completed quickly and securely through DoTDirect. This shift to a digital channel reflects a growing expectation for convenient, accessible services, particularly for workers providing critical support to people with disability.

The impact is significant. With more than 30,000 NDIS-related screening transactions managed annually, moving renewals online is reducing pressure on service centres while improving the overall customer experience. It also ensures that in-person support remains available for those who need it most.

Beyond convenience, the initiative strengthens the way services are delivered across Government. By integrating systems and processes between agencies, DTMI is helping to create a more seamless experience for customers while reducing administrative burden on a workforce that plays a vital role in the community.

It also reflects DTMI's role in translating government policy into tangible outcomes that prioritise customer experience, public trust and community wellbeing.

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Leading the nation in digital identity

DRIVER AND VEHICLE SERVICES

In January 2026, WA became the first jurisdiction in Australia to enable driver's licences and learner's permits to be used for photo verification through the Australian Government's myID app.

This initiative strengthened digital identity capability by allowing people to verify their identity using a WA-issued credential as an alternative to an Australian passport. Through the Face Verification Service, users can consent to a real-time comparison between a selfie and the photograph attached to their driver's licence or learner's permit, providing a secure and convenient way to access online government services.

Delivered in collaboration with the WA Police Force, the Commonwealth Attorney-General's Department and the Australian Taxation Office, the initiative supports a coordinated approach to modernising service delivery. It also improves access to digital services, enabling Western Australians to securely access more than 140 DTMI services through DoTDirect and more than 250 government services nationally.

DTMI also progressed work to explore the addition of the WA Photo Card to the National Driver Licence Facial Verification Solution. This would support people who do not hold a driver's licence to access a strong digital identity credential and benefit from secure online service delivery

Looking ahead, Western Australians are a step closer to carrying their driver's licence securely on their phone. During this period, DTMI partnered with Austroads, state and territory road agencies, and industry leaders to deliver an ISO-compliant digital driver's licence and digital photo card in 2027.

DTMI's foundational work, delivered through the Austroads Digital Trust Service, will enable secure and trusted use of digital licences across Australia, New Zealand and internationally. Supported by the State Government's $15.9 million investment in the 2026-27 budget, WA's digital driver's licence will be delivered through the ServiceWA app and establish DTMI as the State's digital identity provider.

By leveraging mobile wallet technology, DTMI is aligning WA with international best practice and unlocking the potential for safer, more convenient identity verification in everyday life.

Together, these initiatives are creating a modern, connected digital identity ecosystem that will make it simpler and safer for Western Australians to access government services and support new digital credentials in the future.

Achieving 'Investing in WA's future'

Our Maritime directorate and On-demand Transport business area are committed to achieving Government Goal: Investing in WA's future.

The following articles and case studies highlight their key performance in 2025-26.

Future-proofing WA's coastal infrastructure

MARITIME

DTMI continued to invest in resilient, long-lasting coastal assets, delivering works at Dawesville breakwater, Fremantle Fishing Boat Harbour and Batavia Marina to strengthen infrastructure, improve safety and meet growing community and industry needs.

Strengthening Dawesville breakwater

A major milestone was reached with the completion of essential maintenance works on the Dawesville breakwater in April 2026. Now more than 30 years old, the structure required refurbishment to restore it to its original design and ensure continued safe navigation of the Dawesville Channel.

Importantly, the works preserved the breakwater's existing footprint and geometry, maintaining the coastal conditions valued by the local community. There was no reported impact on wave quality which had been a key concern during planning.

Supporting regional growth in Geraldton: Batavia pens

Investment in regional maritime infrastructure continues to unlock new opportunities for WA's coastal communities. In Geraldton, $3 million in State Government funding has been used to meet the needs of recreational craft and also accommodate future growth in marine tourism.

A new floating jetty and pen set at Batavia Marina caters for vessels up to 25 metres. Construction was finalised in August 2025, with power connection and car park upgrades completed in April 2026.

Enhancing Fremantle Fishing Boat Harbour

The completion of a new penholder facility at Fremantle Fishing Boat Harbour in January 2026 significantly improved amenities for users while strengthening safety across the precinct.

The purpose-built facility provides modern conveniences for penholders and includes accessible public toilets. Additional upgrades, such as new storage areas, improved waste management spaces, upgraded fencing and enhanced CCTV, further support a safer and more functional harbour environment.

Together with the completion of a new arrival zone with improved facilities for walkers, wheelers and riders to the harbour, the new facilities represent the ongoing progress in delivering the long-term vision outlined in the Fremantle Harbours Master Plan.

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Supporting coastal protection

MARITIME

DTMI, in partnership with the Department of Planning, Lands and Heritage, continued to deliver outcomes through the $33.5 million CoastWA program, supporting the protection of WA's 20,000-kilometre coastline from erosion and inundation risks.

CoastWA provides financial and technical support to local governments, helping them plan and respond to coastal hazards while building long-term resilience.

In 2025-26, CoastWA provided $2.22 million for DTMI's Coastal Adaptation and Protection or CAP program supporting 13 coastal management projects across the state, including major works at Mandurah's Town Beach seawall and sand nourishment initiatives in Wanneroo and Stirling.

Emergency funding of $150,000 was also provided to the Shire of Gingin to address rapid erosion of the Lancelin northern foreshore.

An additional $3 million has been allocated in 2026-27 for CAP programs, ensuring continued investment in safeguarding WA's coastline.

Training today for safer waters tomorrow

MARITIME

As the maritime Hazard Management Agency for Western Australia, DTMI continued to strengthen its readiness to respond to marine environmental incidents in state waters.

In March 2026, the Department's Maritime Environmental Emergency Response (MEER) and Incident Management teams took part in Exercise Transit Challenge, a four-day national oil spill simulation managed by the Australian Maritime Safety Authority and hosted by DTMI. The exercise was the first time in over a decade that the Department has led a national exercise of this scale.

More than 300 participants from across government and industry were involved in the scenario, which simulated a vessel collision off the coast of Garden Island resulting in a significant oil spill. DTMI led a coordinated response that tested incident management, environmental protection and multi-agency collaboration.

The exercise strengthened operational capability and reinforced partnerships, ensuring DTMI remains well prepared to protect WA's marine environment and keep waterways safe.

Partnerships deliver improved boating infrastructure

MARITIME

New and upgraded public recreational boating facilities were delivered across WA in 2025-26 through the Recreational Boating Facilities Scheme (RBFS), in partnership with local governments and other eligible authorities.

Administered by DTMI and primarily funded through boat registration fees, the RBFS is a long-standing grants program supporting the planning, construction and upgrade of boating infrastructure for WA's recreational boating community. Projects are assessed on the benefits they deliver to boat users, with a strong focus on safety, accessibility and environmental sustainability.

Since its establishment in 1998, the RBFS has funded 485 projects, with total investment reaching approximately $56.8 million, demonstrating a sustained commitment to improving boating access across the state.

In 2025-26 round 30 of the RBFS saw $2.45 million allocated to seven projects, delivering both immediate upgrades and forward planning for future infrastructure. These included:

- Shire of Coorow ($11,250): Feasibility study for Leeman boat ramp breakwater, including three concept designs for future works.
- Shire of Denmark ($79,608): Construction of a new toilet block at the Peaceful Bay boat ramp.
- Shire of Exmouth ($89,985): Planning study to guide upgrades to the Bundegi boat ramp.
- Shire of Exmouth ($73,470): Installation of two fish cleaning stations with permanent shade at Exmouth Boat Harbour.
- City of Karratha ($750,000): Upgrade of Wickham Boat Beach ramp to a two-lane facility with a new finger jetty.
- Shire of Murray ($721,257): Replacement of Batavia Quays boat ramp and northern abutment, and construction of a new floating jetty.
- Shire of Shark Bay ($728,070): Design and construction of a replacement finger jetty at Monkey Mia.

Bandy Creek boat ramp in use

Coastal data collection delivers benefits

MARITIME

Critical coastal data collected by DTMI ensured the safety of competitors participating in the inaugural Perth Sail Grand Prix event held in January 2026.

The most advanced mapping technology delivered seabed information with detail that was unmatched for an aquatic event staged in WA waters leading to the endorsement of the event at Bathers Beach.

Technicians combined traditional hydrographic sonar data showing water depths with drone-captured high resolution laser scan data, known as LiDAR, providing above water features. It resulted in a detailed 3D computer model of the racecourse and surrounding seabed showing known areas of concern including the location of the enduring underwater piles of the original Fremantle Long Jetty extending west from Bathers Beach and water depth around the breakwaters at South Mole and Challenger Boat Harbour.

Coastal data capture also helped inform DTMI's planning and response to erosion and climate change impacts across WA in 2025-26.

The Coast Capture WA is jointly funded by the Coastal and Estuarine Risk Mitigation Program ($7.9 million) and CoastWA ($3 million) over three years (2024–2026), delivering high-quality, consistent coastal data to government and stakeholders across WA.

Bathymetric seabed LiDAR capture was completed across the Gascoyne and Pilbara coastlines, as well as several south coast inlets.

Due to adverse climatic conditions, planned works in the Kimberley region could not proceed and were redirected to the Perth to Busselton coastline, where conditions allowed for successful data capture.

Bathymetric data capture and processing for the Perth–Busselton region and south coast inlets were completed in June 2026, marking a significant milestone for the program.

Watch the SailGP video

CASE STUDY

Karl's still #1

West Coast Eagles great Karl Langdon has long championed boating safety as the number one Recreational Skipper's Ticket (RST) holder in WA.

In early 2026 DTMI marked 20 years of the RST - recognised as the most significant marine safety measure implemented in WA when it was first launched in 2006.

The RST is the compulsory marine qualification required by those in charge of recreational vessels in WA ensuring a minimum standard of skill and knowledge to operate safely.

Back in 2006, Karl was part of the first group assessed for their RST at the Marine Education Boatshed in East Fremantle where he excelled in both theory and practical elements.

Catching up with DTMI to mark the 20-year milestone, Karl brought along the giant RST presented to him at the launch of the initiative.

Currently there are more than 318,000 RST holders and more than 104,000 registered recreational vessels in WA. DTMI administers the RST which is delivered using more than 100 authorised assessors throughout WA.

#1 RST holder Karl Langdon recenty updated his old card with a new one

Comparison of the new and old RST cards

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Making our waterways safer

MARITIME

Safety on WA's waterways was again in the spotlight with DTMI working hard to educate skippers, while also improving and enforcing marine laws.

In September 2025, DTMI launched the five-year 'Weather or not' safety education campaign to encourage skippers to make weather a key part of their boating decisions. The campaign provides clear information on trusted weather sources, key weather conditions and how to assess whether it is safe to be on the water.

The first year of the campaign focused on waves, seas and swell to address increased capsize incidents, growing from 15 in 2022-23 to 31 in 2024-25 with four involving a fatality. Effective messaging, calling on skippers to 'Check weather or not you should be on the water', will continue with a new element of weather in 2026-27.

Changes to marine laws in late 2025 have strengthened DTMI's ability to manage hazards and make waterways safer. They provided more comprehensive powers to address a wide range of marine obstructions, from abandoned vessels and illegally moored boats to larger hazards such as vehicles or shipping containers.

Where an obstruction presents a risk to safety or the environment, DTMI officers can now act immediately to remove it without the delay, enabling a faster, more responsive approach to safeguarding water users and sensitive marine environments.

Major progress delivering Bunbury's waterfront transformation

MARITIME

Finishing the rock work for the new 460-metre northern breakwater at Casuarina Boat Harbour and completing a major upgrade of the Koombana Groyne accounted for significant progress in the ongoing transformation of Bunbury's waterfront.

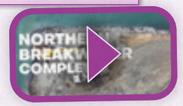
DTMI, in consultation with lead agency, the South West Development Commission, delivered the new breakwater structure in December 2025 ready for the next stage of works including road and service upgrades, and construction of a planned fishing platform and recreation precinct.

The breakwater builds on earlier site improvements, including upgrades to the boat ramp, trailer parking and a new toilet block. Permanent navigation aids have also been installed on the breakwater and at the end of Jetty Road, improving safety for skippers navigating the new harbour entrance.

The $69.2 million construction contract included the complete reconstruction of the ageing Koombana Bay groyne using an additional 21,000 tonnes of rock, transforming a previously unsafe structure into a durable community asset now managed by the City of Bunbury.

Revetments and training walls forming part of the Bunbury storm surge barrier were also rebuilt and handed over to the City, highlighting the strong collaboration between state and local government in delivering long-term coastal protection and infrastructure outcomes.

Watch the
Northern breakwater construction video



CASE STUDY

Sea shanties deliver boating safety messages

Albany in the Great Southern region was the location for an innovative social media campaign designed to broaden the reach and impact of boating safety messages.

Leveraging a unique local partnership with the Albany Shantymen to produce three sea shanties promoting lifejacket use, maintaining a lookout, and checking the weather, the result was - 'catchy'!

Regional Manager Kriss Logan, who spends his days with DTMI and his nights harmonising with the Albany Shantymen, spotted the opportunity for the perfect cultural crossover: local music + maritime heritage + safety messages = something people will remember.

Filmed against Albany's striking coastal and heritage backdrops, the shanties brought boating safety messages to life while celebrating the community's rich maritime history. Each song focused on a specific safety behaviour, using a memorable and shareable format to help the message stick.

Kriss reflected on the value of this approach.

"Being a shantyman and involved in the local community gives me a better understanding of how people connect with what we do at DTMI.

"In this case, working with the Shantymen meant the water safety message was engaging, memorable, and genuinely local, something a more traditional approach."

The Albany Shantymen

The project demonstrated the effectiveness of partnering with local organisations to deliver safety messages in culturally relevant ways. The shanties generated strong engagement across social media channels, with positive feedback from community members who recognised familiar faces, locations, and sounds.

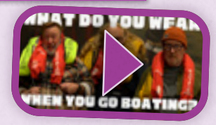
The Albany Shantymen

Kriss highlighted the broader organisational benefits.

"Partnering with local organisations helps DTMI deliver in ways that are more creative, culturally relevant, and engaging.

"It also strengthens our presence and connection in the community, not just as a service provider, but as a genuine partner."

Watch the Shantymen lifejacket video



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Digital PTSS continues to transform everyday travel

ON-DEMAND TRANSPORT

The first year of the digital Passenger Transport Subsidy Scheme (PTSS) has helped subsidised taxi journeys become more convenient and accessible for passengers and drivers.

Launched on 1 March 2025, PTSS replaced paper Taxi User Subsidy Scheme vouchers with a smartcard with braille and a notch carve out, as well as a mobile app and application programming interface for the industry.

630,754 PTSS journeys were completed by 10,319 participants. Since inception to 30 June there have been a total of 20,374 participants.

Accompanying the digital PTSS system, an online application form was released in early 2026, providing an alternative to paper forms and supporting people who use assistive technology to access online services.

Accessible Easy Read books and animations were created to help people with disability and their support people to understand how to apply for and participate in the scheme.

Significant engagement and collaboration with the industry has delivered meaningful PTSS improvements, including increasing functionality into the new digital systems based on operator feedback. DTMI continues to work with the industry and participants to refine PTSS to support safe and accessible services for the Western Australian community.

This collaborative and innovative project has produced an easy to use and accessible way for people with disability to access safe and sustainable transport to actively participate in their communities.

Office of Major Infrastructure Delivery project portfolio

This section outlines OMID's role within DTMI and summarises OMID projects by sector, including their status as at 30 June 2026.

About OMID

Formed in July 2025, OMID is part of DTMI and is responsible for planning, procurement, construction and delivery of major state infrastructure projects on behalf of client agencies. Since its establishment, OMID has been building a dedicated delivery capability to support the State's expanding infrastructure program.

As the lead agency for major social and non-residential infrastructure, OMID is responsible for delivering high value projects (exceeding $100 million) as well as projects that are highly complex or high-risk. These projects span the health, arts and culture, sport and recreation, justice, emergency services and primary industries sectors and are set to make a real difference to every Western Australian.

OMID brings together specialist capability across program and project management, procurement, contract management, finance, commercial disciplines, stakeholder engagement, communications, sustainability and governance. This integrated model is enabling a more consistent and disciplined approach to delivery, ensuring the State's most significant infrastructure investments are managed and delivered safely, sustainably and with a strong focus on public value and community benefit.

The establishment of OMID reflects a deliberate shift in how the State Government plans for and delivers its most complex infrastructure. As the scale, pace and complexity of the State's investment program has increased, so too has the need for a dedicated, specialist office to lead delivery with greater consistency, accountability and commercial maturity. OMID is helping to strengthen delivery, governance and capability across government for projects of statewide significance.

OMID project summary

The following is a summary of OMID projects by sector that are either under construction or completed as at 30 June 2026.

New Women and Babies Hospital Project

HEALTH METROPOLITAN
UNDER CONSTRUCTION

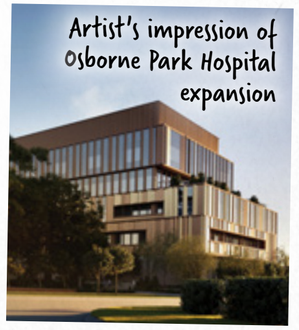
The New Women and Babies Hospital Project will expand choice and services for women, newborns and families across WA, replacing the century-old King Edward Memorial Hospital.

The project includes:

- A fully electric 12-storey, 274-bed new Women and Babies Hospital at the Fiona Stanley Hospital precinct, in Murdoch. The hospital will include:
  - inpatient facilities for gynaecology and maternity patients;
  - a neonatology unit for newborns needing specialised care;
  - operating theatres;
  - a family birth centre; and
  - outpatient clinics.
- New multi-deck car parks providing around 2,500 bays to support future growth in and around the Fiona Stanley Hospital precinct as it becomes home to the new Women and Babies Hospital.
- Expanded neonatology services at Perth Children's Hospital.
- A major expansion of Osborne Park Hospital that will deliver 79 beds across two blocks — a six-storey main clinical block and a four-storey support services block. Facilities will include:
  - expanded women and newborn inpatient facilities;
  - a mother baby unit to support the mental health of expectant and new mothers;
  - a family birth centre;
  - obstetrics theatres;
  - a pharmacy; and
  - outpatient clinics.

Visit the OMID website to learn more about the New Women and Babies Hospital Project

Artist's impression of the new Women and Babies Hospital



Artist's impression of Osborne Park Hospital expansion

Peel Community Mental Health Service and Kara Maar Specialist Community Eating Disorder Service

HEALTH METROPOLITAN
COMPLETED

Construction of the Peel Community Mental Health and Specialist Eating Disorder Clinic is complete with operations commencing in March 2026. The clinic provides outpatient, day and community-based treatment, including services for older adults and outreach services for eating disorders.

The clinic includes:

- 12 consulting suites;
- seven interview consulting suites;
- one clinical examination area;
- one treatment room; and
- two group therapy rooms.

Royal Perth Hospital Emergency Department Expansion

HEALTH METROPOLITAN
UNDER CONSTRUCTION

A new six-storey building will be constructed at Royal Perth Hospital campus with two levels dedicated to a new Emergency Department to meet operational and emerging healthcare needs.

The building will also include:

- a cardiac investigation unit;
- a coronary care unit;
- a general surgical inpatient unit;
- a three-level link to the existing hospital (R block);
- a cardiology inpatient unit;
- two acute medical inpatient units; and
- 16 ambulance bays.

Visit the OMID website to learn more about the Royal Perth Hospital Emergency Department Expansion

Artist's impression of Royal Perth Hospital Emergency Department Expansion

Bunbury Hospital Redevelopment

HEALTH REGIONAL
UNDER CONSTRUCTION

Bunbury Hospital Redevelopment is the largest investment in regional health infrastructure in WA's history and will deliver a new seven-storey clinical tower.

The project includes:

- surgical services and a day procedure unit;
- a birthing and maternity unit;
- an Intensive Care Unit and High Dependency Unit;
- inpatient units;
- Central Sterilising Services Department;
- a teaching, training and research hub; and
- a helipad.

Upgrades and improvements will also be made to the main hospital entry; emergency department; mental health observation area; acute psychiatric unit; essential support services; central energy plant; as well as a light refurbishment of G Block and replacement of existing patient lifts.

Visit the OMID website to learn more about the Bunbury Hospital Redevelopment

Geraldton Health Campus Redevelopment

HEALTH REGIONAL
COMPLETED

The Geraldton Health Campus Redevelopment reached practical completion in June 2026, delivering a modernised, fit-for-purpose facility for the Geraldton and Mid West community. The redevelopment is the biggest in more than two decades.

The project includes:

- an expanded emergency department with increased services and capacity to support faster, more effective treatment;
- an integrated mental health service including a Mental Health Observation Area, Psychiatric Intensive Care Unit and Adult Mental Health Inpatient Unit, alongside the new Midwest Mental Health and Community Alcohol and Drug Service facility;
- enhanced safety features including interview rooms, isolation facilities and behavioural observation beds; and
- modern infrastructure and engineering upgrades to improve reliability, efficiency and sustainability across the campus.

Radiation Oncology Unit

UNDER CONSTRUCTION

A new, standalone Radiation Oncology Unit is also under construction as part of the Geraldton Health Campus Redevelopment. The facility will deliver the first cancer treatment service of its kind in the Mid West, enabling patients to access lifesaving care closer to home. The new facility includes clinical treatment spaces and linear accelerator (LINAC) and computed tomography (CT) machines, allowing patients to access radiation therapy in Geraldton.

Visit the OMID website to learn more about the Geraldton Health Campus Redevelopment

New Tom Price Hospital

HEALTH REGIONAL
UNDER CONSTRUCTION

The State Government has partnered with Rio Tinto to redevelop Tom Price Hospital.

The new, purpose-built facility will include:

- a new emergency department;
- four-bed inpatient ward;
- dental and pathology services;
- contemporary primary care facilities including private interview and consult rooms; and
- communications rooms, kitchen and linen services and a supplies store.

Visit the OMID website to learn more about the New Tom Price Hospital

Australian Hockey Centre

SPORT AND RECREATION

UNDER CONSTRUCTION

The Australian Hockey Centre will become the new home of Hockey Australia with the delivery of a new hockey facility at Curtin University catering to world-class athletes while supporting grassroots hockey in Perth.

The facility will include:

- four outdoor pitches with at least two at International Hockey Federation category 1 international standard;
- a specialist high-performance training centre;
- an indoor hockey centre including two indoor courts;
- a new 1,000 seat stadium with venue capacity to host up to 10,000 spectators in event mode; and
- modern broadcast capabilities, community change rooms, specialist sports lighting, solar panels and administration offices for Hockey Western Australia and Hockey Australia.

Visit the OMID website to learn more about the Australian Hockey Centre

Artist's impression of Australian Hockey Centre

Casuarina Prison Expansion – Stage 2

JUSTICE

UNDER CONSTRUCTION

Casuarina Prison is WA's main maximum-security prison for male prisoners, particularly long-term prisoners. Stage 1 of the expansion was completed in 2020 and delivered 512 beds for the general prison population. Stage 2 has delivered 292 beds as part of Tranche 1 works.

Tranche 2 works include:

- 81 beds for support services, including a new assisted care living unit and high needs care unit;
- new mental health support unit;
- a crisis care unit (addition of new wing);
- a new diesel compound and new eastern car park;
- additions and alterations to staff amenities;
- refurbishment and alterations to the visitor processing area;
- additions and alterations to administration and prisoner reception;
- alterations and refurbishment to laundry, bakery and vegetable processing; and
- refurbishment and alterations to the health and treatment unit; and a new western car park.

Visit the OMID website to learn more about the Casuarina Prison Expansion - Stage 2

Perth Film Studios

ARTS AND CULTURE

COMPLETED

This landmark project completed in January 2026 has firmly positioned WA as a powerhouse for film, television and gaming.

The facility has been a catalyst for economic growth, generating approximately 590 jobs during its construction phase across sectors ranging from construction and logistics to hospitality and post production. With the studios now operational, the positive flow on effects are continuing to spread through communities statewide.

Visit the OMID website to learn more about the Perth Film Studios

Perth Film Studios

Image credit: Simon Westlake Photography

Perth Film Studios

Image credit: Simon Westlake Photography

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Empowering our people

Our people are at the heart of everything DTMI delivers for Western Australia. We invest in their skills, wellbeing and development to ensure they are equipped to adapt, lead and respond to the evolving needs of our customers and community.

Strengthening workplace culture

A strong workplace culture enables our people to perform at their best and deliver outstanding outcomes for the community. With employees across more than 80 locations, DTMI continues to foster a sense of belonging and connection.

Welcoming new employees

Our onboarding and induction practices play a critical role in welcoming new employees. Our digital onboarding platform, HROnboard, introduces employees to DTMI and how we work before they join our team.

Our Welcome to DTMI workshops further enhances the onboarding experience. These interactive sessions connect employees with executives, key support staff and peers.

During the year, nine workshops were delivered both in person and virtually to 400 employees, with a feedback rating of 4.5 stars out of 5.

A values-driven organisation

Our core values: Collaboration, Wellbeing, Accountability and Adaptability, define how we operate and guide how we serve our community. Since 2019, we have regularly surveyed our workforce to ensure the employee experience aligns with our core values, as well as personal and desired values.

The 2025 Your Voice. Our Values, showed a four per cent decrease in cultural entropy from 2023 to 2025, indicating sustained progress towards a healthier, more values-aligned organisation.

Overall, culture scores improved significantly, demonstrating strong momentum in our cultural transformation and reinforcing our commitment to building a workplace where employees feel respected, supported and included.

Employees at a Welcome to DTMI workshop

Embedding inclusion, diversity and lived experience

DTMI has strengthened its approach to workforce inclusion through the launch of the Workforce Inclusion and Diversity (WID) Framework and continued expansion of employee networks.

Introduced in March 2026, the framework embeds diverse employee perspectives into decision-making through structured governance, including a reference group of diversity champions working alongside established networks, which represents a shift towards a more coordinated and evidence-led approach to inclusion. Key achievements in 2025-26 included:

- Launch of the WID Framework and governance model to capture diverse employee perspectives across multiple inclusion groups.
- Growth and diversification of employee networks.
- PRIDE Network recognised with the IPAA Award for Best Practice in LGBTIQA+ Inclusion.
- Expansion of the Young Professionals Network, including establishment of the WA Emerging Transport Professionals network in collaboration with Main Roads and the Public Transport Authority.
- Continued growth of the Yarning Circle Aboriginal employee network, including creation of the Deadly Pathways program.
- Establishment of Culture Circle (CALD), Wisdom Workers (55+) and Disability Inclusion employee groups.

These initiatives strengthen organisational capability and our commitment to community-centred delivery by ensuring workforce policies reflect diverse perspectives and lived experience.

They also align with the WA Substantive Equality Policy Framework and support DTMI's strategic priority to empower our people, while contributing to workforce diversity outcomes and inclusive leadership practices across the organisation.

Inclusive recruitment and equitable employment

In December 2025, DTMI achieved its Year 2 renewal of Disability Confident Recruiter (DCR) status. This reflects our ongoing commitment to inclusive recruitment, with a focus on reasonable adjustments, inclusive job design and building hiring manager capability to support candidates with disability.

The renewal enabled us to assess progress against established benchmarks and identify opportunities for continuous improvement in fostering an inclusive workplace.

Pathways for Aboriginal youth

The Deadly Pathways youth employment program is an 18-month pilot designed to support Aboriginal young people across metropolitan and regional WA into sustainable employment through structured development in a culturally safe environment. Key achievements in 2025-26 included:

- Co-design with Aboriginal stakeholders and community organisations.
- Appointment of ten participants from 31 applicants across Perth, Broome, Geraldton and Albany, commencing in June 2026.
- Recruitment of a dedicated Aboriginal Youth Coordinator.
  - » Establishment of a structured, culturally informed 12-month program model.

The program supports long-term workforce diversity, aligns with State Government priorities to improve Aboriginal employment outcomes, and supports the DTMI Transport strategic priorities of 'community first' and 'empower our people'.

Investing in workforce capability

DTMI continued to invest in capability development, with employees completing 15,501 courses across mandatory training, including integrity, cybersecurity and record keeping; team leadership, covering workplace health and unconscious bias; and professional skills, including financial management, procurement and customer service.

Upskilling employees

DTMI employees completed 936 self-directed courses online via Learning 4U, which offers over 90,000 courses.

Public Sector Skills Academy launch

The Public Sector Skills Academy launched during the year with 12 courses, including AI fundamentals, digital confidence and public sector recruitment rules. It will eventually offer up to 120 courses to support a skilled, adaptable workforce delivering high quality services to the WA community.

DTMI also helped shape sector-wide capability development through the launch of the Delivering Exceptional Customer Experiences pathway. Drawing on expertise from Driver and Vehicle Services, Regional Services and Maritime, DTMI coordinated course development workshops with 25 subject matter experts and 12 customer service leaders.

Building leadership impact

DTMI continues to strengthen leadership capability through targeted programs which support its people leaders in leading change, building trust and supporting employee wellbeing while achieving results. Key achievements in 2025-26 included:

- Thirty-six leaders graduated from the final delivery of the People Managers Program, a Certificate IV in leadership and management.
- Since 2021, 105 leaders have completed the program, to be replaced with the Thriving Leadership Program, which will integrate existing leadership offerings into a unified, flexible development pathway.
- DTMI leaders participated in highly regarded public sector leadership programs, one completing the Public Sector Commission's Elev8 program, and another the Graduate Certificate in Business (Executive Leadership and Management) delivered by Murdoch University in partnership with the Department of Fire and Emergency Services.

Enabling workforce transition and reform

Significant progress was made in recruitment reform and digital uplift, strengthening recruitment efficiency and consistency. Key achievements in 2025-26 included:

- Corporate Executive endorsement of a streamlined recruitment framework to support timely hiring outcomes.
- Transition of eForms to the Azure platform, enhancing security, system reliability and integration.
- Planning for a new candidate management system from 2027.
- These initiatives support a modern, efficient and user-focused recruitment system aligned to future workforce needs.

Supporting major infrastructure reform

DTMI corporate services helped establish the Office of Major Infrastructure Delivery (OMID) to lead State Government planning and delivery of complex, high-value infrastructure projects.

A staged transition to integrate METRONET, Department of Health and Department of Housing and Works entities into OMID, ensured business continuity while integrating delivery capability across key programs.

This work strengthens the State's ability to deliver major infrastructure that supports community wellbeing and economic growth.

CASE STUDY

Amie's leadership journey

For Amie Buisman, taking part in the Graduate Certificate in Business (Executive Leadership and Management) was more than a professional development opportunity, it was a chance to grow as a leader and connect with others from across the public sector.

Delivered by Murdoch University in partnership with the Department of Fire and Emergency Services, the program brought together people from different agencies, roles and backgrounds. For Amie, those connections were one of the most valuable parts of the experience.

"Connecting with people from across the public sector gave me a broader perspective on leadership and the challenges we all face," Amie said.

"Even when our roles were different, there was a lot of common ground. Those conversations helped me reflect on what good leadership looks like and how I can bring those insights back to my own team."

Amie said the program has had a lasting impact on the way she leads and makes decisions.

> *"It encouraged me to think more deeply about why I lead the way I do and the broader value our work creates for the community."*
>
> - Amie Buisman

"I now approach leadership with a stronger sense of purpose and a clearer focus on outcomes. It's made me more intentional, more values-driven and better equipped to respond to the challenges we face in delivering DTMI services."

Amie Buisman (right) with manager, Michelle Porter

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Empowering our people through strategic change

Our People and Culture directorate collaborate across the Department to design, develop and implement initiatives that support DTMI's strategic priority to empower our people.

Organisational initiatives

DTMI has implemented several significant workforce and organisational change initiatives to deliver tangible organisational and community benefits. Key achievements in 2025-26 included:

- Development of our first Strategic Workforce Plan, providing a clear, long term framework to build future talent and capabilities, manage workforce risk, and ensure capacity is aligned to our strategic priorities.
- Embedding our new organisational architecture to improve clarity of accountabilities, scalability and consistency across the organisation.
- Progression of major transformation programs for Driver and Vehicle Services, Business and Information Systems, Maritime and OMID.
- Progression for Privacy and Responsible Information Sharing (PRIS) readiness activities, alongside a cyber security uplift aligned with the Australian Cyber Security Centre's Essential Eight requirements.
- Designing an integrated, end to end Talent Management system to support clearer objectives, career conversations, critical role identification, and succession planning.

Recognising and supporting our people

DTMI delivered its second People Recognition Awards, celebrating employee contributions aligned with our values and strategic priorities.

From 225 nominations, seven winners were recognised across leadership, innovation, service and community impact categories.

Wellbeing strategy

DTMI launched its Wellbeing Strategy 2026-27, reinforcing our commitment to a safe, inclusive and healthy workplace.

The strategy recognises wellbeing as multi-dimensional, encompassing physical health, psychological safety, cultural inclusion and a thriving workplace environment. It provides a clear framework to ensure employees feel valued, empowered and connected.

2025 Employee Recognition Awards

Our access and inclusion focus

This section highlights DTMI's commitment to providing access to its facilities, information and services to WA's diverse community in a fair and non discriminatory manner.

This is achieved through the Transport Portfolio Disability Access and Inclusion Plan (DAIP), and DTMI's Reconciliation Action Plan (RAP), as well as our Multicultural Plan and Substantive Equality initiatives.

DTMI's achievements are monitored by our internal Access and Inclusion Committee and highlighted three times a year in a communiqué published on DTMI's website and employee intranet.

For more details on our performance see Disclosures section →

Transport Portfolio Disability Access and Inclusion Plan achievements

DTMI continued implementation of the Transport Portfolio Disability Access and Inclusion Plan (DAIP) 2022-2027.

The Portfolio DAIP includes strategies that aim to improve access, inclusion and opportunities for people with disability, their families and carers.

Read the Transport Portfolio Disability Access and Inclusion Plan 2022-2027

Neurodivergent Network

Now in their second year of operation, the Neurodivergent Network has focused on raising awareness and supporting inclusion through internal communications around key dates such as Neurodiversity Pride Day, and working with the People and Culture team to improve and refine workplace adjustment procedures. Currently with over 50 members, they are DTMI's fastest growing network.

DTMI Disability Inclusion Network

The DTMI Disability Inclusion Network (DIN) was established in March 2026 to provide a safe space for employees with disability to connect, share experiences and work together to build a more inclusive and accessible workplace. In their first three months of operation DIN have secured the Chief People Officer as their Executive Advocate, collaborated with similar networks across the Portfolio on key priorities such as increased awareness of invisible disability, and established their annual plan with core network leads.

Improved usability

As part of the new Transport WA website, the 'Report a Medical Condition' form has been converted into an accessible online format to improve ease-of-use for all users. This was the final form to be transitioned to the new platform.

Try out the 'Report a medical condition' form

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Walking, wheeling and riding

The Transport Network Identity and Amenity guidance project is in development. This guidance will aim to establish a clear identity, wayfinding approach and amenity framework for WA's active transport network, helping create a more recognisable, comfortable and welcoming experience for people walking, wheeling and riding.

Phase one of the project was undertaken in 2025-26 and included extensive community and industry engagement to understand the factors that influence participation in walking, wheeling and riding, identify user needs, and establish an evidence base for future guidance and investment. This included targeted All Ages and Abilities workshops held in December 2025 with DTMI employees with disability and those who live with, care for or support people with disability, providing insights into accessibility needs, barriers to participation and opportunities to create a more inclusive active transport network.

The findings from the outputs of Phase one are now informing the scope and priorities for Phase two, translating user needs and evidence into practical tools and guidance that will shape the future planning, delivery and experience of WA's active transport network.

Staff learning and awareness

Staff learning and awareness remained a key focus during the year. The disability awareness module, *How to Include People*, became mandatory for people leaders in November 2025 and was promoted internally ahead of International Day of People with Disability. The module was completed by 260 people leaders.

Additional learning included the Psychosocial Hazards and Trauma module, completed by 2,028 employees, and Inclusion Unconscious Bias training, completed by 104 people leaders.

METRONET celebration

The METRONET Access and Inclusion Reference Group's final METRONET event was 'Elevate and Celebrate' in October 2025 that marked the reopening of the Armadale line, the Byford Rail Extension opening for passenger services, and the official opening of Long Park, Perth's longest linear park. Members were also invited to join Public Transport Authority's new access and inclusion group.

Visiit the METRONET website to learn more about the Armadale line opening

Disability Confident Recruiter

DTMI renewed its Disability Confident Recruiter status with the Australian Disability Network for a second year (November 2025 – November 2026), recognising our commitment to accessible and inclusive recruitment practices.

Passenger Transport Subsidy Scheme

Transition to the digital Passenger Transport Subsidy Scheme (PTSS) was completed and implemented on 1 October 2025, replacing the paper vouchers of the Taxi User Subsidy Scheme (TUSS). Following this, DTMI has developed an online PTSS application wizard to improve accessibility for future applicants with disability. This is supported by accompanying Easy Read resources made available on the Department's website.

View the Easy Read PTSS resources

WAV grant for Exmouth

Exmouth Bus Charters received an $80,000 grant to establish Exmouth's first Wheelchair Accessible Vehicle taxi service, addressing a high-priority service gap.

DTMI is continuing its review of On-demand Transport WAV grants, with outcomes to be incorporated into the 2026-27 grant round, expected to open early next financial year.

Go to the Transport WA website to learn more about WAV grants

Wheelchair Accessible Vehicle taxi service

Reconciliation Action Plan achievements

DTMI's vision for reconciliation is to empower Aboriginal and Torres Strait Islander peoples as members of our thriving community, by connecting them to goods, services and places and providing linkages between land and sea.

DTMI is committed to maximising opportunities for Aboriginal and Torres Strait Islander peoples and businesses to access jobs and contracts.

Opportunities for Aboriginal-owned businesses

A historic milestone was achieved, with Aboriginal-owned businesses delivering more than $1 billion in work across the Transport and Major Infrastructure Portfolio, reflecting strong partnerships, direct contracting opportunities and capacity-building initiatives.

Maritime collaboration with Aboriginal corporations

Maritime is working with the Yamatji Marlpa Aboriginal Corporation (YMAC) and the Nganhurra Thanardi Garrbu Aboriginal Corporation (NTGAC) in connection with developments in the Exmouth / Coral Bay area, for monitoring projects where there is potential Aboriginal cultural heritage / archaeological interaction. Maritime is also currently working with YMAC on a heritage agreement with NTGAC for the region.

DTMI RAP development

The new DTMI Reconciliation Action Plan (RAP) development working group was established at the end of 2025, following an agency wide invitation to staff to register their interest. Todd Mettam, Executive Director Regional Services and executive advocate for the Yarning Circle, chairs the working group, strengthening senior leadership engagement in RAP development and delivery.

The group is responsible for progressing the development of the new Innovate RAP, ensuring it reflects business area input and is guided by Aboriginal and Torres Strait Islander perspectives. Three RAP development working group meetings have been held to date in 2026, which included:

- workshop activities to refresh DTMI's vision for reconciliation, and identify RAP priority areas; and
- a presentation by Reconciliation WA on their reconciliation learnings, role and resources.

Work to develop the new RAP is continuing, including a RAP survey that was rolled out in May 2026. DTMI staff and external stakeholders were invited to provide input in the development of the new RAP. Their feedback will help shape the actions we commit to in our RAP, including how we make our services, facilities and information more accessible, to enhance outcomes for Aboriginal and Torre Strait Island peoples and communities.

Deadly Pathways Aboriginal Youth Employment Program

DTMI launched Deadly Pathways Aboriginal Youth Employment Program which provides a culturally supportive pathway into careers within government. Participants learn to develop core workplace skills such as communication, digital capability and financial literacy, while gaining hands-on experience across the Department. In June 2026, 10 participants commenced their career pathways across Regional Services, Maritime and DVS. DTMI Yarning Circle members have played a central role in designing the program, along with input from DAEP funded organisations.

Go to the Transport WA website to learn more about Deadly Pathways

Working with remote communities

DTMI is now a member of the Remote Aboriginal Housing and Municipal Services Working Group, meeting fortnightly to discuss government funded works within remote Aboriginal communities. DTMI has established working relationships with the Department of Communities, Department of Planning, Lands and Heritage, as well as Main Roads, allowing us to raise issues on behalf of remote Aboriginal communities.

Increasing opportunities for Aboriginal engagement

DTMI has established its first Agency Aboriginal Procurement Plan (AAPP). The AAPP supports the intent of the State Government's Aboriginal Procurement Policy, by ensuring agencies have a clear approach to identifying and increasing contracting opportunities for Aboriginal businesses and Aboriginal Community-Controlled Organisations. The AAPP will be submitted on an annual basis to the Department of Treasury and Finance, alongside DTMI's Strategic Forward Procurement Plan.

DTMI Yarning circle video

A video highlighting the role of DTMI's Yarning Circle was launched internally and on our YouTube channel in July 2025. It features members speaking about the group's role and impact within the agency and highlights our commitment to walking together to ensure DTMI is a place where Aboriginal and Torres Strait Islander peoples can thrive and contribute to their fullest.

Watch the Yarning Circle video

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Active Transport Network Identity and Amenity project.

DTMI has progressed the first phase of The Active Transport Network Identity and Amenity project. This included formative work that enables investigation of opportunities to acknowledge Aboriginal and Torres Strait Islander cultures across the WA Bicycle Network. The next phase is planned to commence in 2026-27.

Protocol for guiding consultation

In September 2025 the Aboriginal Art, Language and Story Protocol ("the Protocol") was launched on all Transport and Major Infrastructure Portfolio intranets. The Protocol is a comprehensive guide for use when consulting with Aboriginal peoples and obtaining Indigenous knowledge to guide or inform our projects or activities. It also provides advice for records management of the knowledge derived from that consultation.

Cultural competency prioritised

In January 2026, a portfolio-wide interim Cultural Competency Training panel was established to deliver cultural awareness training and resources for our workforce. This initial offering lays a foundation for stronger cultural competency and awareness across DTMI and the wider Transport and Major Infrastructure Portfolio. A cross-portfolio working group is currently developing additional training offerings designed to sustainably and consistently build cultural competency.

RADS funding serves remote communities

Under the Regional Airports Development Scheme (RADS) 2025–27 funding round, approximately $1.6 million has been allocated to airports serving remote Aboriginal communities, with additional Commonwealth Remote Airstrip Upgrade Program (RAUP) funding for Mulan airstrip. Since the previous report, project timelines and scopes have been refined:

- Warburton aerodrome works are now complete;
- Mulan airstrip's scope has expanded to include RFDS inspections, with funding increased to $623,727 plus a RAUP grant of $178,750 with works now complete and in the acquittal stage;
- Jigalong airstrip has secured all necessary land approvals and works remain on track for completion in Q4 2026-27; and
- Punmu airport works have been completed.

Westport supports transition of Noongar Opportunities Strategy

Westport has completed an implementation guide to support the transition of the Noongar Opportunities Strategy; key supporting components were also completed. It will guide internal staff and external Westport contractors by clearly setting out and embedding consistent Aboriginal participation requirements across procurement and delivery.

Work has also commenced on identifying internship and pathway opportunities for Aboriginal students and jobseekers, with project phase targets being developed and tracked through Weavr to strengthen oversight across employment, training, and procurement activities. Weavr is an Indigenous owned online platform that tracks and reports progress on diversity, inclusion, and reconciliation initiatives, such as employment, training, and procurement targets.

DTMI's Aboriginal Engagement and Participation Framework launched

DTMI's Aboriginal Engagement and Participation Framework was endorsed by our Corporate Executive in January 2026 and formally launched on the staff intranet during National Reconciliation Week in June 2026. It establishes a clear strategic foundation to guide and strengthen Aboriginal engagement and participation initiatives across DTMI. The framework features design by Kelli Savietto and incorporates artwork developed by Melissa Spillman from Maarakool Art.

DTMI's Djooditj Service Centre

In March 2026 signage for the first Aboriginal place naming location was installed at DTMI's Busselton Service Centre. Developed in collaboration with Karri Karrak Aboriginal Corporation, featuring artwork from Maarakool Art, the signage shares the story of the Djooditj, otherwise known as the Western Quoll, WA's largest WA's largest endemic carnivore. Djooditj as the name for this service centre symbolises the journey that each individual takes towards new opportunities through obtaining their licence and accessing other essential transport services. Work to develop place naming for the Carnarvon Service Centre is underway, with additional metropolitan and regional locations to follow.

Djooditj Service Centre, Busselton

Improving access to licensing services

The Driving Access and Equity Program (DAEP) continues to transform access to driver licensing for disadvantaged Western Australians, helping individuals overcome barriers and unlock greater independence, employment opportunities and community connection.

The State Government committed an additional $36.1 million in the 2026-2027 State Budget to continue the program, reinforcing its importance in delivering equitable access to licensing services across the State. Delivered in partnership with 27 community, local government and Aboriginal organisations, DAEP now supports 31 projects providing tailored, community-led support.

Since its launch in 2022, the program has achieved significant outcomes:

- 8,721 participants supported across over 120 locations statewide;
- 3,555 driver's licences issued through the program;
- 2,339 participants declared progress into employment, education or training;
- More than 84,714 hours of supervised driving delivered;
- 68 Australasian New Car Assessment Program (ANCAP) rated vehicles purchased to support training; and
- 121 participants have been supported to undertake driving instructor training, with 94 new licensed instructors now able to deliver in communities.

DAEP wins international award

DAEP received global recognition for its leadership in road safety and accessibility, winning the prestigious Prince Michael International Road Safety Award in 2025, a first for WA.

Building community partnerships

Through targeted investment combined with improved access to services, DTMI is building strong community partnerships while addressing long-standing barriers such as limited transport options, shortages of qualified supervisors, and lack of identification documentation. These initiatives are not only improving licensing outcomes but also enhancing road safety and strengthening local capability.

Through its partnership with Esperance Tjaltjraak Native Title Aboriginal Corporation (ETNTAC), participants are gaining the skills, confidence and support needed to achieve independence.

As an Aboriginal Community Controlled Organisation representing the Wudjari Nyungar people, ETNTAC delivers culturally secure, locally tailored services across Esperance and Norseman.

Close collaboration with DTMI's Remote and Mobile Services team has also continued to improve access to services, while program-funded vehicles and dedicated mentoring have enabled participants to complete supervised driving hours and build confidence behind the wheel. At the same time, investment in local capability is helping create a sustainable pathway for future driver education in the community.

Over the coming year, DAEP will continue to deliver innovative, community-centred solutions, supporting more Western Australians to gain their licence and access the opportunities it provides.

CASE STUDY

Community-led licensing success in Esperance

In the Goldfields-Esperance region, the Driving Access and Equity Program (DAEP) is demonstrating how community-led solutions removes barriers to driver licensing and unlock new opportunities.

For ETNTAC DAEP participants like Tania, the impact has been life changing.

"I can now drive myself to work, go shopping and get to doctor's appointments without having to rely on anyone else. This will also help me to be able to support my grandchildren and daughters. I hope that me getting my licence will inspire and motivate my daughters to also want to get their licences," Tania said.

Tania's journey reflects the challenges many participants face. With support from ETNTAC, she was able to overcome barriers including access to identification and the high cost of licensing.

> *"Being able to complete the lessons would not have been possible without the Driving Access and Equity Program."*
>
> - Tania, ETNTAC DAEP participant

"Not having enough ID was a big thing, as I had to get a birth certificate, and the program helped me get that. I thank Tjaltjraak for all the assistance. The cost of getting your licence these days is huge but being able to get out and about now is great."

Tania's success is now creating a ripple effect, demonstrating how individual outcomes can strengthen families and communities.

Key achievements for ETNTAC DAEP partnership in 2025-26 included:

- supported 83 participants;
- conducted 1,485.50 hours of supervised driving;
- supported 54 learner drivers;
- issued 59 driver's licences; and
- supported 49 participants to gain employment.

Tania, DAEP participant

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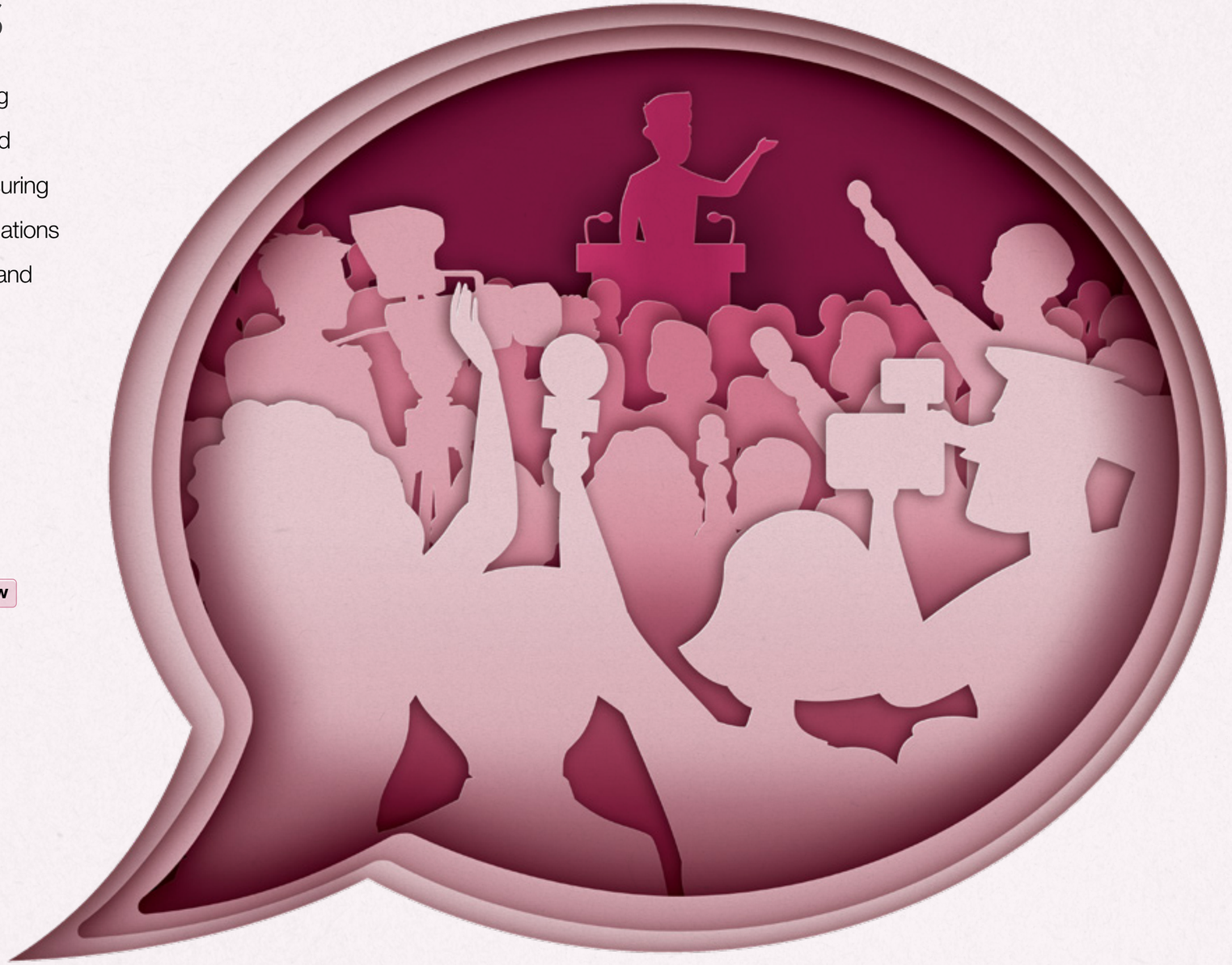
Disclosures

DTMI is committed to maintaining transparency in its operations and financial reporting, as well as ensuring compliance with all relevant regulations and guidelines to uphold ethical and legal standards.



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Disclosures and compliance overview

This section reflects our commitment to transparency, integrity and governance in areas that fall outside our financials.

Ministerial directives

No ministerial directives were received during the 2025-26 financial year.

Other financial disclosures

Pricing policies of services provided

The Department reviews its fees and charges annually to reflect, where legally permissible, full cost recovery in the provision of its services in accordance with *Treasurer's Instructions 6 Income and Receipts, Requirement 3: Tariffs, Fees and Charges* and Department of Treasury and Finance's *Costing and Pricing Government Services Guidelines*.

In relation to the 2025-26 changes in tariffs, fees and charges, the following publication has occurred in the WA Legislation website:

1. The *Transport Regulations Amendment (Fees and Charges) Regulations 2025* were published on the WA Legislation Website on 30 April 2025 (reference SL 2025/65) and amended the following regulations:
   - *Road Traffic (Administration) Regulations 2014*;
   - *Road Traffic (Authorisation to Drive) Regulations 2014*;
   - *Road Traffic (Vehicles) Regulations 2014*;
   - *Transport (Road Passenger Services) Regulations 2020*; and
   - *Western Australian Photo Card Regulations 2014*.
2. The *Transport Regulations Amendment (Fees and Charges) Regulations (No. 2) 2025* were published on the WA Legislation website on 30 April 2025 (reference SL 2025/64) and amended the following regulations:
   - *Jetties Regulations 1940;*
   - *Marine and Harbours (Departmental Areas) Regulations 1998;*
   - *Mooring Regulations 1998;*
   - *Navigable Waters Regulations 1958;*
   - *Perth Parking Management Regulations 1999;*
   - *Shipping and Pilotage (Mooring Control Areas) Regulations 1983;*
   - *Shipping and Pilotage (Ports and Harbours) Regulations 1966;*
   - *Transport Coordination Regulations 1985*; and
   - *W.A. Marine (Surveys and Certificates of Survey) Regulations 1983*.

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Major Capital Projects

DTMI's major capital projects, those valued over $5 million, for 2025-26 are detailed below:

Incomplete Capital Projects

Project Name	Expected Year of Completion	Capital Expenditure up to 30/06/2026 $'000	Estimated Capital Cost to Complete $'000	Estimated Total Capital Cost of Project $'000
Westport Marine and Port Infrastructure	2029-30	39,798	127,279	167,077
Transforming Bunbury's Waterfront Stage Three Phase 1	2028-29	67,095	49,014	116,109
Transforming Bunbury's Waterfront Stage Three Phase 2	2028-29	-	82,305	82,305
Ocean Reef Marina - Essential Operational Infrastructure	2028-29	5,465	33,973	39,438
Broome Boating Initiative	2030-31	-	36,186	36,186
Kwinana Bulk Terminal Replacement	2029-30	7,208	14,641	21,849
Barrack Street Jetty One Replacement	2028-29	306	21,228	21,534
Redevelopment of Woodman Point Jetty	2027-28	2,880	15,888	18,768
Jurien Bay Boat Harbour Breakwater Extension	2027-28	635	16,418	17,053
Fremantle Fishing Boat Harbour and Commercial Precinct - Replacement of Electrical Infrastructure	2026-27	12,001	1,807	13,808
On-demand Transport - TUSS Reform Program	2027-28	11,131	1,027	12,158
Hillarys Boat Harbour Upgrades	2029-30	319	7,710	8,029
Onslow Community Boating Precinct - Stage Two	2029-30	-	6,500	6,500
Digital Driver's Licence and Identity Ecosystem	2029-30	-	5,188	5,188

Complete Capital Projects

Project Name	Year of Completion	Estimated Total Capital Cost of Project Reported in 2025-26 $'000	Total Capital Cost of Project as at 30/06/2026 $'000	Explanation for Significant Variances $'000
Fremantle Fishing Boat Harbour - Amenities Building & Services Upgrade	2025-26	10,961	10,785	176
Infringement Processing System (Infringement Management Reform)	2025-26	8,083	7,993	90

Employment statistics

Status	Headcount	Full time equivalent
Permanent full time	1,488	1,488
Permanent part time	248	171.83
Senior Executive Service	27	26.9
Trainee part time	11	6
Temporary full time	482	481.4
Temporary part time	57	36.71
Total DTMI employees	2,313	2,210.84

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Freedom of information

The Department's Freedom of Information (FOI) Coordinator is the initial contact point for all FOI related matters.

In accordance with the *Freedom of Information Act 1992* (the Act), DTMI is required to deal with FOI access applications within 45 days of receipt, unless an extension of time is negotiated. The average time to process applications in 2025-26 was 9.09 days.

2025-26 statistics

The tables below provide a breakdown of the FOI applications that were finalised during this period. A more comprehensive breakdown of the Department's statistics is provided in the Information Commissioner of Western Australia's Annual Report.

Freedom of Information activity report

Applications decided in year	Non-personal information	Personal information	Total
FOI requests received	304	204	508
Full access	74	45	119
Edited access	22	8	30
Refused access	28	6	34
Section 26 refused access*	19	8	27
Withdrawn	44	5	49
Processed outside of the FOI Act†	106	138	244
Transferred to another Agency‡	23	5	28
Total decisions	**304**	**204**	**508**
Internal reviews	14	5	19
External reviews	1	0	1
Average processing time (days)	10.67	6.74	9.09
Requests in progress at 30 June	14	6	20

** Freedom of Information Act 1992, s26 Documents that cannot be found or do not exist, notice of.*

† Applications processed outside the Freedom of Information Act 1992 directly by business units.

‡ Applications transferred to another agency where the requested documents are held.

Customer feedback

DTMI values customer feedback to assist in improving service delivery to meet the changing needs of the Western Australian community. The Department's Customer Feedback Management Policy and Procedures allow complaints to be made in person, by phone, fax, online or in writing, in line with the Australian/New Zealand Standard on complaint management (AS/NZS ISO 10002-2014).

In 2025-26 customer feedback was managed through four feedback systems:

- Customer Feedback System;
- Ministerial Workflow System;
- Correspondence Workflow System; and
- Office of Major Infrastructure Delivery (OMID) Workflow System.

These feedback systems are fit-for-purpose workflows within Objective, DTMI's electronic document and record management system.

Customer feedback received is sorted into three categories: complaints, compliments and general feedback.

Type of feedback	Number received	Percentage
Complaints (includes repeated complaints)	3,300	79.92%
Compliments	210	5.09%
General Feedback (includes feedback, information and suggestions)	619	14.99%
Total	**4,129**	**100.00%**

A breakdown of customer feedback received by business unit in 2025-26 is shown below:

Business Unit	Complaints	Feedback, information, suggestions and compliments	Total customer feedback	Total customer feedback by percentage
Driver and Vehicle Services	2,977	708	3,685	89.25%
Maritime	130	56	186	4.50%
Office of Major Infrastructure Delivery	11	1	12	0.29%
Regional Services	85	19	104	2.52%
All other DTMI business units	97	45	142	3.44%
Total	**3,300**	**829**	**4,129**	**100.00%**

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Face matching services compliance reporting

Under s.11J *Road Traffic (Authorisation to Drive) Act 2008* and s.17B *Western Australian Photo Card Act 2014*, DTMI is required to report details of organisations (entities) with which it has an arrangement to share identifying information through Face Matching Services (for example through the National Driver Licence Facial Recognition Solution), and any loss of, or unauthorised access to or disclosure of, identifying information that is likely to result in serious harm to a person to whom the information relates.

The Department entered into an arrangement with the Australian Taxation Office (ATO) on 28 October 2025, allowing WA licence holders to consent to the use of their driver's licence or learner's permit for photo or selfie verification through the Australian Government's Digital Identity app, myID.

This arrangement enables the sharing of identifying information with the ATO via the Face Matching Services, provided individuals grant their express consent for the collection, use and disclosure of their information for this purpose.

During 2025-26 there has been no loss of, unauthorised access to, or disclosure of WA *identifying information* that is likely to result in serious harm to a person to whom the information relates.

Unauthorised use of credit cards

DTMI employees hold corporate credit cards (purchasing cards) where functions of their role warrant use of this facility. Every cardholder is reminded of their obligations annually under the Department's purchasing card policy.

Category	2025-26
Number of instances the purchasing card has been used for personal use	62
Number of referrals for disciplinary action instigated during the reporting period	Nil

Category	$
Aggregate amount of personal use expenditure for the reporting period	3,449
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	1,126
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	2,323
Aggregate amount of personal use expenditure outstanding at balance date	Nil

Acts of Grace

There were no Act of Grace payments in 2025-26.

Other legal requirements

Advertising

Expenditure	Organisation	Amount
Advertising	The Brand Agency Pty Ltd*	$690,323
	Initiative Media Australia Pty Ltd	$184,005
	Mac's Sports Management	$20,000
	Campaign Monitor Pty Ltd	$13,933
	Wildlings Creative	$16,283
	Soco Studios	$3,050
Total advertising		**$927,594**
Market research	Metrix Consulting Pty Ltd	$166,262
	Painted Dog Research Pty Ltd	$55,431
	Thinkfield	$7,500
Total market research		**$229,192**
Polling	-	-
Direct mail	-	-
Media advertising	Initiative Media Australia Pty Ltd*	$2,180,566
	Carat Australia Media Services Pty Ltd	$121,740
	Facebook	$27,409
	SEEK Limited	$23,452
	Campaign Monitor Pty Ltd	$5,986
	Garden Gurus Production Pty Ltd	$6,500
	Tiktok Ads	$4,470
Total media advertising		**$2,370,124**
Grand total		**$3,526,911**

** The Brand Agency Pty Ltd and Initiative Media Australia costs mainly relate to the Building for Tomorrow and P-Plater campaign.*

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Consultant expenditure

The Department's expenditure for 2025-26 using consultants* is outlined below.

Engagement of consultants (Less than $50,000):

The Department had no engagements with an actual cost less than $50,000 (inc. GST).

Engagement of consultants (Greater than $50,000):

The Department engaged the following consultants in 2025-26 with an actual cost greater than $50,000 (inc. GST):

Consultant	Project	Period of engagement	Estimated Total Cost of Consultancy Contract Award Value (inc. GST)	Cost This 12-Month Period (inc. GST)
Deloitte Financial Advisory Pty Limited	Business Case and Cost Benefit Analysis and Associated Supply Chain Infrastructure for New Container Terminal in Kwinana	15/11/2022 – 31/12/2025	$1,887,947.93	$145,135.80
Perspektiv Australia Pty Ltd	Environmental, Social & Governance Strategy	01/04/2024 – 30/06/2026	$1,018,884.00	$404,573.96
Tribus Advisory Pty Ltd	Westport Material Sourcing Category Management	24/11/2025 – 23/11/2026	$ 450,450.00	$150,462.50
Deloitte Touche Tohmatsu	OMID: Major Projects Transition and Target State Design	05/09/2025 – 31/07/2026	$ 1,846,459.00	$1,800,430.66
Johnstaff Infrastructure Advisory Pty Ltd	METRONET Lessons Learnt 2025	17/07/2025 – 31/08/2026	$498,828.00	$445,753.38
KPMG	Workforce Capability Gap Analysis for Westport Program	06/03/2026 – 16/07/2026	$399,530.23	$254,246.51

* *Note: A consultant is a corporation or individual engaged under a fee for service contract to provide professional advice or information that includes* ***strategic advice*** *for the State Government to act on.*

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Governance disclosures

Board and committee remuneration

Members of boards and committees were remunerated as determined by the Minister for Transport. Details of these remunerations are shown in the following tables:

Freight and Logistics Council of Western Australia

DTMI funds the Freight and Logistics Council of Western Australia $200,000 per annum to conduct research into freight related matters, supply chains and provide independent advice to the Minister for Transport on issues impacting the freight industry in WA.

Position title	Member name	Period of membership	Type of remuneration	Gross/actual remuneration for fin. year
Chair	Megan McCracken	July 2025 – June 2026	Base fee + additional expenses as approved by the board	$30,000
Member	The Chamber of Minerals and Energy of Western Australia (represented by Anita Loguidice)	July 2025 – June 2026	Nil	$0
Member	Department of Primary Industries and Regional Development (represented by Terry Burnage)	July 2025 – June 2026	Nil	$0
Member	Centurion Transport (represented by Justin Cardaci)	July 2025 – June 2026	Nil	$0
Member	Fremantle Ports (represented by Jodie Ransom, proxy Jamie Allardice)	July 2025 – June 2026	Nil	$0
Member	ARC Infrastructure (represented by Nathan Speed)	July 2025 – August 2025	Nil	$0
Member	ARC Infrastructure (represented by Stephanie Unwin)	September 2025 – June 2026	Nil	$0
Member	Perth Airport (represented by Scott Woodward)	July 2025 – June 2026	Nil	$0
Member	Qube Bulk (represented by Todd Emmert)	July 2025 – June 2026	Nil	$0
Member	Western Roads Federation (represented by Cam Dumesny)	July 2025 – June 2026	Nil	$0
Member	Transport Union Workers WA (represented by Tim Dawson)	July 2025 – June 2026	Nil	$0
Member	Department of Transport and Major Infrastructure (represented by Peter Woronzow and/or Anne-Marie Brits)	July 2025 – June 2026	Nil	$0
Member	CBH (represented by Rob Dickie)	July 2025 – June 2026	Nil	$0
Member	Mid West Ports (represented by Damien Tully)	July 2025 – June 2026	Nil	$0
Member	Western Australian Local Government Association (represented by Nick Sloan)	July 2025 – June 2026	Nil	$0
Member	Maritime Union of Australia (represented by Will Tracey)	July 2025 – June 2026	Nil	$0
Member	Livestock and Rural Transport Association of Western Australia (represented by John Mitchell)	July 2025 – September 2025	Nil	$0
Member	Livestock and Rural Transport Association of Western Australia (represented by Jayson Penn)	October 2025 – June 2026	Nil	$0
Member	Watco Australia (represented by Paul Hamersley)	July 2025 – December 2025	Nil	$0
Member	Watco Australia (represented by Gavin Bignell)	January 2026 – June 2026	Nil	$0
Member	Main Roads WA (represented by Des Snook)	July 2025 – June 2026	Nil	$0
Member	Public Transport Authority (represented by Elwyn Gearon)	July 2025 – June 2026	Nil	$0
Member	Aurizon (represented by David Wright)	July 2025 – June 2026	Nil	$0
Member	WA Planning Commission (represented by Emma Cole)	July 2025 – June 2026	Nil	$0
Member	Startrack (represented by Peter Garner)	July 2025 – June 2026	Nil	$0
Member	Container Transport Alliance Australia (represented by Neil Chambers)	July 2025 – June 2026	Nil	$0
Member	Pacific National (represented by Simon Andreas)	July 2025 – June 2026	Nil	$0
Total				**$30,000**

 # Term of appointment/tenure: 3 years

Road Freight Transport Industry Council

Position title	Member name	Period of membership#	Type of remuneration	Gross/actual remuneration for fin. year
Chair	Department of Transport and Major Infrastructure (represented by Anne-Marie Brits in her capacity as DTMI Executive Director Freight, Ports, Aviation and Reform)	July 2025 – June 2026	Nil	Nil
Member	Western Roads Federation (represented by Cam Dumesny)	July 2025 – June 2026	$309/Part day meeting + travel expenses	$0*
Member	Transport Workers Union WA (represented by Tim Dawson)	July 2025 – June 2026	$309/Part day meeting + travel expenses	$0*
Member	Arizona Haulage Pty Ltd (represented by Samantha Cox)	July 2025 – June 2026	$309/Part day meeting + travel expenses	$618.00
Member	A.M.A Haulage Pty Ltd (represented by Andrew Fazzalari)	July 2025 – June 2026	$309/Part day meeting + travel expenses	$618.00
Total				**1,236.00**

 # Term of appointment/tenure: 3 years

** Payments were not processed in financial year 2025-26 as the invoices were not received prior to the cut-of-date for financial year 2025-26. Payments will be processed in financial year 2026-27*

Westport Steering Committee

Position title	**Incumbent	Position	Type of remuneration	Gross/actual remuneration for financial year
Chair	Peter Woronzow	Director General, Department of Transport and Major Infrastructure	Nil	$0
Deputy Chair	Patrick Seares	Managing Director, Westport	Nil	$0
Under Treasurer	Amanda Jalleh*	Assistant Under Treasurer, Department of Treasury and Finance	Nil	$0
Member	Chris Sutherland	Chairman, Fremantle Port Authority	Nil	$0
Member	Michael Carey	Director General, Department of the Premier and Cabinet	Nil	$0
Member	Rebecca Brown	Director General, Department of Energy and Economic Diversification	Nil	$0
Member	Chris Clark	Coordinator General	Nil	$0
Member	Anthony Kannis	Director General, Department of Planning, Lands and Heritage	Nil	$0
Total				**$0**

** Assistant Under Treasurer is the standing proxy for the Under Treasurer*

*** Members are the position rather than the incumbent*

Compliance with Public Sector Standards and ethical codes

DTMI is committed to promoting and sustaining the highest standard of integrity, accountability and ethical behaviour in the workplace. Numerous initiatives, policies, processes and systems are in place to ensure the highest standards of workplace behaviour and personal integrity.

Integrity is fundamental to how DTMI delivers on its purpose to empower a thriving community, live our values and maintain the trust of the community we serve.

Compliance activities and issues

In 2025-26, compliance activities supported fair and consistent decision-making, strengthened leader capability, promoted early intervention and reinforced public confidence in DTMI's services, systems and workforce.

Integrity remains central to how DTMI delivers on its purpose, lives its values and maintains the trust of the Western Australian community.

During 2025-26, DTMI's compliance activities focused on six key areas:

1. **Building leadership capability to support respectful workplaces**
   - Leaders received targeted advice, coaching and support to manage complex performance, behavioural and conduct matters confidently, respectfully and consistently. This helped ensure workplace concerns were addressed in a timely and procedurally fair manner.
2. **Strengthening fair and consistent employee relations practices**
   - Continued use of the Employee Relations Case Management System supported the transparent, consistent and timely management of workplace matters across DTMI.
   - Workforce risk assessment processes helped identify emerging issues early, support appropriate interventions and strengthen organisational accountability.
3. **Promoting accountability through education and early intervention**
   - Targeted education and guidance supported leaders to address issues early, promote positive workplace behaviours and reduce the escalation of workplace concerns.
   - Consistent management of conduct and performance matters supported employee wellbeing, organisational performance and accountability.
4. **Safeguarding public resources and information**
   - Continued oversight and investigation of suspected misuse of licensing and registration systems helped maintain the integrity of public services and protect community confidence in DTMI systems.
5. **Reinforcing ethical behaviour and organisational integrity**
   - Through leadership support, education and consistent management of workplace conduct matters, DTMI continued to reinforce a culture of accountability, integrity and ethical behaviour.
6. **Creating safe and supportive workplaces**
   - By addressing workplace concerns promptly and fairly, DTMI continued to create safer and more supportive workplaces where employees can thrive and deliver positive outcomes for the Western Australian community.
   - "Speak Up" pathways promoted safe, confidential channels for raising concerns ensuring all voices are heard and fostering a culture of accountability and fairness that reflects community values.

Compliance issues

In 2025-26, DTMI's compliance issues included:

- nil Breach of Standard claims relating to the Discipline Standard were received;
- forty-four disciplinary processes were finalised, of which four were discontinued and 40 progressed to outcome;
- thirty-two disciplinary processes resulted in substantiated allegations;
- outcomes included 15 formal reprimands, five terminations and 19 improvement actions. Some matters resulted in more than one outcome; and
- nine cases of unlawful access to TRELIS were investigated and reported to the Corruption and Crime Commission. Eight were substantiated and one remained under investigation. Employees involved in substantiated matters received a reprimand and were required to undertake improvement actions. None of the breaches were found to be fraudulent or corrupt behaviour.

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Recordkeeping compliance

DTMI remains committed to strong recordkeeping governance and ongoing compliance with the *State Records Act 2000*. Following the State Government's Public Sector Reform and functional changes, the Department completed a full review of its Recordkeeping Plan.

The updated plan was approved by the State Records Commission on 8 May 2026, confirming that DTMI's recordkeeping practices continue to meet legislative requirements and support effective information management across the organisation.

Recordkeeping systems

DTMI staff use the Objective EDRMS (electronic document records management system) to manage digital and hardcopy records, supported by established policies and procedures that promote consistent and accountable recordkeeping.

The system is regularly reviewed to ensure it remains reliable and aligned with best practice. In 2026-27, DTMI will undertake a major upgrade of Objective to modernise the platform, improve usability and enhance system functionality. This upgrade will strengthen information governance capability and support more efficient, contemporary recordkeeping practices.

Training and induction

Recordkeeping capability continues to be a priority. All staff and contractors must complete mandatory Records Awareness Training, with 96 per cent of enrolled staff having completed the program as of 30 June 2026.

Updated training will accompany the EDRMS upgrade, delivered through online modules, one on one support and refresher sessions. Participant feedback informs continuous improvement and ensures training remains effective and relevant.

Government policy requirements

The State Government outlines mandatory frameworks, policies and procedures with which all public sector agencies must comply.

Substantive equality

DTMI continues to focus on substantive equality and improving access and outcomes for community members with different needs. We aim to ensure our workplaces, information and services are inclusive and accessible for our diverse community.

Key achievements in 2025-26 included:

- Launched in November 2025, the new Transport Strategic Plan 2025-2029 is designed to guide the Department's business planning and service delivery over coming years. Two of its four strategic priorities are 'Community first' and 'Empower our people', both of which align with the Western Australian Multicultural Policy Framework (WAMPF) objectives by prioritising elimination of barriers and inclusivity in the delivery of connected, accessible and safe transport, and investing in our workforce, harnessing diversity and supporting wellbeing.
- DTMI developed a Workforce Inclusion and Diversity Framework to embed employee voices in shaping inclusion strategies and decision-making. The Framework introduced a new Reference Group of diversity champions to complement the work of existing employee networks, ensuring consistent and intersectional input into policies and initiatives. It also articulated the focus areas, roles, responsibilities, resourcing and inter-relationships to empower the Reference and Representative groups, while supporting the strategic objectives of DTMI. The Framework enhances leadership accountability, aligns with the WA Substantive Equality Policy Framework, and provides a clear structure for coordinated, impactful inclusion outcomes. The Framework was endorsed by Corporate Executive in December 2025 and promoted during the first quarter of 2026.
- In response to feedback from the Neurodivergent Network, sensory lighting was installed on level 9 at 140 William Street, with the agile workstation area designated as a low-sensory zone to support colleagues experiencing physical and neurological impacts from sensory-overload. Feedback on the effectiveness of the space was monitored, and improvements were made in May 2026.
- A dedicated email inbox was established by the Driver and Vehicle Services Business Centre Management team for drivers with occupational therapy requirements to communicate their needs prior to a practical driving assessment.
- Mobile service delivery remains a key initiative for DTMI, designed to ensure equitable access to driver and vehicle licensing services across WA for people who experience geographic or systemic barriers. In 2025-26, officers undertook 496 visits to 129 different locations across WA, supporting over 4,140 individuals. These visits resulted in:
  - 730 theory tests administered;
  - 910 learner's permits issued/reissued;
  - 396 logbooks issued;
  - 599 Practical Driving Assessments administered;
  - 467 driver's licences issued/reissued; and
  - 935 photo cards issued.

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Closing the gap

DTMI remains committed to the implementation of the National Agreement on Closing the Gap, its targets and Priority Reforms, through initiatives that foster economic opportunities, strengthen participation and embed culturally respectful ways of working.

Through engagement, partnership and shared decision-making, DTMI walks together with Aboriginal and Torres Strait Islander peoples as members of our thriving community to create opportunities, remove barriers and improve socioeconomic outcomes across WA.

In 2025-26, DTMI launched the Deadly Pathways Program across metropolitan and regional WA, creating employment pathways for young Aboriginal people and supporting workforce diversity. The program employed 10 young Aboriginal people during its first year, supporting participation in employment and education.

The Aboriginal Art, Language and Story Protocol and DTMI's Aboriginal Engagement and Participation Framework strengthened culturally responsive practices and decision-making across the agency, supporting reforms that aim to transform government organisations.

The Aboriginal Participation Dashboard monitors and reports Aboriginal and Torres Strait Islander participation outcomes, supporting Closing the Gap reforms that promote greater transparency, accountability and access to data.

DTMI also participates in the Portfolio's formal partnership with the South West Aboriginal Land and Sea Council, supporting shared decision-making and stronger partnerships with Aboriginal peoples and communities.

Through the Driving Access and Equity Program, DTMI continues to reduce barriers to obtaining a driver's licence, improving access to education, training and employment. DTMI also supports Aboriginal and Torres Strait Islander business development through procurement and contracting opportunities.

Between 2021-22 and 2025-26, the Portfolio recorded more than $1.1 billion in spend on Aboriginal businesses, exceeding State Government targets 12 months ahead of schedule.

Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) provide independent oversight and advice on the effectiveness of DTMI's corporate governance, including risk management, control processes and internal audit.

The ARMC is an independent committee accountable to the Director General Transport and Major Infrastructure and meets quarterly.

The committee comprises the following members:

- Appointed independent Chair;
- Executive Director, Finance and Contracts – Public Transport Authority (Deputy Chair);
- Appointed independent external member;
- Appointed independent member (Transport and Major Infrastructure Portfolio member); and
- Executive Director, Office of the Director General - DTMI (ex-officio).

In 2025-26 ARMC's focus areas included:

- approved DTMI's Annual Internal Audit Plan;
- approved the ARMC Terms of Reference;
- considered the findings and recommendations from the internal and external audits;
- monitored and approved the close out of audit recommendations;
- discussed and approved quarterly audit progress reports;
- Monitored outstanding and overdue audit recommendations;
- reviewed strategic, operational and integrity risks and monitored the status of action plans to mitigate risks; and
- reviewed quarterly integrity reporting.

Risk and business continuity management

DTMI is committed to ensuring a comprehensive risk management process that meets the requirements of Treasurer's Instruction 4 Risk Management and Internal Control and is aligned to the international standard AS ISO 31000 Risk Management.

The Department's risk management framework is integrated into management, planning and operational processes, and assists DTMI to achieve its desired outcomes by providing a transparent process that identifies what is essential to success and demonstrates the decision-making process regarding the acceptance of risks.

DTMI's business continuity management program is an integral part of risk management and enables DTMI to effectively manage and respond to disruption risks that could impact the Department's ability to deliver its critical services and programs for the WA community.

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Integrity framework

DTMI is committed to the highest standard of integrity, accountability and ethical behaviour. The Integrity Framework is the foundation of our integrity architecture. It demonstrates the Department's sustained commitment to strengthening integrity, preventing misconduct and corruption, and ensuring everyone at DTMI understands their ethical responsibilities.

DTMI's Integrity Framework was refreshed during the year to reflect the cultural factors, systems and processes currently in place to promote, practise, manage and account for integrity.

Key achievements in 2025-26 included:

- Redesigning the integrity risk assessment program and refreshing DTMI's integrity risks. Representatives from across the Department were encouraged to think about new and emerging integrity risks from internal and external sources at a series of workshops.
- Establishing DTMI's foreign interference risk profile as part of a broader program of work around raising awareness of the risks around foreign interference.
- Refreshing DTMI's Integrity Plan 2026-2028. The Plan notes 26 baseline actions for implementation over the next three years to further embed and strengthen integrity. The Plan closely aligns with the Public Sector Commissioner's Integrity Strategy.
- Continuing work to enhance the conflict of interest electronic declaration forms including preparation for a new grants stream. A new PowerBI dashboard was developed and implemented during the year to enhance reporting and provide better insights on the nature and type of conflicts being declared, and management strategies being proposed.
- DTMI's Integrity Committee, a Corporate Executive sub-committee, continued to meet quarterly. The committee ensures oversight mechanisms are established for integrity initiatives and continued to strengthen and embed our integrity culture.
- Reinforcing ethical expectations with our people and contractors through dedicated integrity education and communications. This occurs from induction – via our Welcome to DTMI program and eLearning offerings – throughout employment, with annual integrity training refreshers and key integrity messages communicated through internal channels.
- Continuing work on raising awareness of the acceptable use of DTMI systems. Face to face roadshow presentations in metropolitan and regional areas continued during the year, where Driver and Vehicle Services (DVS) staff spoke to other DTMI employees and stakeholders including DVS Agents about their integrity obligations.

Internal audit

The Internal Audit function has been established by the Director General Transport and Major Infrastructure under Treasurer's Instruction 10 Internal Audit, which requires accountable authorities to develop and maintain an effective internal audit function.

The Internal Audit function operates under the approved Internal Audit Charter, providing an independent and objective assurance as well as consulting activity designed to add value and improve the operations of DTMI.

The function enables DTMI to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, controls, compliance and governance processes. The Internal Audit function considers the coverage and management of risks and controls across DTMI to assess whether an appropriate level of assurance is maintained.

The Internal Audit Plan is aligned with DTMI's strategic objectives and risks with a focus on core functions and key controls.

Recommendations arising from internal audits are managed and monitored through DTMI's audit recommendation management system and process.

Internal audits conducted in 2025-26 included:

- Workplace Health and Safety;
- Leave Management;
- Purchasing Cards;
- Intra-departmental Cost Allocation and Corporate Overhead Application;
- Cyber Security;
- Assessment of Remote Services Program Delivery;
- Authorised Inspection Stations;
- Passenger Transport Subsidy Scheme;
- Infringement Services;
- Maritime Drug and Alcohol;
- Provision of Hydrographic Services to External Parties;
- Freight Industry Grant;
- Aboriginal Community Airstrip Renewal Program;
- Program Management Implementation Plan;
- Information Governance, Probity and Access Controls (Contractors); and
- Assurance Mapping Project.

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Multicultural Plan

DTMI and its Portfolio partners are dedicated to ensuring equitable and non-discriminatory access to facilities, information and services for Western Australia's diverse community.

The Transport and Major Infrastructure Portfolio Multicultural Plan 2025-28 aims to improve access, service delivery and opportunities for people from culturally and linguistically diverse (CaLD) backgrounds.

DTMI's achievements are monitored by our internal access and inclusion committee with highlights published on DTMI's website and intranet three times a year.

Key achievements in 2025-26 included:

- DTMI developed a Workforce Inclusion and Diversity Framework to embed employee voices in shaping inclusion strategies and decision-making. The Framework introduced a new Reference Group of diversity champions (including Culturally and Linguistically Diverse representatives) to complement the work of existing employee networks, ensuring consistent and intersectional input into policies and initiatives. Since launching in March, the group have provided lived-experience input into the DTMI Cultural Leave Guide, Recruitment and Selection Procedure, and Language Services Policy and Procedure reviews.
- As part of DTMI's ongoing workforce and people planning, a talent management framework has been developed. It is designed to support CaLD and other diverse groups by guiding equitable career pathways, development and succession processes.
- The Culture Circle, DTMI's CaLD employee network, hosted a DTMI Harmony Week lunch which encouraged conversations and meaningful connections. The occasion was also acknowledged through an intranet article to highlight the importance of Australia's cultural diversity, supported with useful resources and information.
- DTMI's Culture Circle is currently planning and developing its annual priorities and projects, to positively impact the Department. The group's membership has grown to 45 members, and it has secured an executive advocate. Its latest initiatives included 'Culture Clips' featuring short intranet videos of CaLD employees explaining the importance of cultural celebrations and their impacts and 'Culture Connect Lunch & Learn' which commenced in June with nearly 50 people tuning in to celebrate Sri Lankan culture.
- DTMI's collaboration with contracted language services provider, OnCall, which delivered workshops with interpreters in the second half of 2025, was captured in a highlights video. The workshops supported two-way feedback and strong working relationships. The video showcased our ongoing relationship with OnCall and promoted the availability of interpreting services. It is available on YouTube and has been shared via LinkedIn.

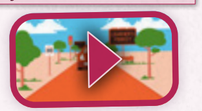
To learn more about our interpreting services, watch the OnCall video

- Various multicultural and inclusion events and initiatives have been recognised and celebrated since the start of 2026 via a range of communication channels including DTMI's intranet, digital screens and staff newsletters. Informed by employee diversity data, industry best practice and employee feedback, these included:
  - Ramadan Mubarak – a Muslim celebration occurring in the ninth month of the Islamic lunar calendar; and
  - Lunar New Year, Persian New Year and Naw-Ruz Bahai New Year; and
  - promotion of DTMI's employee network leads and diversity champions via an intranet article in April – the group plays a key role in strengthening inclusion across DTMI by representing employee perspectives, building community and helping to shape practical actions for the year ahead.
- DTMI continued to achieve positive outcomes aimed at improving access to driver education and licensing for people from CaLD backgrounds. Through ongoing collaboration with the Edmund Rice Centre (ERC), a not-for-profit organisation supporting refugee, migrant, and Aboriginal and Torres Strait Islander communities, this partnership has successfully developed and delivered tailored driver education programs for migrants. Since November 2025:
  - two licensing information sessions have been delivered to Adult Migrant English Program participants through TAFE;
  - sixteen service delivery days held at ERC in Mirrabooka and Cloverdale; and
  - ongoing support provided to Umbrella Group in Albany, supporting their driver education program for migrants.

DTMI continued to demonstrate strong culturally and linguistically diverse representation with CaLD employees comprising 28.6 per cent of the workforce, 8.6 percentage points above the public sector target.

- Over 2026-27, DTMI will continue its focus on implementing actions in the Multicultural Plan which will include collaboration with our Portfolio partners.
- Several education and engagement initiatives were implemented through the establishment of a dedicated Help Centre on the Transport WA website, featuring support resources such as help articles, how to videos, guides and case studies to help customers transact online with greater confidence. To date, four instructional videos have been published to promote digital transactions, providing multilingual guidance to support customers. These videos are accessible in multiple languages via YouTube's translation functionality and include optional closed captions, allowing users to engage with content in their preferred language and improving overall accessibility.

Watch our How to get your licence video



Work health and safety and injury management

Commitment to work health and safety and injury management

DTMI remains committed to achieving excellence in Work Health and Safety (WHS) and Injury Management (IM). We recognise our responsibility to provide a safe and healthy environment for our employees, contractors, customers and visitors, while meeting our legislative obligations and promoting best-practice safety standards.

Central to this commitment is the development of a strong, values-led safety culture where everyone is empowered to take responsibility for health and safety. Through embedding WHS into our daily operations, decision-making and leadership practices, we aim to make safe work an integral part of everything we do and to support positive safety outcomes across the organisation.

DTMI recognises the substantiative risk that is managed to keep our people safe

DTMI maintains a comprehensive Injury Management (IM) program that provides clear processes and support from employees recovering from workplace injury or illness. The program is designed to facilitate timely, safe and sustainable return-to-work outcomes ensuring employees are supported throughout their recovery while meeting legislative requirements and applying best-practice injury management principles.

Consultation and employee representation remain central to DTMI's approach to workplace health and safety. The Department has 35 elected Health and Safety Representatives (HSRs) and Deputy Health and Safety Representatives (D/HSRs).

As of 25 June, 78 per cent of representatives had completed WorkSafe-approved five-day HSR training, strengthening the organisation's capability to identify, address and manage workplace health and safety matters.

DTMI's health and safety governance framework is supported by three Health and Safety Committees and one Safety Meeting, all of which report to the WHS Corporate Management Committee. This structure provides robust oversight and governance across the Department, ensuring all sites and work groups are represented in the consultation, reporting and decision-making processes. Through this framework, DTMI continues to strengthen collaboration and drive initiatives that protect and promote the health, safety and wellbeing of its workforce.

Formal mechanism for consultation with employees on occupational health and safety and injury management matters

Employees at all levels can access WHS and IM information through DTMI's WHS Management System and intranet. This information is actively communicated during induction and onboarding processes, and reinforced through regular training, internal communications and ongoing awareness initiatives.

Compliance with the IM requirements of the *Workers Compensation and Injury Management Act 2023*, including the development of return-to-work plans

DTMI maintains a strong focus on early intervention and supporting timely return to work. People leaders are trained in effective injury management and return to work procedures, with the aim of promoting a supportive, productive and positive workplace culture.

To support the successful implementation of the new *Workers Compensation and Injury Management Act 2023*, the Department has taken a proactive approach by providing employees with access to education and training through MS Teams and DTMIs Learning 4U Portal.

In addition to staff training, the Department has reviewed internal processes, updating systems and documentation, and equipping people leaders with the knowledge and tools required to meet their obligations under the new legislation. These actions ensure that injury management practices remain compliant, consistent, and supportive of worker recovery and return to work.

Throughout this reporting period, WHS training and IM training programs were delivered in-person and virtually to support legislative compliance and promote a safe and healthy workplace.

Key outcomes for 2025-26 included:

- 92 per cent of permanent managers completed education training on their responsibilities under the *Workers Compensation and Injury Management Act 2023*.
- 93 per cent of people leaders received WHS Manager training focused on legislative obligations and strategies to ensure a safe workplace; and
- 98 per cent of workers completed WHS awareness training on the WHS legislation.
- 93 per cent of workers completed training on Psychosocial Hazards and Trauma.

WHS achievements and new initiatives

In 2025-26, DTMI reported the following achievements and activities:

- Expanded the WHS service offering and resources to address the needs of a modern workforce.
- Completed a Work Health and Safety (WHS) audit to identify improvement opportunities and commenced a program of work to strengthen WHS governance, including the development of a psychosocial risk management framework, enhancement of contractor WHS management processes, and refinement of the WHS Risk Register.
- Administered influenza vaccinations at DTMI workplaces.
- Increased engagement with services provided by DTMI's Employee Assistance Provider, Converge International.
- Enhanced participation in the Fitness Passport program through effective communication and engagement, enabling DTMI personnel to access affordable and convenient physical wellbeing opportunities.
- Initiated a strategic review of chemical management practices to ensure alignment with contemporary operational requirements and regulatory obligations, supporting the consistent and safe management of hazardous chemicals across DTMI workplaces.
- Expanded and strengthened the Peer Support Officer Program to offer peer level support for DTMI employees and enhanced training for Peer Support Officers.
- Delivered webinar educational programs aligned with identified needs and current WHS trends at DTMI.
- Successfully delivered the 2025 Managing Director Awards and facilitated the transition to the People Recognition Awards from 2026 onwards, strengthening DTMI's approach to recognising and celebrating employees whose contributions support the achievement of the Department's strategic purpose of 'Empowering a thriving community'.

Work Health and Safety (WHS), workers compensation and injury management

DTMI WHS, workers compensation and injury management performance table

Measure	2023-24	2024-25	2025-26	Target	Outcome
Number of fatalities	0	0	0	0	Target achieved
Incidence of work related injury or illness	1.14[1]	0.99[1]	1.04[2]	Reduce by 2% per year and 15% by 2033 compared with 2023	Not achieved
Incidence rate of serious claims with one or more weeks' lost time	50%[1]	53.85%[1]	63.15%[3]	Reduce by 2.5% per year and 20% by 2033 compared with 2023	Not achieved
Incidence rate of claims resulting in permanent impairment	0	0	0	Reduce by 2% per year and 15% by 2033 compared with 2023	Target achieved
Incidence rate of work related respiratory disease	0	0	0	Reduce by 2.5% per year and 20% by 2033 compared with 2023	Target achieved
Managers and supervisors trained in work health and safety as relevant to the PCBU's risk profile;	0	0%	96%	Greater than or equal to 80% of cohort trained within last two (2) years	Target achieved
Managers and supervisors trained in management injury	90%[1]	92.30%[1]	92%[6]	Greater than or equal to 80% of cohort trained within last five (5) years	Target achieved
Percentage of workers returned to work on full duties and hours within 13 weeks	87.5%[1]	84.21%[1]	39.13%[4]	No target for 13 weeks	Target achieved
Percentage of workers returned to work on full duties and hours within 26 weeks	92.30%[1]	87.47%[1]	43.48%[5]	Greater than or equal to 70% returned to work within 26 weeks	Not achieved
Agency has a WHS management system that has been independently assessed in last five years	NA	NA	2026	Target Achieved	Target achieved

[1] Results sourced from DoT Annual Reports 2023-24 and 2024-25.

[2] There were 23 lost time injury (LTI) claims lodged in 2025-26, while the number of full-time equivalent employees in DTMI was 2,222.

[3] There were 14 workers compensation claims lodged in 2025-26 with greater than 7 days or more lost from work.

[4] There were 9 WC claims with registered LTIs returned to work within 13 weeks.

[5] There were 10 WC claims with registered LTIs returned to work within 26 weeks.

[6] 280 of the 306 permanent managers in DTMI have completed Workers Compensation and IM training.

Consultative systems

Number of health and safety representatives (HSRs)

	2023-24	2024-25	2025-26
Number of HSRs in total;	NA	NA	36
Number of HSRs who have attended HSR training;	NA	NA	28
Number of HSRs shown as percentage of workers	NA	NA	1.58%
Number of HSRs shown as ratio to the number of workplaces occupied by the Agency	NA	NA	1.29

Name/s of health and safety committees and sub-committees

2023-24	2024-25	2025-26
Corporate Health and Safety Committee	Corporate Health and Safety Committee	Corporate Health and Safety Committee
Corporate Buildings Safety Committee Meeting	Corporate Buildings Safety Committee Meeting	Corporate Buildings Safety Committee Meeting
Tassels Place HSC	Tassels Place HSC	Tasels Place HSC
Maritime & Regional Service HSC	Maritime & Regional Service HSC	Maritime & Regional Service HSC
Frontline HSC	Frontline HSC	Frontline HSC

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KPIs

Key Performance Indicators (KPIs) measure and report on DTMI's performance against targets outlined in the Outcome Based Management framework.

Supporting the Government Goals

Certification of Key Performance Indicators

Effectiveness indicators

Efficiency indicators

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Supporting the Government Goals

Key Performance Indicators (KPIs) assist DTMI to assess and monitor achievement against targets outlined in the Outcome Based Management (OBM) framework.

Efficiency of our services

We have identified four key departmental services that DTMI provides to the community. These services are measured against efficiency performance indicators to monitor the relationship between the service delivered and the resources used.

Service 1
Strategic infrastructure policy and integrated planning

Service 2
Driver and Vehicle Services

Service 3
Maritime

Service 4
On-demand Transport

Effectiveness of our outcomes

Our services contribute to three departmental desired outcomes. These outcomes are measured against effectiveness performance indicators so we are able to assess the extent to which the outcomes were achieved.

Outcome 1
Integrated systems that facilitate economic development.

Outcome 2
Vehicles and road users that meet established vehicle standards, driver competencies and identity requirements to deliver safe vehicles, safe drivers and secure identities.

Outcome 3
An accessible and safe transport system.

Achieving State Government Goals

By delivering efficient services and effective outcomes, we provide a meaningful contribution to three WA State Government Goals, aligning our performance with the State Government's vision for WA's future.

Made in WA plan
Diversifying our economy for the future and creating local jobs.

Safe, strong and fair communities
Supporting our local and regional communities to thrive.

Investing in WA's future
Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.

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Certification of Key Performance Indicators

For the year ended 30 June 2026

I hereby certify that the Key Performance Indicators are based on proper records, are relevant and appropriate for assisting users to assess the Department of Transport and Major Infrastructure (DTMI) performance and fairly represent the performance of DTMI for the financial year ended 30 June 2026.

Peter Woronzow
Accountable Authority
10 September 2026

Key Performance Indicators for the year ended 30 June 2026

Outcome structure and links to the overall Government Goals

The transport and major infrastructure function is integral to achieving broader Government Goals, supporting business and commerce and is important for social interaction and connecting communities. DTMI's focus is on:

- strategic transport policy and integrated planning;
- regulation;
- delivery of safe and sustainable transport services and programs; and
- delivery of major infrastructure projects.

This includes the licensing of drivers, vehicles, aircraft and vessels; strategic infrastructure planning and development; procurement, construction and delivery of Government's non-residential major building infrastructure projects; and the setting and ensuring service and safety standards across the range of public and commercial transport systems in Western Australia.

Together with its portfolio partners, DTMI has the expertise to deliver integrated transport plans, policies and high-quality services needed to connect a complex, interrelated economic and social network. DTMI connects people with goods and services through an intricate system of roads, railways, airports, ports and waterways and keeps people safe within those networks through an integrated approach to planning, licensing, education and compliance strategies, while also supporting the planning and delivery of major infrastructure that contributes to the State's economic and community outcomes.

State Government Goals	DTMI Outcomes	DTMI Services
Made in WA Plan: Diversifying our economy for the future and creating local jobs.	**Outcome 1.** Integrated systems that facilitate economic development.	**Service 1.** Strategic Infrastructure Policy and Integrated Planning
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	**Outcome 2.** Vehicles and road users that meet established vehicle standards, driver competencies and identity requirements to deliver safe vehicles, safe drivers and secure identities.	**Service 2.** Driver and Vehicle Services
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	**Outcome 3.** An accessible and safe transport system.	**Service 3.** Maritime **Service 4.** On-demand Transport

Public Sector Reform

As part of the State Government's Public Sector Reform, responsibility for the Major non-residential Infrastructure Projects function was transferred to the Department from the Department of Health on 1 July 2025 and from the Department of Housing and Works on 1 January 2026.

In accordance with *Treasurer's Instructions 3 – Requirement 5.3(i)*, the Treasurer approved a temporary exemption in March 2026 from reporting on Key Performance Indicators for the Major Projects function (Office of Major Infrastructure Delivery) for 2025-26 reporting period.

The exemption was approved to allow the department sufficient time to establish appropriate systems, processes, and baseline data to support the development of key efficiency and effectiveness indicators.

Consistent with the Outcome Based Management Framework for 2025-26, costs associated with the Major Projects function are reported within Service 1 Strategic Infrastructure Policy and Integrated Planning. As part of the 2026-27 Budget process, DTMI received Under Treasurer's approval to establish a new service and outcome for Major Projects within its 2026-27 Outcome Based Management Structure as follows:

DTMI Outcome	DTMI Service
Timely delivery and value-for-money management of the Government's non-residential major building infrastructure projects.	Planning and delivery of the Government's non-residential major building infrastructure projects.

These changes will be reflected in DTMI's 2026-27 annual report. However, as noted above, a temporary exemption has been approved by the Treasurer from reporting the Key Performance Indicators for the Major Projects function in the Budget Papers for 2026-27. No key performance indicators will be reported for the Major Projects service for the year ending 30 June 2027, as DTMI is establishing the systems and processes required to measure and report performance for the transferred function.

The costs associated with the Major Projects function (i.e. Office of Major Infrastructure Delivery) currently reported under Service 1 will be reported under the new Service in 2026-27.

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Key Performance Indicators

The following table outlines DTMI's corporate Key Performance Indicators (KPIs) and how they fit within the outcome structure.

Departmental desired outcomes	Effectiveness indicators	Departmental services	Efficiency indicators
Outcome 1: Integrated systems that facilitate economic development	Percentage of containerised freight transported via rail in relation to total metropolitan container movements to and from Fremantle Port. Percentage of regional Local Government Areas (LGAs) that have access to regular public transport air services between the LGA and Perth.	**Service 1:** Strategic Infrastructure Policy and Integrated Planning	Average cost per hour for strategic policy development and integrated infrastructure planning.
Outcome 2: Vehicles and road users that meet established vehicle standards, driver competencies and identity requirements to deliver safe vehicles, safe drivers and secure identities	Percentage of vehicle examinations completed in accordance with the Australian Design Rules (Safe Vehicles). Percentage of driver licences issued that comply with the Graduated Driver Training and Licensing System (Safe Drivers). Percentage of identity credentials compliant with the required standard of biometric quality.	**Service 2:** Driver and Vehicle Services	Average cost per vehicle and driver transaction. Average cost per vehicle inspection performed by Vehicle Examination Centres. Average cost per vehicle inspection delivered through Authorised Inspection Stations. Average cost per driver assessment.
Outcome 3: An accessible and safe transport system	Percentage of time maritime infrastructure is fit for purpose when required. Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels. Percentage of wheelchair accessible vehicle taxi journeys carrying passengers in wheelchairs which meet the waiting time standard. Percentage of audited authorised on-demand booking services compliant with safety requirements.	**Service 3:** Maritime	Average cost per day for planning, delivery, and management of a maritime asset. Average cost of managing waterways, safety and compliance per registered recreational vessel. Cost to maintain Marine Pollution Response preparedness per registered vessel.
		Service 4: On-demand Transport	Cost per on-demand transport authorisation.

Explanation for significant variances

Results with significant variances of five per cent or more or significant variances by nature compared to the target or to the prior year results are explained in greater detail.

Effectiveness indicators

Outcome 1: Integrated systems that facilitate economic development

DTMI develops, integrates and regulates Western Australia's transport systems and infrastructure, which is integral to servicing the State's business and social communities.

DTMI determines the location of major transport routes and infrastructure, their suitability for a range of transport services and how each route integrates into the broader transport system for boats, trains, aircraft and vehicles.

Providing regular and adequate public transport air services to key Western Australian regional communities is the responsibility of the Freight, Ports, Aviation and Reform Directorate. DTMI ensures all aircraft that carry passengers for regular public transport or charter purposes within the State are licensed annually.

DTMI measures its effectiveness in meeting this outcome through the:

- percentage of containerised freight transported via rail in relation to total metropolitan container movements to and from Fremantle Port; and
- percentage of regional Local Government Areas (LGAs) that have access to regular public transport air services between the LGA and Perth.

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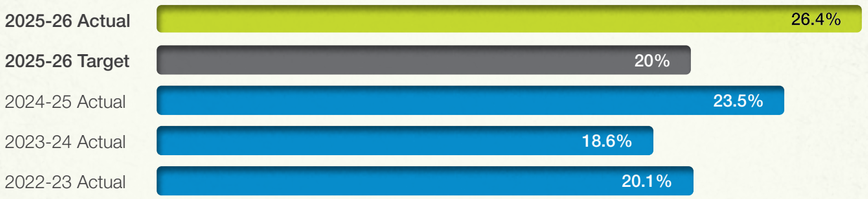
EFFECTIVENESS INDICATOR, OUTCOME 1

Percentage of containerised freight transported via rail in relation to total metropolitan container movements to and from Fremantle Port

This indicator KPI measures the percentage of containers transported on rail to and from Fremantle Inner Harbour and select metropolitan intermodal terminals. It is an indicator of the effectiveness with which DTMI's container rail subsidy contributes to shifting containerised freight from road to rail, thereby reducing heavy vehicle movements on arterial roads to and from Fremantle Port.

The indicator is the proportion of containers transported by rail through the North Quay Rail Terminal (NQRT) and the total number of containers moving through Fremantle Inner Harbour.



Reason for significant variance

The 2025-26 result of 26.4 per cent, exceeded the target of 20 per cent. The positive variance is primarily attributable to continued strong growth in rail freight and the attraction of additional twenty-foot equivalent units (TEUs) to rail following the opening of the Kenwick Intermodal Terminal in August 2024. The rate of growth of TEUs on rail exceeded the expected growth rate of total container trade through Fremantle Inner Harbour.

In comparison to the 23.5 per cent achieved in 2024-25, the 2025-26 result reflects continued growth in container freight on rail following the opening of Kenwick Intermodal Terminal in August 2024 and the associated increase in rail service capacity and efficiency.

EFFECTIVENESS INDICATOR, OUTCOME 1

Percentage of regional Local Government Areas (LGAs) that have access to regular public transport air services between the LGA and Perth*

This indicator measures the DTMI's effectiveness in meeting its responsibility in ensuring regional communities have access to Regular Public Transport (RPT) air services to Perth for economic and social purposes.

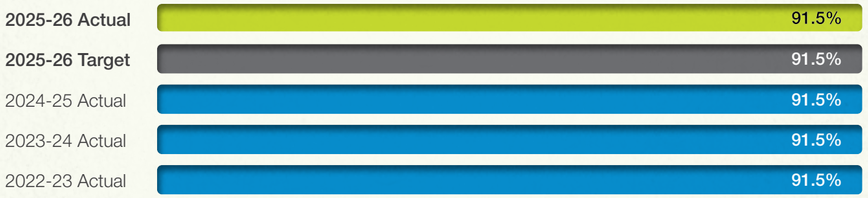
The outcome of this indicator is measured by determining the percentage of LGAs with a population greater than 500 and within 250 kilometres of an airport by sealed road which receives two or more RPT air services per week in each direction.

The percentage achieved indicates the proportion of regional communities who are within 250 kilometres of an airport that have access to two or more RPT air services per week.

Aviation is a critical pillar of Western Australia's economic and social infrastructure, enabling essential connectivity across the State's vast and geographically dispersed regions. Sustainable, affordable, safe, and reliable air services are vital for meeting the health, social, and economic needs of regional communities, where air travel often represents the most practical and efficient mode of transport.

Throughout 2025-26, RPT services operated by six airlines provided 19 regional cities and towns with direct flight access to Perth, ensuring streamlined integration with the State's capital and broader transport network.

Altogether, RPT services operated by eight airlines connected 24 regional cities and towns, reinforcing aviation's role in supporting key sectors such as mining, commerce, and regional tourism.



Reason for significant variance

There was no significant variance between the 2025-26 Target and Actual or between the 2024-25 and the 2025-26 Actuals.

** The source data for this KPI is the Australian Bureau of Statistics publication 'Table 5. Estimated resident population and components, Local Government Areas, Western Australia', which provides data on Estimated Resident Population (ERP) for the year 2024-25. This ERP is prepared quarterly and released approximately six months after the reference date. This yearly (financial) data is published at the end of March each year, meaning the KPI reflects population changes from the previous year (e.g., the result reported in March 2026, represents population change between the year June 2024 to June 2025).*

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Outcome 2: Vehicles and road users that meet established vehicle standards, driver competencies and identity requirements to deliver safe vehicles, safe drivers and secure identities.

Driver and Vehicle Services (DVS) is responsible for licensing the State's drivers and registering vehicles under the *Road Traffic (Authorisation to Drive) Act 2008*, *Road Traffic (Vehicles) Act 2012 and Road Traffic (Administration) Act 2008*.

Driver's licence (including extraordinary licences) and learner's permit applicants must establish their identity in compliance with the *Road Traffic (Authorisation to Drive) Act 2008* and the *Road Traffic (Authorisation to Drive) Regulations 2014* before a licence or permit will be granted. WA Photo Card applicants must comply with the requirements of the *Western Australian Photo Card Act 2014*.

Drivers must demonstrate that they are competent to drive a vehicle through complying with the requirements of regulation 16 of the *Road Traffic (Authorisation to Drive) Regulations 2014*.

Vehicles must be registered before they may lawfully be used on the road. The *Road Traffic (Vehicles) Regulations 2014* details the specific requirements for examination against the Australian Design Rules, which allow a vehicle to be deemed roadworthy.

DTMI measures its effectiveness in meeting this outcome through the:

- percentage of vehicle examinations completed in accordance with the Australian Design Rules (Safe Vehicles);
- percentage of driver licences issued that comply with the Graduated Driver Training and Licensing System (Safe Drivers); and
- percentage of identity credentials compliant with the required standard of biometric quality.

EFFECTIVENESS INDICATOR, OUTCOME 2

Percentage of vehicle examinations completed in accordance with the Australian Design Rules (Safe Vehicles)

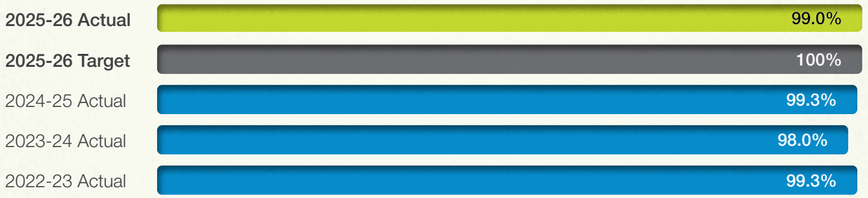
The Australian Design Rules (ADRs) are the national standards for road vehicle safety, anti-theft and emissions. All new road vehicles manufactured in Australia and imported new or second-hand vehicles, must comply with the relevant ADRs when they are first supplied to the Australian market.

This indicator measures the extent to which vehicles meet established vehicle standards to deliver safe vehicles. The source document of a vehicle examination is audited to ensure the vehicle examination (which is conducted against the ADRs) has been completed and passed.

The data is derived from a sample of completed examination forms (Certificates of Inspection), which are reviewed by DTMI.

The number of forms that pass the criteria are counted and divided by the total number of forms audited. The results are expressed as a percentage.

The sample audit is conducted on a quarterly basis. The system is based on using automated reports that provide details of vehicles that passed examinations as recorded in Transport Executive Licensing Information System (TRELIS), of which an average of 100 random samples are selected per quarter to a total of 400 per year.*



Reason for significant variance

There was no significant variance between the 2025-26 Target and Actual or between the 2024-25 and the 2025-26 Actuals.

** Sample data includes data from last quarter from the prior year.*

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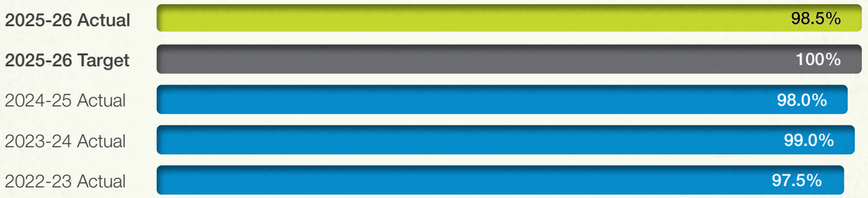
EFFECTIVENESS INDICATOR, OUTCOME 2

Percentage of driver licences issued that comply with the Graduated Driver Training and Licensing System (Safe Drivers)

This indicator measures the extent to which the licensing processes of drivers establish levels of competencies that will deliver safe drivers. A sample of all driver licences issued under the Graduated Driver Training and Licensing System (GDT&LS) are reviewed by DTMI and the number of licences that complied with each key component in the GDT&LS are recorded and divided by the total number of licences assessed. The components and criterions audited include age eligibility, driver suitability (Application form is sourced), and required assessments (eligibility requirements and completion checked for Computer Theory Test, Hazard Perception Test, Log Book and Practical Driving Assessment). The resulting figure is expressed as a percentage.

The sample audit is conducted on a quarterly basis. The system is based on using automated reports that provide the driver licences issued in the last week, of which an average of 100 random samples are selected per quarter to a total of 400 per year.*



Reason for significant variance

There was no significant variance between the 2025-26 Target and Actual or between the 2024-25 and the 2025-26 Actuals.

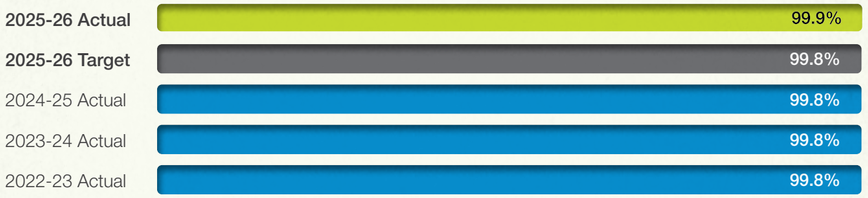
** Sample data includes data from last quarter from the prior year.*

EFFECTIVENESS INDICATOR, OUTCOME 2

Percentage of identity credentials compliant with the required standard of biometric quality

Part of DTMI's commitment to secure identities is via the provision of WA Driver's Licences, Learners Permits and Photo Cards, each of which have become significant forms of identification for the community. To assist in maintaining identity security, biometric information (particularly facial photographs) is stored and used by DTMI.

It is essential for DTMI that the images used in these documents meet an appropriate standard of biometric quality. These included checks for exposure, uniform lighting, face geometry and other internationally recognised ISO standards. Analysis of available data demonstrates that new image captures meet the required standards and target of biometric quality.



Reason for significant variance

There was no significant variance between the 2025-26 Target and Actual or between the 2024-25 and the 2025-26 Actuals.

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Outcome 3: An accessible and safe transport system

Under the *Transport Coordination Act 1966* (the Act), *Jetties Act 1926*, *Shipping and Pilotage Act 1967* and the *Transport (Road Passenger Services) Act 2018* DTMI is responsible for coordinating and planning the accessibility and safety considerations for the transport system.

DTMI is responsible for accessibility to marine related infrastructure and waterways. DTMI also provides regulation, education, training and compliance monitoring to ensure safety of marine vessels and their users.

The *Transport (Road Passenger Services) Act 2018* and associated regulations support DTMI to provide a safe, flexible, innovative and customer-focused road passenger transport industry. Under this Act and provisions of the *Road Traffic (Administration) Act 2014*, DTMI ensures passenger transport drivers and vehicles are authorised to transport passengers for hire or reward. Annual roadworthiness inspections for passenger transport vehicles and audits of authorised on-demand booking services provide other safety mechanisms.

This is linked to Outcome 2 of DTMI's outcome structure: 'Vehicles and road users that meet established vehicle standards, driver competencies and identity requirements to deliver safe vehicles, safe drivers and secure identities.'

DTMI also supports the provision of accessible transport for people in WA through administration of the Passenger Transport Subsidy Scheme, Pensioner Annual Free Trip Scheme, Student Travel Subsidy Scheme and Wheelchair Accessible Vehicle Dedicated Taxi Booking Service.

The indicators below measure transport system accessibility and safety for DTMI.

Accessibility

- Percentage of wheelchair accessible vehicle taxi journeys carrying passengers in wheelchairs which meet the waiting time standard.
- Percentage of time maritime infrastructure is fit for purpose when required.

Safety

- Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels.
- Percentage of audited authorised on-demand booking services compliant with safety requirements.

EFFECTIVENESS INDICATOR, OUTCOME 3

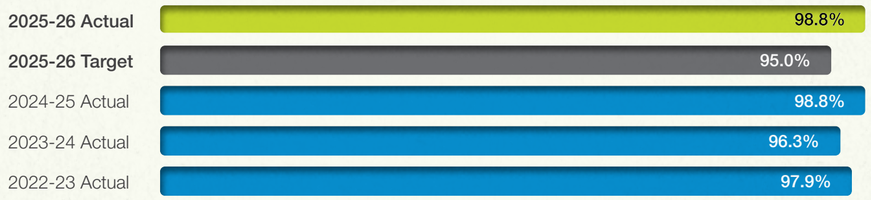
Percentage of wheelchair accessible vehicle taxi journeys carrying passengers in wheelchairs which meet the waiting time standard

The movement and wellbeing of people with disability are central to the social and economic prosperity of Western Australia. The Metropolitan Wheelchair Accessible Vehicles Dedicated Taxi Booking Service is part of the DTMI's commitment to providing a safe, accessible and efficient means of travel for those who are unable to use conventional public transport or other services.

People with disability should be able to access the same services as the wider community and have opportunities to live satisfying, accessible and inclusive lives. Supporting the needs of people with accessible taxi services in the defined contract area that continues to deliver this service. To facilitate this, DTMI has procured and continues to engage a dedicated on-demand booking service for the provision of wheelchair accessible taxi services.

This assessment gives DTMI the ability to provide the Minister with evidence-based policy recommendations and, therefore, directly assists the regulatory function of DTMI.

Booking Type	Period	Target time
Pre-booked	Peak	5 minutes
Pre-booked	Off-peak	5 minutes
ASAP	Peak	20 minutes
ASAP	Off-peak	15 minutes



Reason for significant variance

There was no significant variance between the 2025-26 Target and Actual or between the 2024-25 and the 2025-26 Actuals.

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EFFECTIVENESS INDICATOR, OUTCOME 3

Percentage of time maritime infrastructure is fit for purpose when required*

DTMI is responsible for the planning, creation, enhancement and management of new and existing land and water-based maritime facilities for small craft boats throughout Western Australia.

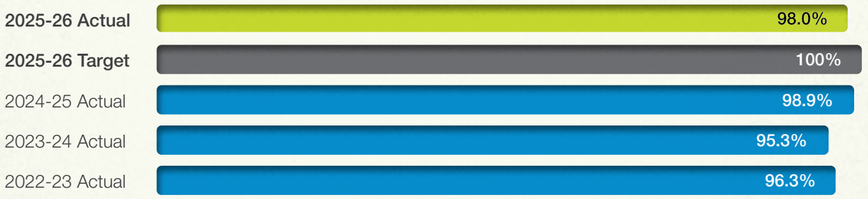
DTMI manages and maintains facilities at locations throughout the State, including a variety of maritime infrastructure assets, such as jetties, boat launching facilities, pens and mooring areas, associated navigational aids and access to facilities via dredged channels.

This indicator measures the percentage of time that these maritime facilities under DTMI's managerial control were accessible to the public throughout 2025-26.

The accessibility of four categories of maritime facilities – pens, jetties, navigational aids and dredged channels – are considered in the calculation of the indicator.

The facilities and their purpose vary for each location and similarly the associated management and maintenance plans vary according to levels of service required.

A consistently high percentage of availability will confirm that maritime infrastructure is being appropriately maintained and is accessible to the boating community and the public of Western Australia.



Reason for significant variance

There was no significant variance between the 2025-26 Target and Actual or between the 2024-25 and the 2025-26 Actuals.

** From 2025-26, the KPI calculation methodology was amended from a simple average to a weighted average basis. The change was assessed as immaterial.*

EFFECTIVENESS INDICATOR, OUTCOME 3

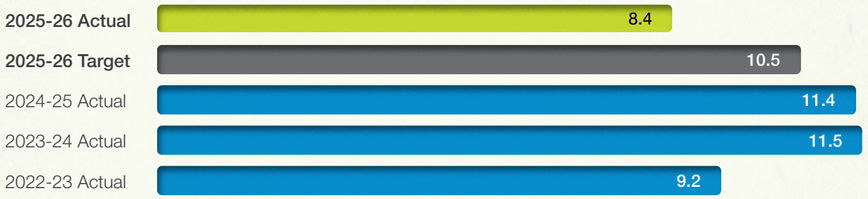
Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels

This indicator measures the effectiveness of DTMI's safety initiatives on recreational boating behaviour.

The data for this indicator is sourced from DTMI's recreational vessel registration and the marine incidents database. It is calculated by dividing the number of incidents by the number of registered recreational vessels (expressed as a rate per ten thousand vessels).

Under the *Navigable Waters Regulations 1958*, all vessels that have a motor or have the capacity to have a motor fitted, must be registered to operate on navigable waters in WA. In addition, it is a requirement under the *Western Australian Marine Act 1982* for people to report any accident or incident that results in serious injury or death, or the vessel being damaged enough to make it unseaworthy or unsafe.

A reduction in the rate of incidents per registered recreational vessel indicates that the safety outcome is being met in relation to recreational boating.



Reason for significant variance

The 2025-26 Actual of 8.4 (88 incidents) was below the Budget Target of 10.5 (110 incidents) and represents a continued downward trend from 11.4 in 2024-25. The favourable variance reflects the effectiveness of targeted education and compliance activities, particularly in high-risk areas, aimed at strengthening safety awareness and compliance among vessel owners.

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EFFECTIVENESS INDICATOR, OUTCOME 3

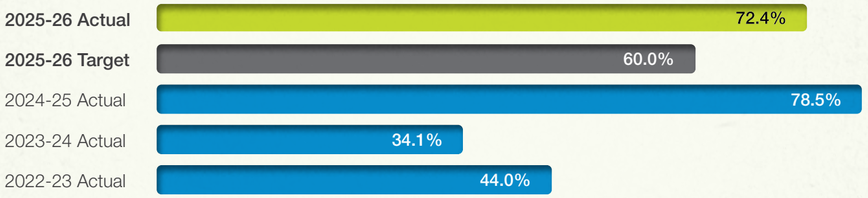
Percentage of audited authorised on-demand booking services compliant with safety requirements

Passage of the *Transport (Road Passenger Services) Act 2018* provides a regulatory framework for the transport of passengers by road for hire and reward. The primary objectives of the legislation are to establish and maintain minimum safety outcomes for everyone involved in providing passenger transport services to the community and to allow the industry to determine its own levels and quality of service.

This indicator continues to reflect DTMI's commitment to safety across the entire passenger transport industry state-wide, including monitoring and improving safety in the industry through a range of education and compliance tools.

A proportion of On-demand Booking Services are randomly selected for audit as part of DTMI's annual safety assurance work program.

The indicator is calculated as the number of conforming audits divided by the total number of audits undertaken and expressed as a percentage (proportion). The audit process includes assessment against booking service's authorisation status, safety management system vehicle/driver safety checks, complaints resolution and record keeping.



Reason for significant variance

The 2025-26 result exceeds the Budget Target by 20.7 per cent showing continued high conformance level in the industry.

In 2025-26, DTMI continued its education and compliance program which aims to increase ODBS awareness and understanding of safety management systems to encourage compliance. The continuation of conformance rates above the target indicates a positive response to this program.

The variance between 2024-25 and 2025-26 reflects normal fluctuations in audit outcomes arising from the profile of authorised On-demand Booking Services that are randomly selected for review during the reporting period.

During 2025-26, DTMI successfully delivered its planned compliance monitoring activities across the on-demand transport industry and continued to work collaboratively with operators to promote understanding of safety obligations and support continuous improvement in compliance outcomes. DTMI continues to focus on education, engagement and early intervention to strengthen industry capability and maintain a safe passenger transport sector.

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Efficiency indicators

Measures of efficiency

The measures of efficiency indicate the key services provided (outputs) in relation to the cost of the resources (inputs) required to deliver them. While the effectiveness indicators measure DTMI's success in achieving its desired outcomes, the efficiency indicators measure the efficiency (in most cases, the cost per unit of the service delivered) in providing the services that relates to these outcomes.

When calculating the efficiency indicators, all costs involved with providing the service, such as direct cost, corporate overheads and interdepartmental cost allocations are included.

The following expenditures have been excluded in calculating efficiency indicators, as they either do not relate to the delivery of core services by DTMI or are specific projects mostly funded by external sources including the Office of Major Infrastructure Delivery and Westport project.

Non-reportable KPI cost	2025-26 $'000	2024-25 $'000	2023-24 $'000
Grant and subsidies and other grant related expense adjustments	251,312	225,311	184,281
Non-core operation	148,732	124,278	105,047
Office of Major Infrastructure Delivery (Exempted from KPI reporting in 2025-26)	387,711	-	-
Total non-reportable cost	**787,755**	**349,589**	**289,328**

For example, non–core operation costs include functions that are not directly related to the reportable KPIs, such as all costs associated with administering grants and subsidies, one-off cost and specific projects that can have project-specific efficiency measures.

The significant increase in the grant and subsidies expenditure in 2025-26 compared to 2024-25 is mainly due to additional expenditure on the Westport Program, higher uptake of the Regional Two Zone Airfare Cap Scheme, and increased demand from Regional Pensioner Travel Card users ($5.6 million). This was partially offset by the completion of the Zero Emission Vehicles Rebate program in 2025.

The increase in the non-core operations cost in 2025-26 compared to 2024-25 was mainly driven by the WA Agricultural Supply Chain Improvements project.

Due to State Government's Public Sector Reform, responsibility for the Major non-residential Infrastructure Projects function was transferred to the Department from the Department of Health on 1 July 2025 and from the Department of Housing and Works on 1 January 2026.

In accordance with *Treasurer's Instructions 3 – Requirement 5.3(i)*, the Treasurer approved a temporary exemption in March 2026 from reporting on Key Performance Indicators for the Major Projects function (Office of Major Infrastructure Delivery) for 2025-26 in the annual report, and the Budget Papers for 2026-27.

The exemption was approved to allow the department sufficient time to establish appropriate systems, processes, and baseline data to support the development of key efficiency and effectiveness indicators. Therefore, the costs of $387.7 million related to OMID are included in the non-reportable KPI cost.

The rest of the increase in non-core operation costs were mainly driven by the WA Agricultural Supply Chain Improvements project.

The measures of efficiency used for DTMI and how they relate are as follows.

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Service 1: Strategic Infrastructure Policy and Integrated Planning

This service contributes towards the provision of leadership for strategic infrastructure management, development and protection of economic nodes and transport networks through the provision of a range of services, including:

- analysis, planning and implementation of urban infrastructure projects and models to manage future demands;
- strategic policy development which supports the achievement of sustainable, effective and practical solutions for Western Australian transport networks and addresses capacity issues;
- policy advice and strategic infrastructure solutions to Government;
- representation and negotiation, on behalf of the State, at national level transport-related forums to produce positive outcomes that promote and protect Western Australian interests;
- program management and delivery of major intermodal infrastructure planning and development activities that assists in economic development;
- quality assurance and assessment of the return on investment for Government funds in infrastructure projects; and
- monitoring industry and public demand growth to provide best practice transport channels and access which alleviates environmental impacts.

EFFICIENCY INDICATOR, SERVICE 1

Average cost per hour for Strategic Policy Development and Integrated Infrastructure Planning

Reason for significant variance

The 18.2 per cent decrease in the actual cost per hour compared with the 2025-26 Budget reflects project timing, approval processes and the cyclical nature of planning activities that do not align with the Budget. The underspend will be addressed through future budget carryovers and re-cashflow adjustments.

There is no significant variance between the 2024-25 Actual and the 2025-26 Actual.

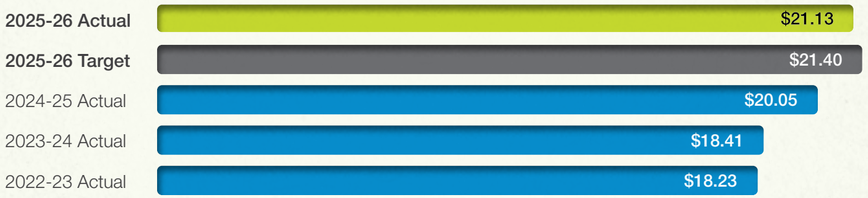
Service 2: Driver and Vehicle Services

This service contributes towards the provision of safe, accessible, sustainable and efficient transport services and systems through the provision of driver licensing and vehicle registration services for:

- setting motor vehicle standards in accordance with national and Government requirements, examining motor vehicles for compliance with those standards and registering and transferring compliant motor vehicles;
- setting standards and requirements for the enrolment and management of driver's licences and identity credentials, in accordance with Government legislation and national identity and security and privacy policies;
- assessing driver competency, issuing and renewing driver's licences in accordance with national and Government requirements and driver competency standards;
- securing and maintaining a database of registered vehicles and drivers, and managing vehicle identification numbers, to support the enforcement of road traffic and other relevant laws;
- collecting revenue on behalf of Government; and
- informing and educating road users about driver licensing, vehicle registration and related requirements.

EFFICIENCY INDICATOR, SERVICE 2

Average cost per vehicle and driver transaction



Reason for significant variance

There is no significant variance between 2025-26 Target and 2025-26 Actual.

The actual cost per vehicle and driver transaction increased by 5.4 per cent compared with 2024-25. The increase is primarily attributable to higher operating costs, including Public Sector Wages Policy increases, increased Australia Post postage charges, and higher IT costs associated with additional licences and cloud storage.

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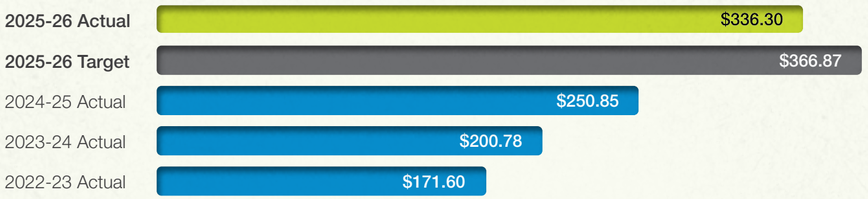
EFFICIENCY INDICATOR, SERVICE 2

Average cost per vehicle inspection performed by Vehicle Examination Centres



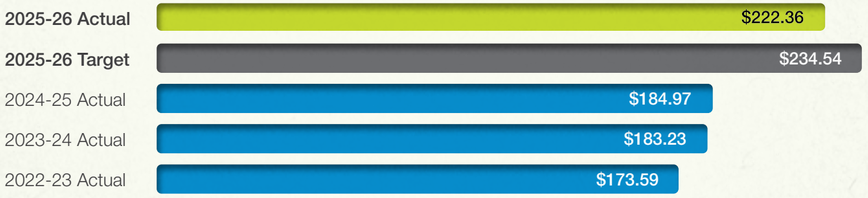
Reason for significant variance

The actual cost per vehicle inspection performed by Vehicle Examination Centre decreased by 8.3 per cent compared with the 2025-26 Budget. The decrease is primarily attributable to lower overhead costs than budgeted.

The actual cost per vehicle inspection performed by Vehicle Examination Centre increased by 34.1 per cent compared with 2024-25. The increase is primarily attributable to higher employment costs associated with Public Sector Wages Policy increases and additional resources to strengthen the technical expertise of the vehicle safety standards team to support inspections of specialised vehicles.

EFFICIENCY INDICATOR, SERVICE 2

Average cost per vehicle inspection delivered through Authorised Inspection Stations



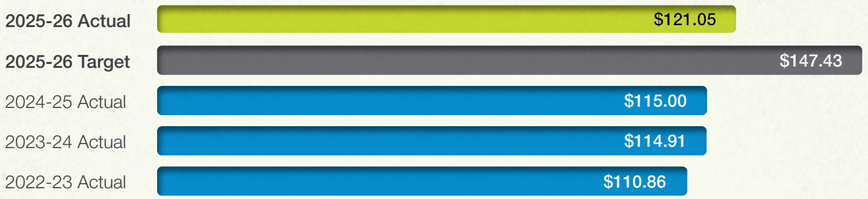
Reason for significant variance

The actual cost per vehicle inspection delivered through Authorised Inspection Stations decreased by 5.2 per cent compared with the 2025-26 Budget. The decrease is primarily attributable to lower overhead costs than budgeted.

The actual cost per vehicle inspection delivered through Authorised Inspection Stations increased by 20.2 per cent compared with 2024-25. The increase is primarily attributable to the additional time required to complete vehicle inspections and increased hourly labour rates driven by market conditions.

EFFICIENCY INDICATOR, SERVICE 2

Average cost per driver assessment



Reason for significant variance

The 17.9 per cent decrease in the actual cost per driver assessment compared with the 2025-26 Budget is primarily attributable to higher than expected driver assessment volumes and lower employment and overhead costs than budgeted.

The actual cost per driver assessment increased by 5.3 per cent compared with 2024-25. The increase is primarily due to Public Sector Wages Policy increases and higher IT costs associated with additional software licences and cloud storage.

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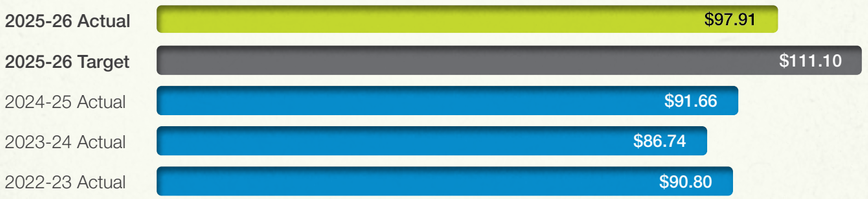
Service 3: Maritime

This service contributes towards the Department's outcome of an accessible and safe transport system through a range of coastal infrastructure services and a range of marine safety and regulatory and education services including:

- licensing and registration of recreational vessels, moorings, jetties, ferries, recreational skippers and marine pilots;
- regulation and administration of marine operations, including on-water compliance and marine safety education;
- planning, building and managing new and existing land and water-based facilities for use of community as well as recreational and commercial vessels owners;
- provision of coastal engineering advice and solutions for new and existing land and water-based maritime facilities;
- provision of oceanographic, cartographic and geographic information; and
- marine protection through a hazard management response team.

EFFICIENCY INDICATOR, SERVICE 3

Average cost per day for planning, delivery, and management of a maritime asset



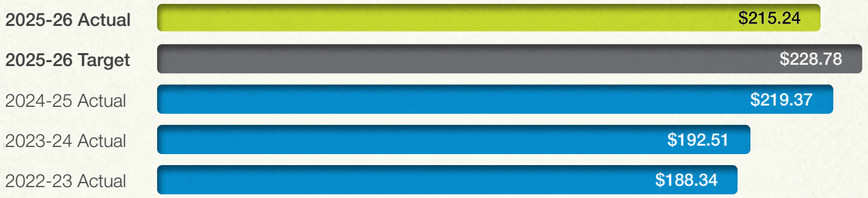
Reason for significant variance

The actual cost per day for planning, delivery and management of a maritime asset decreased by 11.9 per cent compared with the 2025-26 Budget. The decrease is primarily attributable to lower than budgeted expenditure on salaries (resulting from recruitment challenges), professional services, breakwater repairs and maintenance, depreciation and overhead cost. While 2025-26 actual expenditure increased compared with 2024-25, it was lower than originally budgeted for 2025-26.

The actual cost per day for planning, delivery and management of a maritime asset increased by 6.8 per cent compared with 2024-25. The increase is primarily attributable to higher expenditure on repairs and maintenance, salaries, and professional services related to environmental and other initiatives.

EFFICIENCY INDICATOR, SERVICE 3

Average cost of managing waterways, safety and compliance per registered recreational vessel



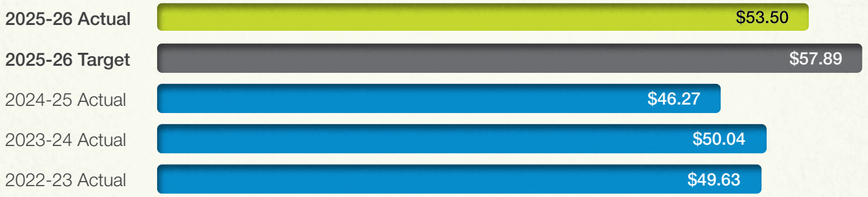
Reason for significant variance

The actual cost of managing waterways, safety and compliance per registered recreational vehicle decreased by 5.9 per cent compared with the 2025-26 Budget. The decrease is primarily attributable to lower than budgeted expenditure on salaries associated with safety and compliance initiatives, maintenance and repair of safety infrastructure, and the removal of abandoned vessels.

There is no significant variance between the 2024-25 Actual and the 2025-26 Actual.

EFFICIENCY INDICATOR, SERVICE 3

Cost to maintain Marine Pollution Response preparedness per registered vessel



Reason for significant variance

The actual cost to maintain pollution response preparedness per registered vessel decreased by 7.6 per cent compared with the 2025-26 Budget. The decrease is primarily attributable to lower than budgeted expenditure on salaries and depreciation, together with savings from hosting the Maritime Environmental Emergency Response annual exercise at Kings Square, which reduced travel, accommodation and minor equipment costs.

The actual cost to maintain pollution response preparedness per registered vessel increased by 15.6 per cent compared with 2024-25. The increase is primarily attributable to expenditure associated with clean-up and recovery activities arising from Tropical Cyclone Narelle and the Kwinana Crude Oil Spill, including salaries, professional services and travel costs.

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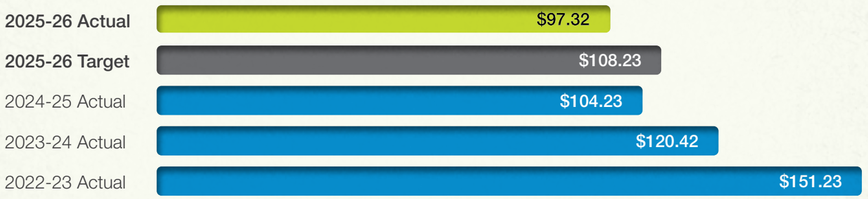
Service 4: On-demand Transport

This service contributes towards the provision of safe, accessible and sustainable personal on-demand transport services and systems through the provision of services for:

- setting and monitoring standards for on-demand transport vehicles;
- authorising on-demand booking services;
- administering subsidies for taxi users, student and pensioner travel schemes; and
- investigating complaints from on-demand transport patrons, operators and drivers.

EFFICIENCY INDICATOR, SERVICE 4

Cost per On-demand Transport Authorisation



Reason for significant variance

The actual cost per on-demand transport authorisation decreased by 10.1 per cent compared with the 2025-26 Budget. The decrease is primarily attributable to lower than budgeted operating costs, including salaries, professional services and overheads.

The actual cost per on-demand transport authorisation decreased by 6.6 per cent compared with 2024-25. The reduction was primarily due to lower IT application development and maintenance costs supporting On-demand Transport in 2025-26.

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Financials

The financial statements of the Department of Transport and Major Infrastructure outline the financial position of the Department as at 30 June 2026, including administered schedules, notes and other explanatory information.

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Independent Auditor's Report

OFFICIAL

Auditor General

INDEPENDENT AUDITOR'S REPORT

2026

Department of Transport and Major Infrastructure

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Department of Transport and Major Infrastructure (Department) which comprise:

- the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- administered schedules comprising the administered assets and liabilities as at 30 June 2026 and administered income and expenses by service for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Department for the year ended 30 June 2026 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

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

Responsibilities of the Director General for the financial statements

The Director General is responsible for:

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

7th Floor Albert Facey House 469 Wellington Street Perth MAIL TO: Perth BC PO Box 8489 Perth WA 6849 TEL: 08 6557 7500

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In preparing the financial statements, the Director General is responsible for:

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

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Department. The controls exercised by the Department are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Department are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2026, and the controls were implemented as designed as at 30 June 2026.

The Director General's responsibilities

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

Auditor General's responsibilities

As required by the *Auditor General Act 2006,* my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements *ASAE 3150 Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

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

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Department for the year ended 30 June 2026 reported in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Department for the year ended 30 June 2026 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Department's performance and fairly represent indicated performance for the year ended 30 June 2026.

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Matter of Significance

The Department received an approval from the Treasurer, in accordance with Treasurer's Instruction 3 Financial Sustainability, Requirement 5.3(i) Key Performance Indicators, that it is not required to report key performance indicators for associated Outcome and Service of the transferred Major Project function for the year ended 30 June 2026.

The approval was given to allow sufficient time for the Department to establish appropriate systems, processes, and baseline data to support the development of key performance indicators.

As a result, no key performance indicators were reported for the transferred Major Project function for year ended 30 June 2026. I am required by section 24(1) of the *Auditor General Act 2006* to report on matters of such significance. My opinion is not modified in respect of this matter.

The Director General's responsibilities for the key performance indicators

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

In preparing the key performance indicators, the Director General is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 3 Financial Sustainability – Requirement 5 Key Performance Indicators.

Auditor General's responsibilities

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

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 3 - Requirement 5 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

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

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

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

Other information

The Director General is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2026, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements and key performance indicators of the Department for the year ended 30 June 2026 included in the annual report on the Department's website. The Department's management is responsible for the integrity of the Department's website. This audit does not provide assurance on the integrity of the Department's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the Department to confirm the information contained in the website version.

Grant Robinson
Assistant Auditor General Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
10 September 2026

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Certification of financial statements

For the financial year ended 30 June 2026

The accompanying financial statements of the Department of Transport have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2026 and the financial position as at 30 June 2026.

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

Peter Parolo
Chief Financial Officer
10 September 2026

Peter Woronzow
Director General
10 September 2026

Financial statements

Statement of Comprehensive Income for the year ended 30 June 2026

Department of Transport and Major Infrastructure
Statement of Comprehensive Income
For the year ended 30 June 2026

	Notes	2026 $'000	2025 $'000
COST OF SERVICES			
Expenses			
Employee benefits expenses	3.1.1	244,021	217,135
Supplies and services	3.4	642,706	223,424
Depreciation and amortisation expenses	5.1-4	31,514	28,399
Accommodation expenses	3.4	21,733	21,436
Grants and subsidies	3.2	251,312	225,312
Finance costs	3.3	387	248
Other expenses	3.4	11,531	14,294
Total cost of services		**1,203,204**	**730,248**
Income			
Revenue			
User charges and fees	4.2	379,484	349,903
Sale of goods		44	35
Grants and contributions	4.3	37,882	11,359
Interest income		1,995	1,885
Other income	4.4	34,478	34,759
Total revenue		**453,883**	**397,941**
Total income		**453,883**	**397,941**
NET COST OF SERVICES		**749,321**	**332,307**
Income from State Government			
Service appropriation	4.1	181,816	159,331
Income from other public sector entities	4.1	471,599	105,103
Resources received free of charge	4.1	893	1,602
Royalties for Regions Fund	4.1	92,617	69,214
Total income from State Government		**746,925**	**335,250**
(DEFICIT) / SURPLUS FOR THE YEAR		**(2,396)**	**2,943**
OTHER COMPREHENSIVE INCOME			
Items not reclassified subsequently to profit or loss			
Changes in asset revaluation surplus	9.9	34,755	131,147
Total other comprehensive income		34,755	131,147
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**32,359**	**134,090**

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

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Department of Transport and Major Infrastructure
Statement of Financial Position
As at 30 June 2026

	Notes	2026 $'000	2025 $'000
ASSETS			
Current assets			
Cash and cash equivalents	7.1	428,564	282,007
Restricted cash and cash equivalents	7.1	324,637	441,551
Inventories	6.2	959	795
Receivables	6.1	25,277	23,739
Contract assets	6.3	13,629	-
Other current assets	6.5	6,312	6,114
Total current assets		**799,378**	**754,206**
Non-current assets			
Amounts receivable for services	6.4	419,637	390,256
Receivables	6.1	10,783	7,939
Property, plant and equipment	5.1	351,420	313,642
Infrastructure	5.2	416,498	369,274
Intangible assets	5.3	84,950	76,802
Right-of-use assets	5.4	7,069	3,638
Construction in progress	5.5	88,426	86,449
Total non-current assets		**1,378,783**	**1,248,000**
TOTAL ASSETS		**2,178,161**	**2,002,206**
LIABILITIES			
Current liabilities			
Payables	6.6	93,407	33,905
Contract liabilities	6.7	80,754	8,575
Employee related provisions	3.1.2	40,321	33,677
Lease liabilities	7.2	2,345	1,726
Other current liabilities	6.8	2,409	1,466
Total current liabilities		**219,236**	**79,349**
Non-current liabilities			
Employee related provisions	3.1.2	11,202	9,517
Lease liabilities	7.2	5,042	2,127
Total non-current liabilities		**16,244**	**11,644**
TOTAL LIABILITIES		**235,480**	**90,993**
NET ASSETS		**1,942,681**	**1,911,213**
EQUITY			
Contributed equity	9.9	1,092,943	1,093,834
Reserves	9.9	200,899	166,144
Accumulated surplus	9.9	648,839	651,235
TOTAL EQUITY		**1,942,681**	**1,911,213**

The Statement of Financial Position should be read in conjunction with the accompanying notes.

Department of Transport and Major Infrastructure
Statement of Changes in Equity
For the year ended 30 June 2026

	Notes	Contributed equity $'000	Reserves $'000	Accumulated surplus $'000	Total equity $'000
Balance at 1 July 2024		945,969	34,997	648,292	1,629,258
Surplus for the year		-	-	2,943	2,943
Other comprehensive income		-	131,147	-	131,147
Total comprehensive income for the year		**-**	**131,147**	**2,943**	**134,090**
Transactions with owners in their capacity as owners:	9.9				
Capital appropriations		53,697	-	-	53,697
Other contributions by owners					
Regional Development Headworks Fund		46,100	-	-	46,100
Department of Planning, Lands and Heritage		88,103	-	-	88,103
Main Roads Western Australia to Westport		2,452	-	-	2,452
Distribution to owners					
Main Roads Western Australia		(35,000)	-	-	(35,000)
Westport to Main Roads Western Australia		(7,487)	-	-	(7,487)
Total		**147,865**	**-**	**-**	**147,865**
Balance at 30 June 2025		**1,093,834**	**166,144**	**651,235**	**1,911,213**
Balance at 1 July 2025		1,093,834	166,144	651,235	1,911,213
Surplus / (deficit) for the year		-	-	(2,396)	(2,396)
Other comprehensive income		-	34,755	-	34,755
Total comprehensive income for the year		**-**	**34,755**	**(2,396)**	**32,359**
Transactions with owners in their capacity as owners:	9.9				
Capital appropriations		154,432	-	-	154,432
Other contributions by owners					
Regional Development Headworks Fund		5,048	-	-	5,048
Department of Planning, Lands and Heritage		93	-	-	93
Distribution to owners					
Westport to Main Roads Western Australia		(160,464)	-	-	(160,464)
Total		**(891)**	**-**	**-**	**(891)**
Balance at 30 June 2026		**1,092,943**	**200,899**	**648,839**	**1,942,681**

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

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Department of Transport and Major Infrastructure
Statement of Cash Flows
For the year ended 30 June 2026

	Notes	2026 $'000	2025 $'000
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		152,435	134,221
Capital appropriations		154,432	53,697
Funds from other public sector agencies		531,877	96,640
Cash transferred from other agencies		5,048	48,553
Royalties for Regions Fund		92,617	69,214
Net cash provided by State Government		**936,409**	**402,325**
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(237,202)	(208,075)
Supplies and services		(618,625)	(226,904)
Finance costs		(387)	(248)
Accommodation		(21,956)	(21,230)
Grants and subsidies		(251,228)	(222,278)
GST payments on purchases		(96,664)	(53,184)
Other payments		(9,765)	(6,013)
Receipts			
Sales		44	34
User charges and fees		380,200	349,531
Grants and contributions		37,882	11,359
Interest received		1,937	1,807
GST receipts on sales		53,810	11,251
GST receipts from taxation authority		41,918	37,294
Other receipts		27,776	33,702
Net cash (used in) operating activities	7.1.2	**(692,260)**	**(292,954)**
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		(93,920)	(93,813)
Receipts			
Proceeds from sale of non-current assets		200	140
Net cash (used in) investing activities		**(93,720)**	**(93,673)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Repayment of lease liabilities		(2,954)	(3,010)
Distribution to owners		(114,988)	(42,487)
Payment to accrued salaries account		(2,844)	(2,493)
Net cash (used in) financing activities		**(120,786)**	**(47,990)**
Net increase/(decrease) in cash and cash equivalents		29,643	(32,292)
Cash and cash equivalents at the beginning of the year		723,558	755,850
Cash and cash equivalents at the end of the year	7.1.1	**753,201**	**723,558**

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

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Administered income and expenses by service

	Strategic Infrastructure Policy and Integrated Planning		Driver and Vehicle Services		On-demand Transport		Total	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Income								
For transfer to the Consolidated Accounts or Agencies								
Appropriations for transfer to the:								
WA Coastal Shipping Commission	100	100	-	-	-	-	100	100
Infringements								
Plate and transfer infringements	-	-	10,179	5,526	-	-	10,179	5,526
Speed and red-light infringements	-	-	116,166	99,340	-	-	116,166	99,340
Final demand traffic infringements	-	-	3,348	2,858	-	-	3,348	2,858
Motor vehicle registrations								
Motor vehicle fees	-	-	93	65	-	-	93	65
Motor vehicle registrations	-	-	1,503,847	1,406,580	-	-	1,503,847	1,406,580
Vehicle Licence Duty	-	-	812,713	784,971	-	-	812,713	784,971
Third party motor vehicle insurance premiums	-	-	1,079,111	1,014,695	-	-	1,079,111	1,014,695
Catastrophic Injury Support Scheme	-	-	304,132	295,205	-	-	304,132	295,205
Service WA fees collected	-	-	58	69	-	-	58	69
NDIS Worker Screening Application	-	-	2,919	1,837	-	-	2,919	1,837
Traffic Infringement Fines	-	-	34,627	-	-	-	34,627	-
Other Income	-	-	4,337	6,177	-	-	4,337	6,177
Total administered income	**100**	**100**	**3,871,530**	**3,617,323**	**-**	**-**	**3,871,630**	**3,617,423**
Expenses								
Transfer payments								
Consolidated account	-	-	2,364,185	2,233,210	-	8,405	2,364,185	2,241,615
Department of Local Government, Sport and Cultural Industries	-	-	93	65	-	-	93	65
Insurance Commission of Western Australia	-	-	1,383,243	1,309,900	-	-	1,383,243	1,309,900
WA Coastal Shipping Commission	100	100	-	-	-	-	100	100
Road Trauma Trust Account	-	-	116,612	72,557	-	-	116,612	72,557
Service WA payments	-	-	2,978	1,906	-	-	2,978	1,906
Other expenses	-	-	-	-	-	-	-	-
Total administered expenses	**100**	**100**	**3,867,111**	**3,617,638**	**-**	**8,405**	**3,867,211**	**3,626,143**

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Administered assets and liabilities

	2026 $'000	2025 $'000
Current assets		
Cash	19,665	18,652
Receivables (i)	16,866	12,445
Total current assets	**36,531**	**31,097**
Total administered assets	**36,531**	**31,097**
Current liabilities		
Payables	5,667	8,102
Accruals and interest payable	13,499	10,051
Total current liabilities	**19,166**	**18,153**
Total administered liabilities	**19,166**	**18,153**

(i) Notes to the Schedule of Administered Items – Accounts Receivable

	2026 $'000	2025 $'000
Current receivables	22,528	22,727
Allowance for impairment of receivables	(5,662)	(10,282)
	16,866	**12,445**

Notes to the financial statements

Note 1 Basis of Preparation

The Department is a WA Government not-for-profit entity controlled by the State of Western Australia, which is the ultimate parent.

A description of the nature of its operations and its principal activities has been included in the 'Overview' which does not form part of these financial statements.

As part of the State Government's Public Sector Reform, which commenced on 1 July 2025, the State's major infrastructure delivery functions were transferred to the Department through the establishment of the Office of Major Infrastructure Delivery (OMID), enhancing efficiency and expertise across government. The reform included renaming Department of Transport as the Department of Transport and Major Infrastructure (DTMI), the transfer of responsibility for the Major non-residential Infrastructure Projects function to DTMI from the Department of Health on 1 July 2025 and from the Department of Housing and Works on 1 January 2026.

These annual financial statements were authorised for issue by the Accountable Authority of the Department on 10 September 2026.

Statement of compliance

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

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

Basis of preparation

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

Judgements and estimates

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

Accounting for Goods and Services Tax

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

a) amount of GST incurred by the Agency as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and

b) receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of Cash Flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Note 1 Basis of Preparation (continued)

Contributed equity

AASB Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public-Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to, transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 8 – Requirement 8.1(i) and will be credited directly to Contributed Equity.

Administered items

The Department administers, but does not control, certain activities and functions for and on behalf of Government that do not contribute to the Department's services or objectives. It does not have discretion over how it utilises the transactions in pursuing its own objectives.

Transactions relating to the administered activities are not recognised as the Department's income, expenses, assets and liabilities, but are disclosed in the accompanying schedules as 'Administered income and expenses', and 'Administered assets and liabilities'.

The accrual basis of accounting and applicable Australian Accounting Standards has been adopted.

Comparative figures for Departments affected by the 2025 Public Sector Reform (PSR)

As a result of the machinery of government changes effective from 1 July 2025, the former Department of Transport became Department of Transport and Major Infrastructure incorporating transfer of functions from other agencies. Accordingly, certain balances across the Statement of Comprehensive Income, Statement of Financial Position and Statement of Cash Flows in the financial statements for the 2025-26 financial year are not directly comparable with those of the prior year.

Note 2 Department outputs

How the Department operates

This section includes information regarding the nature of funding the Department receives and how this funding is utilised to achieve the Department's objectives. This note also provides the distinction between controlled funding and administered funding:

	Notes
Department objectives	2.1
Schedule of Income and Expenses by Service	2.2
Schedule of Assets and Liabilities by Service	2.3

2.1 Department objectives

Mission

The Department's mission is to connect people with goods and services through an intricate system of roads, railways, airports, ports, paths and waterways, and educate and regulate to keep them safe within those networks. It coordinates and prioritises transport-related infrastructure as well as plans and delivers Government's Non-Residential Major Building Infrastructure Projects that support Western Australia's economic growth.

The Department is funded by user fees and charges revenue determined by prevailing market forces, other controlled revenues, income from other state government agencies and Parliamentary appropriations.

Services

The Department provides the following services:

Service 1: Strategic Infrastructure Policy and Integrated Planning

Contributes towards the provision of leadership for strategic infrastructure management, development and protection of economic nodes and transport networks through the provision of a range of services.

Service 2: Driver and Vehicle Services

Contributes towards the provision of safe, accessible, sustainable and efficient transport services and systems through the provision of driver licensing and vehicle registration services.

Note 2 Department outputs (continued)

Service 3: Maritime

Contributes towards the Department's outcome of an accessible and safe transport system through a range of coastal infrastructure services and marine safety, regulatory and education services.

Service 4: On-demand Transport

Contributes towards the provision of safe, accessible and sustainable personal on-demand transport services and systems.

2.2 Schedule of Income and Expenses by Service

For the year ended 30 June 2026

	Strategic Infrastructure Policy & Integrated Planning[i]		Driver and Vehicle Services		Maritime		On-demand Transport		Total	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
Cost of services	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Expenses										
Employee benefits expenses	45,237	34,505	156,008	141,613	36,896	35,038	5,880	5,979	244,021	217,135
Supplies and services	432,013	43,874	134,293	112,449	73,070	64,553	3,330	2,548	642,706	223,424
Depreciation and amortisation expenses	1,167	1,546	10,249	8,187	19,358	18,195	740	471	31,514	28,399
Accommodation expenses	1,800	2,613	13,758	12,805	5,560	5,422	615	596	21,733	21,436
Grants and subsidies	171,172	128,928	49,966	68,741	6,522	4,073	23,652	23,570	251,312	225,312
Finance costs	11	15	145	141	224	85	7	7	387	248
Other expenses	893	727	4,052	2,432	6,507	10,615	79	520	11,531	14,294
Total cost of services	**652,293**	**212,208**	**368,471**	**346,368**	**148,137**	**137,981**	**34,303**	**33,691**	**1,203,204**	**730,248**
Income										
User charges and fees	60,245	59,081	264,328	236,555	44,030	43,917	10,881	10,350	379,484	349,903
Sale	-	1	4	7	40	27	-	-	44	35
Grants and contributions	36,849	9,465	1,033	1,894	-	-	-	-	37,882	11,359
Interest income	198	312	1,414	1,223	324	293	59	57	1,995	1,885
Other income	980	3,755	534	411	32,952	29,790	12	803	34,478	34,759
Total revenue	98,272	72,614	267,313	240,090	77,346	74,027	10,952	11,210	**453,883**	**397,941**
Total income	98,272	72,614	267,313	240,090	77,346	74,027	10,952	11,210	**453,883**	**397,941**
Net cost of services	554,021	139,594	101,158	106,278	70,791	63,954	23,351	22,481	**749,321**	**332,307**
Income from State Government										
Service appropriation	18,007	26,365	128,882	103,354	29,514	24,777	5,413	4,835	181,816	159,331
Income from other public sector entities	388,027	29,671	69,633	67,896	13,937	7,512	2	24	471,599	105,103
Resources received free of charge	88	265	633	1,039	145	249	27	49	893	1,602
Royalties for Regions Fund	37,142	29,033	52,233	40,137	3,233	34	9	10	92,617	69,214
Total income from State Government	**443,264**	**85,334**	**251,381**	**212,426**	**46,829**	**32,572**	**5,451**	**4,918**	**746,925**	**335,250**
Surplus/(deficit) for the year	**(110,757)**	**(54,260)**	**150,223**	**106,148**	**(23,962)**	**(31,382)**	**(17,900)**	**(17,563)**	**(2,396)**	**2,943**

[i]The costs associated with the Major Projects function (i.e. Office of Major Infrastructure Delivery) currently reported under Service 1, will be reported under a new Service in 2026-27.

The Schedule of income and expenses by service should be read in conjunction with the accompanying notes.

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2.3 Schedule of Assets and Liabilities by Service

As at 30 June 2026

	Strategic Infrastructure Policy & Integrated Planning[i]		Driver and Vehicle Services		Maritime		On-demand Transport		Total	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Assets										
Current assets	188,701	124,799	480,472	489,232	110,026	117,286	20,179	22,889	799,378	754,206
Non-current assets	325,475	206,506	828,726	809,545	189,776	194,074	34,806	37,875	1,378,783	1,248,000
Total assets	**514,176**	**331,305**	**1,309,198**	**1,298,777**	**299,802**	**311,360**	**54,985**	**60,764**	**2,178,161**	**2,002,206**
Liabilities										
Current liabilities	51,753	13,130	131,774	51,470	30,176	12,340	5,533	2,409	219,236	79,349
Non-current liabilities	3,834	1,927	9,763	7,553	2,236	1,811	411	353	16,244	11,644
Total liabilities	**55,587**	**15,057**	**141,537**	**59,023**	**32,412**	**14,151**	**5,944**	**2,762**	**235,480**	**90,993**
Net assets/liabilities	**458,589**	**316,248**	**1,167,661**	**1,239,754**	**267,390**	**297,209**	**49,041**	**58,002**	**1,942,681**	**1,911,213**

[i]The costs associated with the Major Projects function (i.e. Office of Major Infrastructure Delivery) currently reported under Service 1, will be reported under a new Service in 2026-27.

The Schedule of Assets and Liabilities by Service should be read in conjunction with the accompanying notes.

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Note 3 Use of our funding

Expenses incurred in the delivery of services

This section provides additional information about how the Department's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Department in achieving its objectives and the relevant notes are:

	Notes	2026 $'000	2025 $'000
Employee benefits expenses	3.1.1	244,021	217,135
Employee related provisions	3.1.2	51,523	43,194
Grants and subsidies	3.2	251,312	225,312
Finance costs	3.3	387	248
Other expenditure	3.4	675,970	259,154

3.1.1 Employee benefits expenses

	2026 $'000	2025 $'000
Wages and salaries	215,459	193,577
Termination benefits	262	-
Superannuation - defined contributions plans	25,947	21,585
Other related expenses	2,353	1,973
Total employee benefits expenses	**244,021**	**217,135**
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	573	392
Less: Employee contributions (per the Statement of comprehensive income)	(242)	(174)
Net employee benefits	**244,352**	**217,353**

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

Superannuation is the amount recognised in profit or loss of the Statement of comprehensive income comprises employer contributions paid to the Gold State Super (concurrent contributions), the West State Super, other GESB schemes or other superannuation funds.

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

AASB 16 Non-monetary benefits are non-monetary employee benefits predominantly relating to the provision of vehicle and housing benefits that are recognised under AASB 16 which are excluded from the employee benefits expense.

Employee contributions are contributions made to the Department by employees towards employee benefits. This includes both AASB 16 and other employee contributions.

3.1.2 Employee related provisions

	2026 $'000	2025 $'000
Current		
Employee benefits provisions		
Annual leave	17,169	13,474
Long service leave	22,418	19,551
Deferred salary scheme	218	255
	39,805	**33,280**
Other provisions		
Employment on-costs	466	386
Purchased leave	50	11
Total current employee related provisions	**40,321**	**33,677**
Non-Current		
Employee benefits provisions		
Long service leave	11,062	9,399
	11,062	**9,399**
Other provisions		
Employment on-costs	140	118
Total non-current employee related provisions	**11,202**	**9,517**
Total employee related provisions	**51,523**	**43,194**

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

Annual leave liabilities are classified as current as there is no right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2026 $'000	2025 $'000
Within 12 months of the end of the financial year	13,643	11,050
More than 12 months after the end of the financial year	3,526	2,424
	17,169	**13,474**

The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

Long service leave liabilities are unconditional long service leave provisions classified as current liabilities as the Department does not have the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the end of the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Department has the right to defer the settlement of the liability until the employee has completed the requisite years of service. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2026 $'000	2025 $'000
Within 12 months of the end of the financial year	7,264	5,858
More than 12 months after the end of the financial year	26,216	23,092
	33,480	**28,950**

The provision for long service leave is calculated at present value as the Department does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement and discounted using market yields at the end of the financial year on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

3.1.2 Employee related provisions (continued)

Employment on-costs involve settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses', Note 3.4 and are not included as part of the Department's 'employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

	2026 $'000	2025 $'000
Carrying amount at start of year	504	416
Additional/(reversals of) provisions recognised	162	91
Payments/Other sacrifices of economic benefits	(60)	(3)
Unwinding of the discount	-	-
Carrying amount at end of year	**606**	**504**

Key sources of estimation uncertainty – long service leave

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

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

- Expected future salary rates;
- Discount rates;
- Employee retention rates; and
- Expected future payments.

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

3.2 Grants and subsidies

	2026 $'000	2025 $'000
Active Traffic Management	2,250	2,250
Aviation (Public Air Route) Subsidies	1,199	1,500
Coastal Projects and Zone Management	4,207	1,428
Community Police	3,545	2,669
Commonwealth Grants - Active Transport Fund	454	-
Driving Access and Equity Program[(i)]	6,597	7,690
Fare Subsidies (Pensioners)	1,064	993
Fremantle Container Rail Subsidy[(ii)]	9,889	7,912
Inter-Regional Flight Network Expansion[(iii)]	6,115	2,536
Kimberley Resilience Program - Aboriginal Community Airstrip Renewal Program	1,367	199
Marine Communications	845	791
National Transport Reforms	393	301
Outdoor Adventure Tourism Package	4,707	3,775
Passenger Transport Subsidy Scheme[(iv)]	21,397	15,490
Public Transport Authority - Central Area Transit Bus Services[(v)]	20,570	20,650
Public Transport Authority - Electric Buses and Depot Modifications[(vi)]	-	17,170
Public Transport Authority - Tunnel Monitoring System	1,716	1,957
Recreational Boat Facilities	1,270	804
Regional Airfare Zone Cap[(vii)]	46,396	32,921
Regional Airport Development Scheme	1,363	359
Regional Airports - Pavement Upgrades	3,115	-
Regional Pensioner Travel Card[(viii)]	38,983	33,373
Student Fare Concessions	972	991
Taxi User Co-payment	-	5,883
Western Australian Bicycle Network (including Principal Shared Path Program)[(ix)]	16,136	12,802
Westport - Enabling Works[(x)]	-	23,640
Westport - Road Project Development[(xi)]	55,600	-
Wheelchair Accessible Vehicle - Vehicle Modification Grant	219	213
Zero Emission Vehicle Purchase Rebates[(xii)]	840	25,008
Other Grants and Subsidies	103	2,007
Total expense for services	**251,312**	**225,312**

Grants expenses are those transactions where the Department provides goods, services or assets without receiving equal value in return.

Grants can be paid as general-purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

Grants and other transfers to third parties (other than contribution to owners) are recognised as an expense in the financial year in which they are paid or payable. They include transactions such as grants, subsidies, personal benefit payments made in cash to individuals, other transfer payments made to public sector agencies, local government, non-government schools, and community groups.

(i) The Driving Access and Equity Program (DAEP) supports disadvantaged learner drivers particularly those in regional and remote WA, get a driver's licence and delivers initiatives to improve service delivery and road safety in remote communities.

(ii) The Fremantle Container Rail Subsidy allows containers transported by rail to be more cost competitive with road transport, particularly given the short distances and low volumes that characterise the metro rail container trade.

(iii) The Inter-Regional Flight Network Expansion (IRFN) grants are provided to regional flight operators. The IRFN delivers critical regional connectivity between Geraldton, Karratha, Port Hedland and Broome.

(iv) The Passenger Transport Subsidy Scheme (PTSS) provides subsidised taxi travel to WA residents with permanent and severe disability that prevents them from using conventional public transport services.

(v) The Central Area Transit (CAT) Bus Services grant provides disbursements for administering and operating the free Central Area Transit and the Free Transit Zone services in Perth.

3.2 Grants and subsidies (continued)

(vi) The Electric Buses and Depot Modifications grant is a reinvestment of Licensing Account funds to purchase electric buses and its associated charging infrastructure at Elizabeth Quay Bus Station.

(vii) The Regional Airfare Zone Cap initiative is to enable air travel to be more affordable to residents of regional Western Australia and increase liveability in the regions.

(viii) The Regional Pensioner Travel Card is an initiative introduced to improve transport accessibility for pensioners residing in regional areas.

(ix) The WABN Grant aims to improve the infrastructure and encourage opportunities for bike riding in the regions. The grants are jointly funded with local government to plan, design and construct cycling infrastructure.

(x) Westport – Enabling works is a grant for deploying an artificial reef in Cockburn Sound that is intended to enhance the existing habitat and health of the marine environment and recreational fishing for the long term.

(xi) Westport - Road Project Development supports the planning and development of critical road, rail and environmental offsets requirements necessary to facilitate the future operation of Westport.

(xii) Zero Emission Vehicle Purchase Rebates - The scheme is a financial incentive to encourage the take up of zero and low emission light vehicles (ZLEVs) and battery electric vehicles (EVs) as part of the Government's Clean Energy Car Fund.

3.3 Finance costs

	2026 $'000	2025 $'000
Lease interest expense	387	248
	387	**248**

3.4 Other expenditure

	2026 $'000	2025 $'000
Supplies and services [(i)]		
Cloud services	11,613	8,731
Communications	20,387	16,871
Consultants and contractors	127,015	91,300
Consumables [(ii)]	23,935	22,694
Commissions [(iii)]	60,058	49,620
Data processing	406	801
Drivers licence card production	1,688	1,430
Number plate production	5,635	5,465
Repairs and maintenance [(iv)]	27,724	22,904
Travel	2,426	1,905
Managed contracts [(v)]	360,187	-
Other	1,632	1,703
	642,706	**223,424**
Accommodation expenses		
Rentals	18,923	18,564
Cleaning	2,810	2,872
	21,733	**21,436**
Other expenses [(vi)]		
Employment on-costs [(vii)]	1,870	1,698
Audit cost [(viii)]	453	404
Catering	115	105
Corporate membership fees	427	232
Donations and sponsorships	17	21
Expected credit losses expense [(ix)]	537	160
Impairment losses	245	400
Loss on disposal of non-current assets [(x)]	-	932
Net assets transferred out [(xi)]	5,319	-
Storage and removal	480	702
Prior year construction in progress expensed	26	112
Settlement expenses [(xii)]	-	5,665
Other [(xiii)]	2,042	3,863
	11,531	**14,294**
Total other expenditure	**675,970**	**259,154**

3.4 Other expenditure (continued)

(i) Supplies and services are recognised as an expense in the financial year in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

(ii) Consumables expenses include short-term leases with a lease term of 12 months or less and low-value leases with an underlying value of $5,000 or less.

(iii) Commissions are recognised as an expense in the financial year in which they are incurred. The department incurs fees and costs in utilising the services from a range of collection agencies.

(iv) Repairs and maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a significant component of an asset, when costs are capitalised and depreciated.

(v) Managed contracts expenses include delivery of the State's major infrastructure work excluding transport. Nil in financial year 2025 due to the Public Sector Reform establishing the Office of Major Infrastructure Delivery (OMID) on 1 July 2025 (See Note 1 Basis of Preparation).

(vi) Other expenses generally represent the day-to-day running costs incurred in normal operations.

(vii) Employment on-costs include workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liabilities is included at Note 3.1.2 Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included here.

(viii) Audit cost includes the 30 June 2026 fee. See also Note 9.8 Remuneration of auditors.

(ix) Expected credit losses is an allowance of trade receivables, measured at the lifetime expected credit losses at each reporting date. The Department has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment (see Note 6.1.1 Movement in the allowance for impairment of trade receivables).

(x) Loss on disposal of non-current assets

	2026 $'000	2025 $'000
Net proceeds from disposal of non-current assets		
Property, plant and equipment	-	140
Carrying amount of non-current assets disposed		
Property, plant and equipment	-	(79)
Infrastructure	-	(146)
Intangible assets	-	(847)
Net loss on disposal of non-current assets	**-**	**(932)**

Gains and losses on the disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in profit or loss in the statement of comprehensive income.

(xi) Net assets transferred includes works undertaken on the Koombana Bay Groyne for the benefit of the City of Bunbury.

(xii) Settlement expenses for financial year 2025 comprise a confidential settlement amount to terminate a long-term lease of land in order to pursue further development opportunities. There is also a partial award in an arbitration matter relating to a lease where rent received is to be refunded.

(xiii) Other expenses include returning of state government grants in financial year 2026 and interest and costs incurred in arbitration matters in 2025.

Note 4 Our funding sources

How we obtain our funding

This section provides additional information about how the Department obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by the Department and the relevant notes are:

	Notes	2026 $'000	2025 $'000
Income from State Government	4.1	746,925	335,250
User charges and fees	4.2	379,484	349,903
Grants and contributions	4.3	37,882	11,359
Other income	4.4	34,478	34,759

4.1 Income from State Government

	2026 $'000	2025 $'000
Appropriations received during the year		
Service appropriation[a]	179,863	157,718
Amounts authorised by other statutes	1,953	1,613
	181,816	**159,331**
Income from other public sector entities during the year [b]		
Government grants and contributions	68,551	64,679
Service Level Agreements	3,106	2,759
General government grants-Metronet	453	-
Service Level Agreement - Shared IT	-	711
Service Level Agreement - WA Coastal Shipping Commission	73	70
Managed building works[c]	360,328	-
Commissions - Insurance Commission of Western Australia	37,987	34,726
Commissions - Processing Application Fees	909	669
Net assets transferred in	192	1,489
	471,599	**105,103**
Resources received free of charge from other public sector entities [d]		
Department of Communities		
Education services	1	-
Department of Education		
Provision of data	1	1
Department of Housing and Works		
Accommodation	385	-
Department of Finance	-	640
Accommodation		
Department of Planning, Lands and Heritage		
Provision of data	-	9
Department of Primary Industries and Regional Development		
Digital scanning	23	15
Landgate		
Provision of data	15	4
State Solicitor's Office		
Legal services	25	427
Main Roads Western Australia		
Accommodation	305	290
Planning and technical support, sustainability advice	62	154
WA Treasury Corporation		
Advisory services	76	62
	893	**1,602**

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4.1 Income from State Government (continued)

	2026 $'000	2025 $'000
Royalties for Regions Fund [e]		
Albany Fishing Platform	200	-
Carnarvon One Mile Jetty	3,000	-
Driver Access Equity Program	5,540	5,910
Fitzroy Crossing Airport Upgrade Project - Planning	386	-
Kununurra-Halls Creek-Balgo Regular Passenger Transport	200	200
Regional Pensioner Travel Card	46,586	34,118
Regional Two-Zone Airfare Cap for Regional Residents	33,256	25,533
WA Agricultural Supply Chain Improvement Activities	3,300	3,300
Other	149	153
	92,617	**69,214**
Total income from State Government	**746,925**	**335,250**

(a) **Service Appropriation** is recognised as revenue at fair value in the year in which the Department gains control of the appropriated funds. The Department gains control of appropriated funds at the time those funds are deposited into the Department's bank account or credited to the Amounts receivable for services (holding account) held at Treasury.

Service appropriations fund the net cost of services delivered (as set out in Note 2.2). Appropriation revenue comprises the following:

- Cash component; and
- A receivable (asset).

(b) **Income from other public sector entities** are recognised as income when the Department has satisfied its performance obligations under the funding agreement. If there is no performance obligation, income is recognised when the Department receives the funds.

(c) **Managed building works -** includes delivery of the State's major infrastructure work on behalf of other public sector client agencies. Nil in financial year 2025 due to the Public Sector Reform establishing the Office of Major Infrastructure Delivery (OMID) on 1 July 2025 (See Note 1 Basis of Preparation)

(d) **Resources received free of charge from other public sector entities** are recognised as income equivalent to the fair value of those services that can be reliably determined, and which would have been purchased if not donated.

(e) **The Royalties for Regions Fund** is committed to various WA regional projects and programs. Royalties for Regions funds are recognised as revenue at fair value in the year in which the Department obtains control over the funds. The Department obtains control of the funds at the time the funds are deposited into the Department's bank account.

4.1 Income from State Government (continued)

Summary of consolidated account appropriations

For the year ended 30 June 2026

	Budget Estimate $'000	Additional funding $'000	Revised Budget $'000	Actual $'000	Variance $'000
DELIVERY OF SERVICES					
Item 88 Net amount appropriated to deliver services [a][b]	163,398	4,895	168,293	**179,863**	11,570
Amount authorised by other statutes					
Salaries and Allowances Act 1975	1,878	75	1,953	**1,953**	-
Total appropriations provided to deliver services	**165,276**	**4,970**	**170,246**	**181,816**	**11,570**
CAPITAL					
Item 159 Capital appropriations [c]	114,700	21,390	136,090	**154,432**	18,342
ADMINISTERED TRANSACTIONS					
Item 88 WA Coastal Shipping Commission	100	-	100	**100**	-
Total administered items	**100**	**-**	**100**	**100**	**-**
	280,076	**26,360**	**306,436**	**336,348**	**29,912**

(a) The 2025-26 Budget and 2025-26 Estimated Actual financial data have been recast for comparative purposes due to the Public Sector Reform changes which took effect from 1 July 2025, including the transfer of the Major Projects function from Department of Housing and Works to the Office of Major Infrastructure Delivery on 1 January 2026.

(b) The variance between revised budget and 2025-26 actual represents appropriation received that was not included in the revised budget, including, supplementary funding for the Regional Airfare Zone Cap (RAZC) Scheme to reflect uptake above original projections ($6.0 million), support Regular Public Transport (RPT) air services including Inter Regional Flight Network with subsidies in response to the jet fuel crisis affecting regional aviation services ($5.0 million).

(c) The variation is due to the funding provided by Treasury's Special Purpose Account for Climate Action and Digital Capability fund programs.

4.2 User charges and fees

	Notes	2026 $'000	2025 $'000
Boat registration fees		27,638	26,195
Small boat harbour fees		14,192	15,422
Other maritime fees		2,150	2,168
Motor drivers licence application fees		103,927	96,746
Motor vehicle recording, transfer, plate and inspection fees		153,953	134,214
Passenger transport vehicle fees		10,026	9,582
Perth parking licence fees	9.7	60,243	59,079
Other fees		7,355	6,497
		379,484	**349,903**

The Treasurer may make a determination providing for prescribed receipts to be retained for services under the control of the Department. In accordance with the determination specified in the 2025-26 Budget Statements, the Department retained $453 million in 2025-26 ($397 million in 2024-25) from the following.

- Regulatory fees and fines
- Grants and contributions
- Sale of goods and services
- Taxation
- Other receipts

4.2 User charges and fees (continued)

Revenue is recognised at the transaction price when the Department transfers control of the services to customers. In most cases, this occurs upon the grant, renewal, or variation of a licence or fee, which generally coincides with the customer's payment.

Revenue is recognised for the major activities as follows:

Small boat harbour fees
Revenue is recognised when the Department transfers control of services to the customer. The performance obligations for these user fees and charges are satisfied when the services have been provided.

Perth parking licence fees
The Department administers Perth parking licence fees under the *Perth Parking Management Act 1999*. This licence is a short-term licence, and revenue is recognised at the point in time when the licence is issued.

4.3 Grants and contributions

	2026 $'000	2025 $'000
Indian Ocean Territories	1,033	1,894
Other Commonwealth grants	36,849	9,465
	37,882	**11,359**

Revenue is recognised at fair value when the Department obtains control over the assets comprising the contributions usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined, and the services would be purchased if not donated.

4.4 Other income

	2026 $'000	2025 $'000
Rents and leases	20,776	20,589
Recoups of operating expenses (i)	4,245	6,344
Gain on disposal of non-current assets (ii)	66	-
Harbour utility charges	5,827	5,585
Other	3,564	2,241
	34,478	**34,759**

Revenue from operating activities, including rendering of services and the sale of assets is recognised when the Department has passed control of the goods or other assets or delivery of the service to the customer.

(i) Recoupment of operating activities is recognised when invoiced.

(ii) Gain on disposal of non-current assets

	2026 $'000	2025 $'000
Net proceeds from disposal of non-current assets		
Property, plant and equipment	196	-
Carrying amount of non-current assets disposed		
Property, plant and equipment	(43)	-
Infrastructure	(37)	-
Intangible assets	(50)	-
Net gain on disposal of non-current assets	**66**	**-**

4.4 Other income (continued)

Gains and losses on the disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in profit or loss in the statement of comprehensive income.

Note 5 Key Assets

Assets the Department utilises for economic benefit or service potential

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

	Notes	2026 $'000	2025 $'000
Property, plant and equipment	5.1	351,420	313,642
Infrastructure	5.2	416,498	369,274
Intangible assets	5.3	84,950	76,802
Right-of-use assets	5.4	7,069	3,638
Construction in progress	5.5	88,426	86,449

5.1 Property, plant and equipment

Reconciliations of the carrying amounts of property, plant and equipment at the beginning and end of the financial year are set out below:

	Land $'000	Buildings $'000	Refurbishments furniture and fittings $'000	Plant and equipment $'000	Computer hardware $'000	Vehicles $'000	Vessels $'000	Total $'000
Year ended 30 June 2026								
Carrying amount at start of year	273,328	25,416	5,517	5,977	1,412	727	1,265	313,642
Additions	-	4,059	358	2,755	48	132	1,088	8,440
Revaluation	30,354	4,401	-	-	-	-	-	34,755
Disposals	-	-	-	(11)	(32)	-	-	(43)
Write-offs	-	-	-	(5)	-	-	-	(5)
Transfers [(b)]	-	-	-	29	-	-	-	29
Depreciation	-	(1,878)	(1,038)	(1,603)	(439)	(171)	(269)	(5,398)
Carrying amount at end of year [(a)]	**303,682**	**31,998**	**4,837**	**7,142**	**989**	**688**	**2,084**	**351,420**
Gross carrying amount	303,682	32,100	18,128	19,887	4,621	1,888	5,201	385,507
Accumulated depreciation	-	(102)	(13,291)	(12,745)	(3,632)	(1,200)	(3,117)	(34,087)
Accumulated impairment losses	-	-	-	-	-	-	-	-

(a) Includes professional and project management fees, which are now included in the value of current use building assets under the current replacement cost basis.

(b) The Department of Planning, Lands and Heritage (DPLH) is the only Department with the power to transfer Crown land. The land is transferred from DPLH and the agency accounts for the transfer as a contribution by owner.

5.1 Property, plant and equipment (continued)

	Land $'000	Buildings $'000	Refurbishments furniture and fittings $'000	Plant and equipment $'000	Computer hardware $'000	Vehicles $'000	Vessels $'000	Total $'000
Year ended 30 June 2025								
Carrying amount at start of year	146,405	22,324	5,306	5,983	1,428	911	1,077	183,434
Additions	-	126	1,500	1,481	527	-	455	4,089
Revaluation [(a)(c)]	126,573	4,574	-	-	-	-	-	131,147
Disposals	-	-	-	(8)	-	-	(70)	(78)
Write-offs	-	-	-	-	-	-	-	-
Transfers [(b)]	350	(80)	-	(18)	-	-	-	252
Depreciation	-	(1,528)	(1,289)	(1,461)	(543)	(184)	(197)	(5,202)
Carrying amount at end of year	**273,328**	**25,416**	**5,517**	**5,977**	**1,412**	**727**	**1,265**	**313,642**
Gross carrying amount	273,328	25,419	17,771	17,458	6,032	1,790	4,424	346,222
Accumulated depreciation	-	(3)	(12,254)	(11,481)	(4,620)	(1,063)	(3,159)	(32,580)
Accumulated impairment losses	-	-	-	-	-	-	-	-

(a) The revaluation resulted in a large increase in the fair value of the Department's land due to Landgate reviewing and re-assessing the methodology to determine service capacity of the land. Refer to note 8.3.

(b) The Department of Planning, Lands and Heritage (DPLH) is the only Department with the power to transfer Crown land. The land is transferred from DPLH and the agency accounts for the transfer as a contribution by owner.

(c) Of this amount, $2,298,000 relates to professional and project management fees, which are now included in the value of current use building assets under the current replacement cost basis.

5.1 Property, plant and equipment (continued)

Capitalisation/expensing of assets

Items of property, plant and equipment and infrastructure costing $5,000 or more are recognised as assets, and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment and infrastructure costing less than $5,000 are immediately expensed directly to the Statement of Comprehensive Income (other than where they form part of a group of similar items which is significant in total).

Initial recognition and measurement

Property, plant and equipment and infrastructure are initially recognised at cost. For items of property, plant and equipment and infrastructure acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the leasehold improvement.

Subsequent measurement

After initial recognition of an asset, the revaluation model is used for the measurement of land and buildings, and the cost model for all other property, plant and equipment and infrastructure. Land and buildings are carried at fair value less accumulated depreciation (buildings only) and accumulated impairment losses. All other items of property, plant and equipment and infrastructure are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Where market-based evidence is available, the fair value of land and buildings is determined on the basis of current market values determined by reference to recent market transactions.

Where market-based evidence is not available, the fair value of land and buildings is determined on the basis of existing use. This normally applies where buildings are specialised or where land use is restricted. Fair value for existing use buildings is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. current replacement cost.

Land assets were last revalued as at 1 July 2025 by the Western Australian Land Information Authority (Landgate). The valuations were performed during the year ended 30 June 2026 and recognised at 30 June 2026. In undertaking the revaluation, fair value was determined by reference to market value: $3,339,000 (2025: $2,833,000). For the remaining balance, fair value of land was determined on the basis of comparison with market evidence for land with low level utility (high restricted use land).

Building assets were last revalued as at 1 July 2025 by Landgate. The valuations were performed during the year ended 30 June 2026 and recognised at 30 June 2026. In undertaking the revaluation, fair value was determined by reference to market value: $1,410,000 (2025: $1,186,000). For the remaining balance, fair value of buildings was determined on the basis of current replacement cost.

When buildings are revalued, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount. Fair value for restricted use land is determined by comparison with market evidence for land with similar approximate utility (high restricted use land) or market value of comparable unrestricted land (low restricted use land). Independent valuations of land and buildings are provided annually by Landgate and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the financial year.

In addition, for buildings under the current replacement cost basis, estimated professional and project management fees are included in the valuation of current use assets as required by AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*.

The most significant assumptions and judgements in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated economic life. Professional judgement by the valuer is required where the evidence does not provide a clear distinction between market type assets and existing use assets.

Information on fair value measurements is provided in Note 8.3.

5.1 Property, plant and equipment (continued)

Derecognition

Upon disposal or derecognition of an item of property, plant and equipment, any revaluation surplus relating to that asset is retained in the asset revaluation surplus.

Asset revaluation surplus

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets.

5.1.1 Depreciation and impairment

Charge for the period

	2026 $'000	2025 $'000
Depreciation		
Buildings	1,878	1,528
Refurbishments, furniture and fittings	1,038	1,289
Plant and equipment	1,603	1,461
Computer hardware	439	543
Vehicles and vessels	440	381
	5,398	**5,202**

Finite useful lives

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The useful lives of key assets are reviewed annually.

Land and non-current assets classified as held for distribution to owners are not depreciated. Other assets are depreciated using the straight-line method at rates that are reviewed annually. Estimated useful lives for each class of depreciable asset are:

Asset	Useful life
Buildings	20 to 50 years
Computer hardware	4 to 7 years
Refurbishments, furniture and fittings	3 to 20 years
Plant and equipment	3 to 20 years
Vehicles	5 to 20 years
Vessels	10 to 20 years

Impairment

	2026 $'000	2025 $'000
Impairment		
Buildings	113	-
	113	**-**

No surplus assets have been identified at 30 June 2026.

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

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

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

5.1.1 Depreciation and impairment (continued)

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

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

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

Please refer to Note 5.3 for guidance in relation to the impairment assessment that has been performed for intangible assets.

5.2 Infrastructure

Reconciliation

Reconciliations of the carrying amounts of infrastructure at the beginning and end of the financial year are set out below:

	2026 $'000	2025 $'000
Carrying amount at start of year	369,274	288,209
Additions	60,048	5,597
Disposals	(37)	(146)
Transfers	93	87,833
Depreciation	(12,635)	(12,219)
Impairment losses	(245)	-
Carrying amount at end of year	**416,498**	**369,274**
Gross carrying amount	634,118	575,166
Accumulated depreciation	(217,375)	(205,892)
Accumulated impairment losses	(245)	-
The carrying amounts of infrastructure comprises:		
Breakwaters and groynes	166,985	125,292
Wharves, jetties and boat pens	86,696	88,759
Navigation aids	10,234	9,961
Channel development and earthworks	85,165	77,573
Associated infrastructure (i)	67,418	67,689
	416,498	**369,274**

(i) Associated infrastructure mainly comprises car parks, access roads, hardstand areas, lighting and services including electrical, water, drainage and sewerage systems.

The Infrastructure policies are outlined in Note 5.1.

5.2.1 Depreciation and impairment

Charge for the year

	2026 $'000	2025 $'000
Depreciation		
Infrastructure	12,635	12,219
	12,635	**12,219**

The Infrastructure policies are outlined in Note 5.1.1.

5.2.1 Depreciation and impairment (continued)

Finite useful lives

Infrastructure assets are predominantly maritime infrastructure assets.

All infrastructure assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits.

The expected useful lives for the Department's main types of infrastructure assets are:

Asset	Useful life
Breakwaters and groynes	50 to 100 years
Wharves, jetties and boat pens	15 to 50 years
Navigation aids	5 to 50 years
Channel development and earthworks	50 to 100 years
Associated infrastructure	10 to 100 years

5.3 Intangible assets

Reconciliation

Reconciliations of the carrying amounts of intangible assets at the beginning and end of the financial year are set out below:

	2026 $'000	2025 $'000
Carrying amount at start of year	76,802	59,794
Additions	18,967	24,165
Disposals	(50)	(847)
Transfers	-	2,307
Impairment losses	-	(400)
Amortisation expense	(10,769)	(8,217)
Carrying amount at end of year (i)	**84,950**	**76,802**
Gross carrying amount	183,225	165,135
Accumulated amortisation	(98,275)	(88,333)
Accumulated impairment losses	-	-

(i) Intangible assets comprise computer software and licences.

Initial recognition

Intangible assets, both externally acquired and internally generated, costing $5,000 or more are capitalised. The cost of utilising the assets is expensed (amortised) over their useful lives. Costs incurred below this threshold are immediately expensed directly to the Statement of Comprehensive Income.

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all the following are demonstrated:

(a) the technical feasibility of completing the intangible asset so that it will be available for use or sale;

(b) an intention to complete the intangible asset, and use or sell it;

(c) the ability to use or sell the intangible asset;

(d) the intangible asset will generate probable future economic benefit;

(e) the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and

(f) the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Costs incurred in the research phase of a project are immediately expensed.

5.3 Intangible assets (continued)

Subsequent measurement

The cost model is applied for subsequent measurement of intangible assets requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Computer software

Software that is an integral part of the related hardware is recognised as property, plant and equipment. Software that is not an integral part of the related hardware is treated as an intangible asset. Software costing less than $5,000 is expensed in the year of acquisition.

Software as a Service (SaaS) arrangements

SaaS arrangements are service contracts providing the Department with the right to access the cloud provider's application software over the contract period. As such, the Department does not receive a software intangible asset at the contract commencement date. Implementation costs including costs to configure or customise the cloud provider's application software are generally recognised as operating expenses when the services are received. However, configuration and customisation costs not distinct from the SaaS access and performed by the cloud provider are recognised as a prepayment and expensed when the supplier provides access to the application software over the contract period.

Costs incurred for the development of distinct software that enhances or modifies, or creates additional capability to existing systems and meets the definition of, and recognition criteria for an intangible asset are capitalised.

5.3.1 Amortisation and impairment

Charge for the period

	2026 $'000	2025 $'000
Amortisation		
Intangible assets	10,769	8,217
	10,769	**8,217**

The Department held no goodwill or intangible assets with an indefinite useful life during the financial year. Intangible assets with finite lives are systematically amortised over their estimated useful lives on a straight-line basis using rates which are reviewed annually. All intangible assets controlled by the Department have a finite useful life and zero residual value.

The expected useful life for intangible assets is 3 to 25 years.

As at 30 June 2026, there were no indications of impairment to intangible assets.

	2026 $'000	2025 $'000
Impairment		
Intangible assets	-	400
	-	**400**

Impairment of intangible assets

Intangible assets with finite useful lives are tested for impairment annually or when an indication of impairment is identified.

The policy regarding testing for impairment is outlined in Note 5.1.1.

5.4 Right-of-use assets

Reconciliations of the carrying amounts of right-of-use assets at the beginning and end of the financial year are set out below:

	Land $'000	Buildings $'000	Plant and equipment $'000	Computer hardware $'000	Vehicles $'000	Total $'000
Year ended 30 June 2026						
Carrying amount at start of year	38	421	133	811	2,235	3,638
Additions	-	3,066	1,665	735	684	6,150
Disposals	-	-	-	-	(7)	(7)
Depreciation	(4)	(697)	(511)	(831)	(669)	(2,712)
Carrying amount at end of year	**34**	**2,790**	**1,287**	**715**	**2,243**	**7,069**
Gross carrying amount	54	4,920	1,885	1,351	3,780	11,990
Accumulated depreciation	(20)	(2,130)	(598)	(636)	(1,537)	(4,921)
Accumulated impairment losses	-	-	-	-	-	-

	Land $'000	Buildings $'000	Plant and equipment $'000	Computer hardware $'000	Vehicles $'000	Total $'000
Year ended 30 June 2025						
Carrying amount at start of year	41	663	164	1,478	1,732	4,078
Additions	-	335	606	292	1,099	2,332
Disposals	-	(11)	-	-	-	(11)
Depreciation	(3)	(566)	(637)	(959)	(596)	(2,761)
Carrying amount at end of year	**38**	**421**	**133**	**811**	**2,235**	**3,638**
Gross carrying amount	54	2,173	220	2,423	3,471	8,341
Accumulated depreciation	(16)	(1,752)	(87)	(1,612)	(1,236)	(4,703)
Accumulated impairment losses	-	-	-	-	-	-

Initial recognition

Right-of-use assets are measured at cost including the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs, including dismantling and removing the underlying asset.

This includes all leased assets other than investment property right-of-use assets, which are measured in accordance with AASB 140 *Investment Property*.

The Department has leases for vehicles, office equipment, storage facilities, computer hardware and residential accommodation. The Department has also entered into Memorandum of Understanding Agreements with the Department of Housing and Works for the leasing of office accommodation. These are not recognised under AASB 16 because of substitution rights held by the Department of Housing and Works and are accounted for as an expense as incurred.

The Department has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of less than $5,000). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

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5.4 Right-of-use assets (continued)

5.4.1 Depreciation and impairment

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets. If ownership of the leased asset transfers to the Department at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in Note 5.1.

The following amounts relating to leases have been recognised in the Statement of Comprehensive Income:

	2026 $'000	2025 $'000
Depreciation expense of right-of-use assets	2,712	2,761
Lease interest expense	387	248
Short-term leases	212	91
Low-value leases	2,491	2,185
	5,802	**5,285**

The total cash outflow for leases was $2.9 million (2025:$3.0 million)

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in Note 7.2.

5.5 Construction in progress

	2026 $'000	2025 $'000
At cost:		
Vehicles and vessels	474	2,068
Computer hardware	43	232
Buildings and refurbishments	576	2,235
Intangible assets	7,854	9,580
Infrastructure	79,479	72,334
	88,426	**86,449**

Reconciliations of the carrying amounts of construction in progress at the beginning and end of the financial year are set out below:

	2026 $'000	2025 $'000
Carrying amount at start of year	86,449	24,818
Expenditure during the year	91,053	94,820
Transfers	(5,156)	-
Non-current assets commissioned during the year (i)	(83,894)	(33,077)
Amounts expensed	(26)	(112)
Carrying amount at end of year	**88,426**	**86,449**

Assets under construction are not depreciated until commissioned.

(i) Amounts included within additions of property, plant and equipment $7.5 million (2025: $3.3 million), infrastructure $60 million (2025: $5.6 million) and intangible assets $16.4 million (2025: $24.2 million).

Note 6 Other assets and liabilities

This section sets out those assets and liabilities that arose from the Department's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Notes	2026 $'000	2025 $'000
Receivables	6.1	36,060	31,678
Inventory	6.2	959	795
Contract assets	6.3	13,629	-
Amounts receivable for services	6.4	419,637	390,256
Other current assets	6.5	6,312	6,114
Payables	6.6	93,407	33,905
Contract liabilities	6.7	80,754	8,575
Other current liabilities	6.8	2,409	1,466

6.1 Receivables

	2026 $'000	2025 $'000
Current		
Receivables	14,953	15,141
Allowance for impairment of receivables	(4,924)	(4,413)
	10,029	10,728
GST receivable	14,528	12,463
Interest receivable	532	474
Staff debtors	163	74
Other debtors	25	-
Total current receivables	**25,277**	**23,739**
Non-current		
Accrued salaries account (i)	10,783	7,939
Total non-current receivables	**10,783**	**7,939**
Total receivables	**36,060**	**31,678**

Receivables are recognised at original invoice amount less any allowance for uncollectable amounts (i.e. impairment). The carrying amount of net receivables is equivalent to fair value as it is due for settlement within 30 days.

The Department recognises a loss allowance for expected credit losses (ECLs) on a receivable not held at fair value through profit or loss. The ECLs based on the difference between the contractual cash flows and the cash flows that the entity expects to receive. Individual receivables are written off when the Department has no reasonable expectations of recovering the contractual cash flows.

For trade receivables, the Department recognises an allowance for ECLs measured at the lifetime expected credit losses at each reporting date. The Department has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. Please refer to note 3.4 for the amount of ECLs expensed in this reporting period.

(i) Accrued salaries account contains amounts paid annually into the Treasurer's special purpose account. It is restricted for meeting the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account. The account has been reclassified from 'Cash and cash equivalents' to 'Receivables' as it is considered that funds in the account are not cash but a right to receive the cash in future.

6.1.1 Movement in the allowance for impairment of trade receivables

	2026 $'000	2025 $'000
Reconciliation of changes in the allowance for impairment of trade receivables:		
Opening balance	4,413	5,398
Expected credit losses expense	537	160
Amount written off during the year	(28)	(1,307)
Recovered during the year	2	162
Balance at end of year	**4,924**	**4,413**

The maximum exposure to credit risk at the end of the financial year for receivables is the carrying amount of the asset inclusive of any allowance for impairment as shown in Note 8.1 Financial Instruments disclosure.

The Department does not hold any collateral as security or other credit enhancements for receivables.

6.2 Inventory

	2026 $'000	2025 $'000
Motor vehicle plates (at cost)	959	795
	959	**795**

Inventories are measured at the lower of cost and net realisable value.

6.3 Contract assets

	2026 $'000	2025 $'000
Current	13,629	-
Non-current	-	-
	13,629	**-**

Where the Department transfers either goods or services to a customer before the payment is due or before the customer provides consideration, then these are classified as contract assets. Contract assets exclude any amounts presented as a receivable.

6.3.1 Movement in contract assets

	2026 $'000	2025 $'000
Reconciliation of changes in contract assets		
Opening balance	-	-
Additions	13,629	-
Revenue recognised in the financial year	-	-
Total	**13,629**	**-**

6.4 Amounts receivable for services (Holding Account)

	2026 $'000	2025 $'000
Non-current	419,637	390,256
	419,637	**390,256**

Amounts receivable for services represents the non-cash component of service appropriation. It is restricted and it can only be used for asset replacement or payment of leave liability.

Amounts receivable for services are not considered to be impaired (i.e. there is no expected credit loss of the holding accounts).

The Department receives funding on an accrual basis. The appropriations are paid partly in cash and partly as an asset (holding account receivable). The accrued amount receivable is accessible on the emergence of the cash funding requirement to cover leave entitlements and asset replacement.

6.5 Other current assets

	2026 $'000	2025 $'000
Prepayments	6,312	6,114
	6,312	**6,114**

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

6.6 Payables

	2026 $'000	2025 $'000
Current		
Trade payables	84,799	19,837
Accrued expenses	1,436	8,911
Accrued salaries	7,172	5,157
	93,407	**33,905**

Payables are recognised at the amounts payable when the Department becomes obliged to make future payments because of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 20 days for under $1 million and 30 days for over $1 million.

Accrued salaries represent the amount due to staff but unpaid at the end of the financial year. Accrued salaries are settled within a fortnight of the financial year-end. The Department considers the carrying amount of accrued salaries to be equivalent to its fair value.

6.7 Contract liabilities

	2026 $'000	2025 $'000
Current	80,754	8,575
Non-current	-	-
	80,754	**8,575**

Contract liabilities classified as amounts due to customer for services yet to be provided, primarily relate to when the Department has received consideration in advance of satisfying the performance obligations. Refer to note 4.1 for detail of the revenue recognition policy.

6.7.1 Movement in contract liabilities

	2026 $'000	2025 $'000
Reconciliation of changes in contract liabilities		
Opening balance	8,575	10,725
Additions	80,729	2,079
Revenue recognised in the financial year	(8,550)	(4,229)
Balance at end of year	**80,754**	**8,575**

The Department expects to satisfy the current portion performance obligations at the end of the financial year within the next 12 months.

6.8 Other current liabilities

	2026 $'000	2025 $'000
Current		
Accruals	450	269
Other liabilities	1,959	1,197
	2,409	**1,466**

Note 7 Financing

This section sets out the material balances and disclosures associated with the financing and cash flows of the Department

	Notes
Cash and cash equivalents	7.1
Reconciliation of cash	7.1.1
Reconciliation of operating activities	7.1.2
Lease liabilities	7.2
Capital commitments	7.3

7.1 Cash and cash equivalents

7.1.1 Reconciliation of cash

	2026 $'000	2025 $'000
Cash and cash equivalents (i)	428,564	282,007
	428,564	**282,007**

(i) Includes cash received as capital contributions remaining unspent at year-end of $17.7 million (2025: $13.6 million).

Restricted cash and cash equivalents	2026 $'000	2025 $'000
Current		
Perth Parking Licensing Account (i)	197,396	163,402
Royalties for Regions (ii)	5,688	10,427
Indian Ocean Territories Service Delivery Program (iii)	847	1,539
Commonwealth Paid Parental Leave Scheme (iv)	20	27
Westport Account (v)	120,686	266,156
Total current restricted cash	**324,637**	**441,551**
Total cash and cash equivalents	**753,201**	**723,558**

(i) Funds held in the special purpose account to meet the costs of administering the *Perth Parking Management Act 1999* (see Note 9.7).

(ii) Funds committed to project and programs in WA regional areas.

(iii) Funds held to provide services to the Indian Ocean Territories (see Note 9.11).

(iv) Funds to facilitate the access by eligible employees to Paid Parental Leave.

(v) Funds held in the special purpose account to facilitate strategic land acquisition and for other costs and acquisitions necessary for the delivery of the Westport enabling works program (see Note 9.7).

For the 'Statement of Cash Flows', cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash, and which are subject to insignificant risk of changes in value.

7.1 Cash and cash equivalents (continued)

7.1.2 Reconciliation of net cost of services to net cash flows provided by / (used in) operating activities

	Notes	2026 $'000	2025 $'000
Net cost of services		(749,321)	(332,307)
Non-cash items:			
Depreciation and amortisation expense	5.1-4	31,514	28,399
Expected credit losses	3.4	537	160
(Gain)/Loss on disposal of non-current assets	3.4, 4.4	(66)	932
Resources received free of charge	4.1	893	1,602
Impairment losses		245	-
Assets (assumed)/transferred		5,511	-
(Increase)/decrease in assets:			
Current inventories		(164)	(46)
Current receivables (i)		(1,493)	(2,723)
Other current assets		(198)	(1,028)
Increase/(decrease) in liabilities:			
Current payables (i)		14,027	9,614
Contract liabilities		(3,860)	65
Current provisions		10,257	6,239
Other current liabilities		939	(206)
Non-current contract liabilities		-	(2,214)
Non-current provisions		1,685	1,317
Net GST receipts/payments (ii)		937	4,639
Change in GST receivables/payables (iii)		(3,703)	(7,397)
Net cash used in operating activities		**(692,260)**	**(292,954)**

(i) Note that the Australian Taxation Office receivable/payable in respect of GST and the receivable/payable in respect of the sale/purchase of non-current assets are not included in these items as they do not form part of the reconciling items.

(ii) This is the net GST paid/received, i.e. cash transactions.

(iii) This reverses out the GST in receivables and payables.

The Department is not exposed to changes in liabilities arising from financing activities, including changes arising from cash flows and non-cash changes.

7.2 Lease liabilities

	2026 $'000	2025 $'000
Current	2,345	1,726
Non-current	5,042	2,127
	7,387	**3,853**

Initial measurement

At the commencement date of the lease, the Department recognises lease liabilities measured at the present value of the lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Department uses the incremental borrowing rate provided by the Western Australian Treasury Corporation.

7.2 Lease liabilities (continued)

Lease payments included by the Department as part of the present value calculation of lease liability include:

- Fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options (where these are reasonably certain to be exercised); and
- Payments for penalties for terminating a lease, where the lease term reflects the Department exercising an option to terminate the lease.

The interest on the lease liability is recognised in profit or loss over the lease term to produce a constant periodic rate of interest on the remaining balance of the liability for each financial year. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Periods covered by extension or termination options are only included in the lease term by the Department if the lease is reasonably certain to be extended (or not terminated).

Variable lease payments, not included in the measurement of lease liability, that are dependent on sales are recognised by the Department in profit or loss in the period year in which the condition that triggers those payments occurs.

This section should be read in conjunction with Note 5.4.

Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

7.3 Capital commitments

Capital expenditure commitments (inclusive of GST), being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:

	2026 $'000	2025 $'000
Within 1 year	68,710	74,508
Later than 1 year and not later than 5 years	31,386	72,354
Later than 5 years	-	-
	100,096	**146,862**

Note 8 Risks and Contingencies

This section sets out the Department's key risk management policies and measurement techniques.

	Notes
Financial risk management	8.1
Contingent assets and liabilities	8.2
Fair value measurements	8.3

8.1 Financial risk management

Financial instruments held by the Department are cash and cash equivalents (restricted and non-restricted), receivables and payables. The Department has limited exposure to financial risks and its overall risk management program focuses on managing the risks identified below.

8.1 Financial risk management (continued)

(a) Summary of risks and risk management

Credit risk

Credit risk arises when there is the possibility of the Department's receivables defaulting on their contractual obligations resulting in financial loss to the Department.

Credit risk associated with the Department's financial assets is minimal because the main receivable is the amounts receivable for services (holding account). For receivables other than Government, the Department trades only with recognised, creditworthy third parties. The Department has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Department's exposure to bad debts is minimal. At the end of the financial year there were no significant concentrations of credit risk.

Liquidity risk

Liquidity risk arises when the Department is unable to meet its financial obligations as they fall due.

The Department is exposed to liquidity risk through its trading in the normal course of business.

The Department has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that enough funds are available to meet its commitments.

Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Department's income or the value of its holdings of financial instruments. The Department does not trade in foreign currency and is not materially exposed to other price risks (for example, equity securities or commodity prices changes).

Other than as detailed in the interest rate sensitivity analysis table at Note 8.1(e) Financial instruments disclosures, the Department is not exposed to interest rate risk as it has no borrowings, and cash and cash equivalents are non-interest bearing (apart from certain restricted cash accounts).

(b) Categories of financial instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the financial year are:

	2026 $'000	2025 $'000
Financial Assets		
Cash and cash equivalents	753,201	723,558
Financial assets at amortised cost [i]	441,169	409,471
Total financial assets	**1,194,370**	**1,133,029**
Financial Liabilities		
Financial liabilities measured at amortised cost	103,200	39,224
Total financial liabilities	**103,200**	**39,224**

(i) Financial assets at amortised cost excludes GST recoverable from the Australian Taxation Office (statutory receivable).

8.1 Financial risk management (continued)

(c) Credit risk exposure

The following table details the credit risk exposure on the Department's trade receivables using a provision matrix.

		Days past due				
	Total $'000	**Current $'000**	**<30 days $'000**	**31 - 60 days $'000**	**61 - 90 days $'000**	**>91 days $'000**
30 June 2026						
Expected credit loss rate		1.58%	13.09%	65.32%	27.52%	100.00%
Estimated total gross carrying amount at default	**14,954**	6,682	2,335	126	1,904	3,907
Expected credit losses	**(4,925)**	(106)	(306)	(82)	(524)	(3,907)
30 June 2025						
Expected credit loss rate		2.41%	28.33%	92.86%	47.50%	100.00%
Estimated total gross carrying amount at default	**15,141**	10,530	372	266	360	3,613
Expected credit losses	**(4,413)**	(254)	(105)	(247)	(171)	(3,613)

8.1 Financial risk management (continued)

(d) Liquidity risk and Interest rate exposure

The following table details the Department's interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amount of each item.

Interest rate exposures and maturity analysis of financial assets and financial liabilities

		Interest rate exposure					Maturity dates				
	Weighted average effective interest rate %	**Carrying amount $'000**	**Fixed interest rate $'000**	**Variable interest rate $'000**	**Non-interest bearing $'000**	**Nominal amount $'000**	**Up to 1 month $'000**	**1-3 months $'000**	**3 months to 1 year $'000**	**1-5 years $'000**	**More than 5 years $'000**
30 June 2026											
Financial Assets											
Cash and cash equivalents	4.37	428,564	-	50,518	378,046	428,564	428,564	-	-	-	-
Restricted cash and cash equivalents		324,637	-	-	324,637	324,637	324,637	-	-	-	-
Receivables (i)		21,532	-	-	21,532	21,532	10,749	-	-	10,783	-
Amounts receivable for services		419,637	-	-	419,637	419,637	-	-	-	419,637	-
		1,194,370	**-**	**50,518**	**1,143,852**	**1,194,370**	**763,950**	**-**	**-**	**430,420**	**-**
Financial Liabilities											
Payables		93,407	-	-	93,407	93,407	93,407	-	-	-	-
Lease liabilities	6.00	7,387	7,387	-	-	8,463	292	468	1,953	4,559	1,191
Other current liabilities		2,409	-	-	2,409	2,409	-	2,409	-	-	-
		103,203	**7,387**	**-**	**95,816**	**104,279**	**93,699**	**2,877**	**1,953**	**4,559**	**1,191**

(i) Receivables excludes the GST recoverable from the ATO (statutory receivable).

8.1 Financial risk management (continued)

(d) Liquidity risk and Interest rate exposure (continued)

Interest rate exposures and maturity analysis of financial assets and financial liabilities

	Weighted average effective interest rate %	Interest rate exposure				Maturity dates				
		Carrying amount $'000	Fixed interest rate $'000	Variable interest rate $'000	Non-interest bearing $'000	Nominal amount $'000	Up to 1 month $'000	1-3 months $'000	3 months to 1 year $'000	1-5 years $'000	More than 5 years $'000
30 June 2025											
Financial Assets											
Cash and cash equivalents	4.54	282,007	-	44,581	237,426	282,007	282,007	-	-	-	-
Restricted cash and cash equivalents		441,551	-	-	441,551	441,551	441,551	-	-	-	-
Receivables [i]		19,215	-	-	19,215	19,215	11,277	-	-	7,938	-
Amounts receivable for services		390,256	-	-	390,256	390,256	-	-	-	390,256	-
		1,133,029	**-**	**44,581**	**1,088,448**	**1,133,029**	**734,835**	**-**	**-**	**398,194**	**-**
Financial Liabilities											
Payables		33,905	-	-	33,905	33,905	33,905	-	-	-	-
Lease liabilities	6.50	3,853	3,853	-	-	4,321	242	388	1,288	2,289	114
Other current liabilities		1,466	-	-	1,466	1,466	-	1,466	-	-	-
		39,224	**3,853**	**-**	**35,371**	**39,692**	**34,147**	**1,854**	**1,288**	**2,289**	**114**

(i) Receivables excludes the GST recoverable from the ATO (statutory receivable).

8.1 Financial risk management (continued)

(e) Interest rate sensitivity analysis

The following table represents a summary of the interest rate sensitivity of the Department's financial assets and liabilities at the end of the financial year on the surplus for the year and equity for a 1% change in interest rates. It is assumed that the change in interest rates is being held constant throughout the financial year.

	Carrying amount $'000	- 100 point basis Surplus $'000	- 100 point basis Equity $'000	+ 100 point basis Surplus $'000	+ 100 point basis Equity $'000
2026					
Financial Assets					
Cash assets	50,518	(505)	(505)	505	505
Total increase/(decrease)	**50,518**	**(505)**	**(505)**	**505**	**505**
2025					
Financial Assets					
Cash assets	44,581	(446)	(446)	446	446
Total increase/(decrease)	**44,581**	**(446)**	**(446)**	**446**	**446**

8.2 Contingent assets and liabilities

Contaminated sites

Under the *Contaminated Sites Act 2003*, DTMI is required to report known and suspected contaminated sites to the Department of Water and Environmental Regulation (DWER). In accordance with the Act, DWER classifies these sites based on risk to human health and the environment. Where sites are classified as contaminated or still under review – awaiting classification (AC), contaminated remediation required (CRR) or possibly contaminated investigation required – investigation required (PCIR), the Department may have a liability in respect of investigation or remediation expenses.

DWER records indicate that DTMI currently has seven maritime facilities situated within sites classified as AC, CRR or PCIR. One Contaminated Restricted Use (CRU) site at Bunbury is also included due to current soil investigations and demolition work being undertaken by the lessee prior to being handed back to DTMI. Contamination on two of the sites is awaiting classification and no sites are classified as CRR. In this regard DTMI has a responsibility to investigate and manage possible contamination at five maritime facilities.

In the current financial year, DTMI has been working with its lessees to review contamination status during renewal of leases and commissioned a preliminary site investigation at the fuelling jetty at Port Geographe. DTMI has also been working with the lessee of the CRU site to finalise the remediation during 26/27. Locations that have been identified as priorities for further investigation are potentially Exmouth Boat Harbour and Fremantle Fishing Boat Harbour. Internal prioritisation is underway on when to carry out investigative works in consultation with DWER.

8.3 Fair value measurements

	Notes	Level 1 $'000	Level 2 $'000	Level 3 $'000	Fair value at end of year $'000
Assets measured at fair value 2026					
Land	5.1	-	3,339	300,343	303,682
Buildings	5.1	-	1,410	30,588	31,998
		-	**4,749**	**330,931**	**335,680**

	Notes	Level 1 $'000	Level 2 $'000	Level 3 $'000	Fair value at end of year $'000
Assets measured at fair value 2025					
Land	5.1	-	2,833	270,495	273,328
Buildings	5.1	-	1,186	24,230	25,416
		-	**4,019**	**294,725**	**298,744**

There was no transfer between Levels during the current nor previous period.

Valuation techniques to derive Level 2 and Level 3 fair values

Land and buildings (Level 2 fair values)

Level 2 fair values of land and buildings are derived using the market approach.

Level 2 valuation inputs were used to determine the fair value of market type land and building assets. Fair values have been derived from sale prices of comparable land and buildings after adjusting for differences in key attributes such as property size, assuming open and liquid market transactions and that the land is in a vacant and marketable condition. Adjustments are made for comparable utility. The most significant inputs into this valuation approach is price per square metre.

Land and buildings (Level 3 fair values)

Level 3 valuation inputs were used to determine the fair value of non-market or current use type land and building assets. Assets were valued at the Level 3 valuation hierarchy where there was no observable market evidence of sale prices for comparable sites or where significant Level 3 inputs were used on a recurring basis.

Land with public use restrictions have been categorised as Level 3 due to adjustments by Level 3 inputs to the market approach; including restoration costs (low restricted use land) and adjustments to recognise low level utility (high restricted use land).

The valuation methodology adopted by Landgate was previously revised to be based on a higher level of utility. Emphasis was placed on the assumptions of valuation inputs, with particular attention to the clarification issued in relation to highest and best use, including financially feasible concepts for public sector assets. A whole of State approach was implemented for all Level 3 valuations providing a comprehensive review of compliance. In regard to the Department's marinas and harbours, the fair value of the land component was reviewed in consideration of the service capacity provided including benefits via goods and services as well as land market movements between the revaluation periods. This included any residential, commercial, retail or other comparable utility services associated with the marina or boat harbour facility.

In applying updated assumptions, Landgate's practice relating to Level 3 valuations was conducted to verify the positions adopted about valuation type and property classification with the objective of ensuring consistency.

Fair values for existing use specialised buildings are valued at replacement cost and is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Current replacement cost is generally determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications, adjusted for obsolescence. Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.

8.3 Fair value measurements (continued)

Valuation techniques to derive Level 2 and Level 3 fair values (continued)

While unit rates based on square metres can be supported from market evidence, other inputs (such as estimates of residual value, useful life, pattern of consumption and asset condition) required extensive professional judgement and impacted significantly on the determination of fair value and have therefore been classified as having been valued using Level 3 valuation inputs.

In addition, professional and project management fees estimated and added to the current replacement costs provided by Landgate for current use buildings represent significant Level 3 inputs used in the valuation process. The fair value of these assets will increase with a higher level of professional and project management fees.

Fair value measurements using significant unobservable inputs (Level 3)

The following table presents the changes in the fair value of assets measured using significant unobservable inputs (Level 3) for recurring fair value measurements.

	Land $'000	Buildings $'000	Total $'000
2026			
Fair value at start of year	270,495	24,230	294,725
Additions	-	4,059	4,059
Revaluation increments/(decrements) recognised in Profit or Loss	-	-	-
Revaluation increments/(decrements) recognised in Other Comprehensive Income	29,848	4,074	33,922
Transfers from/(to) Level 2	-	-	-
Disposals	-	-	-
Depreciation expense	-	(1,775)	(1,775)
Fair value at end of year	**300,343**	**30,588**	**330,931**
2025			
Fair value at start of year	143,660	21,178	164,838
Additions	350	125	475
Revaluation increments/(decrements) recognised in Profit or Loss	-	-	-
Revaluation increments/(decrements) recognised in Other Comprehensive Income	126,485	4,443	130,928
Transfers from/(to) Level 2	-	-	-
Disposals	-	(79)	(79)
Depreciation expense	-	(1,437)	(1,437)
Fair value at end of year	**270,495**	**24,230**	**294,725**

Valuation processes

An annual assessment of land and building fair values is undertaken by Landgate and are determined by professionally qualified valuers.

Generally, every four or five years (depending on location) Landgate performs a principle valuation calculation based on physical inspection or verification of the asset (kerbside valuation). In other years, fair values are determined by indexing the previous year's valuation amount by a factor which represents the analysis of the movement in valuation inputs from year to year (mass appraisal program or desktop valuation). Changes in Level 2 and Level 3 fair values of land and buildings are analysed by the Department at the end of each financial year.

8.3 Fair value measurements (continued)

Basis of valuation

In the absence of market-based evidence, due to the specialised nature of some land and buildings, these assets are valued at Level 3 of the fair value hierarchy on an existing use basis. The existing use basis recognises that restrictions or limitations have been placed on their use and disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held to deliver a specific community service as authorised by legislation. Many of the Department's land and building assets have a restricted use for maritime purposes under the Marine and Harbours Act.

The main Level 3 inputs used are derived and evaluated as follows:

Selection of land with restricted utility

Due to the restricted nature and unique characteristics of some land, there is no observable market evidence of sale prices. Fair values for restricted use land are determined by comparison with market evidence for land with low level utility and adjustments made to the price per square metre. Relevant comparators of land with low level utility are selected by Landgate.

Consumed economic benefit/obsolescence of assets

Represents the difference between the replacement cost of buildings and its current condition. This is estimated by Landgate.

Historical cost per square metre floor area (m2)

The cost of constructing specialised buildings are obtained from actual construction costs per square metre of other similar or reference buildings, historical building costs, quantity surveyors and standard rates from construction guides.

Note 9 Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Notes
Event occurring after the end of the reporting period	9.1
Resources provided free of charge	9.2
Future impact of Australian Accounting Standards not yet operative	9.3
Key management personnel	9.4
Related party transactions	9.5
Jointly controlled assets	9.6
Special purpose accounts	9.7
Remuneration of auditors	9.8
Equity	9.9
Supplementary financial information	9.10
Indian Ocean Territories Service Level Agreement	9.11

9.1 Event occurring after the end of the reporting period

There were no events occurring after the end of the period that have any financial effect on the results reported in these financial statements.

9.2 Resources provided free of charge

During the year the following resources were provided to other agencies free of charge for functions outside the normal operations of the Department:

		2026 $'000	2025 $'000
Department of Biodiversity, Conservation and Attractions	Provision of compliance officer training	6	6
Department of Creative Industries, Tourism and Sport	Feasibility Study	9	-
Department of Planning. Lands and Heritage	Technical review and support, modelling services	35	46
Department of Primary Industries and Regional Development	Technical functionality	34	33
Infrastructure Western Australia	Feasibility Study	7	-
Public Transport Authority	Feasibility study	382	266
Main Roads Western Australia	Provision of transport modelling	-	40
Department of Creative Industries, Tourism and Sport	Technical functionality	237	412
Department of Water and Environmental Regulation	Provision of compliance review for development proposals	35	25
South West Development Commission	Provision of professional Service	50	100
		795	**928**

9.3 Future impact of Australian Accounting Standards not yet operative

The Department cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 9 – Requirement 4 *Application of Australian Accounting Standards and Other Pronouncements* or by an exemption from TI 9. Where applicable, the Department plans to apply the following Australian Accounting Standards from their application date.

9.3 Future impact of Australian Accounting Standards not yet operative (continued)

		Operative for reporting periods beginning on/after
Operative for reporting periods beginning on/after 1 Jan 2026		
AASB 2024-2	*Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments* This Standard amends AASB 7 and AASB 9 as a consequence of the issuance of Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7) by the International Accounting Standards Board in May 2024. The Department has not assessed the impact of the Standard.	**1 Jan 2026**
AASB 2024-3	*Amendments to Australian Accounting Standards – Annual Improvements Volume 11* This Standard amends AASB 1, AASB 7, AASB 9, AASB 10 and AASB 107 as a consequence of the issuance of Annual Improvements to IFRS Standards – Volume 11 by the International Accounting Standards Board in July 2024. The Department has not assessed the impact of the Standard.	**1 Jan 2026**
AASB 2025-1	*Amendments to Australian Accounting Standards – Contracts Referencing Nature-dependent Electricity* This Standard amends AASB 7 and AASB 9 as a consequence of the issuance of IFRS Contracts Referencing Nature-dependent Electricity (Amendments to IFRS 9 and IFRS 7) by the International Accounting Standards Board in December 2024. There is no financial impact.	**1 Jan 2026**
Operative for reporting periods beginning on/after 1 Jan 2028		
AASB 2014-10	*Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture* This Standard amends AASB 10 and AASB 128 to address an inconsistency between the requirements in AASB 10 and those in AASB 128 (August 2011), in dealing with the sale or contribution of assets between an investor and its associate or joint venture. There is no financial impact.	**1 Jan 2028**
AASB 2024-4b	*Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]* This Standard defers (to 1 January 2028) the amendments to AASB 10 and AASB 128 relating to the sale or contribution of assets between an investor and its associate or joint venture. The Standard also includes editorial corrections. There is no financial impact.	**1 Jan 2028**

9.3 Future impact of Australian Accounting Standards not yet operative (continued)

AASB 18 (NFP /super)	*Presentation and Disclosure in Financial Statements (Appendix D) [for not-for-profit and superannuation entities]* This Standard replaces AASB 101 with respect to the presentation and disclosure requirements in financial statements applicable to not-for-profit and superannuation entities This Standard is a consequence of the issuance of IFRS 18 Presentation and Disclosure in financial Statements by the International Accounting Standards Board in April 2024. This Standard also makes amendments to other Australian Accounting Standards set out in Appendix D of this Standard. The Department has not assessed the impact of the Standard.	**1 Jan 2028**

9.4 Key management personnel

The Department has determined key management personnel to include Cabinet Ministers and senior officers of the Department. The Department does not incur expenditures to compensate ministers, and those disclosures may be found in the Annual Report on State Finances.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of the Department for the financial year are presented within the following bands:

Compensation band ($)	**2026**	**2025**
700,001 - 750,000	1	-
650,001 - 700,000	-	-
600,001 - 650,000	-	1
550,001 - 600,000	-	-
500,001 - 550,000	-	-
450,001 - 500,000	3	-
400,001 - 450,000	1	3
350,001 - 400,000	-	1
300,001 - 350,000	1	-
250,001 - 300,000	11	4
200,001 - 250,000	5	8
150,001 - 200,000	1	3
100,001 - 150,000	1	2
50,001 - 100,000	1	-
0 - 50,000	-	1

The comparative movement in bands between the years is due to acting arrangements which can vary from year to year.

	2026 $'000	**2025 $'000**
Short-term employee benefits	6,088	4,827
Post-employment benefits	752	601
Other long-term benefits	644	561
Total compensation of senior officers	**7,484**	**5,989**

Total compensation includes the superannuation expense incurred by the Department in respect of senior officers.

9.5 Related party transactions

The Department is a wholly owned public-sector entity that is controlled by the State of Western Australia. Related parties of the Department include:

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

9.5 Related party transactions (continued)

Significant transactions with Government related entities

In conducting its activities, the Department is required to transact with the State and entities related to the State. These transactions are generally based on the standard terms and conditions that apply to all agencies.

Such transactions include:

	Notes	2026 $'000
Income from State Government	4.1	746,925
Equity contributions	9.9	154,432
Superannuation payments (GESB portion)		16,190
Rentals payments to the Department of Housing and Works (Government Office Accommodation and State Fleet)		13,414
Insurance payments to the Insurance Commission and the RiskCover fund		6,440
Remuneration for services provided by the Auditor General	9.8	450
Transfer of excess funding to the Department of Treasury and Finance		184
Payment for professional services to the Department of Treasury and Finance		1,297
Grants provided to Main Roads WA for the WA Bicycle Network, National Transport Reforms, Active Traffic Management and Westport - Road Project Development		59,904
Payments to Main Roads WA for engineering, technical and construction services		1,711
Payments to Main Roads WA for professional services in relation to Westport Heritage Assessment		268
Payments to Main Roads WA for Shared rental arrangements		227
Grants provided to the Public Transport Authority for Perth Bus System, Tunnel Monitoring System, Inner City Projects and Westport - Road Project Development		27,726
Rental payments to the Public Transport Authority		73
Contributions from Public Transport Authority for agricultural improvement		28,855
Payment for professional services to the Public Transport Authority		901
Grants provided to the WA Police Service for marine communications	3.2	845
Provision of the Community Policing Program by the WA Police	3.2	3,545
Contribution to the WA Police Service for the support and maintenance of the WAPOL Biometric Facial Recognition System		293
Transfer of excess funding to the WA Police Service		3,837
Payment for professional services to the Department of the Premier and Cabinet		56
Payment for professional services to Western Power		939
Payment for professional services to the Department of Water & Environmental Regulation		490
Payment for professional services to the Department of Defence		200

Material transactions with related parties

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

9.6 Jointly controlled assets

The following represents the Department's 50% ownership interest in the Marine Operations Centre with the Department of Primary Industries and Regional Development. The 50% portion of jointly controlled assets are included in the financial statements.

	2026 $'000	2025 $'000
Non-current assets		
Property, plant and equipment	5,044	4,587
Infrastructure	-	2
Total assets	**5,044**	**4,589**

9.7 Special purpose accounts

Deposits - bonds

	2026 $'000	2025 $'000
Opening balance	4,317	3,922
Receipts		
Deposits	43	323
Interest	189	181
	232	**504**
Payments		
Refunds	(109)	(109)
	(109)	**(109)**
Closing balance	**4,440**	**4,317**

The account holds deposits as security for due and proper performance of contractual obligations by contractors and holders of lease agreements with the Department. These monies are held in a private trustee capacity by the Department and only reported in these notes to the financial statements.

Deposits – trade plates

	2026 $'000	2025 $'000
Opening balance	1,337	1,248
Receipts		
Deposits	214	130
	214	**130**
Payments		
Refunds	(53)	(41)
	(53)	**(41)**
Closing balance	**1,498**	**1,337**

The account holds deposits for motor vehicle trade plates. These monies are held in a private trustee capacity by the Department and only reported in these notes to the financial statements.

Taxi Fare Evasion Recoupment Account

	2026 $'000	2025 $'000
Opening balance	1	1
Receipts credited to the suspense account	-	-
Refunds and subsequent allocations	-	-
Closing balance	**1**	**1**

The purpose of this account is to reimburse taxi drivers with monies collected from passengers who failed to pay their fare.

9.7 Special purpose accounts (continued)

Perth Parking Licensing Account

	Notes	2026 $'000	2025 $'000
Opening balance		163,402	183,094
Receipts			
Licence fees	4.2	60,243	59,079
		60,243	**59,079**
Payments			
Grants payment to state government agencies		(24,348)	(77,028)
Grants to local government		(78)	(203)
Construction in progress		(235)	(50)
Employment costs		(1,042)	(939)
Supplies and services		(546)	(551)
		(26,249)	**(78,771)**
Closing balance		**197,396**	**163,402**

This account was established in July 1999 under the *Perth Parking Management Act 1999* to set aside funds to be used to encourage a balanced transport system for gaining access to the Perth city area. All licence fee revenue generated by the Perth Parking Levy is reinvested into transport services and infrastructure within the Perth Parking Management Area from which it is generated, to deliver a more balanced transport system, including the ongoing provision of the Perth CAT bus system, free public transport within the Free Transit Zone, an incident response service and clearway towing, and administration of the Act.

Westport Account

	Notes	2026 $'000	2025 $'000
Opening balance		266,156	322,158
Receipts			
Contributions from WA State and Commonwealth Government		89,057	10,530
		89,057	**10,530**
Payments			
Grants and subsidies		(55,600)	(23,640)
Distribution to owners - Main Roads Western Australia		(114,988)	(7,487)
Construction in progress		(42,431)	(5,339)
Employment costs		(10,453)	(2,426)
Supplies and services		(11,055)	(27,640)
		(234,527)	**(66,532)**
Closing balance		**120,686**	**266,156**

This account was established on 26 August 2021 under the *Financial Management Act 2006* to hold funds for purposes of strategic land acquisition for the Westport project and for other costs and acquisitions necessary for the delivery of the Westport enabling works program.

9.8 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit of the current financial year is as follows:

	2026 $'000	2025 $'000
Auditing the accounts, financial statements, controls and key performance indicators	450	384

The expense is included in Note 3.4 Other expenditure.

9.9 Equity

	2026 $'000	2025 $'000
Contributed equity		
Balance at start of the financial year	1,093,834	945,969
Contribution by owners		
Capital appropriations	154,432	53,697
Transfer of net assets		
Regional Development Headworks Fund	5,048	46,100
Department of Planning, Lands and Heritage	93	88,103
Main Roads Western Australia to Westport	-	2,452
Total contribution by owners	**159,573**	**190,352**
Distribution to owners		
Main Roads Western Australia	-	(35,000)
Westport to Main Roads Western Australia	(160,464)	(7,487)
	(160,464)	**(42,487)**
Balance at end of the financial year	**1,092,943**	**1,093,834**
Reserves		
Asset revaluation surplus		
Balance at start of the financial year	166,144	34,997
Net revaluation increments/(decrements)		
Land	30,354	126,573
Buildings	4,401	4,574
Balance at end of the financial year	**200,899**	**166,144**
Accumulated surplus		
Balance at start of the financial year	651,235	648,292
Result for the year	(2,396)	2,943
Balance at end of the financial year	**648,839**	**651,235**
Total equity at end of the financial year	**1,942,681**	**1,911,213**

9.10 Supplementary financial information

(a) Write-offs

	2026 $'000	2025 $'000
(i) Bad Debts		
The Accountable Authority	28	55
The Treasurer	-	1,252
	28	**1,307**

All the debts written off had previously been provided for.

	2026 $'000	2025 $'000
(ii) Public Property		
The Accountable Authority	9	11
	9	**11**

(b) Losses through theft, defaults and other causes

The Department suffered no losses of public money or other property through theft, defaults or other causes during the current financial year.

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9.10 Supplementary financial information (continued)

(c) Gifts of public property

	2026 $'000	2025 $'000
Gifts of public property provided by the Department	-	-
	-	-

9.11 Indian Ocean Territories Service Level Agreement

The provision of services to the Indian Ocean Territories is recouped from the Commonwealth Government.

	2026 $'000	2025 $'000
Balance at the start of the year	1,539	876
Receipts	1,069	1,951
Payments	(1,761)	(1,288)
Balance at the end of the year	**847**	**1,539**

Note 10 Explanatory statements

This section explains variations in the financial performance of the Department.

	Notes
Explanatory statement for controlled operations	10.1.1
Explanatory statement for administered items	10.2

10.1 Explanatory statement for controlled operations

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

All variances between annual estimates (original budget) and actual results for 2026, and between the actual results for 2026 and 2025 are shown below. Narratives are provided for key major variances which vary more than 10% of their comparative and are also more than 1% of the following as appropriate:

1. Estimate and actual results for the current year:
   - Total Cost of Service of the annual estimates for the Statement of Comprehensive Income and Statement of cash flows (1% of $1.012 billion) i.e. $10.12 million, and
   - Total Assets of the annual estimates for the Statement of financial position (1% of $1.711 billion) i.e. $17.11 million.
2. Actual results between the current year and the previous year:
   - Total Cost of Service of the previous year for the Statement of Comprehensive Income and Statement of cashflow (1% $730.2 million) i.e. $7.30 million, and
   - Total Assets of the previous year for the Statement of Financial Position (1% of $2.002 billion million) i.e. $20.02 million.

10.1.1 Statement of Comprehensive Income Variances

	Variance Notes	Estimate 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between actual and estimate $'000	Variance between actual results for 2026 and 2025 $'000
COST OF SERVICES						
Expenses						
Employee benefits expenses	1	266,783	244,021	217,135	(22,762)	26,886
Supplies and services	2	387,661	642,706	223,424	255,045	419,282
Depreciation and amortisation expenses		35,069	31,514	28,399	(3,555)	3,115
Accommodation expenses		23,268	21,733	21,436	(1,535)	297
Grants and subsidies	3	293,240	251,312	225,312	(41,928)	26,000
Finance costs		254	387	248	133	139
Other expenses		5,794	11,531	14,294	5,737	(2,763)
Total cost of services		**1,012,069**	**1,203,204**	**730,248**	**191,135**	**472,956**
Income						
Revenue						
User charges and fees		383,096	379,484	349,903	(3,612)	29,581
Sale of goods		42	44	35	2	9
Grants and contributions	4	89,605	37,882	11,359	(51,723)	26,523
Interest income		296	1,995	1,885	1,699	110
Other income		33,035	34,478	34,759	1,443	(281)
Total revenue		**506,074**	**453,883**	**397,941**	**(52,191)**	**55,942**
Gains						
Other gains		-	-	-	-	-
Total gains		-	-	-	-	-
Total income other than income from State Government		**506,074**	**453,883**	**397,941**	**(52,191)**	**55,942**
NET COST OF SERVICES		**505,995**	**749,321**	**332,307**	**243,326**	**417,014**
Income from State Government						
Service appropriation	5	163,332	181,816	159,331	18,484	22,485
Income from other public sector entities	6	110,892	471,599	105,103	360,707	366,496
Resources received free of charge		1,898	893	1,602	(1,005)	(709)
Royalties for Regions Fund	7	98,565	92,617	69,214	(5,948)	23,403
Total income from State Government		**374,687**	**746,925**	**335,250**	**372,238**	**411,675**
Surplus/(deficit) for the period		**(131,308)**	**(2,396)**	**2,943**	**128,912**	**(5,339)**
Other comprehensive income						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation reserve	8	-	34,755	131,147	34,755	(96,392)
Total other comprehensive income		-	34,755	131,147	**34,755**	**(96,392)**
Total comprehensive income/(loss) for the period		**(131,308)**	**32,359**	**134,090**	**163,667**	**(101,731)**

10.1.1 Statement of Comprehensive Income Variances (continued)

Major Variance Narratives for the Statement of Comprehensive Income

For the Statement of Comprehensive Income, narratives are provided for key major variances greater than 10% of the comparative and greater than 1% of the Total Cost of Service of the annual estimate for variance between estimate and actual (1% of $1.012 billion) i.e. $10.12 million and Actual Total Cost of Service from previous year for comparison between current and previous year. (1% of 730.2 million) i.e. $7.30 million.

1. Employee benefits expense

Current vs Prior Year Actuals ($26.9 million increase)

The $26.9 million (12.4%) increase was mainly due to the Public Sector Reform. Actual expenditure for the Office of Major Infrastructure Delivery was $17.1 million in 2026, primarily reflecting costs associated with the full-time equivalent employees transferred from Major Health Infrastructure Delivery (Department of Health) and the major projects component of the Department of Housing and Works. The increase also reflects the continued investment in the Government's Road Safety Reform package, including additional resources to manage and process infringements arising from the expansion of safety cameras supporting efforts to reduce dangerous driving behaviour and improve community safety.

2. Supplies and services

Estimate vs Actual ($255.0 million greater than estimated)
Supplies and services exceeded budget by $255.0 million (65.8%), mainly due to the responsibility of the Major Non-Residential Infrastructure Projects function being transferred from the Department of Housing and Works to DTMI on 1 January 2026, which was not included in the 2025–26 Budget. Major projects expenditure totalled $363.1 million in 2025–26. This increase was partly offset by lower expenditure across several programs, including Westport ($47.0 million), the reclassification of Regional Airstrip Pavement Upgrade funding from supplies and services to grants ($18.0 million), the deferral of WA Agricultural Supply Chain Improvements expenditure to 2027–28 due to delays in Midland Line and Kellerberrin rail siding works ($17.2 million), and delays in breakwater refurbishments at Dawesville, Fremantle and Hillarys' pending permit approval ($4.9 million). Additional offsets included lower expenditure on the Carnarvon One Mile Jetty project due to global shipping and fuel cost pressures and flooding from Cyclone Narelle ($2.9 million), delays in State Government-led Principal Shared Path projects due to design constraints ($2.4 million), and other general underspends across DTMI.

Current vs Prior Year Actuals ($419.3 million increase)

Supplies and services expenditure increased by $419.3 million (187.7%) compared with the prior year, primarily due to the transfer of responsibility for the Major Non-Residential Infrastructure Projects function from the Department of Housing and Works to DTMI on 1 January 2026, as part of the Public Sector Reform. Major Projects expenditure totalled $363.1 million in 2025–26. Other increases include the continuation of the WA Agricultural Supply Chain Improvement program ($22.6 million), higher agent fees and commissions for Authorised Inspection Stations ($7.2 million), breakwater refurbishment works at Dawesville, Fremantle and Hillarys ($1.7 million), expenditure on the Carnarvon One Mile Jetty program ($1.2 million), and other general overspends across DTMI compared with the prior year.

3. Grants and subsidies

Estimate vs Actuals ($41.9 million decrease over the estimate)
The $41.9 million (14.3%) decrease in Grants and Subsidies against budget primarily reflects re-cashflowing across several programs, including the Regional Airstrip Pavement Upgrade program due to scope finalisation delays and an inability to secure resource sector co-funding ($26.5 million), Inner City projects delivery delays following an economic review and carryovers to 2027 ($13.6 million), the Principal Shared Path programs due to project delays ($9.1 million), the Westport program ($6.3 million), and deferral of the Aboriginal Community Airstrip Renewal Program's 2026 strategic maintenance program to 2027 to address cost pressures at the Balgo Hill Airstrip project ($3.2 million). This was partially offset by higher demand for the Regional Airfare Zone Cap Scheme ($10.6 million) and the Passenger Transport Subsidy Scheme ($8.6 million).

10.1.1 Statement of Comprehensive Income Variances (continued)

3. Grants and subsidies (continued)

Current vs Prior Year Actuals ($26.0 million increase)
Grants and Subsidies increased by $26.0 million (11.5%) from 2025 to 2026, primarily due to additional expenditure on the Westport Program ($32.0 million), higher uptake of the Regional Two Zone Airfare Cap Scheme ($13.5 million), and increased demand from Regional Pensioner Travel Card users ($5.6 million). This was partially offset by the completion of the Zero Emission Vehicles Rebate program, which had expenditure of $24.2 million in 2025.

4. Grants and Contribution

Estimate vs Actual ($51.7 million less than estimated)

The Grant and contribution revenue decreased by $51.7 million (57.7%), mainly due to the deferral of Commonwealth funding to 2027 and beyond for Westport's Road and Rail projects ($30.7 million) and Marine capital program ($10.0 million). The decrease also reflects the re-cashflowing of Commonwealth grant funding for WA Agricultural Supply Chain Improvements ($6.5 million) to 2028, due to delays in the Midland Line and Kellerberrin rail siding works, and delays in Inner City projects ($3.8 million).

Current vs Prior Year Actuals ($26.5 million increase)

Grants and contribution revenue increased by $26.5 million (233.5%) compared with the prior year. The increase was primarily due to works associated with the WA Agricultural Supply Chain Improvements project ($36.4 million), partially offset by a reduced spend for Inner City projects ($9.0 million) in 2026 compared to last year due to delays in projects.

5. Service Appropriation

Estimate vs Actual ($18.5 million greater than estimated)
Service appropriation exceeded budget by $18.5 million (11.3%), primarily due to additional funding for the Passenger Transport Subsidy Scheme to meet higher demand ($11.1 million), continuation of Office of Major Infrastructure Delivery operations ($7.9 million), supplementary funding for the Regional Airfare Zone Cap (RAZC) Scheme to reflect uptake above original projections ($6.0 million), support Regular Public Transport (RPT) air services including Inter Regional Flight Network with subsidies in response to the jet fuel crisis affecting regional aviation services ($5.0 million) and the transfer of major project funding from the Department of Housing and Works to DTMI ($3.4 million). This increase was partially offset by the deferral of Regional Airport Pavement Upgrades funding to 2027 ($14.0 million) due to delays in finalising works and securing resources sector co-funding.

Current vs Prior Year Actuals ($22.5 million increase)
Service appropriation exceeded the prior year by $22.5 million (14.1%) primarily due to the transfer of Health Infrastructure Delivery function from Department of Health to DTMI and its continued operations ($13.1 million); Albany Airport Upgrades as part of the State's Government's costed election commitment ($11.5 million); continuation of project resourcing for ARC Infrastructure proposal analysis ($7.9 million); supplementary funding for the Regional Airfare Zone Cap Scheme ($6.0 million), support for Regular Public Transport (RPT) air services including Inter Regional Flight Network with subsidies in response to the jet fuel crisis affecting regional aviation services ($5.0 million); and additional funding for the Passenger Transport Subsidy Scheme to meet higher demand ($4.3 million). These increases were partially offset by the cessation of the Electric Vehicle Rebate Program ($24.0 million).

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10.1.1 Statement of Comprehensive Income Variances (continued)

6. Income from Other Public Sector Entities

Estimate vs Actual ($360.7 million greater than estimated)
The $360.7 million increase (325.1%) in income from other public sector entities is mainly due to the responsibility for the Major non-residential Infrastructure Projects function being transferred to the Department from the Department of Housing and Works on 1 January 2026 as part of the Public Sector Reform. The revenue represents funding received from Major Projects Client Agencies relating to project management work delivered for the various major projects. This project management work is being delivered by the new Office of Major Infrastructure Delivery as part of the Department.

Current vs Prior Year Actuals ($366.5 million increase)
Income from other public sector entities increased by $366.5 million (348.7%) from the prior year, primarily due to the transfer of responsibility for the Major Non-Residential Infrastructure Projects function to the Department under the State Government's Public Sector Reform. This included functions transferred from the Department of Health on 1 July 2025 and from the Department of Housing and Works on 1 January 2026. The increase reflects funding received from client agencies for major project management services delivered through the new Office of Major Infrastructure Delivery. The variance was also supported by a $3.5 million increase in Insurance Commission of Western Australia commission revenue compared with the prior year.

7. Royalties For Region

Current vs Prior Year Actuals ($23.4 million increase)
The Royalties for Regions funding increased by $23.4 million (33.8%) compared with the prior year. The increase was primarily due to higher demand for the Regional Pensioner Travel Card ($12.5 million) and Regional Two Zone Airfare Zone Cap ($7.7 million) programs, as well as funding for the Carnarvon One Mile Jetty ($3.0 million).

8. Changes in asset revaluation reserve

Estimate vs Actual ($34.8 million greater than estimate)
The $34.8 million increase reflects the 2026 revaluation of land and buildings, which are reported at fair value based on valuations provided by the Western Australian Land Information Authority (Landgate). The increase was primarily driven by Landgate's review and reassessment of the methodology used to determine the service capacity of land.

Current vs Prior Year Actuals ($96.4 million decrease)

The $96.4 million decrease reflects a lower revaluation increment for the Department's land and building assets in 2026. The revaluation gain was $34.8 million in 2026, compared with $131.1 million in 2025.

10.1.2 Statement of Financial Position Variances

	Variance Notes	Estimate 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between actual and estimate $'000	Variance between actual results for 2026 and 2025 $'000
ASSETS						
Current assets						
Cash and cash equivalents	1	158,329	428,564	282,007	270,235	146,557
Restricted cash and cash equivalents	2	226,968	324,637	441,551	97,669	(116,914)
Inventories		749	959	795	210	164
Receivables		17,356	25,277	23,739	7,921	1,538
Contract assets		-	13,629	-	13,629	13,629
Other current assets		5,086	6,312	6,114	1,226	198
Total current assets		**408,488**	**799,378**	**754,206**	**390,890**	**45,172**
Non-current assets						
Restricted cash and cash equivalents		-	-	-	-	-
Amounts receivable for services		417,467	419,637	390,256	2,170	29,381
Receivables		6,489	10,783	7,939	4,294	2,844
Property, plant and equipment	3	181,586	351,420	313,642	169,834	37,778
Infrastructure	4	337,702	416,498	369,274	78,796	47,224
Intangible assets	5	46,227	84,950	76,802	38,723	8,148
Right-of-use assets		5,790	7,069	3,638	1,279	3,431
Contract assets		-	-	-	-	-
Construction in progress	6	307,045	88,426	86,449	(218,619)	1,977
Total non-current assets		**1,302,306**	**1,378,783**	**1,248,000**	**76,477**	**130,783**
TOTAL ASSETS		**1,710,794**	**2,178,161**	**2,002,206**	**467,367**	**175,955**
LIABILITIES						
Current liabilities						
Payables	7	20,314	93,407	33,905	73,093	59,502
Contract liabilities	8	9,767	80,754	8,575	70,987	72,179
Employee related provisions		38,942	40,321	33,677	1,379	6,644
Lease liabilities		2,473	2,345	1,726	(128)	619
Amounts due to the Treasurer		-	-	-	-	-
Other current liabilities		215	2,409	1,466	2,194	943
Total current liabilities		**71,711**	**219,236**	**79,349**	**147,525**	**139,887**
Non-current liabilities						
Employee related provisions		8,201	11,202	9,517	3,001	1,685
Contract liabilities		2,214	-	-	(2,214)	-
Lease liabilities		3,541	5,042	2,127	1,501	2,915
Total non-current liabilities		**13,956**	**16,244**	**11,644**	**2,288**	**4,600**
TOTAL LIABILITIES		**85,667**	**235,480**	**90,993**	**149,813**	**144,487**
NET ASSETS		**1,625,127**	**1,942,681**	**1,911,213**	**317,554**	**31,468**
EQUITY						
Contributed equity		1,158,120	1,092,943	1,093,834	(65,177)	(891)
Reserves	9	34,995	200,899	166,144	165,904	34,755
Accumulated deficit	10	432,012	648,839	651,235	216,827	(2,396)
TOTAL EQUITY		**1,625,127**	**1,942,681**	**1,911,213**	**317,554**	**31,468**

10.1.2 Statement of Financial Position Variances (continued)

For the Statement of Financial Position, narratives are provided for key major variances greater than 10% of the comparative and greater than 1% of the Total Assets of the annual estimates for variance between estimate and actual (1% of $1.711 billion) i.e. $17.1 million; and Actual Total Assets from previous year for comparison between current and prior year (1% $2.002 billion) i.e. $20.0 million.

1. Cash and cash equivalent

Estimate vs Actual ($270.0 million greater than estimated)
Cash and cash equivalents increased by $270.2 million (170.7%) mainly due to underspends in supplies and services, grants, delays in capital program as well cash balances received in advance from Client Agencies for Major Projects Delivery.

Current vs Prior Year Actuals ($146.6 million increase)
The increase in cash and cash equivalents of $146.6 million (52.0%) in 2026 compared to 2025 is primarily due to cash received in advance from client agencies from major projects, which remained unspent at year end, and timing differences relating to DTMI's recurrent and capital activities.

2. Restricted cash and cash equivalent

Estimated vs Actual ($97.7 million greater than estimated)
Restricted Cash and cash equivalents are greater than estimate by $97.7 million (43.0%) mainly due to less than expected spend in the Westport Program.

Current vs Prior Year Actuals ($116.9 million decrease)
Restricted Cash and Cash Equivalent compared to prior year is less by $116.9 million (26.5%) mainly due to increased spend on the Westport Program.

3. Property Plant and Equipment

Estimated vs Actual ($169.8 million greater than estimated)
The increase of $169.8 million (93.5%) in property, plant and equipment is a result of revaluation of the Department's land and building that was not included in the estimate figures.

Current vs Prior Year Actuals ($37.8 million increase)
The increase of $37.8 million (12.0%) in property, plant and equipment over 2025 is mainly due to the increase in land and building revaluation increments from the prior year. Valuation is provided by the Western Australian land Information Authority (Landgate)

4. Infrastructure

Estimate vs Actual ($78.8 million greater than estimated)
Infrastructure is greater than the estimate by $78.8 million (23.3%) predominantly due to a number of major infrastructure projects finalised and commissioned in 2026 compensated by the reduction in the construction in progress.

Current vs Prior Year Actuals ($47.2 million increase)
The increase to Infrastructure of $47.2 million (12.8%) in 2026 compared to the prior year is mainly due to the commissioning of assets associated with Transforming Bunbury Waterfront and the works at Batavia Coast Marina in Geraldton.

5. Intangibles assets

Estimate vs Actual ($38.7 million greater than estimated)
Intangible Assets is greater than estimate by $38.7 million (83.8%) mainly due to software projects finalised and commissioned in 2026 earlier than expected, compensated by a decrease in construction in progress.

6. Construction in Progress

Estimate vs Actual ($218.6 million less than estimated)
Construction in progress trailed estimate by $218.6 million (71.2%) mainly due to a number of DTMI's infrastructure projects, plant and equipment and software projects, finalised and commissioned in 2026 as compensated by the increase in these assets categories.

10.1.2 Statement of Financial Position Variances (continued)

7. Payables

Estimate vs Actual ($73.1 million greater than estimated)

The $73.1 million (359.2%) increase in payables mainly reflects costs incurred in 2026 yet to be paid. This primarily relates to land acquisition costs for the Westport Program ($45.5 million), Regional Two Zone Cap payments ($5.7 million), and Major Projects costs of $5.1 million.

Current vs Prior Year Actuals ($59.5 million increase)

Payables increased by $59.5 million (175.5%) from the prior year, primarily reflecting invoices received for Westport Program land acquisitions ($45.5 million), Two Zone Cap payments ($5.7 million), and Major Projects costs of $5.1 million).

8. Contract Liabilities

Estimate vs Actual ($71.0 million greater than estimated)

Contract liabilities exceeded the estimate primarily due to Major Projects funding received in advance from client agencies. As at 30 June 2026, the Department recognised a $76.1 million contract liability relating to Major Projects.

Current vs Prior Year Actuals ($72.2 million increase)

Contract liabilities increased from the prior year primarily due to Major Project funding received in advance from client agencies.

9. Reserves

Estimate vs Actual ($165.9 million greater than estimated)
The $165.9 million variance reflects the $34.8 million revaluation increment for property, plant and equipment in 2026, combined with the impact of the prior year's $131.1 million revaluation increase not being reflected in the original estimate.

Current vs Prior Year Actuals ($34.8 million increase)
Reserves in 2026 exceed prior year by $34.8 million represent the net increase in land and building revaluation increments between current and prior year actual.

10. Accumulated surplus

Estimate vs Actual ($216.8 million greater than estimated)
Accumulated surplus in 2026 exceeds estimate by $216.8 million (50.2%) mainly due to lower net operating activities than expected in 2026, delayed and underspent capital programs for 2026, and actual 2025 cash surplus not reflected in the estimates, which were made before 2025 ended.

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10.1.3 Statement of Cash Flows Variances

	Variance Notes	Estimate 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between actual and estimate $'000	Variance between actual results for 2026 and 2025 $'000
Cash flows from State Government						
Receipts						
Service appropriation	1	130,678	152,435	134,221	21,757	18,214
Capital appropriations	2	137,840	154,432	53,697	16,592	100,735
Funds from other public sector agencies	3	110,892	531,877	96,640	420,985	435,237
Cash transferred from other agencies	4	20,638	5,048	48,553	(15,590)	(43,505)
Royalties for Regions Fund	5	98,565	92,617	69,214	(5,948)	23,403
Net cash provided by State Government		**498,613**	**936,409**	**402,325**	**437,796**	**534,084**
Utilised as follows:						
Cash flows from operating activities						
Payments						
Employee benefits	6	(263,498)	(237,202)	(208,075)	26,296	(29,127)
Supplies and services	7	(327,682)	(619,012)	(226,904)	(291,330)	(392,108)
Finance costs		(254)	-	(248)	254	248
Accommodation		(25,659)	(21,956)	(21,230)	3,703	(726)
Grants and subsidies	8	(293,240)	(251,228)	(222,278)	42,012	(28,950)
GST payments on purchases	9	(26,706)	(96,664)	(53,184)	(69,958)	(43,480)
Other payments		(6,309)	(9,765)	(6,013)	(3,456)	(3,752)
Receipts						
Sales		42	44	34	2	10
User charges and fees		383,096	380,200	349,531	(2,896)	30,669
Grants and contributions	10	89,605	37,882	11,359	(51,723)	26,523
Interest received		296	1,937	1,807	1,641	130
GST receipts on sales	11	7,881	53,810	11,251	45,929	42,559
GST receipts from taxation authority	12	18,825	41,918	37,294	23,093	4,624
Other receipts		32,929	27,776	33,702	(5,153)	(5,926)
Net cash used in operating activities		**(410,674)**	**(692,260)**	**(292,954)**	**(281,586)**	**(399,306)**
Cash flows from investing activities						
Payments						
Purchase of non-current assets	13	(179,934)	(93,920)	(93,813)	86,014	(107)
Receipts						
Proceeds from sale of non-current assets		-	200	140	200	60
Net cash used in investing activities		**(179,934)**	**(93,720)**	**(93,673)**	**86,214**	**(47)**
Cash flows from financing activities						
Payments						
Repayment of lease liabilities		(2,732)	(2,954)	(3,010)	(222)	56
Distribution to owners	14	(43,869)	(114,988)	(42,487)	(71,119)	(72,501)
Payment to accrued salaries account		-	(2,844)	(2,493)	(2,844)	(351)
Net cash used in financing activities		**(46,601)**	**(120,786)**	**(47,990)**	**(74,185)**	**(72,796)**
Net increase/(decrease) in cash and cash equivalents	15	(138,596)	29,643	(32,292)	168,239	61,935
Cash and cash equivalents at the beginning of the period	16	524,936	723,558	755,850	198,622	(32,292)
Cash and cash equivalents at the end of the period		**386,340**	**753,201**	**723,558**	**366,861**	**29,643**

10.1.3 Statement of Cash Flows Variances (continued)

Major Variance Narratives for the Statement of Cash Flows

For the Statement of cash flows, narratives are provided for key major variances greater than 10% of the comparative and greater than 1% of the Total Cost of Service of the annual estimate for variance between estimate and actual (1% of $1.012 billion) i.e. $10.1 million and Actual Total Cost of Service from previous year for comparison between current and previous year. (1% of 730.2 million) i.e. $7.3 million.

1. Service appropriation.

Estimate vs Actual ($21.8 million greater than estimated)
Service appropriation exceeded budget by $21.8 million (16.7%), primarily due to additional funding for the Passenger Transport Subsidy Scheme to meet higher demand ($11.1 million), continuation of Office of Major Infrastructure Delivery operations ($7.9 million), supplementary funding for the Regional Airfare Zone Cap (RAZC) Scheme to reflect uptake above original projections ($6.0 million), support for the Inter Regional Flight Network in response to the fuel crisis affecting regional aviation services ($5.0 million), and transfer of major project funding from the Department of Housing and Works to DTMI ($3.4 million). This increase was partially offset by the deferral of Regional Airport Pavement Upgrades funding to 2027 ($14.0 million), due to delays in finalising works and securing resources sector co-funding.

Current vs Prior Year Actuals ($18.2 million increase)
Service appropriation exceeded the prior year by $18.2 million (13.6%) primarily due to the transfer of the Office of Major Health Infrastructure Development to DTMI and its continued operations ($13.1 million); continuation of project resourcing for ARC Infrastructure proposal analysis ($7.9 million); supplementary funding for the Regional Airfare Zone Cap Scheme ($6.0 million), support for the Inter Regional Flight Network in response to the fuel crisis affecting regional aviation services ($5.0 million), additional funding for the Passenger Transport Subsidy Scheme to meet higher demand ($4.3 million); the transfer of major projects funding from the Department of Housing and Works to the DTMI ($3.4 million); These increases were partially offset by the cessation of the Electric Vehicle Rebate Program ($24.0 million).

2. Capital appropriation

Estimate vs Actual ($16.6 million less than estimated)
Capital appropriation is $16.6 million (12.0%) above estimate, mainly due to increased funding for Westport's marine, road and rail projects, including the Westport SPA top-up funded through capital appropriations ($57.7 million). This is partially offset by the re-cashflow of several maritime projects, including Ocean Reef Marina's essential operating infrastructure ($29.1 million), and delays across various maritime programs ($12.1 million).

Current vs Prior Year Actuals ($100.7 million increase)
Capital appropriations increased by $100.7 million (187.6%) in 2026 compared to 2025 mainly due to additional funding for the Westport Program ($89.3 million) and Digital Capability initiatives including Cyber Security and Westport's Digital Strategy ($13.3 million).

3. Funds from other public sector agencies

Estimate vs Actual ($421.0 million greater than estimated)
The $421.0 million increase (379.6%) in income from other public sector entities is mainly due to responsibility for the Major non-residential Infrastructure Projects function being transferred to the DTMI from the Department of Housing and Works on 1 January 2026 as part of the Public Sector Reform that was not captured in the initial budget. The revenue represents funding received from Major Projects Client Agencies relating to project management work delivered for the various major projects. This project management work is being delivered by the new Office of Major Infrastructure Delivery as part of the Department.

Current vs Prior Year Actuals ($435.2 million increase)
Funds from Other Public Sector Agencies increased by $435.2 million (450.4%) in 2026 compared with 2025, primarily due to the transfer of responsibility for the Major Non-Residential Infrastructure Projects function from the Department of Housing and Works to DTMI on 1 January 2026 as part of the Public Sector Reform. The increase reflects funding received from major projects client agencies for project management services delivered by DTMI's new Office of Major Infrastructure Delivery ($422.0 million).

10.1.3 Statement of Cash Flows Variances (continued)

4. Cash transferred (to)/from other agencies

Estimate vs Actual ($15.6 million less than estimated)
Cash transferred from other agencies is less than estimate by $15.6 million (75.5%) mainly due to delays in procuring major civil and services works for Transforming Bunbury Waterfront Stage 3 Phase1, resulting in funding being deferred to 2027.

Current vs Prior Year Actuals ($43.5 million decrease)
Cash transferred from agencies decreased by $43.5 million (89.6%) compared to prior year, primarily due to higher Royalties for Region funding for Transforming Bunbury's Waterfront Stage Three ($46.1 million) in 2025.

5. Royalties for regions fund

Current vs Prior Year Actuals ($23.4 million increase)
Royalties for Regions funding increased by $23.4 million (33.8%) compared with the prior year. The increase was primarily due to higher demand for the Regional Pensioner Travel Card ($12.5 million) and Regional Two Zone Airfare Zone Cap ($7.7 million) programs, as well as funding for the Carnarvon One Mile Jetty ($3.0 million).

6. Employee benefits

Current vs Prior Year Actuals ($29.1 million increase)
The $29.1 million (14.0%) increase was mainly driven by the transfer of responsibility for the Major Non-Residential Infrastructure Projects function to the Department as part of the State Government's Public Sector Reform. This included functions transferred from the Department of Health on 1 July 2025 and from the Department of Housing and Works on 1 January 2026. Actual expenditure for the Office of Major Infrastructure Delivery was $17.1 million in 2026, primarily reflecting costs associated with the full-time equivalent employees transferred from Major Health Infrastructure Delivery (Department of Health) and the major projects component of the Department of Housing and Works. The increase was also supported by continued investment in the Government's Road Safety Reform package aimed at saving lives, reducing dangerous driving behaviour and enhancing community safety; including additional resources required to manage and process initiatives associated with the expansion of safety cameras.

7. Supplies and services

Estimate vs Actual ($291.3 million greater than estimated)
Supplies and services exceeded budget by $291.3 million (88.9%), primarily due to the transfer of responsibility for Major Non-Residential Infrastructure Projects from the Department of Housing and Works to DTMI on 1 January 2026. This transfer was not reflected in the 2025–26 Budget and resulted in $342.0 million of major projects expenditure being recognised in 2025–26. The increase was partly offset by lower expenditure in other areas, including the reclassification of $18.0 million in Regional Airstrip Pavement Upgrade funding from supplies and services to grants, the deferral of $17.2 million in WA Agricultural Supply Chain Improvements expenditure to 2027–28 due to delays in Midland Line and Kellerberrin rail siding works, underspend in the Westport Program due to project delays associated with the Marine Offset program, Environmental Social Resilience and Implementation of Priority Digital Systems ($9.7 million) and general underspends in supplies and services within DTMI when compared to estimate ($5.8 million).

Current vs Prior Year Actuals ($392.1 million increase)
Supplies and services expenditure increased by $392.1 million (172.8%) from the prior year, primarily reflecting the 2025–26 Public Sector Reform transfer of major projects functions from the Department of Housing and Works to DTMI. This expanded DTMI's role in managing contractor payments funded by participating agencies, resulting in additional expenditure of $342.0 million. The increase also reflects continued investment in the WA Agricultural Supply Chain Improvements program ($22.6 million), higher agent fees and commissions for Authorised Inspection Stations ($7.2 million), increased costs associated with the Westport Program compared to prior year ($4.2 million), breakwater refurbishment works at Dawesville, Fremantle and Hillarys ($1.7 million), and general increases in DTMI's supplies and services compared with the prior year ($14.4 million).

10.1.3 Statement of Cash Flows Variances (continued)

8. Grants and subsidies

Estimate vs Actual ($42.0 million less than estimated)
The $42.0 million (14.3%) decrease in Grants and Subsidies against budget primarily reflects re-cashflowing across several programs, including the Regional Airstrip Pavement Upgrade program due to scope finalisation delays and an inability to secure resource sector co-funding ($26.5 million), Inner City projects delivery delays following an economic review and carryovers to 2027 ($13.6 million), the Principal Shared Path programs due to project delays ($9.1 million), the Westport program ($6.3 million), and deferral of the Aboriginal Community Airstrip Renewal Program's 2026 strategic maintenance program to 2027 to address cost pressures at the Balgo Hill Airstrip project ($3.2 million). This was partially offset by higher demand for the Regional Airfare Zone Cap Scheme ($10.6 million) and the Passenger Transport Subsidy Scheme ($8.6 million).

Current vs Prior Year Actuals ($29.0 million increase)
Grants and Subsidies increased by $29.0 million (13.0%) from 2025 to 2026, primarily due to additional spend on the Westport Program ($32.0 million), higher uptake of the Regional Two Zone Airfare Cap Scheme ($13.5 million), and increased demand from Regional Pensioner Travel Card users ($5.6 million). This was partially offset by the completion of the Zero Emission Vehicles Rebate program, which had expenditure of $24.2 million in 2025

9. GST Payments on purchases

Estimate vs Actual ($70.0 million greater than estimated)
The GST payment on purchases is greater than estimate by 70.0 million (262%) mainly due to higher purchases of taxable goods and services in 2026 than anticipated. The increase is attributed to the transfer of responsibility for the Major Non-Residential Infrastructure Projects function from the Department of Housing and Works to DTMI on 1 January 2026, and not reflected in the estimate.

Current vs Prior Year Actuals ($43.5 million increase)
The GST payment on purchases is greater than prior year by $43.5 million (81.8%). This is mainly due to increased purchases of taxable goods and services in 2026. The increase was largely driven by transfer of responsibility for the Major Non-Residential Infrastructure Projects function from the Department of Housing and Works to DTMI on 1 January 2026.

10. Grants and contributions

Estimate vs Actual ($51.7 million less than estimated)
Grant and contribution revenue decreased by $51.7 million (57.7%), mainly due to the deferral of Commonwealth funding to 2027 and beyond for Westport's Road and Rail projects ($30.7 million) and Marine capital program ($10.0 million). The decrease also reflects the re-cashflowing of Commonwealth grant funding for WA Agricultural Supply Chain Improvements ($6.5 million) to 2028, due to delays in the Midland Line and Kellerberrin rail siding works, and delays in Inner City projects ($3.8 million).

Current vs Prior Year Actuals ($25.5 million increase)
Grants and contribution receipts increased by $26.5 million (233.5%) compared with the prior year. The increase was primarily due to works associated with the WA Agricultural Supply Chain Improvements project ($36.4 million), partially offset by a reduced spend for Inner City projects ($9.0 million) in 2026 compared to last year due to delays in projects

10.1.3 Statement of Cash Flows Variances (continued)

11. GST receipts on sales

Estimate vs Actual ($45.9 million greater than estimated)
GST receipts on sales are greater than budget by $45.9 million (582.8%) predominantly due to increased services provided in 2026 compared to prior years and therefore not adjusted in target. These services mainly relate to Major Project Delivery following the transfer of responsibility for Major Non-Residential Infrastructure Projects from the Department of Housing and Works to DTMI on 1 January 2026.

Current vs Prior Year Actuals ($42.6 million increase)
GST receipts on sales are greater than the prior year by $42.6 million (378.3%) predominantly due to increased services provided in 2026 compared to prior years and therefore not adjusted in target. These services mainly relate to Major Project Delivery following the transfer of responsibility for Major Non-Residential Infrastructure Projects from the Department of Housing and Works to DTMI on 1 January 2026.

12. GST receipts from taxation authority

Estimate vs Actual ($23.1 million greater than estimated)
The GST receipts from taxation authority of $23.1 million (122.7%) is greater than estimate mainly due to increased purchases of taxable goods and services in 2026 compared to prior years and therefore not adjusted in target.

13. Purchase of non-current physical assets

Estimate vs Actual ($86.0 million less than estimated)
The $86.0 million underspend (47.8%) was primarily due to the deferral of capital programs to 2027 and beyond, following unavoidable delays in civil works, detailed service design and approved scope changes.

14. Distribution to owner

Estimate vs Actual ($71.1 million greater than estimated)
The Distribution to owners is greater than estimate by $71.1 million (162.1%) mainly due to payment for strategic land acquisition from the Westport Special Purpose Account (SPA) ($115.0 million).

Current vs Prior Year Actuals ($72.5 million increase)
The increase of $72.5 million (170.6%) in comparing 2026 to 2025 is mainly due to greater equity transfer in 2026 to Main Roads WA for land acquisition from the Westport SPA.

15. Net decrease in cash and cash equivalents

Estimate vs Actual ($168.2 million less than estimated)
Net increase in cash and cash equivalents of $168.2 million (121.4%) is mainly due to underspend and deferral of capital programs to 2027 as well as cash balances received in advance from Client Agencies for Major Project Delivery. This is partially offset by increased net operating activities in 2026.

Current vs Prior Year Actuals ($61.9 million increase)
Net Cash and cash equivalents increased by $61.8 million (191.8%) in 2026, primarily due to higher net cash provided by the State Government. This reflects funding received from client agencies for major project delivery, partially offset by higher operating cash outflows and increased financing payments associated with strategic land acquisitions from the Westport SPA.

16. Cash and cash equivalents at the beginning of the period

Estimate vs Actual ($198.6 million less than estimated)
This relates to estimates not updated with the increase in cash for the previous year as the estimates for 2026 were made before finalisation of actuals for 2025.

10.2 Explanatory statement for Administered Items

This explanatory section explains variations in the financial performance of the agency undertaking transactions that it does not control but has responsibility to government for detailed in the administrative schedules.

All variances between annual estimates and the actual results for 2026, and between the actual results for 2026 and 2025 are shown below.

Narratives are provided for key major variances which are more than 10% of the comparative and which are more than 1% of the Total Administered Income.

a. Estimate and actual results for the current year:
   - 1% of Estimated Total Administered Income (1% of $1.657 billion) i.e. $16.57 million.

b. Actual results between current year and the previous year:
   - 1% of previous year actual Total Administered Income (1% of $3.617 billion) i.e. $36.174 million

	Variance Notes	Estimate 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between actual and estimate $'000	Variance between actual results for 2026 and 2025 $'000
Income						
For transfer to the Consolidated Accounts or Agencies						
Appropriations for transfer to the:						
Western Australian Coastal Shipping Commission		100	100	100	-	-
Infringements						
Plate and transfer infringements		9,311	10,179	5,526	868	4,653
Speed and red-light infringements		124,401	116,166	99,340	(8,235)	16,826
Final demand traffic infringements		2,256	3,348	2,858	1,092	490
Motor vehicle registrations						
Motor vehicle fees		104	93	65	(11)	28
Motor vehicle registrations		1,520,445	1,503,847	1,406,580	(16,598)	97,267
Vehicle Licence Duty	1	-	812,713	784,971	812,713	27,742
Third party motor vehicle insurance premiums	2	-	1,079,111	1,014,695	1,079,111	64,416
Catastrophic Injury Support Scheme	3	-	304,132	295,205	304,132	8,927
Service WA fees collected		-	58	69	58	(11)
NDIS worker screening application fees		-	2,919	1,837	2,919	1,082
Traffic Infringement Fines - Distracted Driving Revenue		-	34,627	-	34,627	34,627
Other Income		-	4,337	6,177	4,337	(1,840)
Total administered income		**1,656,617**	**3,871,630**	**3,617,423**	**2,215,013**	**254,207**
Expenses						
Transfer payments						
Consolidated account	4	1,555,040	2,364,185	2,241,615	809,145	122,570
Department of Local Government, Sport and Cultural Industries		104	93	65	(11)	28
Insurance Commission of Western Australia	5	-	1,383,243	1,309,900	1,383,243	73,343
WA Coastal Shipping Commission		100	100	100	-	-
Road Trauma Trust Account	6	101,373	116,612	72,557	15,239	44,055
Service WA payments		-	2,978	1,906	2,978	1,072
Other expenses		-	-	-	-	-
Total administered expenses		**1,656,617**	**3,867,211**	**3,626,143**	**2,210,594**	**241,068**

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10.2 Explanatory statement for Administered Items (continued)

Major Estimate and Actual (2026) Variance Narratives

1. Vehicle Licence Duty (Stamp Duty)

   Estimated vs Actual ($812.7 million greater than estimated)
   Vehicle Licence duty revenue collected amounted to $812.7 million and reflects the vehicle licence duty on motor vehicle registration collected on behalf of Revenue WA. This item is not reflected in the Department's budget statements.

2. Third party Motor Vehicle Insurance Premiums

   Estimated vs Actual ($1,079.1 million greater than estimated)
   Third Party Motor Vehicle Insurance premiums totalled $1,079.1 million collected on behalf of and transferred to Insurance Commission of Western Australia. This item is not reflected in the Department's budget statement.

3. Catastrophic Injury Support Scheme

   Estimated vs Actual ($304.1 million greater than estimated)
   Catastrophic Injury Support Scheme totalled $304.1 million collected on behalf of and transferred to Insurance Commission of Western Australia. This item is not reflected in the Department's budget statement.

4. Transfer Payment – Consolidated Account

   Estimated vs Actual ($809.1 million greater than estimated)
   Consolidated account transfer payments exceeded estimates by $809.1 million (52.0%) mainly due to vehicle licence duty on motor vehicle registrations collected on behalf of Revenue WA and transferred to the Consolidated Account. This item is not reflected in the Department's budget statement.

5. Transfer Payment – Insurance Commission of Western Australia

   Estimated vs Actual ($1,383.2 million greater than estimated)
   Insurance Commission of Western Australia transfer payments exceed budget by $1,383.2 million (100%) as the receipt is not reflected in the Department's budget statement. This amount relates to Third Party insurance premiums ($1,079.1 million) and Catastrophic Injury Support Scheme ($304.1 million) collected on behalf and transferred to Insurance Commission of Western Australia.

6. Transfer Payment – Road Trauma Trust Account

   Current vs Prior Year Actuals ($44.1 million increase over prior year)
   Transfer Payment to Road Trauma Trust Account is $44.1 million (60.7%) greater than prior year reflecting the return to normal infringement activity after 2024 operational changes and the higher average infringement value associated with the new Advanced Technology Safety Cameras.

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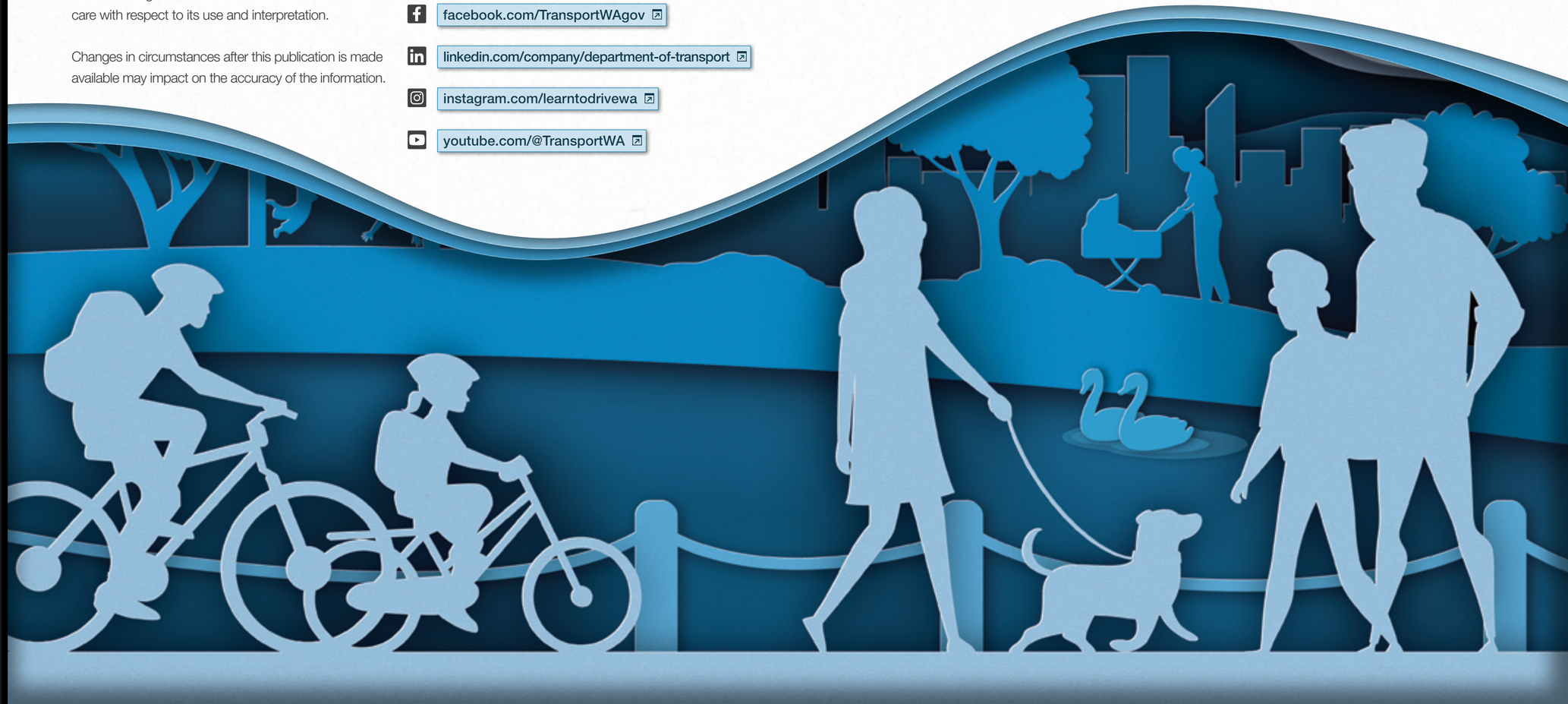
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