



Department of
Transport



ANNUAL REPORT

2018-19

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OUR PURPOSE

We plan and deliver transport solutions for the prosperity of Western Australians.

OUR OUTCOMES

Positive Customer Experience
Safe and Effective Transport
Contemporary Transport Solutions
Identity Management

OUR VALUES

Clear Direction

We set clear direction and have the courage to follow through.

Fresh Thinking

We welcome fresh thinking and better ways of working.

Excellent Service

We work together to deliver excellent service.

Great People

We make things happen through our great people.

STATEMENT OF COMPLIANCE WITH THE *FINANCIAL MANAGEMENT ACT 2006*

For the year ended 30 June 2019

To the Minister
Hon. Rita Saffioti MLA
Minister for Transport

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 (DoT) for the financial year ended 30 June 2019.

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



Richard Sellers
Director General – Transport



OVERVIEW



DIRECTOR GENERAL'S FOREWORD

I am pleased to present the Department of Transport's (DoT) Annual Report 2018-19.

Underpinning the achievements detailed in this report and those of the Department into the future is our work with our Portfolio partners, the Public Transport Authority (PTA) and Main Roads Western Australia (Main Roads), to plan and deliver transport solutions for the prosperity of our State.

Together, we have made excellent headway on a number of key priorities in 2018-19, ranging from smaller policy, process and customer service improvements to large scale transformational infrastructure, industry reform and service delivery projects – all delivering huge benefits for the community.

Record State and Federal Government investment in critical road and rail infrastructure across WA during 2018-19, reaffirmed the significance of the projects we deliver and the importance of continuing to work together as a Portfolio and across government.

Collaboration across the Portfolio partners was boosted in July 2018 when the Portfolio Strategic Projects Office was established. The Office draws expertise from across Portfolio agencies and focuses on progressing strategic programs, including the Public Transport Cost and Demand Optimisation program which aims to increase patronage to maximise the value of the State Government's METRONET capital investment.

METRONET is a transformational transport and land use planning project and this integrated government approach will deliver a well-connected Perth to create communities with a sense of belonging and support economic growth.

In February 2019, Stage 1 of the on-demand transport reform was successfully introduced

marking the most comprehensive overhaul of the industry in the State's history and representing a new era for passengers and operators through improved services, better safety standards and ultimately, fairer costs.

The Westport Taskforce, which is responsible for producing a plan to guide the State Government on the long-term development of Perth's freight network, completed Stage 1 of its process by releasing the progress report, *Westport: What we have found so far*, in December 2018.

DoT also released the draft *Revitalising Agricultural Region Freight Strategy* in early June to plan for WA's growing freight challenge and improve agricultural freight efficiencies and productivity. DoT continues to work collaboratively with the Department of Primary Industries and Regional Development to ensure the strategy delivers stronger regional economies.

During this reporting period, more than \$2 million of funding was invested in recreational boating infrastructure projects across the State under the Recreational Boating Facilities Scheme. These projects add to the amenity of communities close to WA's waterways. In addition, over \$1 million in Coastal Adaptation and Protection grant funding was allocated to help to preserve and sustainably manage our coastline.

The first phase of the \$12.3 million Jetty Road causeway redevelopment at Casuarina Boat Harbour was completed as part of the Transforming Bunbury's Waterfront project. This aims to create vibrant shorelines and provide infrastructure to stimulate tourism and the local economy. DoT will award contracts for the second stage of the redevelopment in early 2019-20, generating local jobs and opportunities in the building and construction industry.

Regional aviation projects also received close to \$7.4 million in Regional Airports Development Scheme funding. The \$13.2 million Geraldton Regional Airport runway renewal was one of 18 projects completed around the State in 2018-19.

With the affordability of regional airfares recognised as a key issue for State Government and the community, DoT established the WA Regional Aviation Taskforce in November 2018. This Taskforce oversees the progress in addressing the recommendations from the Parliamentary Inquiry into Regional Airfares in WA, including the review of the State Aviation Strategy.

In another boost for our regions, DoT worked with local government authorities around the State to complete the first four Regional 2050 Cycling Strategies, which provide a clear vision for cycling infrastructure development to benefit the local communities and visitors to these regions. DoT is also working closely with metropolitan local government authorities to develop the Long-Term Cycle Network for Perth and Peel. These strategies will guide future funding allocations through both the Regional and Perth Network Grants Programs. In 2018-19 more than \$4 million was invested to design, build and activate local cycling infrastructure in WA.

DoT continued to embrace technology and new ways of working to improve customer convenience and safety. The Learn&Log app was launched to make it easier for learner drivers to record and submit the required minimum 50 hours of supervised driving. DoTDirect reached over 485,000 registrations at the end of this reporting period.

We are always passionate about transforming the way government services are delivered and this has been reinforced with the \$6.9 million ServiceWA pilot in Bunbury which will provide a single point of contact for 85 everyday services currently delivered across five agencies.

I am incredibly proud of what the innovative and dedicated teams at DoT and the wider Transport Portfolio have achieved for our customers and the community in 2018-19. I thank them for their hard work and contribution.

Further examples of how the Transport Portfolio is working together to achieve our outcomes are highlighted in the *2018-19 Connecting People and Places* publication.

Connecting People and Places also provides an overview of the Transport Portfolio's operations and the objectives, trends and influences guiding our work.

As Director General, it is a privilege to lead Transport Portfolio, and have the opportunity to showcase some of our achievements over the past 12 months.

I look forward to what I'm sure will be another productive year for transport in WA in 2019-20.



Richard Sellers
Director General – Transport

In 2018-19 more than \$4 million was invested to design, build and activate local cycling infrastructure in WA.

HIGHLIGHTS

\$4.4 million

ICT systems delivered to enable on-demand transport reforms.

DoT and Main Roads Customer Contact Centres brought together to provide holistic customer services across the Transport Portfolio.

Growth in digital services recognised with Institute of Public Administration Australia WA Achievement Award for

Best Practice

in Digital Transformation.

Phase 1 redevelopment of Jetty Road causeway completed as part of the Transforming Bunbury's Waterfront project.

Portfolio Strategic Projects Office established to facilitate stronger collaboration between the Portfolio partners on targeted, strategic priorities.

\$4 million

invested in 38 cycling projects around the State, with more than 19 kilometres of shared path constructed to deliver safe and connected cycling networks.



Stage 1 of on-demand transport reforms successfully introduced improving safety, choice and competition.



DoT's Remote Services Team visited more than 60 communities around the State, improving access to services and breaking down barriers to obtaining a driver's licence.

State-of-the-art Success Service Centre
opened to meet growing demand in Perth's south.

...
Practical Driving Assessment availability
increased by more than 20% at Kelmescott
Service Centre under innovative trial.

Record 20%

of freight containers moved by rail, helping to
reduce congestion and improve safety.

\$7.4 million

invested in regional airports to improve
infrastructure, services and safety.

Revitalising Agricultural Region Freight Strategy released for public comment.

**CCTV introduced at boating
hotspots on the Swan River to
reduce risky boating behaviour.**

METRONET's Aboriginal Engagement
Strategy, Gnarla-Biddi – Our Pathways –
accepted by the Whadjuk and
Gnaala Karla Booja Working Parties.



Stage 1 of Westport process successfully
completed to develop long-term freight
strategy for WA.



Surrey Road safe active street completed
in the City of Belmont, making it easier
and safer to ride for local trips to school,
the shops or the park.

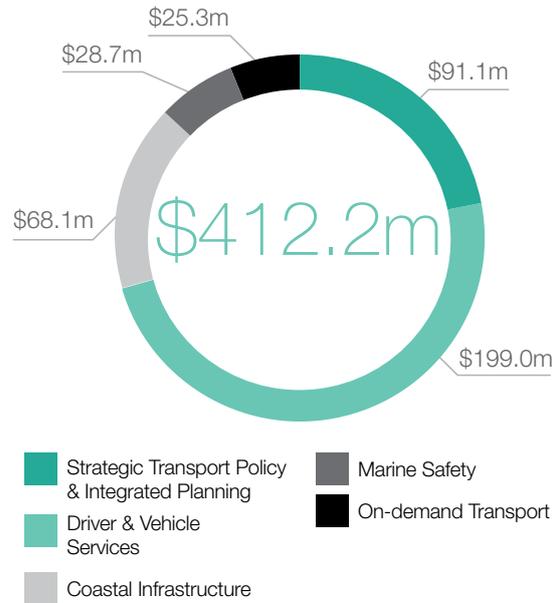
FINANCIAL SUMMARY

DoT provides services to numerous stakeholders, clients and customers, aggregated into the following high-level service categories:

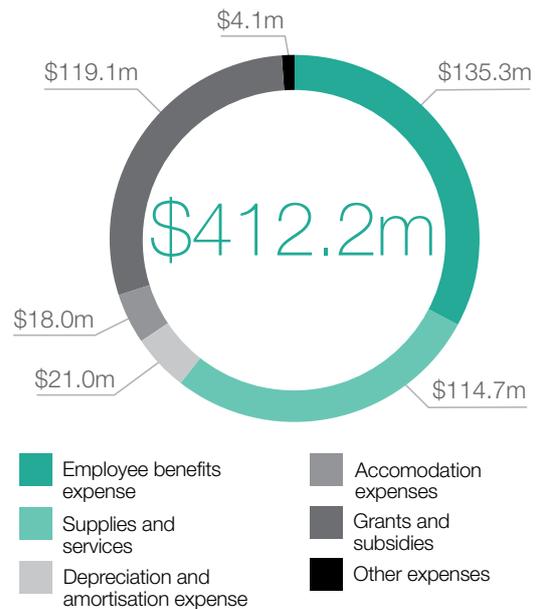
- Strategic Transport Policy and Integrated Planning;
- Driver and Vehicle Services
- Coastal Infrastructure;
- Marine Safety; and
- On-demand Transport.

Gross expenses in 2018-19 totalled \$412.2 million. The following charts illustrate gross expenses by services and expense categories.

Operating Expenses by Services – \$412.2 million



Operating Expenses by Category – \$412.2 million



DoT generates income from operating activities primarily in the areas of driver and vehicle services, management of coastal facilities, marine safety, parking levies in the Perth Central Business District and regulation of on-demand transport. The following chart illustrates operating income by high-level categories.

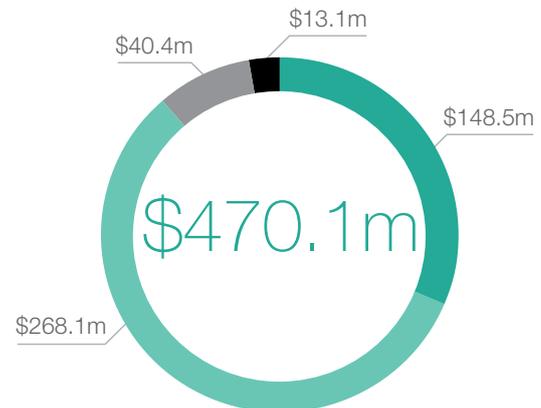
Operating Income by Category – \$339.6 million



- User charges and fees
- Interest revenue
- Sales
- Other revenue
- Grants and contributions

DoT managed a diverse physical asset base totalling \$470.1 million to deliver its services. The chart below shows the distribution by asset class.

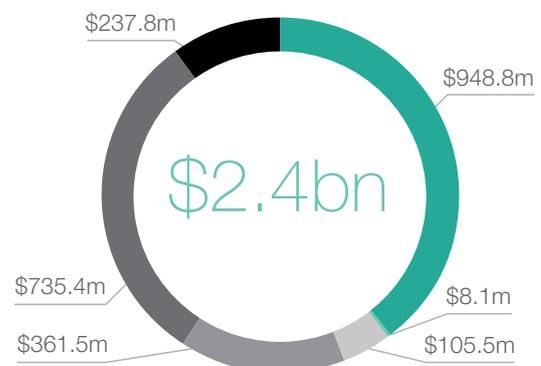
Assets Under Management – \$470.1 million



- Property, plant & equipment
- Infrastructure
- Intangible assets
- Other revenue

DoT also administers functions where the revenue is taken directly to the Consolidated Account or to other Government agencies. Total administered revenue from these functions totalled \$2.4 billion in 2018-19, as illustrated below.

Administered Revenue – \$2.4 billion



- Motor vehicle registrations
- Stamp duty
- Plate and transfer infringements
- Third party motor vehicle insurance premiums
- Speed and red light infringement fines
- Other

OPERATIONAL STRUCTURE

The Transport Portfolio

DoT is part of the State Government's Transport Portfolio and takes a lead role integrating and enhancing coordination of the State's transport operations, regulatory functions and planning and policy development processes.

Throughout 2018-19, Richard Sellers concurrently held the positions of Director General Transport, Chief Executive Officer of PTA and Commissioner of Main Roads.

The structure of the Transport Portfolio is outlined on page 15.

The Department of Transport

DoT delivers its specialist transport services and strategic transport planning and policy services through 12 Directorates, overseen by the Managing Director.

The core functions of each Directorate and are outlined in the organisational chart on page 16.

Changes to the Department

Portfolio Strategic Projects Office established

The Portfolio Strategic Projects Office was established on 1 July 2018 to facilitate stronger collaboration between DoT, PTA and Main Roads on targeted, strategic priorities selected by the Transport Portfolio Governance Council.

Managing Director role established

On 1 July 2018, DoT's Policy Planning and Investment and Transport Services divisions were brought together under a newly established Managing Director role as part of an agency-wide realignment.

The establishment of a single Managing Director for DoT with oversight of all policy, planning, investment and operational directorates and business units ensures a holistic approach to the planning and delivery of transport solutions. The change, endorsed by the Transport Portfolio Governance Council, also brought DoT's structure in line with PTA and Main Roads, enhancing collaboration between the Portfolio partners.

New Freight Ports Aviation & Reform and Urban Mobility Directorates established

Two new directorates – Freight, Ports, Aviation and Reform and Urban Mobility – came into effect on 1 March 2019.

The new directorates, established as part of DoT's agency-wide realignment, brought together the former Freight and Ports, Integrated Transport Planning, and Transport Strategy and Reform directorates and reflect the way in which DoT's specialised teams of policy, planning and behaviour change professionals have evolved in recent years.

The directorates continue to work with internal and external stakeholders to ensure the safe and efficient movement of people and freight.

Enabling Legislation

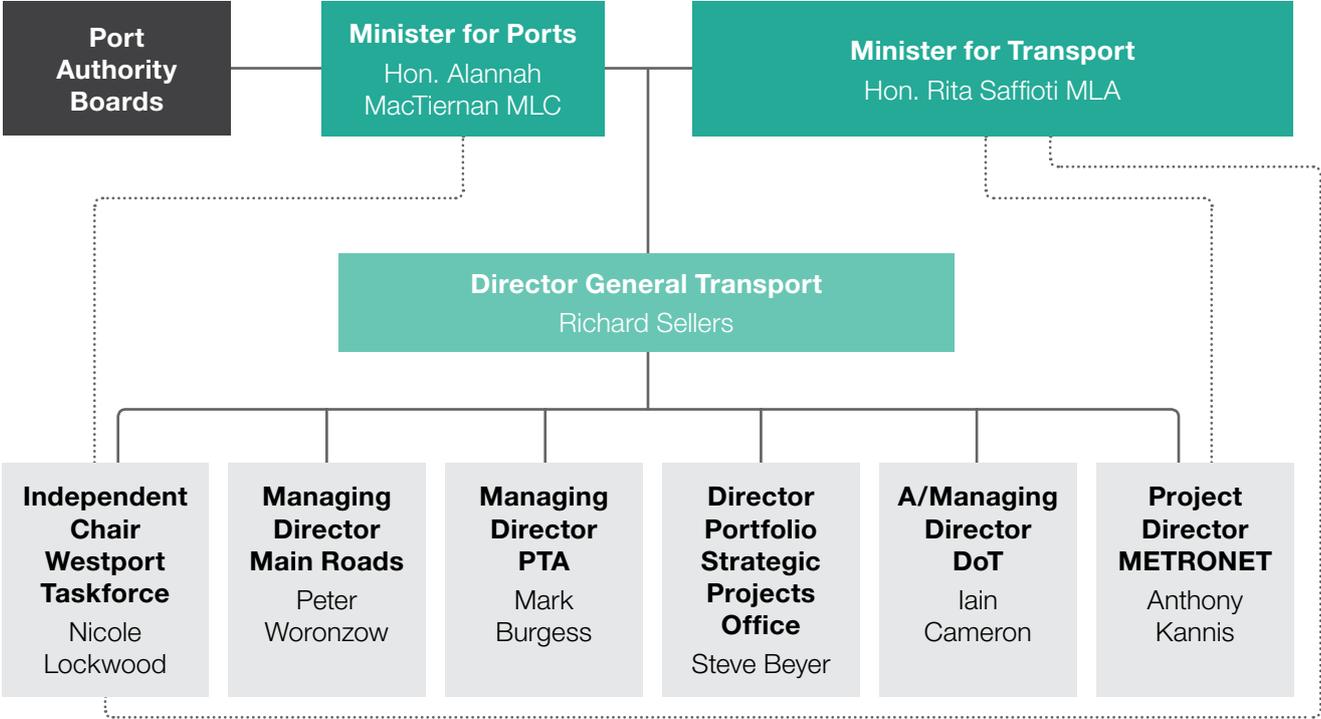
DoT was established on 1 July 2009, under the *Public Sector Management Act 1994*.

Responsible Ministers

Hon Rita Saffioti MLA, Minister for Transport

Hon Alannah MacTiernan MLC, Minister for Ports

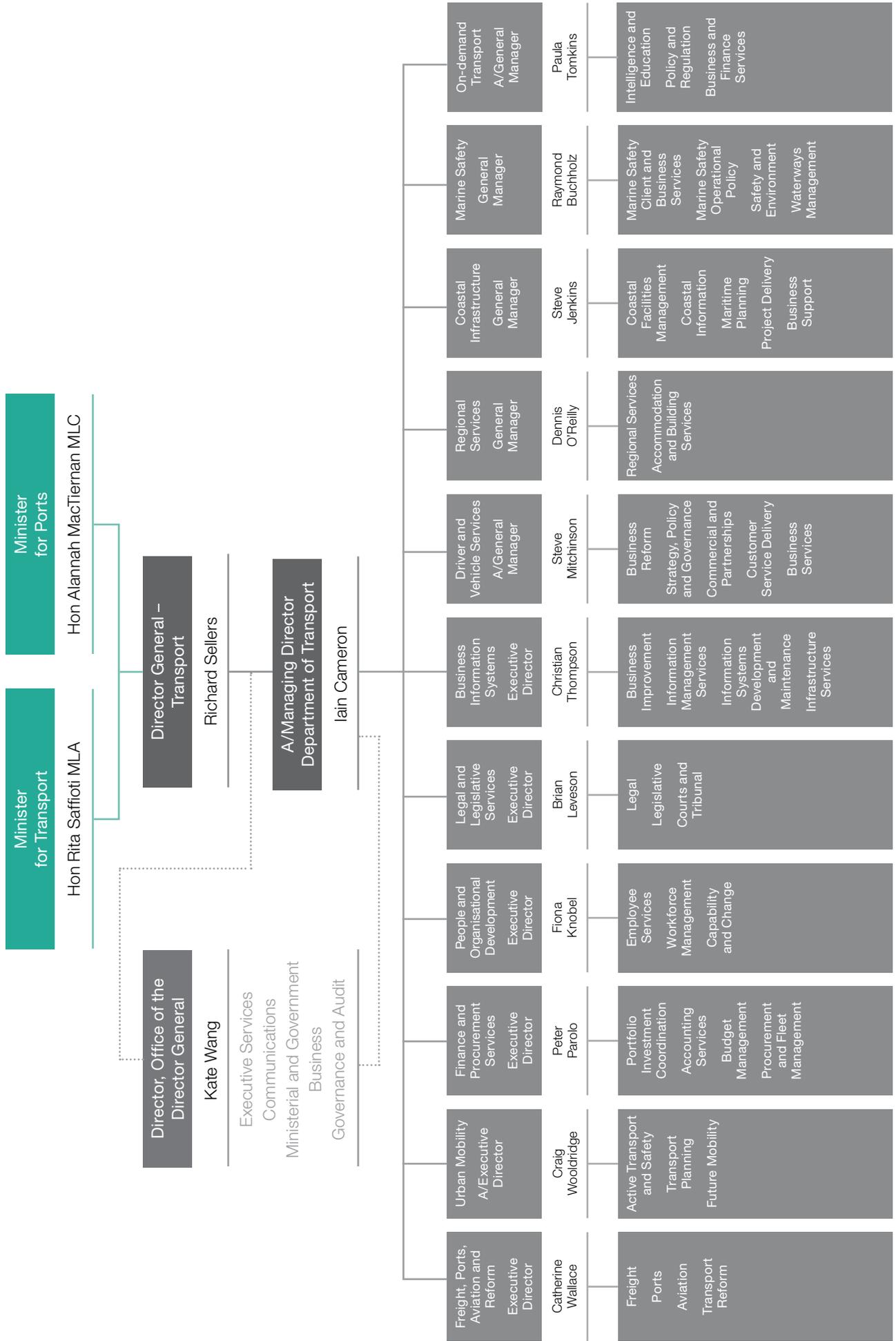
TRANSPORT PORTFOLIO



Mitchell Freeway

Department of Transport

Organisational Chart



EXECUTIVE LEADERSHIP TEAM



Richard Sellers

Director General Transport



Iain Cameron

Acting Managing Director



Kate Wang

Director Office of the Director General



Catherine Wallace

Executive Director Freight, Ports, Aviation and Reform



Craig Wooldridge

Acting Executive Director Urban Mobility



Peter Parolo

Executive Director Finance and Procurement Services



Fiona Knobel*

Executive Director People and Organisational Development



Trevor Wiseman

Acting Executive Director People and Organisational Development



Brian Leveson

Legal and Legislative Services Director



Christian Thompson

Executive Director Business Information Systems



Steve Mitchinson

Acting General Manager Driver and Vehicle Services



Dennis O'Reilly

General Manager Regional Services



Steve Jenkins

General Manager Coastal Infrastructure



Raymond Buchholz

General Manager Marine Safety



Paula Tomkins

Acting General Manager On-demand Transport

*Responsible for leading DoT's agency-wide realignment in 2018-19.

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*
- *Harbours and Jetties Act 1928*
- *Jetties Act 1926*
- *Lights (Navigation Protection) Act 1938*
- *Marine and Harbours Act 1981*
- *Marine Navigational Aids Act 1973*
- *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 (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 (WA) Act 2015*
- *Road Traffic (Administration) Act 2008*
- *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*
- *Taxi Act 1994*
- *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 for Ports, DoT administers the following Act:

- *Port Authorities Act 1999*

Other legislation affecting the functions and operation of DoT 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*
- *Library Board of Western Australia Act 1951*
- *Minimum Conditions of Employment Act 1993*
- *Native Title Act 1993 (Commonwealth)*
- *Occupational Safety and Health Act 1984*
- *Royal Commission (Custody of Records) Act 1992*
- *State Supply Commission Act 1991*

OUTCOME BASED MANAGEMENT FRAMEWORK

DoT contributes to the State Government’s goals through the Outcome Based Management Framework as detailed below.

State Government Goals	DoT Outcomes	DoT Services
<p>Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.</p>	<p>Outcome 1. Integrated transport systems that facilitate economic development.</p>	<p>Service 1. Strategic Transport Policy and Integrated Planning</p>
<p>Strong Communities: Safe communities and supported families.</p>	<p>Outcome 2. Vehicles and road users that meet established vehicle standards and driver competencies to deliver safe vehicles and safe drivers.</p>	<p>Service 2. Driver and Vehicle Services</p>
<p>Better Places: A quality environment with liveable and affordable communities and vibrant regions.</p>	<p>Outcome 3. An accessible and safe transport system.</p>	<p>Service 3. Coastal Infrastructure</p> <p>Service 4. Marine Safety</p> <p>Service 5. On-demand Transport</p>

Changes to Outcome Based Management Framework

From 1 July 2018 the Australian Maritime Safety Authority assumed responsibility for the delivery of national system related services in WA including those related to the operation, manning and survey of domestic commercial vessels. As a result, DoT received approval to remove the following Key Performance Indicators from its Outcome Based Management Framework from 2018-19:

- Rate of reported incidents (accidents) on the water per 100 commercial vessels surveyed; and
- Average survey cost per commercial vessel.

Following the introduction of Stage 1 of the on-demand transport reform in April 2019, DoT received approval to make the following changes to its Outcome Based Management Framework from 2019-20:

- Discontinue the effectiveness Key Performance Indicator “Percentage by which, the waiting time standard, for metropolitan area taxis, is met” and replace with a new effectiveness indicator – “Percentage of multi-purpose taxi journeys carrying passengers in wheelchairs which meet the waiting time standard”; and
- Discontinue the efficiency Key Performance Indicator “Cost of Regulation per Taxi Plate Administered” and replace with a new efficiency indicator – “Cost per On-demand Transport Authorisation”.



*Customer Service Officer
assisting customer*

SHARED RESPONSIBILITIES WITH OTHER AGENCIES

Delivering ServiceWA

In May 2019 the State Government announced the \$6.9 million Service Western Australia (ServiceWA) pilot which will transform the way government delivers services to the community.

The cross-government reform is being delivered by DoT and the Departments of the Premier and Cabinet and Finance to provide customers with a single point of contact for 85 everyday services at a Bunbury pilot site and via an online portal.

Bringing together these services, currently delivered across five agencies including DoT, the Departments of Justice, Communities, Primary Industries and Regional Development and the Western Australia Police, will create a 'one-stop-shop' that will reduce time and frustration in accessing both face-to-face and online services.

DoT is responsible for the delivery of the face-to-face component of ServiceWA and in 2019-20 will commence developing basic system inter-connectivity for participating agencies as well as updating its Bunbury centre and undertaking recruitment and training activities to facilitate the new service delivery model.

DoT will also work closely with the Department of the Premier and Cabinet as it leads the online component and the Department of Finance which will oversee the centralisation of services from a whole-of-government perspective.

It is anticipated that the ServiceWA pilot will launch at the Bunbury centre in early 2020-21.

Linking DoTDirect to recreational fishing licences

DoT worked collaboratively with the Department of Primary Industries and Regional Development (DPIRD) in 2018-19 to enable customers to complete a range of transactions relating to their recreational fishing licences using DoTDirect.

This flagship project, successfully completed in January 2019, has improved the customer experience by providing a single point of contact for cross-government services and a range of other benefits.

The service, managed under a memorandum of understanding between DoT and DPIRD, has been well-received by customers with almost 15,000 recreational fishing licences now linked to a DoTDirect account.

DoT will continue to work with DPIRD to undertake system support and maintenance as well as define future enhancements.

Providing a shared IT service

In 2018-19, DoT continued to maintain a shared information and communications technology infrastructure service with the Department of Planning Lands and Heritage.

This shared arrangement was managed through a service level agreement and continued to realise economies of scale and cost neutrality for the State Government.

Under the agreement, DoT provided operational support as well as project delivery for the planning systems including the maintenance of software, hardware, disaster recovery systems and plans and system security.

Supporting a safe and efficient transport system in the Indian Ocean Territories

DoT continued to provide transport services to the Indian Ocean Territories (IOT) under a service level agreement between the Minister for Transport and the Commonwealth Government.

Through this agreement, DoT supports the delivery of a safe, efficient, effective and equitable transport system in the IOT of Christmas Island and the Cocos (Keeling) Islands with the Commonwealth meeting all the costs of the services provided by DoT.

In 2018-19 DoT officers travelled to Christmas Island and the Cocos (Keeling) Islands to train local agents in the use of its Knowledge Management System. This ensured agents had local access to the same information as DoT employees, improving the quality and timeliness of the service provided to customers.

DoT also continued to meet regularly with Commonwealth Government officers to discuss operational matters and develop a work plan for the delivery of an expanded range of services.

Planning the Ocean Reef Marina project

In 2018-19 DoT worked with LandCorp to assist with the planning for the implementation of the Ocean Reef Marina project. The development of the marina aims to cater for the significant demand for boating facilities in Perth's northern suburbs and transform the existing facility into a world-class waterfront precinct.

The project program is targeting on-site construction to commence in late 2020.

Delivering the Transforming Bunbury's Waterfront project

DoT continued to work closely with the South West Development Commission, LandCorp, the City of Bunbury, the Department of Planning, Lands and Heritage, and the Southern Ports Authority to deliver the Transforming Bunbury's Waterfront (TBW) project. The project, overseen by the Bunbury Development Committee, aims to create vibrant shorelines for the community and infrastructure to stimulate thriving marine and tourism industries.

DoT is responsible for delivering a major component of the Stage 2 works for the project – the \$12.3 million redevelopment of the Jetty Road causeway at Casuarina Boat Harbour. A redevelopment update can be found in the Report on Operations on page 26.

LandCorp has secured \$4.8 million in State Government funding to develop the business case for Stage 3 of the TBW project. In 2018-19 DoT worked closely with LandCorp to deliver related maritime consultancy works including staging plans and costings.

DoT also continued to assist the South West Development Commission, LandCorp and the Bunbury Development Committee with planning for new maritime facilities in Koombana Bay.

DoT is responsible for delivering the \$12.3 million redevelopment of the Jetty Road causeway at Casuarina Boat Harbour.

Planning improved maritime facilities in Broome

In 2018-19 DoT worked closely with the Shire of Broome to progress the following two projects to improve boating facilities in Broome.

Planning for a new Broome Boating Facility

In 2018-19, DoT continued to work closely with the Broome Boat Harbour Advisory Group. This Group is chaired by the Shire of Broome and includes representatives from DoT, Nyamba Buru Yawuru Ltd, Kimberley Development Commission, Kimberley Ports Authority and the local community.

DoT is responsible for providing technical advice and coordinating a number of engineering and environmental consultancies to progress the planning and investigations for development of a concept design for a new boating facility.

DoT is administering the \$1 million in State Government funding for the planning program that will inform a business case for the new facility.

Improving boating facilities at Town Beach

In 2018-19 DoT administered the \$6.74 million in State Government funding allocated to the Shire of Broome for upgrades to Broome boating facilities. These upgrades, aimed at improving access and safety, included construction of the Town Beach revetment wall, a boat trailer carpark and road works. The remaining projects to deliver ablutions and the Town Beach Jetty are being progressed.



DoT officers participating in a maritime environmental emergency response training exercise

Managing coastal erosion

In 2018-19, DoT continued to actively participate in the Coastal Management Advisory Group (CMAG). The CMAG is an interagency working group chaired by the Department for Planning, Lands and Heritage that provides advice and oversees a whole-of-government approach to the management of coastal erosion and inundation consistent with the State Planning Policy No. 2.6 State Coastal Planning Policy.

Its key outcomes are to provide assessment and planning advice on existing erosion hotspots and high risk areas, and develop a strategy for community education and awareness-raising around coastal hazard risk management and adaptation planning.

The group has membership from a number of State Government agencies with roles in coastal environmental management and planning.

Effectively managing maritime environmental emergencies

DoT is the appointed Hazard Management Agency (HMA) for maritime transport emergencies and marine oil pollution incidents under the *State Emergency Management Regulations 2005*. Collectively these two hazards are referred to as maritime environmental emergencies.

In 2018-19, DoT continued to work in collaboration with a diverse range of agencies to prevent, prepare, respond and recover from a maritime environmental emergency. These agencies included the Australian Maritime Safety Authority, Port Authorities, Department of Fire and Emergency Services, Department of Biodiversity, Conservation & Attractions and petroleum titleholders.

DoT also significantly progressed initiatives aimed at enhancing its readiness and capability to adequately respond to a maritime environmental emergency to minimise impacts of such an incident on the State. This capability was tested in January 2019, when DoT, in partnership with Fremantle Port Authority, successfully responded to a Level 2 oil spill incident in the Fremantle Harbour.





AGENCY PERFORMANCE

REPORT ON OPERATIONS

Achieving the State Government's goals

DoT supported the State Government's goals of 'results-based service delivery' and 'State building – major projects' in 2018-19 by striving to achieve and exceed the following three outcomes:

1. Integrated transport systems that facilitate economic development
2. Vehicles and road users that meet established vehicle standards and driver competencies to deliver safe vehicles and safe drivers
3. An accessible and safe transport system.

To achieve these outcomes, DoT delivered the following five services to the WA community:

1. Strategic Transport Policy and Integrated Planning
2. Driver and Vehicle Services
3. Coastal Infrastructure
4. Marine Safety
5. On-demand Transport.

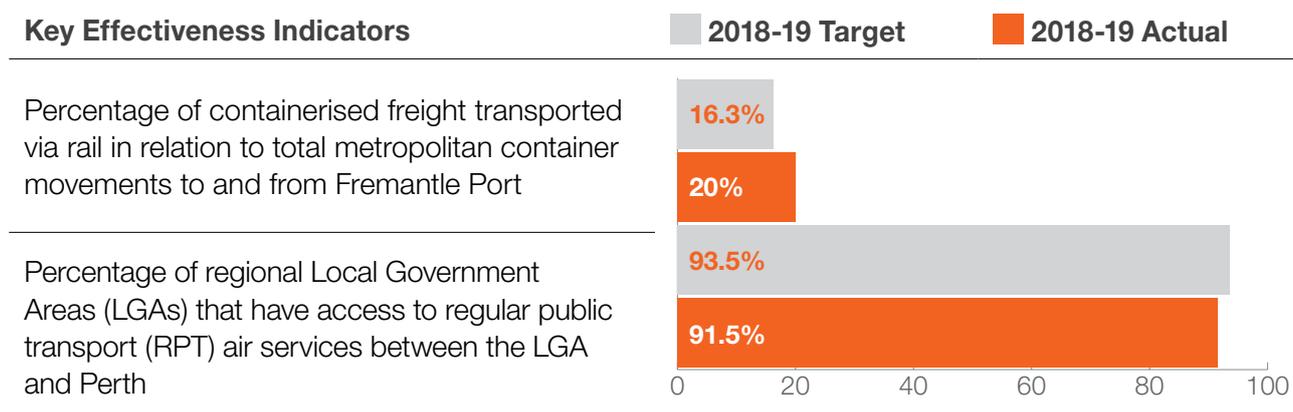
This section of the report provides an overview of how DoT successfully delivered these services and contributed to the State Government's goals during the reporting period.

It also includes a summary of the results of our key performance indicators (KPI) as well as information on the significant community projects and customer focused programs that were undertaken or completed in 2018-19.



Red CAT bus

Outcome 1: Integrated transport systems that facilitate economic development.



Service 1: Strategic Transport Policy and Integrated Planning



Notes:

- These tables are a summary of the 2018-19 DoT Key Performance Indicators. For more detailed information see the Key Performance Indicators section of this report.
- Targets as specified in the 2018-19 Budget Statements.
- Efficiency Key Performance Indicator values are rounded up to the nearest dollar.



Commuters on William Street, Perth

Portfolio Strategic Projects Office established

In 2018 the Portfolio Strategic Projects Office (the Office) was established to facilitate stronger collaboration between the Transport Portfolio partners on targeted, strategic priorities to ensure the best outcomes for the WA community.

The Office, which draws on expertise from DoT, PTA and Main Roads, provides executive oversight and ownership of projects that are selected by the Transport Portfolio Governance Council based on the strategic impact of the project, its reach across the Portfolio and how it will support the Portfolio's objectives.

Throughout 2018-19 the Office focused on four programs of work as detailed below.

Inner Harbour Freight Rail Optimisation

The Inner Harbour Freight Rail Optimisation program was substantially progressed, with almost half of the agreed tasks aimed at improving the efficiency of freight rail transport to and from the Fremantle Inner Harbour completed. Most notably, a review of train path restrictions was successfully completed and two additional train paths per week have been provided. This has underpinned a significant growth in the number of containers moved to and from the port by rail.

Public Transport Cost and Demand Optimisation

The Public Transport Cost and Demand Optimisation program brings together a number of streams of work primarily focused on increasing patronage to maximise the value of the State Government's METRONET capital investment and improve service efficiency.

The development of an improved cost and funding model commenced and service innovation was explored, with the PTA formally seeking alternative service proposals from bus operators. These alternative service proposals enable traditional bus operators to form partnerships with the on-demand transport sector and technology providers, improving their service to the community.

Integrated Planning for Transport Corridors

The Integrated Planning for Transport Corridors program focuses on the urban arterial roads within 15-20 kilometres of the Perth CBD and aims to align local and State Government transport and planning objectives for these corridors.

The first phase of the program, which involves the development of a 'Movement and Place' methodology to help define the function of each of these corridors, commenced in 2018-19. Once selected, the project team will apply the methodology to the Perth network to differentiate the roads by primary transport function and identify which routes can enable compatible higher density urban development with transport activity.

Big Data (Transport and Travel Demand)

The Big Data (Transport and Travel Demand) program of work will consolidate a number of existing data sets from across the Portfolio to inform key policy and planning initiatives, including the Public Transport Cost and Demand Optimisation program and the Integrated Planning for Transport Corridors program. A key milestone was achieved in 2018-19 with DoT and Main Roads undertaking customer travel surveys.

The Office will continue to progress these programs of work in 2019-20, providing regular updates to the Transport Portfolio Governance Council.

METRONET reached more than 1.3 million people

METRONET continued planning Perth's transformational integrated transport and land use planning projects in 2018-19. A key success factor was the level of community involvement to help shape the projects, with the METRONET team opting for a localised and grassroots approach.

Throughout the year, the whole METRONET program engaged face to face with about 33,200 people across more than 210 events and reached more than 1.3 million people through a mix of traditional and digital communication channels.

The team popped up at shopping centres along the Morley-Ellenbrook Line study area, engaged with people on Facebook, maximised the high interest to join the Access and Inclusion Reference Group and for the Bayswater station upgrade undertook the most extensive community consultation ever for this type of project.

The Aboriginal Engagement Strategy, Gnarla Bidji – Our Pathways, took its first steps to embed genuine engagement with the Aboriginal community, after being accepted by

the Whadjuk and Gnaala Karla Booja Working Parties in December 2018. As each METRONET project is planned, the METRONET Noongar Reference Group will provide feedback on cultural input in the design development, such as landscaping, art and urban design.

METRONET is helping to shape how future generations in Perth choose to travel, where to work and how they want to live. The community is encouraged to continue being part of the METRONET conversation by signing up to project updates or following us on Facebook, Twitter and Instagram.

Stage 1 of the Westport process successfully completed

The Westport Taskforce is developing a long-term plan to provide guidance to the State Government on the port, road, rail and intermodal infrastructure required to handle the State's growing trade task for the next 50 years and beyond.

In December 2018, the State Government released the first major progress report from the Taskforce, *Westport: What we have found so far*, which summarised the main findings from Stage 1 of the Westport process.

The report identified the challenges and opportunities for each of the study areas at Fremantle, Kwinana and Bunbury and outlined eight strategic options for allocating and sharing container, bulk and passenger trades between the three sites in the short, medium and long-term.

In 2019, the Taskforce commenced investigating each of the options in detail, including a thorough analysis of the supply chain, commercial aspects, land, utilities and environmental impacts.

Through this investigation, the eight strategic options were expanded to a long-list of 25 different port and supply chain scenarios – four of which focused on Fremantle, four on Bunbury and 17 on Kwinana.



Alcoa Kwinana Alumina Refinery
Image courtesy of Fremantle Ports

These scenarios are currently being assessed and ranked through a multi-criteria analysis, which scores the options on a range of important economic, social and environmental criteria. The resulting shortlist of five superior options is anticipated to be released in August 2019.

The shortlisted options will then be tested further through a more comprehensive multi-criteria analysis and cost-benefit analysis.



The Westport Taskforce is committed to achieving the best economic, social and environmental outcomes for WA through its balanced and inclusive approach.

Westport Taskforce's balanced and inclusive approach

The Westport Taskforce is committed to achieving the best economic, social and environmental outcomes for WA through its balanced and inclusive approach.

Westport's process aligns with Infrastructure Australia's Assessment Framework to ensure findings can form part of any future submissions for Commonwealth funding.

In addition to the Taskforce being led by an independent chairperson in Nicole Lockwood, and governed by a steering committee, all outputs are reviewed by a panel of independent peer reviewers, chaired by John Langoulant AO, to ensure sound process, quality of outcomes and accountability.

In 2018-19 Westport consulted extensively with more than 100 representatives from all levels of government, industry, unions, membership organisations, academia and environmental and community groups.

This included conducting a series of a series of free community events in seven locations across Perth and Bunbury from May to July 2019. These events gave residents the opportunity to learn more about Westport's work and progress on planning for Perth's future freight task, as well as ask questions and provide feedback.

Further, the Taskforce is working closing with senior Nyoongar statesman, Dr Richard Walley OAM, to develop an Aboriginal Economic and Engagement Strategy for the project moving forward.

DoT works to ensure ports remain safe and profitable through Government Trading Enterprises Reform

The Department of Treasury is leading the Government Trading Enterprises (GTE) Reform Program to review the governance arrangements of GTEs and create and implement a framework to strengthen their connection with other areas of the State Government.

There are 27 GTEs in WA and 16 of these, including the State's five port authorities, were selected for the first stage of the reform because of their strong commercial focus, consistent legislation and significant impact on State finances.

The port authorities are governed by boards reporting to the Minister for Ports and regulated under the *Port Authorities Act 1999*. Given its role in providing regulatory assistance and advice to the Minister for Ports, DoT is a key stakeholder and active participant in the GTE Reform Program.

Through its involvement, DoT seeks to ensure that port authority boards retain appropriate powers to operate their ports in a safe, accountable and commercial manner, while achieving their critical legislated role of facilitating trade through WA's ports, and ensuring fair returns to Government, as the owner of the business.

Another key objective is to ensure the port authorities' strategic direction and operations are aligned with overall Government policy.

During 2018-19, DoT participated in the Department of Treasury's consultation workshops with GTEs and engaged with port authorities and the Department of Treasury regarding policy options, views and advice on various governance issues identified as part of the GTE Reform Program.

DoT will continue to consult, engage and provide advice as policy frameworks are developed, and amendment legislation is drafted and implemented in 2019-20.

Ports Governance Reform reached key milestone

The second tranche of the State Government's Ports Governance Reform reached an important milestone in 2018-19, with the *Ports Legislation Amendment Act 2019* enacted following the Bill being passed by Parliament in February 2019.

The legislation enables all trading ports in WA to be regulated under the *Port Authorities Act 1999* and overseen by a port authority.

Ports are expected to be progressively brought under the jurisdiction of the *Port Authorities Act 1999* over the next two to three years. Once the transfers are complete, all trading ports in WA will be regulated under the same legislation for the first time in over 100 years. This will make responsibilities and processes simpler and clearer, especially for companies that operate at multiple ports in WA.

DoT will continue to work with the Mid West, Pilbara, and Kimberley port authorities, relevant government agencies and port facility operators, to prepare for the transfer of regulatory authority from DoT to port authorities.



Container ships at North Quay, Fremantle Port
Image courtesy of Fremantle Ports

Record freight on rail to and from Fremantle Inner Harbour

DoT continued work collaboratively with its Portfolio partners, Fremantle Port Authority and industry to implement short to medium term initiatives aimed at improving the efficiency of freight transport to and from the Fremantle Inner Harbour.

The State Government's commitment to an increased container rail subsidy, from \$30 per twenty-foot equivalent unit (TEU) to \$50 per TEU, together with strong growth in the overall container freight task, resulted in a record number of containers being moved by rail. In 2018-19, 20.04 per cent of containers were moved on rail, equating to over 100,000 one-way truck movements, helping reduce congestion on the arterial roads connecting Fremantle Inner Harbour. This is compared to 16.1 per cent in 2017-18 and a national average of around 11.4 per cent.

To support the increased volume of containers being moved by rail, the State Government worked with the rail operator to introduce additional freight train paths to and from Fremantle Inner Harbour in 2018-19.

In April 2019 the State and Commonwealth Governments committed \$230 million to construct a new integrated road-rail bridge on Queen Victoria Street in Fremantle. Construction of the bridge will improve the freight rail access to and from the Inner Harbour by providing a dedicated freight rail track that removes the conflict between heavy freight and passenger vehicles on the surrounding arterial roads.



Container freight being transported by rail, Fremantle

Revitalising Agricultural Region Freight Strategy released for public comment

WA's agriculture and food sector represents approximately 10 per cent of the State's economy and continues to grow.

Given the economic importance of the sector and the significant changes that the agrifood industry, and grain export supply chains in particular, have undergone in recent years, including larger harvests and increasing demand for heavy vehicle access throughout grain growing regions, DoT recognised the need to develop the *Revitalising Agricultural Region Freight Strategy*.

The Strategy, developed in collaboration with PTA, Main Roads, and the Department of Primary Industries and Regional Development, is a holistic, multimodal strategy that aims to enhance the efficiency, safety and economic growth of the State's agricultural sector, all of which are central to WA's ability to compete on a global scale.

Significant stakeholder consultation undertaken throughout 2018-19 provided a wealth of data to inform freight movement patterns across the agricultural regions, and to identify and prioritise a series of potential infrastructure investments and regulatory improvements.

The draft Strategy was released for public consultation in June 2019 and is anticipated to be finalised and presented to the State Government for endorsement in 2019-20.



WA's agriculture and food sector represents approximately 10 per cent of the State's economy.

Government response to the Parliamentary Inquiry into Regional Airfares in WA commenced

In 2018-19 DoT commenced implementing the State Government's response to the 13 recommendations from the Parliamentary Inquiry into Regional Airfares in WA.

The WA Regional Aviation Taskforce was formed in November 2018 in response to the Inquiry recommendations. The Taskforce, chaired by DoT, meets quarterly and is attended by the Directors General of the Departments of Premier and Cabinet; Jobs, Tourism, Science and Innovation; and Primary Industries and Regional Development.

The Taskforce is responsible for overseeing the Government's progress in addressing the Inquiry recommendations and considering any initiatives that could improve the availability of affordable airfares on regional routes in WA.

A key recommendation was that the State Aviation Strategy be reviewed and updated to deliver an enduring, whole-of-Government approach to the implementation of State aviation policy, pursue improved outcomes for regional WA and provide a framework for growth of the aviation industry into the future.

In 2018-19 DoT worked in collaboration with a range of government agencies and consulted extensively with other stakeholders and the community to progress the review, with the updated Strategy anticipated to be released for public comment in early 2020.

As part of this extensive consultation, DoT facilitated workshops in the towns of Broome, Geraldton, Kalgoorlie, Karratha, Kununurra, Newman, Onslow, Paraburdoo and Port Hedland. These were well attended by representatives from airlines, airport operators, small businesses, Chambers of Commerce and Industry, the resources sector and the tourism industry.

Community 'drop-in' sessions were also held, so that local community members could share their views and experiences regarding airfares and air services in regional WA with DoT.

This community and stakeholder engagement provided valuable opportunities for discussing ideas for improving the affordability of airfares and accessibility of air services in regional WA.

DoT also continued to engage with Aviation Community Consultation Groups on the regulated air routes for Albany, Esperance, Carnarvon, Monkey Mia and the Northern Goldfields.

Consistent with the Government's response to Recommendation 5 of the Inquiry, DoT placed new conditions on the licences of airlines operating on unregulated air routes, requiring regular community consultations and the retention and reporting of route data to Government effective from 1 July 2018.

DoT will continue to implement the State Government's response to the recommendations in 2019-20 and beyond with the aim to facilitate lower airfares on regional routes.

Regional airport infrastructure improved

DoT continued to administer the Regional Airports Development Scheme (RADS) in 2018-19 to assist in improving regional Western Australian air services, airport infrastructure and safety.

The scheme provided financial assistance for infrastructure projects to eligible owners or leaseholders of publicly accessible regional airports.

A total of 18 RADS projects, with a combined grant value of almost \$7.4 million and combined project value of more than \$15.1 million, were completed throughout 2018-19.

Funded projects included the development of runways, improving airport terminals, facilities and grounds, along with the completion of planning studies.

The City of Greater Geraldton received \$6.5 million in RADS funding to complete its runway renewal project at Geraldton Regional Airport. The renewal, with a total project value of \$13.2 million, improved airport safety, reliability and maintenance costs and supports the future growth of the region.

Regional communities received regular air services

The following regional communities in WA received regular air services by regulating these five routes under Deeds of Agreement with the State Government in 2018-19.

*Upgraded Geraldton Regional Airport runway
Image courtesy of the City of Greater Geraldton*



Perth-Carnarvon-Monkey Mia

Following a competitive tender process, Regional Express Airlines (Rex) commenced Regular Public Transport (RPT) operations on the Perth-Carnarvon-Monkey Mia air route in July 2018 and will continue until 30 June 2023 under a five-year Deed of Agreement with the State.

Rex operated a minimum of six return services per week to Monkey Mia, and 12 return services per week to Carnarvon.

During the year, regional travellers benefited from discounted airfares offered on the route. In partnership with the Carnarvon and Shark Bay airport operators, Rex introduced a Community Airfare Scheme, offering discounted one-way fares at least 60 days prior to departure, and on all unsold seats 24 hours prior to departure.

The Community Airfare Scheme has supported a positive trend in the passenger demand to both towns over this period, with demand increasing by around 20 per cent on the Carnarvon route and 55 per cent on the Monkey Mia route compared to the previous financial year.

Perth-Northern Goldfields

Skippers Aviation continued to provide a minimum of three return RPT air services between Perth and the Northern Goldfields towns of Leonora, Laverton, Meekatharra, Mt Magnet, and Wiluna.

In September 2018, Skippers introduced a Resident Fare on the Northern Goldfields route to stimulate growth, providing up to 64.5 per cent discount off the base fare.

Perth-Albany and Perth-Esperance routes

Rex continued to provide 23 return RPT flights per week between Perth and Albany and 18 return RPT flights per week between Perth and Esperance.

Rex, in partnership with the City of Albany and the Shire of Esperance, offered a Community Airfare on both routes. Community Airfares are available for 25 per cent of all seats at least 60 days prior to departure, and on all unsold seats 24 hours prior to departure.



Carnarvon Airport

DoT ensured on time performance on regulated routes

In 2018-19 DoT chaired Aviation Community Consultation Group meetings in towns with regulated air routes, including Albany, Esperance, Carnarvon-Monkey Mia and the Northern Goldfields.

The biannual meetings are attended by other government agencies, airlines, local airport operators, local Chambers of Commerce and Industry, tourism and resource industry representatives as well as other key stakeholders. The meetings provide an opportunity to discuss service performance and collaborative initiatives for route growth, to ensure the long-term viability of each air route.

Rex and Skippers are required to meet or exceed the following three benchmarks for controllable On Time Performance (OTP), for scheduled departure and arrival times:

- 80 per cent for aircraft departures and arrivals within 15 minutes
- 85 per cent for aircraft departures and arrivals within 60 minutes
- 90 per cent for aircraft departures and arrivals within 120 minutes.

In 2018-19 both airlines met or exceeded the controllable OTP benchmarks.



Cyclist on Principal Shared Path

Long-Term Cycle Network for Perth and Peel underway

DoT continued working with local government authorities to develop the Long-Term Cycle Network for Perth and Peel.

The aim of this project is to develop an aspirational blueprint to ensure State and local governments work together towards the delivery of one continuous cycling network providing additional transport options, recreational opportunities and support for tourism and commercial activity.

In 2018-19, DoT consulted with the 17 local government authorities in the southern metropolitan area to gain their input on their network.

In 2019-20 DoT will continue to consult with the remaining 16 local governments in the northern metropolitan area and commence the process of gaining endorsement from all 33 local governments. This will result in an agreed network that will guide future funding allocations through the Perth Bicycle Network Grants Program from 2020-21 and beyond.

Regional 2050 Cycling Strategies released

In line with a key recommendation of the *Western Australian Bicycle Network (WABN) Plan*, DoT continued working with local governments and development commissions across regional WA to develop long-term, aspirational cycling strategies.

Following extensive consultation, the first four Regional 2050 Cycling Strategies covering the Bunbury-Wellington, Leeuwin-Naturaliste and Warren-Blackwood sub regions as well as Greater Geraldton region, were released in 2018-19.

The strategies, endorsed by all 13 local governments involved, provide a clear and agreed vision for cycling infrastructure development which will benefit the local communities and visitors to these regions.



Cyclist riding along Esperance coast

Each of the strategies is accompanied by a short-term implementation program to prioritise the delivery of cycling infrastructure and guide future applications for funding through the Regional Bike Network (RBN) Grants Program.

The strategies have already proven successful in this regard, with a marked increase in the number and quality of RBN applications from the local governments involved.

DoT also commenced work on the Esperance, Pilbara and Wheatbelt 2050 Cycling Strategies which will continue throughout 2019-20, with the view for all regional centres across WA to have a strategy in place by 2021.

Perth and Regional Bicycle Network Grants Programs continue to improve cycling infrastructure

The Perth Bicycle Network (PBN) and Regional Bicycle Network (RBN) Grants Programs were administered by DoT supporting local government to plan, design, build and activate local cycling infrastructure.

In 2018-19, funding available to local governments increased from \$3 million to \$4 million and was shared evenly between the PBN and RBN. This funding, together with funding pre-committed from 2019-20, enabled 14 PBN and 24 RBN projects to be funded, resulting in 13 new projects being designed and more than 19 kilometres of cycling infrastructure being constructed.

Key projects in the metropolitan area included new shared paths along Gngangara Road in the Swan Valley, Murdoch Drive in Murdoch and Goodwood Parade in Burswood.

In regional WA, high quality shared paths were constructed along the Kalbarri foreshore, Fisheries Road in Esperance and Cape Naturaliste Road in Dunsborough.

Safe Active Streets projects successfully completed

DoT continued to deliver its Safe Active Streets Program, which aims to make cycling safer and easier in WA.

As well as providing safe connections to schools, shops and recreational facilities, safe active streets are designed to link to higher order shared bike infrastructure such as principal shared paths to create a local network of cycle-friendly routes.

In 2018-19, the City of Belmont completed the Surrey Road safe active street while the City of Vincent completed Stage 2 of the Shakespeare Street project through Leederville and Mount Hawthorn. Together, these projects provide the community with approximately eight kilometres of low-speed streets that encourage cycling and walking.

DoT also completed the design and consultation for safe active streets projects on Whitfield Street in the Town of Bassendean, Links Road in the City of Melville and Elizabeth Street and Jenkins Avenue in the City of Nedlands. Construction for all three projects is anticipated to commence in 2019-20.

Additionally, DoT commenced the design and consultation for a further four projects across the metropolitan area and will continue to progress these throughout 2019-20.

Stage 1 construction of Fremantle Principal Shared Path neared completion

The *Western Australian Bicycle Network Plan 2014-2031* identified the completion of the Fremantle Principal Shared Path (PSP) from Grant Street to Fremantle as one of seven high priority PSP links to 2023.



Surrey Road
safe active street in
the City of Belmont

DoT is working closely with Portfolio partner Main Roads to deliver the project in three stages.

Stage 1 includes the construction of 2.8 kilometres of new path between Grant Street and Victoria Street Station, which will significantly improve rider safety and connectivity to public transport and a number of other key destinations including the Mosman Park Activity Centre, Cottesloe Beach and Cottesloe Primary School.

Construction commenced in January 2019 and is expected to be completed in August 2019.

As part of this project, DoT conducted stakeholder workshops with local government representatives and the wider community to identify activation initiatives and amenities to make it easier and more enjoyable to walk and ride along the route.

DoT and Main Roads also commenced the detailed design of Stage 2, which will deliver a further 2 kilometres of new path between Victoria Street Station and North Fremantle Station. This is anticipated to be completed in 2019-20, with construction programmed to follow in 2020-21.

Feasibility work for the third and final stage has also commenced and will continue throughout 2019-20.

Planning for automated vehicles continued

The integration of automated vehicles will impact many areas of our lives including transport choices and behaviours; road and land use; and new industry and job opportunities.

Given the significance of this emerging technology, governments across Australia recognise the need for national consistency in developing regulatory reforms to support the introduction of automated vehicles.

In 2018-19 DoT, with guidance from the Connected and Automated Vehicle Advisory Committee, continued to coordinate the work across government to develop the policy settings for integrating automated vehicles into existing transport systems. This work aims to improve the liveability of local centres and deliver optimal safety and productivity outcomes.

DoT enabled trials of automated vehicle technology including the RAC Intellibus® on the South Perth foreshore and the 'Kip' Navya Shuttle at the Curtin University Bentley Campus. Both continue to operate, improving familiarity and acceptance of this technology and building a database of operational experience to inform further research and development.

DoT will continue to work with trial proponents throughout 2019-20, with a specific interest in reaching regional locations and people with limited mobility and work with the Planning and Transport Research Centre to investigate how the use of automated vehicles could improve mobility for people who cannot drive.

In 2019-20 DoT will also support agencies in identifying the reforms necessary to prepare for the introduction of automated vehicles.



*RAC Intellibus® on the South Perth foreshore
Image courtesy of RAC*



Bassendean Station

Your Move Bassendean successfully completed

In 2018-19 DoT partnered with the Town of Bassendean to successfully deliver its Your Move program to local residents.

Through the program, which was completed in June 2019, more than 4,000 households participated in one-on-one coaching services to adopt public transport, walking and cycling to get to and from work, school and around their local area.

As well as coaching, 150 wayfinding signs were installed in the suburbs of Bassendean, Eden Hill and Ashfield to highlight the walkability of the local area and 58 signs were installed to guide cyclists and pedestrians to Bassendean train station as part of the PTA's Connecting Stations project.

As well as 87 per cent of participants saying they would recommend the program to others, DoT's Your Move Schools program continued to grow in popularity. More than 90 schools are

now involved in the program and as a result over 200 initiatives promoting walking, cycling and public transport were successfully completed in 2018-19.

Assisting this was the Connecting Schools Grants program. Under the program, now managed and promoted through the award-winning Your Move website, \$26,000 in Connecting Schools Grants were awarded to 12 schools in 2018-19.

The success of both the Your Move Bassendean and Your Move Schools programs delivered a range of benefits including contributing to optimising the use of public transport, helping to manage local congestion and demand for parking at schools and improving the health and wellbeing of the community.

DoT will partner with the City of Stirling to deliver the Your Move program in 2019-20 and 2020-21 and will continue to encourage more WA schools to deliver active transport initiatives through the Connecting Schools Grants program.



Students arriving at Ashfield Primary School

GovNext-ICT transformation continued

In 2018-19 DoT continued its GovNext-ICT Transformation.

The GovNext-ICT program is a whole-of-Government approach to information and communications technology (ICT) infrastructure that supports government agencies to move from individual ownership of ICT to consumers of on-demand, consolidated services.

Through the program DoT is updating its ICT infrastructure to modern, secure, sustainable and scalable platforms. This will deliver a range of benefits, including significant cost savings, greater agility and reliability of the services provided and improved compliance, all of which improve DoT's service to the community.

In order to achieve this, the Office of Digital Government endorsed DoT's GovNext-ICT Roadmap which identified 20 projects to be undertaken.

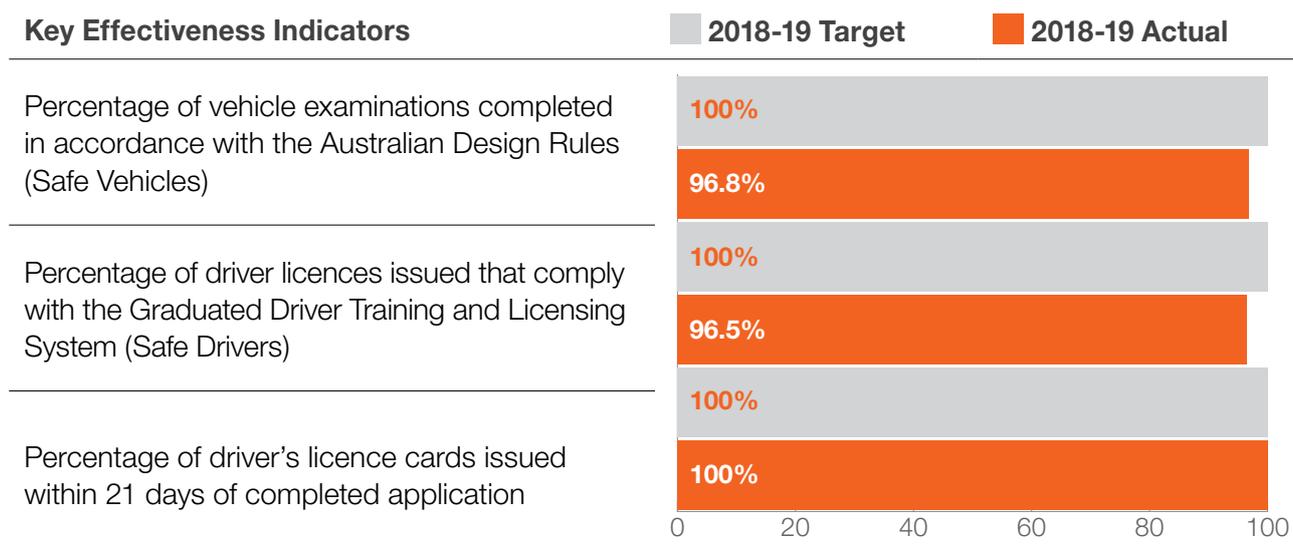
In 2018-19, 10 of these projects were successfully completed with nine more underway. Most significantly, DoT actively evolved its ICT strategy to align with and enable *Digital WA: Western Australian Government ICT Strategy* and migrated a number of contracts for the provision of ICT services to GovNext vendors.

DoT expects to successfully complete all projects by June 2020 as well as plan for the transition of remaining services not currently within the scope of the GovNext-ICT program.

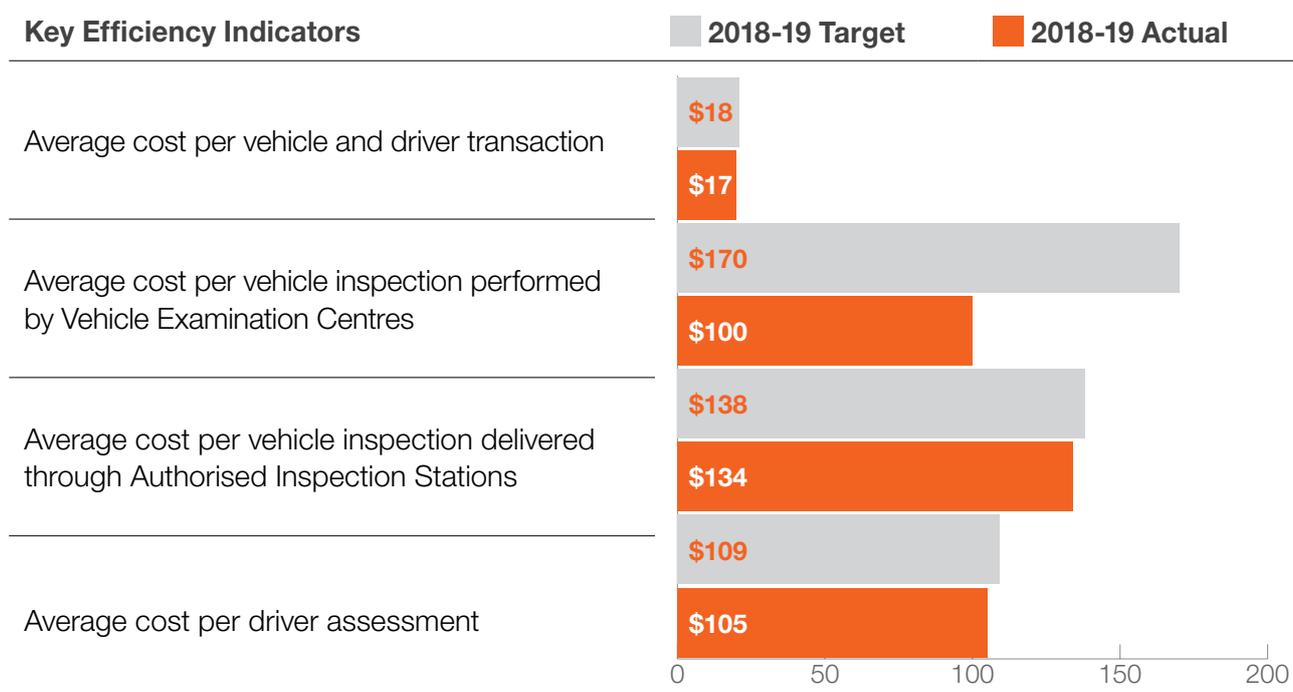


DoT's GovNext-ICT Roadmap identified 20 projects to be undertaken.

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



Service 2: Driver and Vehicle Services



Notes:

- These tables are a summary of the 2018-19 DoT Key Performance Indicators. For more detailed information see the Key Performance Indicators section of this report.
- Targets as specified in the 2018-19 Budget Statements.
- Efficiency Key Performance Indicator values are rounded up to the nearest dollar.



Customer using DoTDirect on a tablet

DoTDirect continued to improve customer convenience and choice

DoT continued to grow the number of transactions available through DoTDirect to improve customer convenience and choice.

In 2018-19, 16 transactions were added to DoTDirect, bringing the total number to 58. Transactions added were predominantly in support of the On-demand Transport reforms allowing customers to apply for necessary authorisations using DoTDirect, simplifying and streamlining the process.

With more than 485,000 customers now registered for an account, 130,000 more than this time last year, DoT will continue to expand the transactions available through this increasingly popular online tool in 2019-20 and beyond.

Fleet Management Online introduced

DoT offers a fleet licensing payment option for customers with 10 or more vehicles licensed in their name, allowing them to align all their vehicle licences to expire on a nominated date.

This makes it much simpler and easier for individuals and organisations to manage their fleet and in January 2019 this became an even more convenient option with DoTDirect expanded to include Fleet Management Online.

Through Fleet Management Online fleet customers can instantly view and download vehicle fleet details, move vehicles between fleets and make fleet payments without visiting a Driver and Vehicle Services Centre.

DoT worked closely with its valued fleet customers to ensure the service met their expectations. This resulted in positive feedback about the quick and easy access to their account information which is especially important at peak times such as the end of financial year.

More than 30 per cent of the 1,200 active fleets DoT administered in 2018-19 were managed through DoTDirect and DoT expects this number to grow. DoT will continue to work with fleet customers to raise awareness of the service and identify further improvements.



485,000 customers have now registered for a DoTDirect account, 130,000 more than this time last year.

T-One expanded to improve customer experience

DoT continued to improve the customer experience by expanding T-One – a system that provides DoT staff with a single view of customers across a number of service delivery areas.

Traditionally, each of DoT's service delivery areas served customers using separate systems specific to the nature of the transaction. T-One was introduced in 2017 to link these separate systems, allowing staff to assist customers with a range of transactions across different service delivery areas in a single contact.

In 2018-19, a further 16 services were added to T-One, increasing the total number of transactions that can be processed through T-One across DoT's DVS, Marine Safety, Coastal Infrastructure and On-demand Transport service delivery areas to 58.

DoT will continue to expand the number of transactions available through T-One in 2019-20 and beyond in order to support the State Government's ServiceWA initiative.

Customer information protected

As DoT continued to expand and enhance its digital services, work was undertaken to ensure the security of customer's personal and payment information.

A number of DoT's business systems, including DoTDirect, T-One and iAssess, rely on an Identity and Access Management solution to enable identity management. An upgrade to this solution to maintain support was successfully completed in September 2018.

DoT continued to improve its compliance with the Payment Card Industry Data Security Standard (PCI DSS) through an ongoing program of work. The PCI DSS was developed to encourage and enhance cardholder data security and facilitate the broad adoption of consistent data security measures globally. It provides a baseline of technical and operational requirements for merchants, such as DoT, to protect cardholder data via secure isolation of cardholder data collection, storage, processing and transmission. In 2018-19 DoT achieved a compliance rate of 85 per cent through the introduction of a multi-channel payment gateway solution which isolates cardholder data from DoT business systems and expects to achieve 100 per cent compliance in 2019-20 through planned upgrades to its Customer Call Centre technology.

Further, DoT developed and implemented a Security Awareness program to improve employee awareness and understanding of cybersecurity risks.

DoT will continue to increase compliance and maturity in its system security policies and practices through regular monitoring and audits in 2019-20 and beyond.

DoT expects to achieve 100 per cent compliance in 2019-20 through planned upgrades to its Customer Call Centre technology.



Novice driver using Learn&Log app

Vehicle licence transfers digitised to improve customer experience

DoT receives more than 200,000 vehicle licence transfer notifications from customers by mail every year. Traditionally, these physical documents were sorted, processed and filed before being archived in offsite storage, costing time and money.

In October 2018 DoT implemented a new scanning and workflow solution for these documents to reduce these costs, particularly those involved in recalling archived documents to investigate vehicle licence transfer enquiries, and improve the customer experience.

Vehicle licence transfer notifications are now scanned into DoT's electronic document management system for processing and saved for reference, meaning they can be easily accessed from all DoT sites with no costs or delays involved.

This solution has allowed vehicle licence transfer enquiries and issues to be responded to and resolved more quickly, improving the customer experience. Further, it has better equipped DoT to provide prompt advice on vehicle licence transfer to key stakeholders including WA Police and the Office of State Revenue.

Since implementation, more than 130,000 vehicle licence transfers have been successfully digitised and as a result DoT has experienced an estimated:

- 70 per cent reduction in transfer documents physically recalled and retrieved for investigation;
- 50 per cent reduction in escalated vehicle transfer enquiries; and
- 20 per cent reduction in phone enquiries to the dedicated vehicle licence transfers team.

These results highlight the success of the digitisation solution, which DoT will now consider expanding to other high-volume documents in line with its commitment to delivering excellent service.

Learn&Log app launched to improve learner driver experience

In April 2019 DoT launched its Learn&Log mobile application (app) to make it easier for learner drivers to record and submit the minimum 50 hours of supervised driving required.

The digital solution was developed in response to customer feedback and tested and trialed extensively before its rollout to the public to ensure it met the expectations of its target group.

In line with DoT's commitment to safe drivers, the app was designed to ensure there is no reason for learner drivers or their supervisors to interact with their mobile phone while driving.

Other key features include the ability to:

- time a trip, meaning there's no need for manual calculations;
- enter day and night time hours to ensure learner drivers complete the minimum five hours of night driving required; and
- pre-enter various supervisors and their driver's licence details so they can sign off on trips more efficiently.

The app has been well received by customers and DoT will continue to enhance and promote it throughout 2019-20 to assist those on their learner journey.

Digital Billing project neared completion

DoT made significant progress towards offering customers digital billing to improve convenience and reduce operating costs to the community.

Customers will have the choice of two secure, digital billing options – BPAY View and Email Billing.

BPAY View will deliver invoices directly to customers' online banking, allowing them to receive, store and pay a range of DoT renewals, invoices and notices through their online bank account. Through Email Billing, these will be provided to customers via their nominated email address.

These options are anticipated to be available in the second quarter of 2019-20.

Main Roads Customer Contact Centre successfully transitioned to DoT

In early 2019 the Director General Transport endorsed a proposal for DoT's Customer Contact Centre to deliver call centre and customer contact services for Portfolio partner Main Roads.

DoT worked collaboratively with Main Roads to develop a service level agreement and ensure services were maintained throughout the six-month transition period.

To ensure the continued high quality of service to the community and in line with the State Government's Public Sector Reform initiative to provide a more stable workforce, DoT appointed the skilled and experienced contract employees based at Main Roads to newly created DoT positions.

Retaining and bringing this expertise under single leadership offers greater flexibility to manage demand for services across DoT and Main Roads contact centres and is an important step towards a single view of customer across the Transport Portfolio.

This single view will enable DoT and its Portfolio partners to provide holistic transport services that best meet customers' needs now and in the future.

The transition was successfully completed on schedule in June 2019. DoT will now commence a comprehensive onboarding program for new contact centre employees. Further, throughout 2019-20 there will be a strong focus on cross-skilling team members to provide greater capacity and flexibility in responding to our customers, particularly in regard to road incidents.

Knowledge Management System expanded to Regional Agents to improve quality and timeliness of service

In February 2019 DoT successfully completed the staged rollout of its Knowledge Management System (KMS) to more than 100 DoT Regional Agents.

Regional Agents deliver a range services on behalf of DoT, improving customer convenience and choice. Expanding the KMS to these agents has ensured they have quick and easy access to the same information as DoT employees, improving the quality and timeliness of the service provided to customers.

To support the rollout, training was delivered to more than 350 Regional Agent employees around the State as well as on Christmas Island and the Cocos (Keeling) Islands.

Since the commencement of the rollout, more than 5,000 KMS searches have been conducted by DoT Regional Agent staff to assist them in completing transactions. This has not only improved the customer experience but provided additional resourcing benefits by reducing the reliance on DoT's Phone Support Team and eliminating the need for DoT's Learning and Development Team to maintain separate training manuals for Regional Agents.

In 2019-20 DoT will focus on making the KMS available to Portfolio partner Main Roads to enhance information sharing and collaboration.



Success Service Centre set new standard in customer experience

DoT opened its new Success Service Centre in October 2018 to better meet the changing needs of customers in the growing area south of Perth.

The conveniently located centre, which replaced the Willagee centre, provides an improved customer experience through a range of customer service touch points, a larger floor space with a separate area for Practical Driving Assessments and comfortable waiting areas offering free wifi.

Customers visiting the state-of-the-art centre are greeted by a concierge and directed based on their needs. Success offers a dedicated self-service area where DoT's online experts assist customers to complete transactions using its digital services and provides cashless counters for simple transactions and private booths for more complex or sensitive transactions.

Refocusing on servicing customers based on needs, particularly in the growing area of self-service, has reduced wait times at Success. The centre and the service improvements it has delivered have been well received by customers and DoT employees and DoT is confident its flexible design will enable the centre to meet their needs for many years to come. As such, DoT will look to replicate these features when relocating its Joondalup Driver and Vehicle Services Centre in 2020-21.

Customer completing a transaction using the self-service facilities at Success Service Centre



Success Service Centre

Delivery of Practical Driving Assessments improved in line with DoT's customer and safety focus

DoT is committed to continually improving the processes relating to obtaining a driver's licence, particularly the delivery of Practical Driving Assessments (PDAs), to achieve the best customer experience and road safety outcomes for the community.

In line with this commitment, DoT implemented a number of initiatives in 2018-19, detailed below, which have improved the availability and convenience of PDAs for customers, improved road safety outcomes for novice drivers and riders and enhanced consistency and compliance across the metropolitan and regional networks.

DoT expects these and other initiatives to continue to contribute to the significant and sustained reductions in the number of fatal and serious injury crashes involving Learner and Probationary drivers from 2013 onwards.

Kelmscott transformed to improve the Practical Driving Assessment experience

In 2018-19 DoT transformed its Kelmscott Driver and Vehicle Services Centre into an appointment-only facility focused on improving the Practical Driving Assessment (PDA) experience for customers.

Following public consultation a new service model was introduced on a trial basis and key changes included extending operating hours to allow PDAs to be conducted from 7am to 5.45pm on weekdays and 8am to 12.50pm on Saturday.

Under the trial, Customer Service Officers complete all of the necessary administration tasks prior to the PDA commencing, which has allowed the PDA to be reduced from 50 to 45 minutes while actually increasing the time driver assessors spend with candidates.

These changes, as well as the introduction of SMS reminders to reduce non-attendance of candidates, have successfully increased overall PDA availability at Kelmscott by 23 per cent.

PDAs conducted after 3pm on weekdays have increased by 55 per cent and approximately 20 PDAs are conducted every Saturday morning, providing customers with greater convenience and choice, and non-attendance continues to decline resulting in improved utilisation of booked PDAs.

Feedback has indicated that both DoT employees and candidates are enjoying the increased interaction made possible under the trial. This allows driver assessors to provide more focused feedback to candidates and work more closely with driving instructors to improve road safety outcomes.

Given the success of the trial in improving the PDA experience, DoT will continue to evolve the services at Kelmscott in 2019-20 to focus on improving the overall learner driver experience including offering appointments for theory and hazard perception tests.

Further, DoT will consider the outcomes of the trial in line with its commitment to improving service outcomes for the community.

To support these service improvements the Kelmscott site, including the vehicle inspection facilities, was extensively refurbished in 2018-19.

The upgrades to the centre include a new customer service counter, complex transaction booths and dedicated area for Computerised Theory and Hazard Perception tests.

Following the successful completion of the refurbishment in February 2019, DoT reopened the vehicle inspection facilities at Kelmscott and relocated its Vehicle Safety Team from Welshpool. This co-location has not only improved collaboration between teams but is reducing operating costs to the community, with the Welshpool facility to be offered for sale by State Government.



The changes better enable motorcyclists to develop safe riding skills

Changes introduced to Graduated Licensing System to improve safety

In line with its commitment to safe drivers, DoT introduced changes to improve the motorcycle Graduated Licensing System in 2018-19. The changes, which came into effect in November 2018, better enable motorcyclists to develop safe riding skills and build experience to cope with potential hazards and distractions on the road.

Under the new system, DoT introduced a motorcycle specific Hazard Perception Test (HPT) – the first of its kind in Australia – for R-N and R-E class applicants. The HPT, developed as part of a national Austroads project led by DoT, is designed to measure a novice rider's ability to assess traffic situations and make safe riding decisions.

Other changes included the introduction of a six-month minimum learner's permit tenure for R-E class applicants prior to undertaking the HPT and a minimum two-year restricted licence phase for R-E licence.

Following extensive stakeholder and community engagement the Practical Driving Assessment process for motorcyclists was also increased in rigour to address safety concerns.

Further, the software and systems changes required to deliver these safety reforms allowed DoT to improve the availability of both Computerised Theory Tests and HPTs, as all computers are now able to offer both tests. This has almost doubled the availability of these tests across the network and with applicants now able to view their results instantly, rather than attending the service desk. This saves time for applicants and frees up our dedicated team to continue to attend to other customers.

These changes have been well received by the community and DoT will continue to monitor their effectiveness in delivering better customer and safety outcomes.



DoT Driver Assessor using iAssess to conduct a PDA with novice driver

Regional rollout of iAssess

DoT commenced the rollout of iAssess in its regional offices following its continued success across all metropolitan Driver and Vehicle Services centres.

The mobile tablet application that electronically records Practical Driving Assessments (PDA) is now delivering a range of benefits in Albany, Bunbury, Broome, Esperance, Exmouth, Geraldton and Kalgoorlie.

Linked to DoT's licensing administration systems, iAssess streamlines the processing of assessment records, provides improved feedback for candidates and ensured consistency with test criteria. This has resulted in reduced waiting times for drivers following their assessment, improving the customer experience and delivering safe drivers to the road network.

With iAssess equipped with a GPS tracking function, DoT can pinpoint where learner drivers are having the most difficulty when attempting their PDA. This data allows DoT to identify trends and better understand where driver behaviour needs to be targeted and improved with further education, in line with its commitment to safe drivers. This functionality has also improved occupational safety and health outcomes by providing real-time location information and communication in case of emergency.

The use of iAssess in both the metropolitan and regional areas has continued to improve the transparency and consistency of the PDA process at a State-wide level, ensuring that all novice drivers, regardless of location, are meeting the required standards to drive safely.

DoT expects to complete the regional rollout in July 2019, with Karratha and South Hedland the last regional offices to transition to iAssess. Throughout 2019-20 DoT will continue to enhance its iAssess technology to strengthen governance and compliance and further improve the customer experience.

Trial of in-cabin cameras commenced to enhance compliance

In January 2019 DoT commenced a trial of in-cabin video, audio and GPS surveillance cameras in a select group of its 18 Authorised Providers of Heavy Vehicle Practical Driving Assessments (HVPDA) around the State.

Authorised Providers are registered training organisations who, as agents of DoT, deliver these assessments and in doing so, increase availability and accessibility for customers.

The trial emphasises and enhances DoT's commitment to maintaining driving competency standards and robust compliance strategies, which includes the use of a sophisticated predictive analytics system that identifies unusual activity relating to driver and vehicle licence records, enabling DoT to respond to breaches promptly to ensure safe drivers and vehicles.

Through the trial, which was completed in June 2019, seven Authorised Providers in both metropolitan and regional areas utilised the cameras.

The technology and compliance outcomes provided measurable benefits during the trial and DoT is evaluating its future progression.

Unsafe vehicles removed from the road under Takata airbag recall

In 2018-19 DoT worked proactively to support owners and manufacturers of vehicles fitted with defective Takata airbags to replace them under the Commonwealth Government's compulsory recall.

With the recall affecting approximately 3.5 million vehicles nationally, DoT targeted the most

dangerous airbags with a 'critical' recall status, which includes 'alpha' and other 'non-alpha critical' Takata airbags. Vehicles with 'critical' recall status have been identified by the vehicle manufacturer as having a Takata airbag that poses a heightened safety risk.

In August 2018 DoT commenced writing to owners of affected vehicles, advising them not to drive the vehicle and arrange the free replacement immediately as the activation of the defective airbag has a high likelihood of causing death or life-changing injury.

DoT continued to provide this written and verbal advice to owners who were yet to have the defective airbag replaced as required.

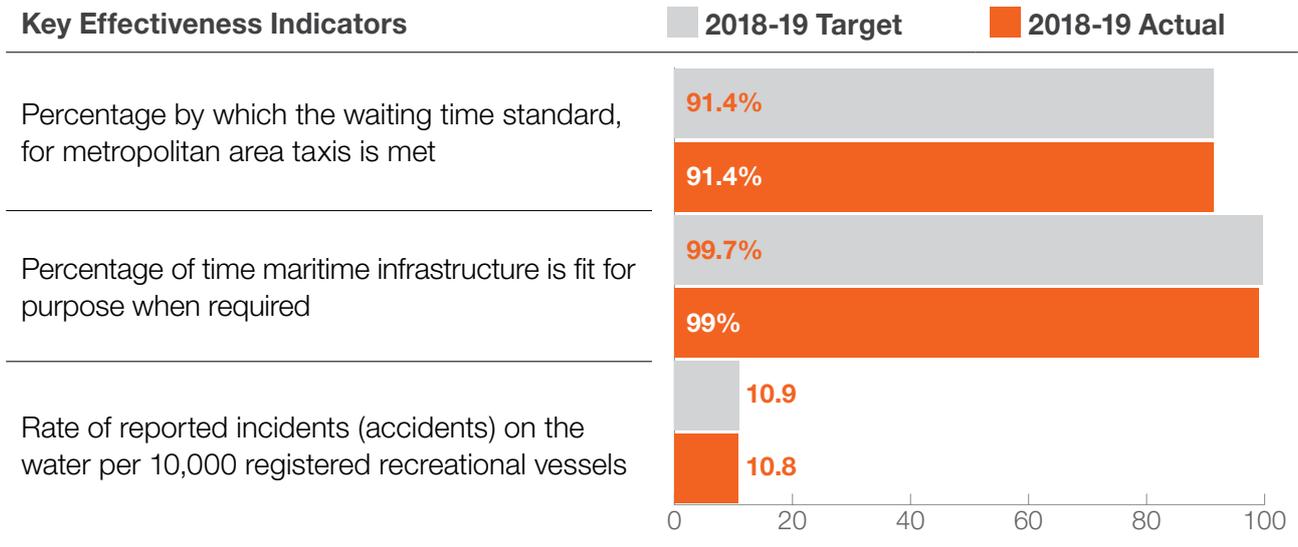
In line with its commitment to safety, in February 2019 DoT commenced using its powers under WA road laws to cancel the vehicle licence of owners still yet to comply.

This approach was successful in reducing the number of vehicles fitted with defective, potentially life threatening, airbags on WA roads from 85 to 16. In July 2019, DoT will cancel the vehicle licences of these remaining 16 vehicles, making WA the first State or Territory nationally to finalise sanction actions to ensure affected vehicles are removed from the road given the inherent dangers these airbags pose to drivers or other road users.

In addition to targeting the vehicles with 'critical' airbags, DoT has been at the forefront of developing a nationally consistent approach to support manufacturers to meet their legal obligations. This includes the provision of vehicle owner details to manufacturers, subject to strict confidentiality controls, which has enabled manufacturers to contact owners of affected vehicles with other categories of Takata airbags.

DoT will continue to work with its State and Territory counterparts and the Australian Competition and Consumer Commission in supporting vehicle manufacturers to replace all defective Takata airbags by 31 December 2020.

Outcome 3: An accessible and safe transport system.



Service 3: Coastal Infrastructure



Notes:

- These tables are a summary of the 2018-19 DoT Key Performance Indicators. For more detailed information see the Key Performance Indicators section of this report.
- Targets as specified in the 2018-19 Budget Statements.
- Efficiency Key Performance Indicator values are rounded up to the nearest dollar.

Coastal Adaptation and Protection grants administered to preserve coastline

In 2018-19, DoT administered \$1,056,540 in Coastal Adaptation and Protection (CAP) grants to help local coastal managers preserve and sustainably manage WA's coastline.

Funding was allocated to 21 coastal management projects in 16 local government authorities for construction, design, monitoring and investigation work.

This included \$125,000 provided to the City of Busselton for the maintenance of Craig Street groyne and revetment in Busselton.

The City of Wanneroo received \$125,000 for sand replenishment work between the dog beach and the foreshore car park at Quinns Beach in Mindarie while the City of Joondalup received \$75,000 for sand bypassing between Sorrento and Hillarys beaches.

The Shire of Esperance also received \$110,000 to address sand erosion along Norseman Road.

As well as administering the CAP grants program, DoT continued to provide these and other local government authorities with coastal engineering support and guidance.

Phase 1 redevelopment of Jetty Road causeway completed as part of the Transforming Bunbury's Waterfront project

The Transforming Bunbury's Waterfront project, overseen by the South West Development Commission, aims to create vibrant shorelines for the local community and infrastructure to stimulate tourism and local industries.

In 2018-19 DoT continued to implement a major component of Stage 2 works for the project – the \$12.3 million redevelopment of the Jetty Road causeway at Casuarina Boat Harbour.

The redevelopment is being undertaken in two main work packages.

The Phase 1 revetment works were successfully completed ahead of schedule in April 2019. Through the works, approximately 31,000 tonnes of rock were added to the structure to extend its life and improve protection during storm events.

The tender for the Phase 2 civil, services and landscaping works closed in May 2019. DoT expects to award the contract for the works, which includes upgraded services to enable future expansion of boat pens, the reconstruction of Jetty Road, increased parking, the introduction of shared paths and landscaping and the construction of a multipurpose building incorporating public toilets, in July 2019.

Onsite works are anticipated to start in the first half of 2019-20 and take 12 months to complete.



Phase 1 works underway on the redevelopment of the Jetty Road causeway at Casuarina Boat Harbour in Bunbury



New B and C jetties at Hillarys Boat Harbour

\$4.9 million jetty replacement completed at Hillarys Boat Harbour

In April 2019, DoT successfully completed the replacement of the ageing B and C jetties at Hillarys Boat Harbour. The \$4.9 million project saw the 30-year old floating concrete jetties replaced with a new modern floating pen system. The design of the new pen system maximised the use of the available area and allowed for the construction of a new jetty, B0, which provides an additional eight pens.

Together, the new jetties provide a total of 91 pens in a mix of sizes to accommodate vessels ranging from 10 to 22 metres in length.

As well as increasing the number of available pens, the new jetties improve safety and accessibility for penholders and other users and reduce ongoing maintenance costs, all of which contribute to a positive customer experience.



The new jetties provide a total of 91 pens.

Detailed design of \$94 million Spoilbank Marina commenced

DoT continued to progress the development of the Spoilbank Marina to meet the recreational boating needs of the Port Hedland community and provide much-needed amenity for locals and tourists.

Two concept designs were finalised by DoT and presented to the Spoilbank Boating Facilities Taskforce, chaired by the Pilbara Development Commission, for consideration.

In October 2018, Cabinet endorsed a \$94 million scope of works for the preferred concept design, which includes boat pens, boat launching facilities, two breakwaters and internal revetment walls and an access channel separating marina traffic from shipping activity.

The concept also features new public open spaces and improved public access, parking, toilet facilities and areas for pop-up retail stalls.

Following endorsement, the Taskforce engaged DoT to provide time and cost estimates for the coastal risk mapping for the Spoilbank site as well as undertake the detailed design for the marina.

DoT commenced a range of work required to progress the detailed design including data collection, which captured the impacts of Tropical Cyclone Veronica in May, other technical investigations and studies and an assessment of the demand and requirements for boat pens.

Work will continue throughout 2019-20 to further develop the concept to a detailed design stage for consideration by the Taskforce.

Recreational Boating Facilities Scheme administered to improve infrastructure

DoT continued to administer the Recreational Boating Facilities Scheme (RBFS) on behalf of the State Government. The RBFS, which is primarily funded through recreational boat registration fees, aims to improve recreational boating infrastructure by providing grants to eligible authorities around the State.

In 2018-19, 13 projects with a combined grant value of \$2.078 million were completed including:

- removing the existing boat ramp, constructing a new concrete boat ramp and finger jetty at “The Elbow” Boat Ramp Collie River, Australind;
- upgrading the fender system at the Bundegi Boat Ramp, Exmouth;
- design and construction of a new boat launching facility – replacing the ramp and existing finger jetty with a new jetty on the Serpentine River in Furnissdale;
- replacing the existing Boat Ramp with two precast ramps and a new finger jetty at Deepwater Point, Mt Pleasant, and Point Walter, Bicton; and
- construction of 20 boat trailer bays adjacent to the Ellis Street boat ramp in Augusta.

In May 2018, \$1.5 million in RBFS funding was allocated to nine projects across the State through Round 23 of the scheme.

13 projects with a combined grant value of \$2.078 million were completed



\$6 million upgrade to Two Rocks Marina continued

DoT has significantly improved infrastructure and operations at Two Rocks Marina since it assumed management responsibility of the ageing facility from a private operator in 2014.

In 2018-19, DoT continued to progress its \$6 million upgrade to improve infrastructure, safety and access to bring the facility up to standard and provide a foundation for future redevelopment opportunities.

Major works successfully completed by May 2019 included:

- removal of remaining abandoned vessels in the facility;
- construction of the new floating Q jetty, providing nine additional boat pens;
- replacement of the West-Link Jetty adjacent to the North Wharf; and
- removal of end of life structures including the original fuel jetty.

Works will continue into 2019-20, with the demolition and replacement of the two main buildings, upgrade of the fire services supply within the harbour and the replacement of P jetty with two new floating pen sets.

These works are aligned to the Draft Master Plan, which provides an aspirational long-term vision for the future of the marina. The plan, completed in May 2019, was developed in close consultation with Two Rocks Marina Redevelopment Reference Group as well as other stakeholder and community groups.

DoT will release the plan for public comment in July 2019 to seek feedback from the wider community to ensure the future development reflects the views of those in the local area and users of the facility. Following this, it is anticipated that the Master Plan will be finalised in the second quarter of 2019-20.



Fremantle Fishing Boat Harbour

Improving future planning for recreational boat harbours

In 2018-19 DoT worked closely with stakeholders to improve the future planning for recreational boat harbours under its management.

DoT reviewed the connecting spaces between leasehold areas in the Fremantle Fishing Boat Harbour and defined a style guide for preferred building materials and street furniture selection. The style guide will be applied in future maintenance and redevelopment projects and in doing so, improve the experience for businesses and visitors.

The Harbour Management Plan for Hillarys Boat Harbour identified several concerns with transport connections to the harbour and movement within this activity centre. In response, DoT engaged with internal and external stakeholder groups to develop an Integrated Transport Strategy for the harbour to provide a strategic framework to inform future improvements.

DoT worked with the Shire of Exmouth on several initiatives to improve the functionality of the Exmouth Boat Harbour. This included co-funding road works to improve access to the harbour and the updating statutory planning processes to offer more planning certainty and streamline the planning assessment of development initiatives in the harbour.

DoT also engaged with the Bremer Bay Working Group in preparing a consensus redevelopment concept plan for the Bremer Bay Boat Harbour and related infrastructure. These upgrades are intended to facilitate potential growth in commercial, tourism and recreational activities in the area.

These planning activities ensure DoT's recreational boat harbours continue to meet the needs of stakeholders and the wider community well into the future.

Contract awarded for construction of new weir at Bandy Creek Boat Harbour

DoT continued to progress the construction of a new weir at the Bandy Creek Boat Harbour in Esperance after the current structure was significantly damaged when it was overtopped by floodwater in February 2017.

In 2018-19 DoT finalised the detailed design for the reconstruction project, obtained relevant heritage and environmental approvals and commenced a public tender process in line with the State Government's *Western Australian Industry Participation Strategy*, which aims to maximise opportunities for local businesses and job seekers.

The tender process was successfully completed in June 2019, with a \$4.9 million contract for the construction of the new weir awarded to a WA company.

Works will commence in September 2019 and will include:

- construction of an elevated road platform on a new alignment;
- construction of a new low-level weir;
- installation of a sheet piled cut off wall below the weir, which acts as a barrier to prevent erosion of foundation material; and
- demolition and removal of the damaged structure.

The new weir, expected to be completed in the fourth quarter of 2019-20, will be less susceptible to future damage. It will also deliver a range of community and environmental benefits including reducing sediment deposition from Bandy Creek into the boat harbour, maintaining a suitable water level in the creek to protect the Ramsar wetlands and providing an access road for pedestrians and maintenance and emergency vehicles.

Further, the project will provide local employment opportunities and a financial boost for the Esperance economy with up to 20 local jobs and apprenticeships.

Work commenced on Beadon Creek breakwater upgrade

DoT continued to progress the upgrade of the breakwater at the entrance to Beadon Creek in Onslow.

The importance of the breakwater, first constructed more than 50 years ago to train and maintain the natural entrance to the creek and navigation channel, has increased in recent years as extensive growth of the resources sector has led to greater demand for maritime facilities in the Pilbara region.

As such, DoT, in conjunction with Onslow Marine Support Base, undertook rigorous design work and physical modelling of the structure to ensure the design is optimised to deliver value for money and enhance Onslow's capacity to service the oil and gas industry off the Pilbara coast.

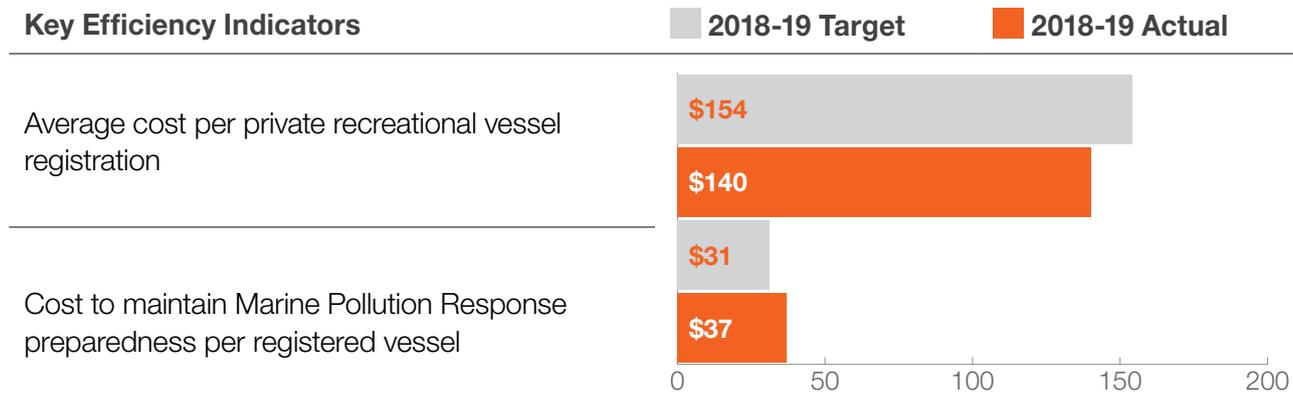
Following this, a public tender process was completed and the \$4.4 million contract for the upgrade, jointly funded by the State Government and the private sector, was awarded to a WA based company.

Works to rebuild the breakwater using existing and additional rock commenced in May 2019 and are expected to be completed in the second quarter of 2019-20.

As the manager of the Onslow Maritime Facility, DoT will continue working collaboratively with the private sector to deliver this significant infrastructure improvement as well as encouraging further investment in the area through the release of more land for development at the facility.

*Construction underway on the Beadon Creek breakwater upgrade
Image courtesy of O2 Inflight*

Service 4: Marine Safety



Notes:

- These tables are a summary of the 2018-19 DoT Key Performance Indicators. For more detailed information see the Key Performance Indicators section of this report.
- Targets as specified in the 2018-19 Budget Statements.
- Efficiency Key Performance Indicator values are rounded up to the nearest dollar.

CCTV introduced to reduce risky boating behaviour

In October 2018 DoT introduced closed circuit television at three boating hotspots on the Swan River to assist in monitoring on-water safety compliance.

Cameras were installed at the Narrows Bridge, Deepwater Point and Point Walter after a trial at the Belmont water ski area showed the technology was successful in reducing risky boating behaviour, with evidence of self-regulation, safer waterway use and a decline in non-compliance.

State-of-the-art analytics programs are used to filter footage under the \$1.5 million, five-year contract which has seen the number of infringements issued at these locations increase, but importantly, few instances of repeat offending.

The most common offences detected using the footage were failure to wear a lifejacket while operating a personal water craft, speeding and operating in prohibited boating areas set aside to ensure safety of other water users such as swimmers.

Together with its existing marine safety compliance patrols, DoT will continue to use the cameras to ensure safe boating behaviour and assist in marine incident investigations where required.

*DoT Marine
Compliance Officers*



North Metropolitan Aquatic Use Review successfully completed

In 2018-19 DoT completed the North Metropolitan Aquatic Use Review to ensure the safe, equitable and sustainable use of waters from Two Rocks to North Fremantle.

The review looked at the current management arrangements in place along the coastline and explored changes to maximise the amenity and future use.

Through the review process, DoT consulted with key stakeholders including local and State government authorities and aquatic use organisations as well as the wider boating community.

The review confirmed that most of the current management arrangements in place are working well. The main outcomes of the review will see the implementation of:

- a new closed water motorised vessel area at Marmion Beach to provide greater safety for users of a soon to be established dive trail; and
- reduced speed limit within Hillary's Marina to five knots to improve overall navigational safety.

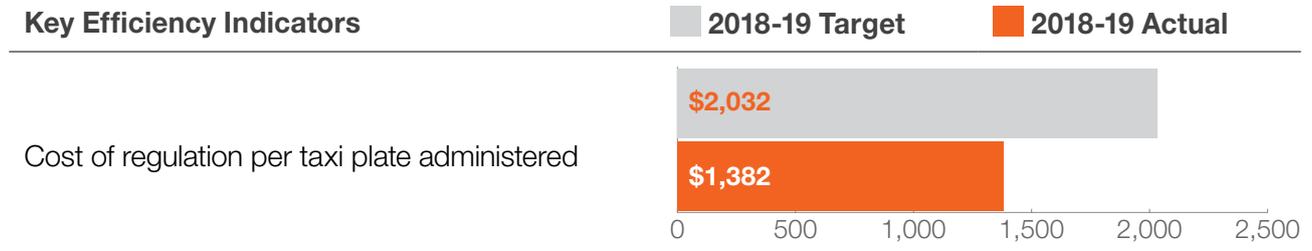
The introduction of these changes will be postponed until the dive trail at Marmion beach is established.

In 2019-20 DoT will continue its systematic review of aquatic use of waters off the WA coast with a focus on the Upper Reaches of the Swan River, Broome and Jurien Bay.



Recreational boat users on the Swan River

Service 5: On-demand Transport



Notes:

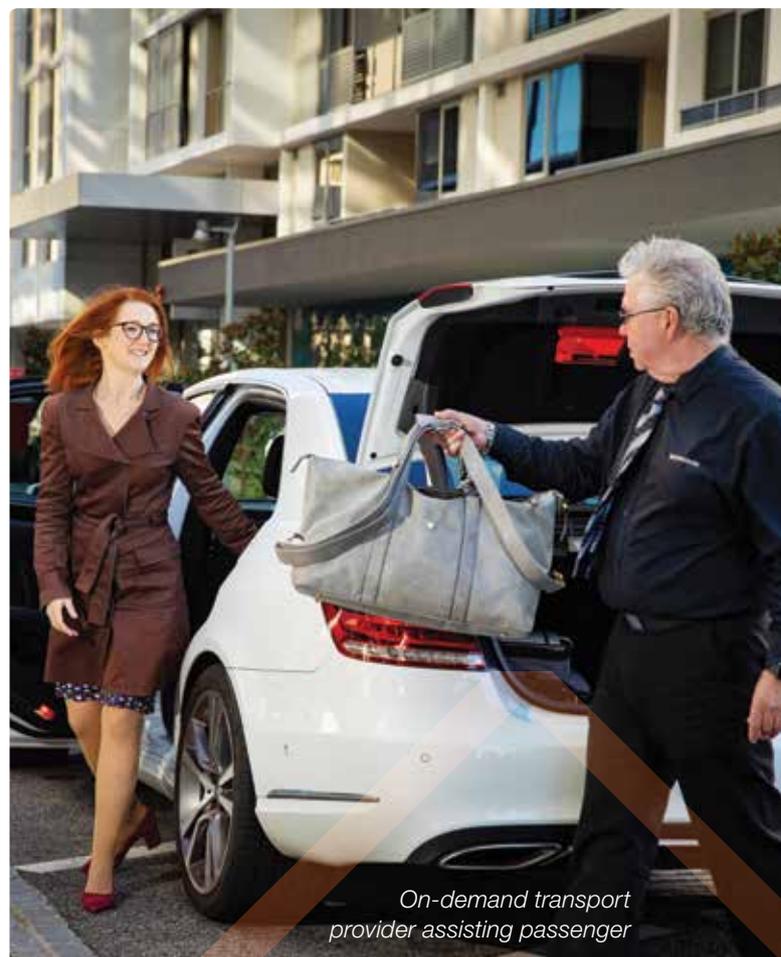
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- Targets as specified in the 2018-19 Budget Statements.
- Efficiency Key Performance Indicator values are rounded up to the nearest dollar.

First Stage of on-demand transport reform successfully introduced

WA’s on-demand transport industry has faced a range of challenges in recent years prompting the most comprehensive overhaul of the taxi and on-demand transport industry in the State’s history and sparking a new era for passengers and operators.

In 2018-19, the *Transport (Road Passenger Services) Act 2018* was enacted. This new, single piece of legislation establishes a level playing field whereby all drivers, vehicles and booking services operate under the same rules for the first time.

Safety has been a major focus of the reform, with clear accountability for all those operating in the industry. The legislation establishes the minimum standards of safety required of drivers, vehicles and booking services operating within the taxi, charter, tour and regular passenger transport sectors and establishes a chain of accountability for that safety.



On-demand transport provider assisting passenger

The legislation also gives operators greater flexibility to tailor their services to meet the needs of their customers. Customers are already benefiting from the increased choice of on-demand transport providers and this will continue to grow as more innovative services come into operation.

The first stage of the on-demand transport reform commenced on 28 February 2019 and focused on the authorisation of on-demand booking services. An On-demand Booking Service is a provider who takes or communicates customer requests for an on-demand trip and connects them with a vehicle and driver. They can be traditional taxi dispatchers, luxury and bus charter services, individual drivers taking their own bookings or the newer ride-sourcing offerings that take bookings via an application (app).

From 1 April 2019, all on-demand booking services have been required to be authorised to operate legally in WA. This provides customers with confidence that the people arranging and delivering their service are of good character and have the appropriate practices in place to manage safety.

At 30 June 2019, 700 individuals and businesses held active authorisation as an On-demand Booking Service and a list of these providers is available on DoT's website.

These authorisations, as well as online transactions for booking services, passenger transport vehicles and registration and payment of the On-demand Transport Levy, were managed through \$4.4 million in new information and communications technology systems delivered by DoT in 2018-19.

In June 2019 the State Government approved the latest Reform Regulations Package, paving the way for DoT to implement the second stage of the on-demand transport reform.

The second stage of the reform, commencing 2 July 2019, will focus on ensuring on-demand transport vehicles are safe and remove restrictions which will encourage innovation in the industry.



On-demand transport providers at Optus Stadium

DoT continued to support industry through transition

In 2018-19 DoT officers met with many individuals and businesses across the State in line with its commitment to support the on-demand transport industry in transitioning to a more competitive market and ensuring operators comply with new safety standards.

DoT also administered applications for the Taxi Buyback Scheme, which aimed to allow for the transition of owned metropolitan taxi plates to an annual taxi authorisation.

Through the scheme, eligible plate owners are being offered a one-off payment based on an individual plate's purchase price, period of plate ownership and how much the plate has earned over time.

The scheme was carefully deliberated and resulted in the most generous buyback offer in Australia. Payments to plate owners will be made in July 2019.

The scheme is funded by industry through a temporary 10 per cent levy known as the On-demand Transport Levy. The Levy, which

commenced on 1 April 2019, is payable by the On-demand Booking Service and is applied to all bookings for on-demand trips in the Perth, Mandurah and Murray areas. An exemption from the Levy is available for on-demand booking services that only take bookings for certain types of special events as well as buses and electric vehicles.

The Levy is expected to be in place for four years and collections in the first quarter of operation were in line with forecasts.

To support country taxi operators with the changes coming into effect under the second stage of the reform in 2019-20, in May 2019 the State Government committed \$3.4 million in funding to the Regional Taxi Transition Support Package. Under the package eligible country taxi operators will have their On-demand Booking Service and taxi vehicle authorisation fees waived for three years as well as the ability to apply for a \$10,000 subsidy per taxi-car licence, capped at 10 licences.

In 2019-20 DoT will assess applications for the subsidy received from country taxi operators for payment in October 2019.



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.

2018-19 Actual Results Versus Budget Targets

	2018-19 Target	2018-19 Actual	Variation	
Total cost of services (\$'000)	436,152	412,166	(23,986)	Note 1
Net cost of services (\$'000)	99,411	70,055	(29,356)	Note 2
Total equity (\$'000)	806,450	856,066	49,616	Note 3
Net increase/(decrease) in cash held (\$'000)	13,562	48,304	34,742	Note 4
Approved full time equivalent (FTE)	1,359	1,312	(47)	Note 5

Notes

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

Note 1: Total cost of services

The total cost of services actual was lower than the budget target mainly due to the deferral of the Busselton-Margaret River Regional Airport Upgrade project and underspends in grants and operating activities.

Note 2: Net cost of services

The lower net cost of services result is mainly due to the lower total cost of services and increased revenue related to the revaluation increment of land.

Note 3: Total equity

The higher than expected total equity is mainly a result of an increased accumulated surplus due to the favourable result in 2017-18.

Note 4: Net increase/(decrease) in cash held

The higher than estimated net increase in cash held is predominantly due to underspends in grants, operating activities and capital projects.

Note 5: Approved full-time equivalents (FTE)

The actual paid FTE is lower than the target, primarily due to a concerted effort by DoT to operate within the organisation's salary cap.

SIGNIFICANT ISSUES IMPACTING THE AGENCY



On-demand transport reform implementation

Implementation of the on-demand transport reform will continue in 2019-20. The second stage of the reform, commencing in July 2019, will transition on-demand transport vehicles to a new authorisation framework as part of its focus on safety.

From July 2019, the restrictions on how Perth and regional taxis can operate, and in what number, will be removed, allowing fair competition within the taxi and charter sector and greater choices for the travelling public. New online application processes and reduced annual fees for vehicle authorisation will be introduced.

In 2019-20, Perth taxi plate owners will receive payments from the State Government's Taxi Buyback Scheme to support them in transitioning to the more open market. The scheme is funded by industry through the On-demand Transport Levy which came into effect in April 2019.

State Government's response to the Parliamentary Inquiry into Regional Airfares in WA

The 2017 Parliamentary Inquiry into Regional Airfares in WA found there are community concerns about airfares on unregulated air routes. DoT is leading the implementation of the State Government's response to the 13 recommendations arising from the inquiry, focusing on identifying initiatives that will increase the availability of affordable airfares.

DoT is working in collaboration with a range of government agencies, airlines and community stakeholders to help inform the review of the State Aviation Strategy and identify opportunities for improvements in regional aviation.

Improving supply chain efficiency

WA exporters rely on the efficient and safe transportation of freight to support their competitiveness in the global marketplace. The State Government continues to work with industry to identify and address export supply chain constraints, both infrastructure and policy, in regional WA.

In line with this, DoT, in collaboration with PTA, Main Roads, and the Department of Primary Industries and Regional Development, is developing the Revitalising Agricultural Region Freight Strategy to identify challenges facing the agricultural sector and opportunities to improve the efficiency and productivity of WA's agricultural supply chains.

The State Government is investigating and implementing a number of initiatives to help reduce congestion and improve the efficiency of the entire container freight supply chain.

The State Government is committed to increasing the volume of freight on rail, and has increased the container rail subsidy in order to encourage the use of rail transport and reduce the impact of an increasing freight task on metropolitan roads.

Continued demand for coastal infrastructure

Demand for coastal infrastructure continues to grow, with the ongoing need for new or improved facilities in metropolitan and regional locations to cater for both recreational and commercial boating demands.

DoT is currently progressing the planning for an unprecedented number of significant maritime-related projects to ensure this demand is met.



Cyclist on a Principal Shared Path

Westport Taskforce developing long-term plan for WA's freight and logistics needs

The Westport Taskforce was established to develop a long-term plan to provide guidance to the State Government on the port, road, rail and intermodal infrastructure required to handle the State's growing trade task for the next 50 years and beyond.

In December 2018 the Taskforce completed Stage 1 of its process by releasing the progress report, *Westport: What we have found so far*. In 2019-20 the Taskforce will complete a comprehensive multi-criteria analysis of its shortlisted port and supply chain scenarios and identify options to be presented to the State Government for consideration.

Continued investment in cycling infrastructure

The most recent cycling data shows cycling demand in Perth has grown, with trips in the Perth CBD increasing by two per cent from 2017 to 2018. Strong growth has been observed where new infrastructure has been provided. For example, cycling traffic on the Tonkin Highway Principal Shared Path (PSP) near the Perth Airport has grown by 23 per cent and similarly, cycling traffic on the Graham Farmer Freeway PSP near Matagarup Bridge and the Perth Stadium has grown by 49 per cent compared to 2017 levels.

The State Government's continued investment in cycling infrastructure will attract more cyclists by providing a safe and connected path network in Perth. The allocated funding will result in \$20 million for the PSP Expansion program, \$3 million for the Safe Active Streets program, and \$5 million for the Perth and Regional Bike Network Grants program in 2019-20.

Improved customer and compliance outcomes drive service delivery

DoT continues to explore and implement initiatives that deliver improved customer and compliance outcomes.

In 2018-19 DoT introduced an increased range of digital services to improve the customer experience including the Learn&Log application and Fleet Management Online and will continue to expand its digital services in 2019-20 with the introduction of digital billing.

In 2019-20, DoT will also support whole-of-government online initiatives and lead the delivery of the ServiceWA pilot. The pilot will leverage DoT's established service delivery capability to bring together 85 everyday services across five agencies, transforming the way government delivers services to the community.

Improving delivery of Practical Driving Assessments to achieve customer and safety outcomes

DoT is committed to continually improving the delivery of Practical Driving Assessments (PDAs) to achieve the best customer experience and road safety outcomes for the community now and in the future.

In 2019-20 DoT will continue to build on the success of its new service delivery model trial at its Kelmscott Driver and Vehicle Services Centre to further improve the learner driver experience and ultimately, road safety.

DoT will also continue to evaluate the use of in-cabin video, audio and GPS surveillance cameras to improve compliance outcomes for Heavy Vehicle Practical Driving Assessments performed by Authorised Providers around the State following the successful trial of the technology in 2018-19.

Preparing for connected and automated vehicles

In 2019-20 DoT will continue to work closely with associated agencies across Australia to introduce a practical legislative framework for connected and automated vehicles.

This includes national coordination of standards, regulation and data handling requirements to set the highest standards of community safety and interoperability between states and territories of international technology.



DoT Driver Assessor conducting a PDA with novice driver