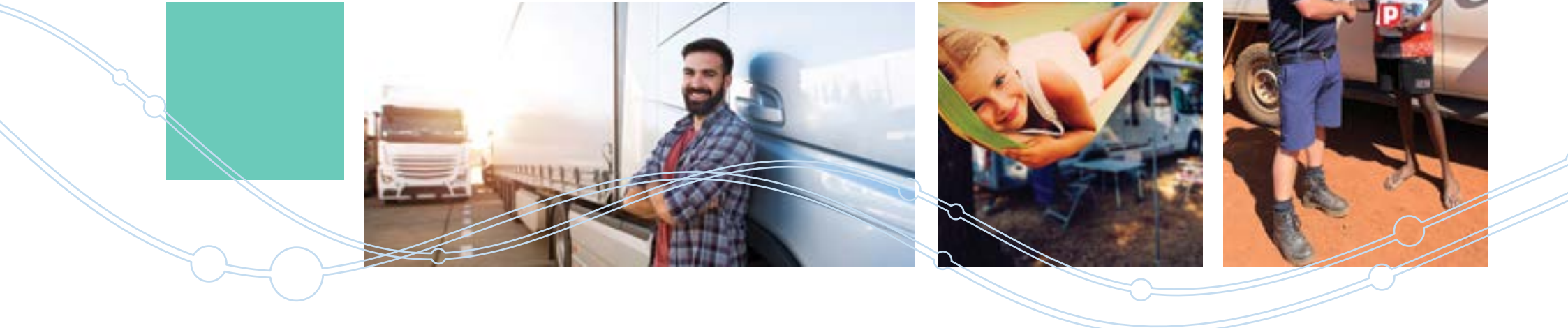
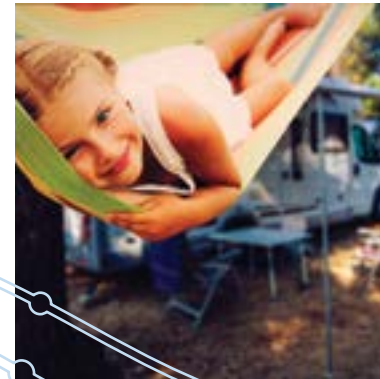
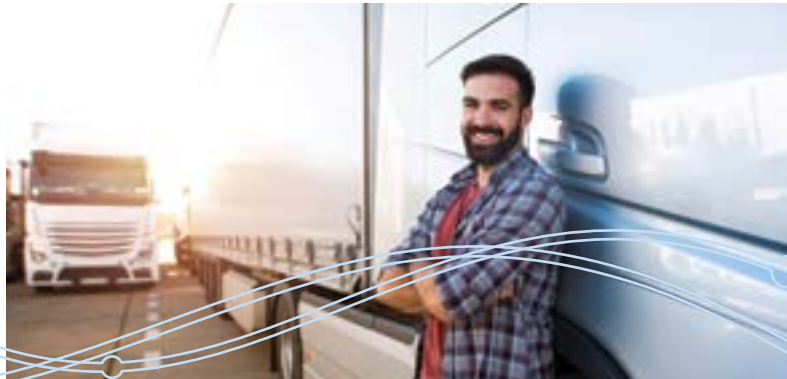




2022-23 Annual Report



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Contact us

Department of Transport

Strategic Communications and Engagement branch

Office of the Director General, PO Box C102, Perth WA 6839

Email: communications@transport.wa.gov.au

Website: transport.wa.gov.au





Statement of Compliance

For the year ended
30 June 2023

**To the Hon. Rita Saffioti MLA Deputy Premier;
Minister for Transport and the Hon. David Michael
MLA Minister for Ports; Minister assisting the
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 for the financial year ended 30 June 2023.

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

Peter Woronzow
Director General – Transport
15 September 2023

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Acknowledgment of Country

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

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

Artwork: "Makuru"

The artwork is one of a series of collaborative artworks by Deanne Tann, Sister Kate's Home Kids Aboriginal Corporation and Department of Transport staff following Cultural Awareness Training workshops. The artwork depicts one of the Noongar six seasons, Makuru, Season of Fertility (June - July) and a time when the Noongar people moved inland, from the coast, to hunt as the rains replenished inland water resources.





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About us

The Department of Transport (DoT) leads the development of safe, integrated and efficient transport systems for the people of Western Australia.

We put our customers at the centre of everything we do, coordinating the State's transport operations, strategic planning and policy development and delivering safe and sustainable transport services and projects across all modes of transport – roads, railways, air travel, paths and waterways.

As part of the Transport Portfolio we proudly work together with our partners, Main Roads Western Australia, the Public Transport Authority, METRONET, Westport, the Portfolio Strategic Projects Office and the Office of Major Transport Infrastructure Delivery.

We also work and collaborate with other government agencies, private operators, industry partners and the community to deliver safe and sustainable transport solutions that make WA a better place to live, work and visit.



Our purpose

Empower a thriving community in Western Australia.



We help Western Australians to participate in activities that enrich their lives, connect them to family and friends and support their community.

We connect people with goods and services through an intricate system of roads, railways, airports, ports, paths and waterways, and educate and regulate to keep people safe within those networks.

We coordinate and prioritise the transport-related infrastructure that allows our economy to grow.



Our values

Our values are our guiding principles that reflect who we are and what we stand for.

Collaboration

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

Wellbeing

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

Adaptability

Responding to the changing needs of our community, we are curious, try new things, and support each other to grow, challenging the status quo with creative thinking and fresh ideas.

Accountability

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

Our strategic direction

In July 2022, DoT released its Strategic Intent 2022-25, setting the strategic direction for our business planning so we can provide the Western Australian community with sustainable transport solutions and community-centric services.

Based on extensive consultation and collaboration across our organisation, our Strategic Intent has three priorities:

Sustainable transport solutions

Effective strategy, policy and regulation that delivers safe, accessible and connected services, and infrastructure and provide solutions for the movement of people and goods.

Community-centric services

Engaging with the community to co-design equitable and fit-for-purpose services for the health and wellbeing of all Western Australians.

Capable and future-ready organisation

Designing and building organisational capability and capacity to deliver in a sustainable manner.



Director General's foreword

I am pleased to present the Department of Transport's Annual Report for 2022-23.

The past year has marked a period of consolidation for us as the Western Australian economy steadily recovered after two challenging years of COVID-19-related disruptions and uncertainty.

I am proud to see the Department of Transport, together with its portfolio partners – Main Roads and the Public Transport Authority – continuing to plan and implement transport solutions to empower a thriving Western Australian community. The Transport Portfolio remains unwavering in its commitment to connect people and places safely and effectively across our diverse state.

As the Director General, I take great satisfaction in sharing some of this year's remarkable highlights with you.

Establishing our Aboriginal Engagement Transport Portfolio unit has been a significant achievement for us, harnessing our agencies' strengths to foster Aboriginal economic participation and promoting cultural recognition across our own workplaces and into the wider community.

The Transport Portfolio has an ongoing and strong focus on local employment and Aboriginal engagement, with a five-year target to award \$700 million in contracts to Aboriginal

businesses and facilitate Aboriginal workers to complete 3.5 million work hours through capital works, services and maintenance programs across the portfolio.

In 2022-23, we awarded 65 contracts to Aboriginal businesses, representing an investment of close to \$161 million. We also delivered more than 794,000 hours of employment for Aboriginal people.

In early 2023, the Kimberley region faced severe flooding caused by ex-Tropical Cyclone Ellie, leading to extensive damage to roads and bridges and isolating many communities in the region. We undertook urgent work to reconnect the east and west Kimberley, fast-tracking the procurement process to deliver a new river bridge at Fitzroy Crossing, condensing nine months' procurement work into a remarkable eight-week process. This project created dozens of new jobs for local people, and was delivered despite rising costs, labour shortages, and material constraints that have significantly impacted the infrastructure and construction sector this year.

The Driving Access and Equity Program (DAEP) continued to be a success story for DoT. DAEP has supported more than 1,000 disadvantaged drivers in 46 service locations across the Kimberley and Pilbara through the entire licensing process, with 243 participants getting their driver's licence during the 2022-23 year. DAEP has made a significant impact where social and geographic disadvantage would have otherwise been a barrier to obtaining a driver's licence. DAEP was expanded in 2022-23 to the Mid West, Gascoyne and Goldfields-Esperance regions.

Several of the State Government's METRONET program projects moved into delivery phase in the 2022-23 reporting period. The momentous \$1.86 billion Airport Line opened on 9 October 2022, providing a new rail service to Perth Airport and the eastern suburbs of Perth, with three new stations. Both the Yanchep Rail Extension project and the Morley-Ellenbrook Line saw the first tracks being laid and the new Lakelands station on the Mandurah Line opened to the public on 11 June 2023.

In March 2023, Westport unveiled its Noongar Opportunities Strategy, which aims to shape the port and trade network based on country and culture, benefiting Aboriginal people and the wider community. Additionally, the Supply Chain Integrated Design project commenced in October 2022, incorporating environmental considerations through Westport's 'Working with Nature' ethos.

To improve the State's agriculture supply chain efficiency and lower freight costs from farm gate to port, the Agricultural Supply Chain Improvement program, with support from the State and Federal Government, allocated \$200 million to a series of projects on the grain rail network, working closely with industry and local government.

In 2022-23, we established the Transport Portfolio Land and Property Services branch, acting as a centralised hub to coordinate commercial leasing activities, corporate buildings and facilities, and land administration services for all transport-related projects and infrastructure, encompassing road, rail and ports.

The State Government's unwavering support for the aviation sector has introduced new routes, enabling residents from regional Western Australia to travel more frequently and conveniently by air at reduced costs. A \$4 million investment over four years will develop the Inter-Regional Flight Network, extending the network to Geraldton.

Furthermore, the Regional Airfare Zone Cap Scheme has made airfares more affordable for regional residents by capping the cost of one-way flights to and from Perth, resulting in over 150,000 capped airfares being sold throughout 2022-23.

Looking ahead, we are proud that the Regional Airports Development Scheme 2023-25 grants totalling \$3 million to 17 regional airports across WA will deliver necessary upgrades and improvements to their facilities.

Our principal shared paths are vital to encouraging people of all ages and abilities to give bike riding and walking a go. With an annual allocation of \$20 million, the Principal Shared Path Expansion Program continues to bridge critical gaps in Perth's aspirational Long-Term Cycle Network. The importance of promoting active transport was further recognised in 2022-23 with a funding boost for the WA Bicycle Network Grants Program, from \$5 million to \$8 million per year, supporting local governments to enhance riding and walking experiences in their communities.

The Transport Portfolio plays a vital role in the State Government's infrastructure development plan by delivering connected, resilient, safe and sustainable transport solutions. The Transport Sector Emissions Reduction Strategy is essential in helping achieve the State Government's Climate Policy commitments. DoT has led the development of this strategy over the past year covering all parts of the transport system operating in WA to assist with the State's overall economic assessment of greenhouse emissions. DoT, along with Transport Portfolio agencies, is also developing a net zero plan for emissions reduction that focuses on the Government's commitment to reduce public sector emissions by 80 per cent by 2030.

None of these achievements are possible without the commitment and support of all staff across our Transport Portfolio agencies. I thank them for their hard work and dedication over the past 12 months.

Looking ahead, I anticipate another exciting and eventful year as we continue to serve the Western Australian community in 2023-24.



Peter Woronzow

Director General –
Transport

Executive summary

Managing Director's introduction

Empowering our customers and the community we serve to thrive through connection is at the heart of everything we do at the Department of Transport (DoT). Our services and infrastructure help connect people with family, community, employment, education, other services and activities they enjoy: enriching lives, growing our economy and promoting wellbeing.

In 2022-23, we embarked on a journey to empower a thriving community guided by our new DoT Strategic Intent 2022-25, built on three priorities: sustainable transport solutions, community-centric services, and capable and future-ready organisation. I'm delighted to share our progress, in line with these priorities and the outcomes set by the State Government, and guided by our DoT values, toward our collective vision of a better future for all Western Australians.

As I reflect on the past year, I feel pride and gratitude for the opportunities, challenges, and successes DoT has experienced. Our people have shown commitment, adaptability and care to help keep our WA community connected, secure and safe on land, water and in the air.

Responding to challenges

The past year brought significant challenges and we responded with innovation and empathy for our customers and the community. We collaborated with others to reconnect people, places and freight supply following the devastating Kimberley floods. We moved quickly and sensitively to help our customers feel secure after several high-profile company data breaches compromised their driver's licence details.

We've been tested by increased demand for practical driving assessments (PDAs). We made changes to our online PDA booking system to ensure it's as fair as possible for our customers while work continues to address the challenges around PDA supply and learner driver preparedness and confidence. We're the first to acknowledge that we must do more to meet increased demand and expectations and are determined to continue to implement improvements for our customers over the next year.

The tight labour market has affected our ability to recruit and retain staff, impacting resourcing, project timelines and service delivery. This encouraged us to continue to develop and enhance our online services, making them more accessible to our customers. We also invested in the capabilities of our existing workforce to position DoT as a capable and future-ready organisation.





In a strong economy, many in our community are facing cost of living pressures and related financial stress. Introducing a one-month renewal payment option for vehicle registrations in September 2022 brought some relief to many Western Australians, helping them to manage their finances and keep their vehicles licensed and on the road. Airfares to and from Perth were made more affordable for regional residents with substantial State Government investment in the Regional Airfare Zone Cap Scheme, which has been an outstanding success in its first year with 151,181 zone cap airfares taken up in 2022-23.



Delivering benefits for our customers and the community

DoT's many achievements in 2022-23 would not have been possible without collaboration. Together with our Transport Portfolio partners, other government agencies, industry partners and the community, we celebrated many milestones and made a positive impact.

The establishment of the Portfolio Lands and Property Services (PLPS) branch this year has seen DoT staff join their counterparts from the Public Transport Authority, Main Roads and Department of Planning, Lands and Heritage to streamline delivery of portfolio transport planning and projects, and optimise outcomes from land and property assets.

Initiatives to reduce airfare costs for regional residents and increase aviation services were welcomed by regional communities. The expansion of the Inter-Regional Flight Network to Geraldton and the Regional Airfare Zone Cap Scheme are improving connectivity and affordability. Specific routes have been impacted by broader aviation industry challenges and we continue to work with the airlines to respond to community concerns.



To help agricultural producers get their produce to market and improve road safety, we partnered with the Public Transport Authority and consulted with other levels of government and industry to deliver the first package of the \$200 million Agricultural Supply Chain Improvement (ASCI) program. ASCI will support freight rail upgrades in the Mid West, Wheatbelt, Esperance, Goldfields and Great Southern regions.

Our Driving Access and Equity Program is helping disadvantaged learner drivers to gain a driver's licence, opening doors to employment opportunities. In 2022-23 243 people gained their licence and the program supported more than 1,000 disadvantaged drivers.

As part of the portfolio's commitment to supporting Aboriginal employment, DoT spent up to \$3.4 million on goods and services provided by Aboriginal businesses, and over 2,777 employment hours were completed by Aboriginal workers.

We adapted to our community's needs and the growing demand for licensing services by opening a 'one-stop-shop' centre with Main Roads in Geraldton and a new DoT Driver and Vehicle Services centre in Butler.

We're also taking forward much-needed reform of the tow truck industry, to ensure consumers are properly protected, while improving safety and public confidence in the industry.

Reflecting the increase in Western Australians choosing to buy electric vehicles, the Zero Emission Vehicle Rebate Scheme we administer gained popularity in 2022-23 and is contributing to the State Government's net-zero greenhouse gas emissions by 2050 goal.

More Western Australians will be encouraged to take up bike riding and walking, following the further expansion of active transport infrastructure throughout our State, enhancing safety and accessibility, and our continued work to promote healthy and active travel choices in the community.

Our coastal infrastructure projects and marine safety education initiatives are improving facilities, amenity and safety in our waterways and along our coastline and helping to protect at-risk areas from erosion.

Investing in our people and an inclusive workplace culture

Work to build a capable and future-ready organisation in a tight labour market was a priority in 2022-23. Our people embraced our new organisational values and we have continued to implement initiatives to enhance workforce capability through learning and development, with a strong focus on leadership at all levels of DoT.

Ensuring our people reflect the diversity of the community and improving outcomes and opportunities for people with different needs is critical to our success and remained a key priority for us in 2022-23. Our Access and Inclusion Committee continued to monitor the successful implementation of actions from our Workforce Inclusion and Diversity Plan, Reconciliation Action Plan, Multicultural Plan and the Transport Portfolio Disability Access Plan.

You can read more about these and many other initiatives and our progress against our priorities and outcomes in the Performance section of this report.

Looking ahead with gratitude and optimism

Our achievements throughout the 2022-23 year would not have been possible without our dedicated staff who go above and beyond to meet the needs of our community.

Thank you to all who have contributed and shared our journey over the past year to help empower a thriving Western Australian community through connection. We will build on our achievements and what we've learned over the past 12 months and I look ahead with optimism to another exciting year for DoT delivering for our community in 2023-24.

Sincerely,



Iain Cameron
Managing Director
Department of Transport



2022-23 at a glance



Our customer milestones

1,989,189
licensed drivers

1,221,598
DoTDirect accounts

288,324
recreational skipper
ticket holders

36,092
passenger transport
driver authorisations



We improved access to services in regional and remote WA

2,434

transactions and
assessments

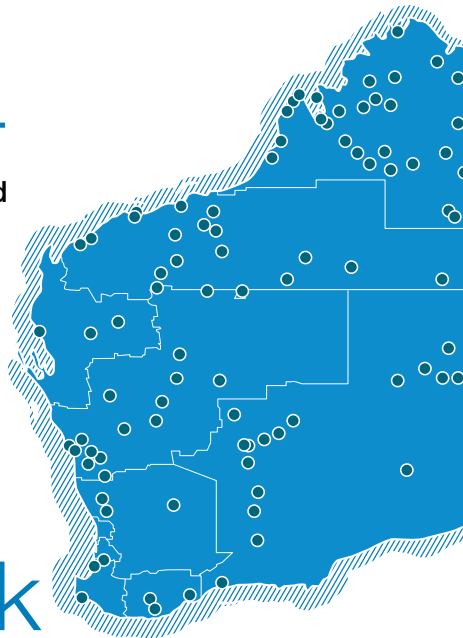
82

locations

\$260k

funding to improve taxi services for people living
with a disability in regional WA

[Read more page 68.](#)



\$3.4m

Driving Access and
Equity Program grants
to improve access
and employment
opportunities

to assist

1,000+

disadvantaged drivers
supported through
the entire licensing
process across
46 locations.

[Read more page 69.](#)



842
driver's
licences



742
assessments



615
learner's
permits



236
vehicles
licensed



Our driver vehicle licensing centres provided advice, assessments and support

966,342 transactions and
assessments

20 centres

89%

driver and
vehicle
transactions

11%

practical
driving
assessments



We are transforming WA's ports and coastlines

\$3.55m **\$18.5m**

grant funding allocated to protect WA's coastline

[Read more page 47.](#)

program of enabling works established in 2022-23 towards developing a future port in Kwinana.

[Read more page 57.](#)



We are improving freight supply chains across WA

\$42m **\$68m**

secured to support freight movement until key routes in flood affected areas in northern WA are established

[Read more page 43.](#)

allocated to the upgrades, as part of the Agricultural Supply Chain Improvement Program

[Read more page 44.](#)



We invested in regular and affordable air services

151,181 **\$4.05m**

zone cap flights to make air travel affordable

[Read more page 41.](#)

investment to support an expansion of the Inter-Regional Flight Network (IRFN)



We delivered safe paths and encouraged active transport

\$225k **\$8m** **\$23.3m**

grant funding to 51 schools to support active travel for students

[Read more page 51.](#)

per year investment for the WA Bicycle Network Grants Program to support active travel in the community

shared path constructed to connect Civic Place, Stirling and Reid Highway, Balcatta

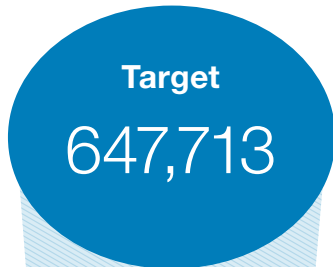
[Read more page 53.](#)

Financial summary

Some of the key financial targets and outcomes for DoT in 2022-23.

Total cost of services

Sourced from statement of comprehensive income \$'000



Variance
107,060 ▼

Total cost of services actual was lower than the budget mainly due to the reassignment of some large programs to outyears as well as an overall underspend across DoT due to delays and constraints in the current market.

Net cost of services

Sourced from statement of comprehensive income \$'000



Variance
36,864 ▼

Net cost of services actual was lower than the budget mainly due to underspend across DoT due to delays and constraints in the current market

Total equity

Sourced from statement of financial position \$'000



Variance
137,429 ▼

The increase in equity is attributed to the current years' surplus, the increase in assets reserves and the capital appropriations received for the asset investment program.

Net increase in cash held

Sourced from statement of cash flow \$'000



Variance
90,676 ▼

The net increase in cash held is due to reduced costs largely associated with delays and constraints in the current market.

Approved Full Time Equivalent (FTE)

Sourced from employment statistics



Variance
57 FTE ▼

The actual paid FTE is lower than the target mainly due to the closure of the 13COVID line, and the tight labour market.

See [page 85 - 169](#) for full financial statements

Performance summary

Key Performance Indicators (KPIs) assist DoT to assess and monitor achievements of the outcomes outlined in the Outcome Based Management (OBM) framework (see [page 37](#)).

Effectiveness indicators provide information on the extent to which outcomes were achieved.

Efficiency indicators monitor the relationship between the service delivered and the resources used.

See [page 172](#) for full KPIs

Outcome 1: Integrated transport systems that facilitate economic development

Effectiveness KPIs	Target	Actual
Percentage of containerised freight transported via rail in relation to total metropolitan container movements to and from Fremantle Port	20%	20.1%
Percentage of regional Local Government Areas (LGAs) that have access to regular public transport (RPT) air services between the LGA and Perth	91.4%	91.5%

Service 1: Strategic transport policy and integrated planning

Efficiency KPIs	Target	Actual
Average cost per hour for strategic policy development and integrated transport planning	\$160.42	\$123.76

Key

- Target
- Desired result
- Undesired result

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

Effectiveness KPIs	Target	Actual
Percentage of vehicle examinations completed in accordance with the Australian Design Rules (Safe Vehicles)	100%	99.3%
Percentage of driver's licences issued that comply with the Graduated Driver Training and Licensing System (Safe Drivers)	100%	97.5%
Percentage of identity credentials compliant with the required standard of biometric quality	93%	99.8%

Service 2: Driver and Vehicle Services

Efficiency KPIs	Target	Actual
Average cost per vehicle and driver transaction	\$20.05	\$18.23
Average cost per vehicle inspection performed by vehicle examination centres	\$211.24	\$171.60
Average cost per vehicle inspection delivered through authorised inspection stations	\$185.61	\$173.59
Average cost per driver assessment	\$120.78	\$110.86

Key

- Target
- Desired result
- Undesired result

See [page 173](#) for full KPIs



Courtesy WA Wildlife

Outcome 3: An accessible and safe transport system

Effectiveness KPIs	Target	Actual
Percentage of wheelchair accessible vehicle taxi journeys carrying passengers in wheelchairs which meet the waiting time standard	95.0%	97.9%
Percentage of time maritime infrastructure is fit for purpose when required	99.9%	96.3%
Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels	11.6	9.2
Percentage of audited authorised on-demand booking services compliant with safety requirements	60%	44%



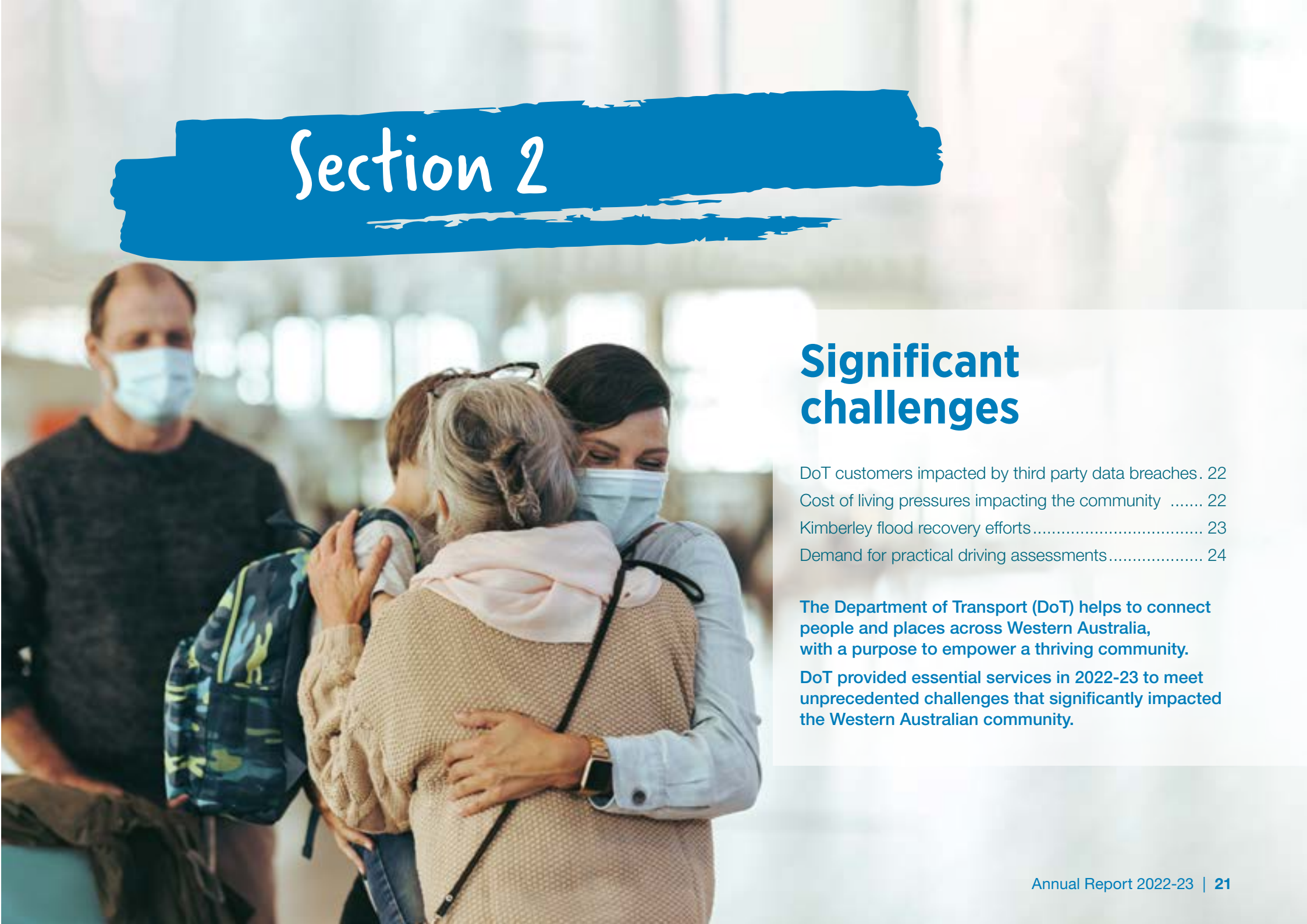
Service 3: Maritime

Efficiency KPIs	Target	Actual
Average cost per day for planning, delivery, and management of a maritime asset	\$81.08	\$90.80
Average cost of managing waterways, safety and compliance – per registered recreational vessel	\$182.65	\$188.34
Cost to maintain marine pollution response preparedness per registered vessel	\$47.71	\$49.63

Service 4: On-demand Transport

Efficiency KPIs	Target	Actual
Cost per On-demand Transport authorisation	\$221.05	\$151.23

Section 2



Significant challenges

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The Department of Transport (DoT) helps to connect people and places across Western Australia, with a purpose to empower a thriving community.

DoT provided essential services in 2022-23 to meet unprecedented challenges that significantly impacted the Western Australian community.

DoT Direct DoT customers impacted by third party data breaches

Added data security

57,000

DoT Direct account holders registered for two factor authentication in 2022-23.

The Optus data breach in September 2022 and the Latitude Financial Services data breach in March 2023 resulted in DoT customers' personal information, including driver's licence details, being compromised.

To support our customers affected by these breaches, DoT responded quickly with replacement driver licence cards to protect their identity, and regular updates on the DoT website and social media.

A replacement driver's licence card from DoT remains the best defence as both the driver's licence number and licence card number are required to pass online document verification checks, commonly used by banks, telcos and other financial institutions to verify a person's identity.

Since January 2023, DoT customers have been able to opt in and use two-factor authentication (2FA) when logging into DoT Direct from the DoT website. Customers are prompted to sign up when logging into their account and there has been a steady uptake of people using this feature.

To further protect our customers against data breaches during 2022-23, DoT advanced mandatory 2FA for new and existing DoT Direct customers and developed a new licence block function to prevent a driver's licence from passing a document verification check, allowing customers to manage their own risk.

Cost of living pressures impacting the community

Increasing cost of living pressures impacted many of DoT's customers in 2022-23. To help reduce the financial burden on Western Australian households, DoT introduced a one-month renewal payment option for light vehicle registrations in September 2022.

During the reporting period, 9,105 existing and new DoT Direct customers took advantage of the one-month payment option, giving WA families greater flexibility to manage their household budgets, and keep their vehicles licensed. The new payment option was made available in addition to the existing 3 month, 6 month and 12 month payment options.

Customers enter into a direct debit agreement with DoT and their financial institution to enable monthly payments to be debited from their account. Under the system, customers receive a reminder five days prior to a direct debit transaction on their nominated bank account, to ensure they have sufficient funds in their account.

Eligible Western Australian households can access a range of subsidies, providing financial relief and more affordable transport options. In 2022-23 DoT administered \$4,695,862 in subsidies for transport related costs for pensioners, students and other concession card holders.



Kimberley flood recovery efforts

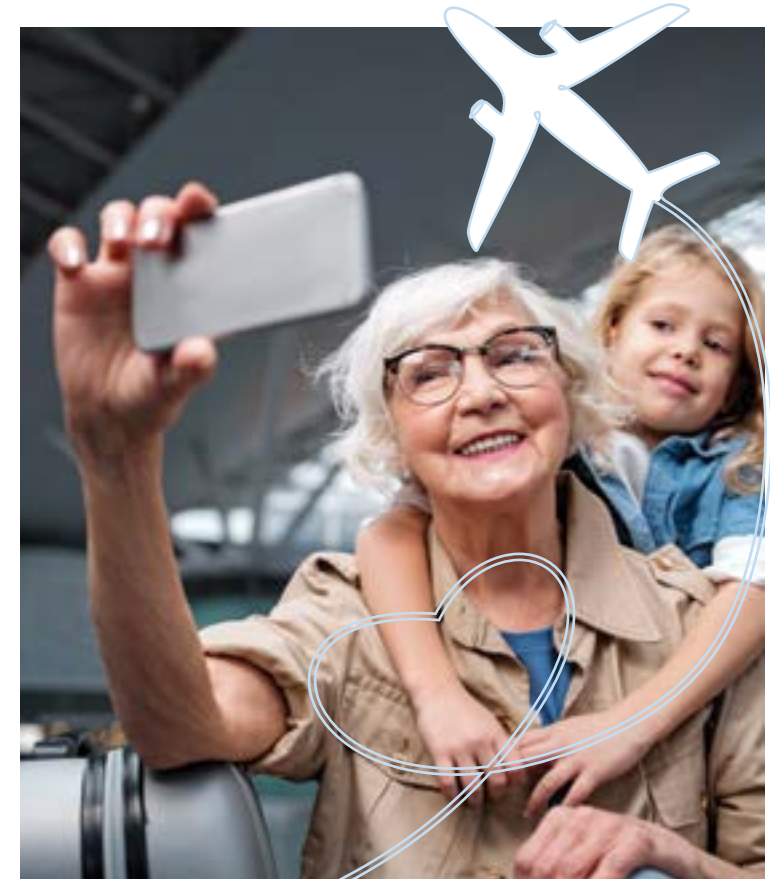
During the Kimberley floods caused by ex-Tropical Cyclone Ellie in January 2023, DoT's Aviation team worked closely with airline partners servicing the Kimberley routes to increase the number of flights in and out of flood-affected areas.

To ensure continued access to communities isolated by the flooding, approval was given to increase flights on the Derby to Broome air route, which is subsidised by the State Government to make air travel more affordable. You can read more on [page 43](#).

In response to the road closures, DoT temporarily adjusted the current Regional Airfare Zone Cap Scheme to ensure that Fitzroy Crossing residents, particularly those with road access to Kununurra, could benefit from subsidised travel between Perth and Kununurra, flying Airnorth or Virgin Australia. You can read more on [page 41](#).

To ensure continued access to DoT services, staff flew to flood affected areas to provide practical driving assessments and other DoT services. Staff also worked with community members to replace flood-damaged documents free of charge.

In a time of crisis when many people were suffering, the collaboration and commitment by all involved to ensure the community stayed connected was well received.



Demand for practical driving assessments

The increase in demand for practical driving assessments (PDAs) in 2022-23 significantly impacted learner drivers in our community.

Planned improvements to our booking system will ensure it is as fair and accessible as possible while we continue to work to address issues relating to PDA supply and learner driver preparedness and confidence, to resolve this major pain point for our customers.

We recruited additional driving assessors and made changes to the online PDA booking system to provide fair and equitable access for all customers. Increased online security was progressed to necessitate customers to have a DoTDirect account to book, change or cancel a PDA booking. Additionally, we advanced work to introduce two-factor authentication and a new licence block function to further protect customers from being a victim of identity fraud in the event of a data breach. You can read more on [page 22](#).

We will continue to listen to the needs of the community and improve our systems in response.



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Governance

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Enabling legislation

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

Responsible Ministers

Hon. Rita Saffioti MLA,
Deputy Premier; Minister
for Transport

**Hon. David Michael
MLA,**
Minister for Ports;
Minister assisting the
Minister for Transport.

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 Act 1974*
(only Part 6A concerning vehicle immobilisation and towing from private land)
- » *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*
- » *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*
-

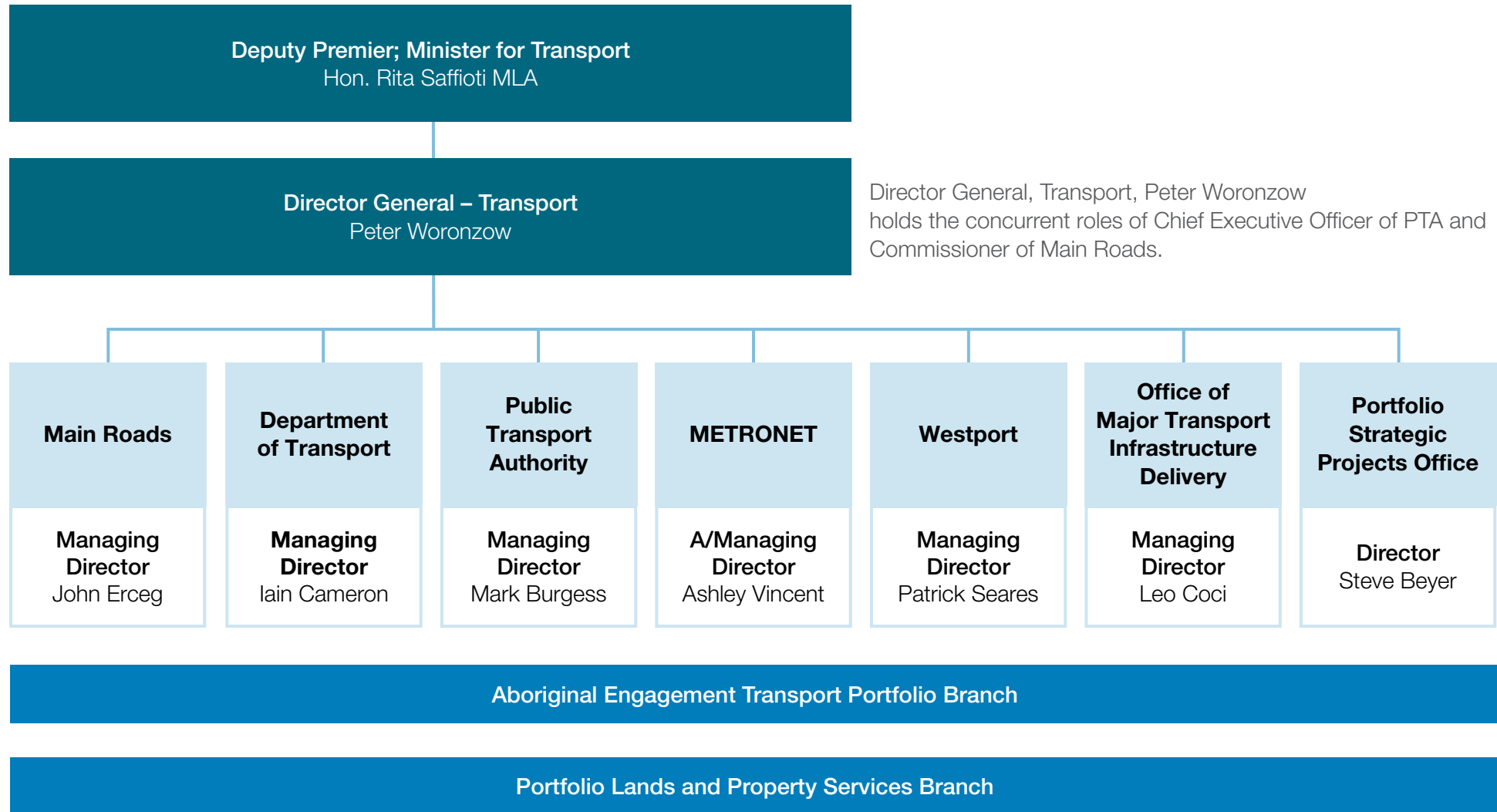
Other legislation affecting the functions and operation of DoT include:

- » *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* (replaced by the *Work Health and Safety Act 2020* on 31 March 2022)
- » *Royal Commission (Custody of Records) Act 1992*
- » *Taxation Administration Act 2003*
- » *Procurement Act 2020*



Organisational structures

Transport Portfolio organisational structure



Transport Portfolio and Department changes

Portfolio Lands and Property Services

In July 2022, a new dedicated Portfolio Lands and Property Services (PLPS) branch was established in the Portfolio to provide high-capacity and effective land administration services, commercial leasing activities and management of corporate buildings and facilities.

Over the past 12 months, the new branch has worked strategically to deliver integrated, best practice services for transport planning and projects, as well as optimising outcomes from portfolio land and property assets.

Working under centralised leadership, PLPS staff are drawn from relevant teams across the portfolio to create a centre of excellence that enables strategic origination and development of land-related proposals for major Western Australian infrastructure projects.

DoT representation in the new branch includes staff from Corporate Buildings and Facilities and Maritime Property Services. They join their counterparts from PTA's Land and Property Services, Main Roads' Property Management and staff responsible for strategic land acquisition from the Department of Planning, Lands and Heritage.

Aboriginal Engagement Transport Portfolio

A dedicated Aboriginal Engagement Transport Portfolio (AETP) branch was created in July 2022 to support the achievement of State Government Aboriginal business and employment targets on the State's major transport infrastructure program. Since then, the branch has provided portfolio-wide services to DoT's Maritime directorate, Main Roads, METRONET, Westport and the Office of Major Transport Infrastructure Delivery.

The AETP builds on the strengths and past successes of Aboriginal engagement across the respective portfolio agencies. It manages Aboriginal engagement and participation strategies for portfolio infrastructure projects, creates new employment pathways and business opportunities, and rationalises systems and reporting processes to better align strategic direction and increase efficiencies.

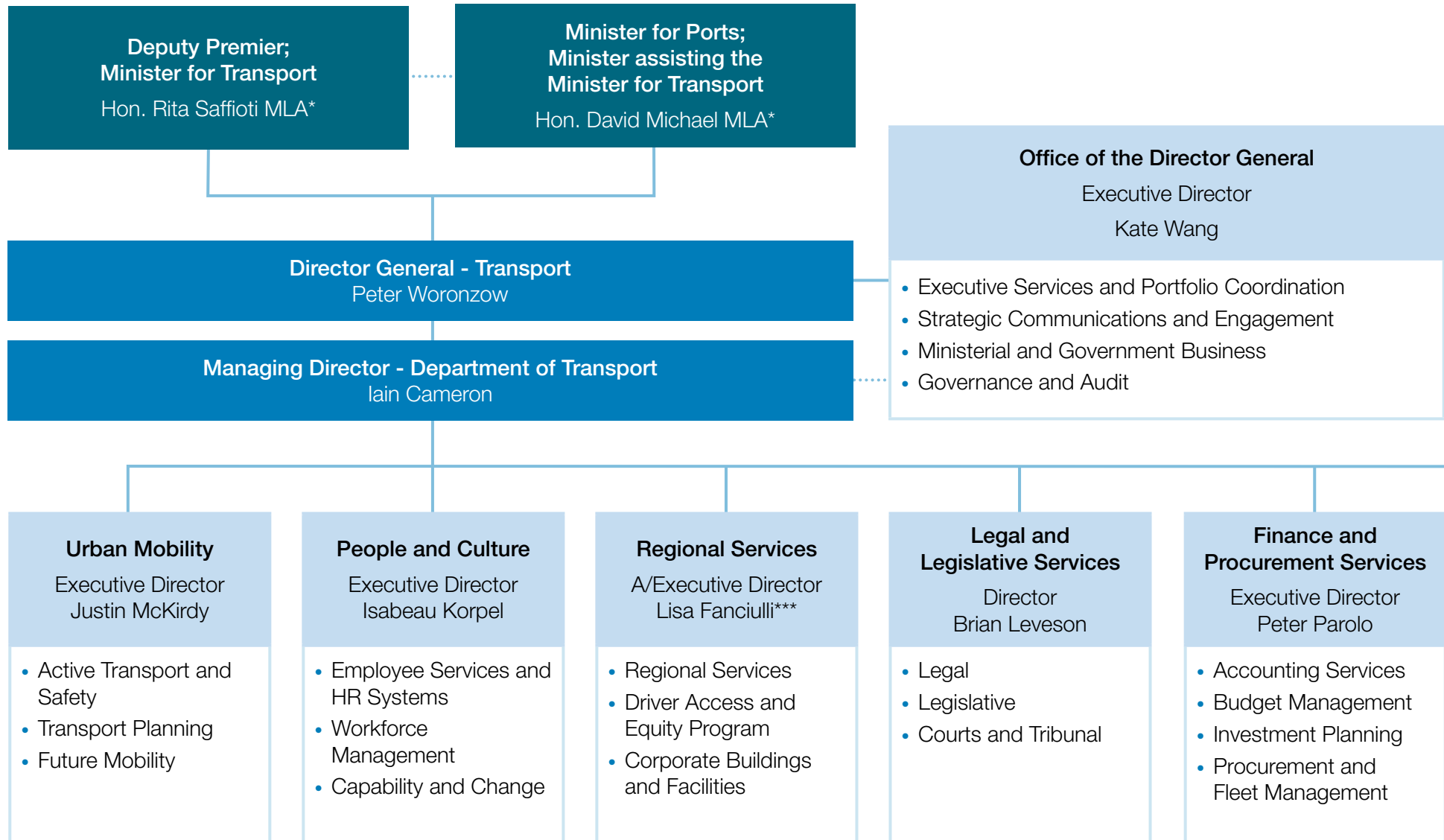
The Transport Portfolio is committed to awarding \$700 million of contracts to Aboriginal businesses, as well as aiming for 3.5 million hours to be completed by Aboriginal workers across significant capital works, services and maintenance programs for the five-year period from 1 July 2021 to 30 June 2026.

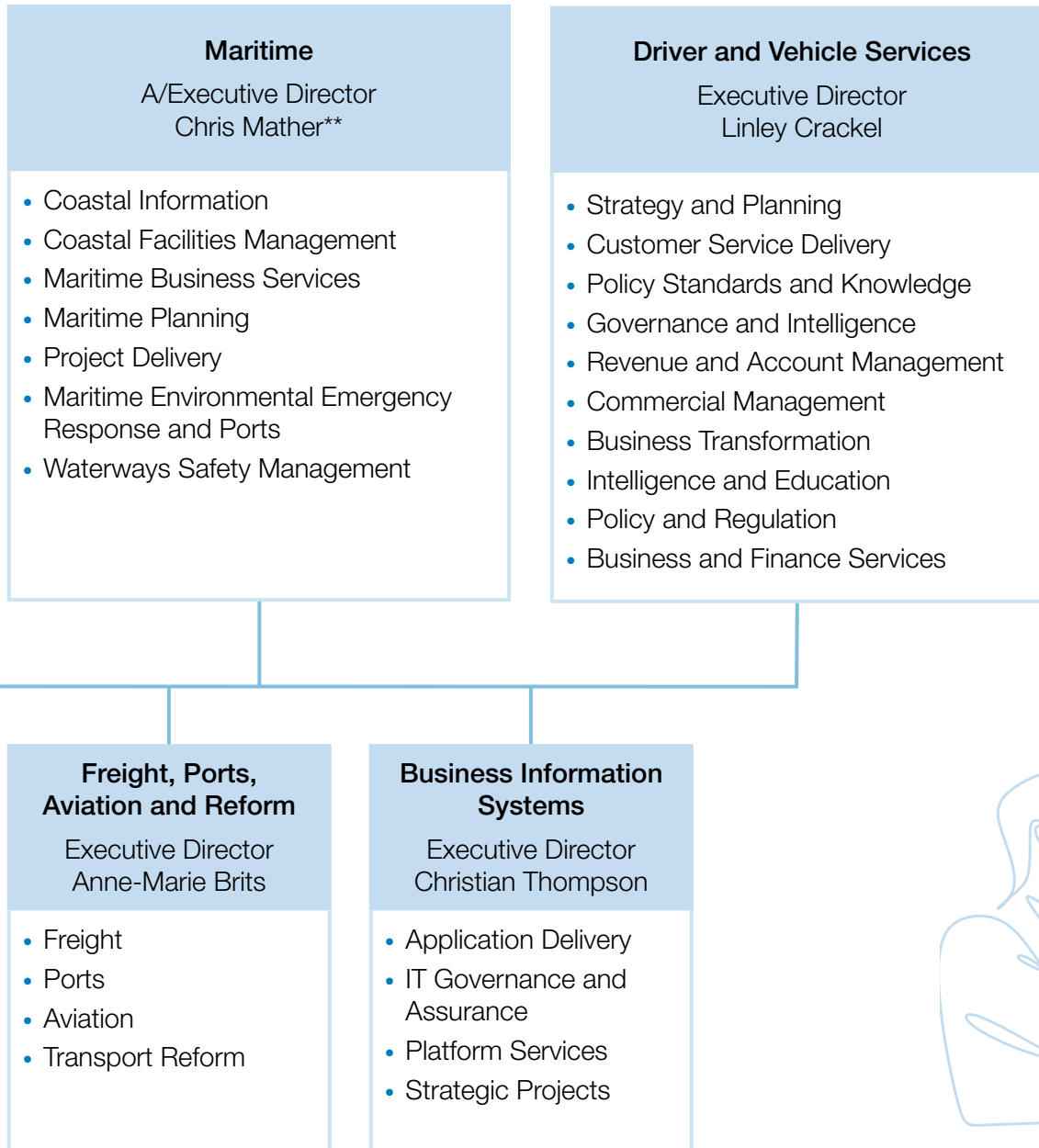


DoT staff attending The Walk for Reconciliation during National Reconciliation Week 2023.



DoT organisational structure





Notes

* Following a reallocation of Ministerial duties from 8 June 2023, Hon. Rita Saffioti MLA was appointed Deputy Premier; Treasurer; Minister for Transport; Tourism. Hon. David Michael MLA was appointed Minister for Ports; Local Government; Road Safety; Minister assisting the Minister for Transport.

** Chris Mather commenced as A/Executive Director, Maritime on 10 April 2023.

*** Lisa Fanciulli commenced as A/Executive Director, Regional Services on 17 April 2023.



DoT Corporate Executive

DoT delivers a diverse range of specialist transport services delivered through 10 business units overseen by Managing Director, Iain Cameron.

Chris Mather
A/Executive Director
Maritime

Isabeau Korpel
Executive Director
People and Culture

Peter Parolo
Executive Director
Finance and Procurement
Services

Lisa Fanciulli
A/Executive Director
Regional Services

Kate Wang
Executive Director
Office of the
Director General

Christian Thompson
Executive Director
Business
Information System

Justin McKirdy
Executive Director
Urban Mobility

Iain Cameron
Managing Director

Peter Woronzow
Director General

Brian Leveson
Director
Legal and Legislative
Services

Linley Crackel
Executive Director
Driver and Vehicle
Services

Anne-Marie Brits
Executive Director
Freight, Ports,
Aviation and Reform



Peter Woronzow **Director General**

Peter was appointed Director General in November 2021 and his experience spans more than 40 years. During this time he has had a significant role in several iconic WA transport projects. Peter is responsible for setting the strategic direction of transport for WA, shaping the development of all major integrated transport plans and leading implementation of some of the state's most transformational capital projects.

Iain Cameron **Managing Director**

Iain was appointed Managing Director in 2018. He has over 35 years of public service experience, achieving results for the community in education, public health, drug strategy, transport, roads and safety. As Managing Director, Iain is responsible for the wide range of projects, infrastructure, regulatory functions and services that DoT provides to enable a thriving community. Iain works to achieve better outcomes for our community through engagement, collaboration, partnerships and values.

Kate Wang **Executive Director** **Office of the** **Director General**

Kate has been leading DoT's communications, Ministerial and government business, governance and audit and executive services activities since late 2014, ensuring strong coordination and collaboration across DoT and the Transport Portfolio. Kate has more than 20 years of State Government experience, having worked in policy and project roles for a range of agencies and Ministerial offices across the portfolios of transport, commerce and education.

Peter Parolo **Executive Director** **Finance and** **Procurement Services**

Peter is a Fellow of CPA Australia with more than 35 years' financial experience. He has worked in diverse government agencies including Justice, Environment, Water and Transport where he started in the Ports executive role for the transformation program before starting in his role as Chief Financial Officer. Peter oversees DoT's financial accounting, budgeting and strategy, procurement, fleet and leasing, and additional strategic investment planning activities.

Christian **Thompson** **Executive Director** **Business Information** **Systems**

Christian leads the Business Information Systems team at DoT, providing strategic technology leadership and management to enable DoT to deliver world class licensing solutions for the Western Australian community. Christian has extensive experience managing ICT shared services, which he uses to provide charged services to support DoT's business units.



"It is the collective skills and experience of the Corporate Executive team that significantly enhance our delivery of specialist transport services in Western Australia."

Peter Woronzow

Linley Crackel
Executive Director
Driver and Vehicle
Services

Linley has more than 30 years' experience in delivering policy and legislative reform in the transport and road safety portfolios. She is responsible for the continuous improvement and delivery of the State's driver, vehicle and occupational licensing functions to over two million customers. Driver and vehicle safety, customer data security and providing a positive customer experience are a key focus for Linley and the Driver and Vehicle Services business unit.

Justin McKirdy
Executive Director
Urban Mobility

Justin has more than 30 years' experience in road and transport engineering and planning. His experience includes a multitude of transport related roles across local and State Government in areas including design, project management, construction, asset management and planning. As Executive Director, Justin provides leadership in transport planning to achieve a transport system that is coordinated, safe and efficient that works for the people of Western Australia.

Steve Jenkins
Executive Director
Maritime

Steve has more than 40 years' experience in the maritime sector and is a key figure in the delivery of marine safety services, along with the planning, delivery and management of infrastructure to meet the needs of the State's fast growing and evolving maritime industry. As Executive Director, Steve leads the Maritime team to deliver marine safety and education, strategic planning, management and maintenance of boating and maritime infrastructure, as well as supporting the management of the Western Australian coastline environment.

Chris Mather
Acting Executive
Director Maritime
(from 10 April 2023)

Chris has over 25 years' experience working in State Government agencies across key areas such as conservation, education, compliance, planning and emergency response. He joined DoT in 2014 in the role of Director, Waterways Safety and commenced as Acting Executive Director, Maritime in April. He leads the Maritime team to deliver integrated and intelligent marine safety services and coastal and maritime development to the Western Australian community.



Anne-Marie Brits
Executive Director
Freight, Ports, Aviation
and Reform

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

Lisa Fanciulli
Acting Executive
Director
Regional Services

Lisa joined DoT in April 2023 to lead the Regional Services directorate that delivers DoT services to customers and stakeholders across regional and remote Western Australia. Lisa has extensive experience as a senior executive in several public sector agencies, most recently with the Department of Local Government, Sport and Cultural Industries.

Brian Leveson
Director
Legal and Legislative
Services

Brian has more than 30 years' legal experience and originally practised as a human rights lawyer in South Africa before emigrating to Australia in 2002. While initially serving as a Ministerial advisor, he requalified as a solicitor. Brian has been Director of the Legal and Legislative Services division for 12 years, during which time DoT has played an important role in significant legislative reform initiatives.

Isabeau Korpel
Executive Director
People and Culture

Isabeau has over 20 years' experience in executive positions within private and public sectors in various multi-national companies. She has helped organisations through leading and managing teams within the human resources environment, taking responsibility for culture, organisational transformation and enabling a future-ready workforce. As Executive Director, her focus is on ensuring that every employee belongs, can perform at their best and feel their actions make a difference to the community.

*"It is an honour to
be part of a senior
leadership team
that deeply cares
about its people and
community."*

Iain Cameron



Link to State Government goals and outcomes

To comply with legislative obligations as a Government agency, DoT operates under the Outcome Based Management (OBM) framework determined by the WA State Government.

We are guided by our three strategic priorities to support our delivery of State Government goals and our purpose to empower a thriving community.

The OBM framework describes how outcomes, activities, services and KPIs are used to measure DoT's agency performance to deliver on State Government goals.



DoT reports performance against KPIs for:

Outcome 1: Integrated transport systems that facilitate economic development.

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

Outcome 3: An accessible and safe transport system.



DoT achieves these outcomes through delivering services, reform and legislation across four service areas:

Service 1: Strategic transport policy and integrated planning

Service 2: Driver and Vehicle Services

Service 3: Maritime

Service 4: On-demand Transport





State Government goal

WA jobs plan: local manufacturing and production, creating WA jobs and training for the jobs of the future.

Outcome 1: integrated transport systems that facilitate economic development.

Effectiveness KPIs

- » Percentage of containerised freight transported via rail in relation to total metropolitan container movements to and from Fremantle Port.
- » Percentage of regional Local Government Areas (LGAs) that have access to Regular Public Transport (RPT) air services between the LGA and Perth.

Efficiency KPIs

- » Service 1: average cost per hour for strategic policy development and integrated transport planning.

State Government goal

Safe, strong and fair communities: developing healthy and resilient communities.

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

Effectiveness KPIs

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

Efficiency KPIs

- » **Service 2:** average cost per vehicle and driver transaction.
- » **Service 2:** average cost per vehicle inspection.
- » **Service 2:** average cost per vehicle inspection delivered through Authorised Inspection Stations.
- » **Service 2:** average cost per driver assessment.



State Government goal

Growing our communities: protecting our environment with thriving suburbs and regions.

Outcome 3: an accessible and safe transport system.



Effectiveness KPIs

- » Percentage of wheelchair accessible vehicle taxi journeys carrying passengers in wheelchairs which meet the waiting time standard.
- » Percentage of time maritime infrastructure is fit for purpose when required.
- » Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels.
- » Percentage of audited authorised on-demand booking services compliant with safety requirements.



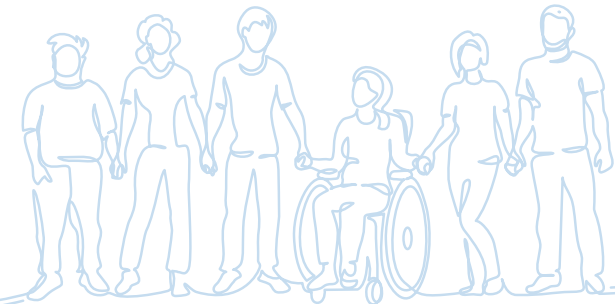
Efficiency KPIs

- » Service 3: *average cost per day per maritime infrastructure asset management.
- » Service 3: *average cost per private recreational vessel registration.
- » Service 3: cost to maintain marine pollution response preparedness per registered vessel.
- » Service 4: cost per On-demand Transport authorisation.

Please note:

*Changes approved by the Department of Treasury in accordance with Treasurer's Instruction 904, as summarised below:

- » **Key Efficiency indicator** "average cost per day per maritime infrastructure asset managed" to "average cost per day for planning, delivery and management of a maritime asset." The costs included in the calculation for this KPI have been remapped to reflect the costs of planning, delivery and management of maritime assets more appropriately.
- » **Change to Key Efficiency indicator** "Average cost per private recreational vessel registration" to "Average cost of managing waterways, safety and compliance - per registered recreational vessel". The change better reflects the intent of the measure, which is the cost of managing waterways, safety and compliance, not only administering recreational boat registrations.



Section 4



Performance

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Collaborating to achieve better outcomes

To deliver major transport infrastructure projects, the Department of Transport (DoT) works collaboratively across DoT, the Transport Portfolio and with state, local and federal government, industry and the community.



New Geraldton office provides 'one-stop-shop' for regional customers

This year, DoT and Main Roads co-located in a new office in Geraldton, providing a one-stop-shop for customers.

The new premises supports enhanced collaboration between the two agencies, providing essential services to the Mid West region.

The Geraldton community can now access a diverse range of transport services in one place, including:

- » vehicle, boat and driver licensing
- » boating facility management, marine safety and coastal infrastructure
- » on-demand transport regulation and transport and urban planning
- » aviation regulation, freight and ports, marine oil pollution and transport incident response.

The Geraldton office was officially named the Menno Henneveld Centre in May 2023 after the late Menno Henneveld, a former Managing Director at Main Roads.

In June 2023, the designers of the Menno Henneveld Centre office, TAG Architects, received the Ross Chisholm and Gil Nicol award for commercial architecture at the Australian Institute of Architects 2023 WA Architecture Awards.



Inner City Projects move ahead

The Inner City Projects are a collaboration between the State and Federal Governments and the City of Perth. Improvements to the bicycle network will allow people to move around the city by bicycle or personal mobility device with more ease and connect major destinations, including Kings Park, the Swan River, RAC Arena, the Northbridge entertainment precinct and Claisebrook Cove.

The Trinity Shared Path project in East Perth and the \$23.4 million Roe Street Enhancement project were completed this year, providing an improved pedestrian environment and reconnecting the CBD with Northbridge.

Construction of the Causeway Pedestrian and Cyclist bridges began in March 2023 to provide a safer connection between the Perth CBD and suburbs east of the Swan River, via Heirisson Island. The design of the bridges will showcase Aboriginal heritage and draw inspiration from the stories of Fanny Balbuk and Yagan, two significant Indigenous Australian figures associated with the island. Construction of the bridge is expected to be completed in late 2024.

The Kings Park Road Shared Path was awarded for construction and will be instrumental in providing more active transport options for people to access the CBD from the western suburbs. The path is due for completion by the end of 2023.

Capped airfares welcomed by regional communities

The State Government has recognised the impact of high-cost regional airfares on regional residents across Western Australia, especially when they need to travel at short notice to attend medical appointments, important life events, or care for family members.

In July 2022, the State Government introduced the Regional Airfare Zone Cap Scheme (RAZC), administered by DoT's Aviation team, to support more affordable air travel between Perth and the regions.

The scheme is the first of its kind in Australia and gives regional WA residents access to capped airfares at \$199 one-way for people living within 1,000 km of Perth, or \$299 one-way for people living beyond 1,000 km of Perth.

The capped airfares make travel to Perth more accessible, as well as helping families with the increasing cost-of-living pressures, potentially saving families thousands of dollars on travel to and from Perth.

The initiative is a partnership between the State Government and five airlines: Airnorth, Qantas, Rex, Skippers Aviation and Virgin Australia, with the State Government committing an initial \$19.8 million over three years to June 2025 to deliver the scheme.

The launch of the scheme was supported by an integrated promotional campaign, including radio, print and outdoor advertising, and social media to create awareness amongst regional communities.

In 2023-24, an evaluation of the RAZC Scheme will be undertaken to evaluate current operations, identify improvements and assess the future sustainability of the scheme to ensure it continues to provide affordable air travel for regional residents.

Regional support

151,181*

zone cap fares were used in 2022-23

*For a one-way flight (both ways) booked as a return flight.



Campaign social tile

Case study

Regional Airfare Zone Cap Scheme making a difference

When Albany retiree Alan needed day surgery in Perth, he knew he didn't want the stress or cost of driving to Perth and back, so he booked a capped airfare with Rex Airlines through the State Government's Regional Airfare Zone Cap Scheme.

"If I had taken the bus, or even driven up, I'd have had to stay in a hotel for two nights and then get taxis to the bus station," Alan said.

Alan booked a same day return capped airfare flight from Albany to Perth, saving himself both time and money, as well as being able to relax on the plane.

"I went up on the early morning flight and came back on the evening flight that same day. It was fantastic," Alan said.

"In my experience, it's easier to be home and recover after an op, than be in a hotel room."



Subsidy keeps freight moving during Kimberley floods

In January 2023, ex-Tropical Cyclone Ellie caused major flooding in the Kimberley region, resulting in significant damage to key freight routes, including the Fitzroy River Bridge. The East Kimberley region became inaccessible via the normal road transport route.

Transport companies had to service the East Kimberley region through an alternative route via South Australia and the Northern Territory, increasing travel distances by up to 2,000 kilometres in each direction.

In response to the freight disruption, the Department of Fire and Emergency Services (DFES) provided a freight subsidy for essential supplies, predominately food, water, and medical supplies after the region was declared a disaster zone.

The subsidy rate paid by DFES was calculated using the gazetted rates produced annually by DoT for the *Owner-Drivers (Contract and Disputes) Act 2007*.

DoT, DFES, and the Department of Primary Industries and Regional Development (DPIRD) consulted with industry and business proponents in the region to determine the most appropriate way to assist the road freight industry during this period of severe disruption.

As a result, a freight subsidy was provided for the increased freight costs for all businesses, not-for-profits, primary producers of agricultural products, and Aboriginal corporations who dispatched or received freight throughout the Kimberley region.

During the floods, the subsidy supported the continued movement of freight in and out of the East Kimberley region. Transporters were required to provide a 'before' and 'after' invoice or consignment note showing variations: after assessment approval DPIRD would pay the difference through the SmartyGrants portal.

Flooded Kimberley stays connected with subsidised flights

The Derby to Broome Regular Public Transport (RPT) air service operated by Aviair, has been subsidised by the State Government since August 2021, as part of its commitment to providing affordable and accessible air travel to regional communities.

In early 2023, the air service was the only means of public transport in and out of Derby in the wake of the Kimberley floods which made the road between Derby and Broome inaccessible.

To assist the community, the State Government responded to a significant increase in demand for flights on the route by increasing airfare subsidy support to Aviair.

This enabled DoT's Aviation team to work closely with Aviair to temporarily increase services on the route from four return flights per week, to up to 35 per week between January and March.

Pilots and aircraft from Kununurra and Adelaide were relocated to support the additional services which provided a critical transport link for the community, as well as emergency services and recovery support.

Emergency response

\$42m

secured to ensure the freight subsidy continues in 2023-24 to support freight movement until key road freight routes are established





Collaboration to improve agricultural freight infrastructure

Over the past year, DoT's Freight team has worked closely with the Public Transport Authority to deliver the first package of the \$200 million Agricultural Supply Chain Improvement (ASCI) program.

The four projects funded under the first ASCI package were determined in consultation with federal, state and local governments, Co-operative Bulk Handling (CBH), Arc Infrastructure, grower groups and regional communities.

Jointly funded by the State and Federal governments, the ASCI program will lower freight costs and improve supply chain capacity from farm gate to port from the Mid West, Wheatbelt, Esperance, Goldfields and Great Southern regions.

The program will also improve road safety and community amenity by reducing the number of heavy vehicles on the road, as well as reducing pollution, carbon emissions and road maintenance costs for local governments.

Future milestones for the ASCI program include starting construction on the Cranbrook and Moora rail sidings in 2023-24 and additional sidings in 2024-25, the start of the Midland Line upgrade and completion of investigations into the possible recommissioning of the Tier 3 rail lines in the Narrogin-Kulin-Wickepin area.



Work to upgrade rail infrastructure in the State's grain growing regions gained momentum in 2022-23, with the construction at Brookton and Broomehill rail sidings starting as part of the Agricultural Supply Chain Improvement program.

Bringing the vision to reality: Transforming Bunbury's Waterfront

DoT continued to work closely with the South West Development Commission, DevelopmentWA, Southern Ports Authority and the City of Bunbury to deliver the \$78.1 million Transforming Bunbury's Waterfront project.

The project, overseen by the Transforming Bunbury's Waterfront Steering Committee, aims to create vibrant shorelines for the local community and deliver infrastructure to stimulate marine and tourism industries.

Upgrades to the boat launching ramp were completed in November 2022 and expressions of interest were invited for the leasing of the boat lifting operation and maintenance and storage facility at Casuarina Boat Harbour.

Further upgrades to the trailer parking will commence later in 2023 with construction of the new toilet block adjacent to the boat ramp expected to be completed by September 2023.

The design of breakwaters and dredging is well-advanced with works expected to commence in the first half of 2024, following environmental approval.

Future completion of breakwaters will mark a major milestone in the project and will unlock further development, including commercially operated boat lifting and servicing and private sector investment at the Koombana Bay Sailing Club site.





Moving forward with Woodman Point Ammo Jetty

In 2022-23, DoT continued to work closely with the Department of Biodiversity, Conservation and Attractions (DBCA) and the Department of Planning, Lands and Heritage (DPLH) to obtain statutory approvals for the replacement of the Woodman Point Ammo Jetty.

In 2020, DoT was allocated \$9.69 million to replace the jetty as part of the WA Recovery Plan. A project working group consisting of representatives from DBCA, Fremantle Port Authority, the City of Cockburn, Recfishwest and Fishability was formed to provide input and guide the project.

The Woodman Point Ammo Jetty project aims to preserve the popular Perth metropolitan swimming, snorkelling, scuba diving and fishing location, as well as recognise the jetty's significant heritage.

During 2022-23, planning approval was obtained and stakeholder consultation continued to guide future design development.

Improved boating facilities for Onslow

In collaboration with the Shire of Ashburton, DoT completed the first stage of the new Onslow Community Boating Precinct in 2022-23.

The project delivered several improvements, including a new dredged basin with rock walls, a two-lane boat launching ramp with a central floating finger jetty, new sealed car parking areas, lighting, landscaping, a toilet block and services. These new facilities provide significant benefits for the community and will enable safer boating in the area.

In July 2022 the new boat ramp was completed and opened to the public, followed by the decommissioning of the old boat ramp and completion of rock walls and beach area in September 2022. The car park asphaltting, kerbing, line marking, landscaping, toilets and a fish-cleaning station were completed in mid-2023, and design work for stage two is now underway.

The project will significantly enhance the local community's recreational boating experience and encourage growth in tourism and charter operations from Onslow.



Collaborating to care for WA's coastline

DoT partners with the Department of Planning, Lands and Heritage (DPLH) to deliver the CoastWA Program.

A large portion of CoastWA funding is allocated to the DoT-administered grant programs, including:

- » Hotspot Coastal Adaptation and Protection (H-CAP) major project grants program which provides funding for Western Australia's coastal erosion hotspot sites.
- » Coastal Adaptation and Protection (CAP) grants program which provides funding to coastal managers to undertake projects associated with identifying and adapting to coastal hazards.

Throughout 2022-23, H-CAP and CAP grants continued to be oversubscribed, providing critical support and funding to coastal management agencies across the State to mitigate and adapt to the growing impact of coastal erosion.

DoT provided ongoing specialist advice on coastal hazard risk management and adaptation, including mitigating erosion and inundation concerns exacerbated by climate change, such as sea level rise.

DoT also participated in the Coastal Management Advisory Group, a cross-government working group chaired by DPLH to ensure a whole of government approach to the management of coastal erosion and inundation across WA.

In 2022-23, 23 H-CAP and CAP grants were awarded including:

- » Port Beach sand nourishment - phase 2 dune creation and stabilisation (City of Fremantle).
- » Sunset Beach - groynes and sand nourishment (City of Greater Geraldton).
- » Esperance Bay - Castletown sand back-passing infrastructure (Shire of Esperance).
- » Sand bypassing program 2022-23 (City of Joondalup).
- » Sand nourishment of north-eastern beaches, Warnbro Sound (City of Rockingham).
- » Quinns Beach and Yanchep Lagoon sand nourishment (City of Wanneroo).

Applications for the 2023-24 round of funding closed on 1 May 2023, with successful recipients to be announced later in 2023.

Coastal care

\$3.55m

in grants allocated to protect WA's coastline from erosion.



Strategic priority one: sustainable transport solutions



State Government goal:

WA Jobs Plan: local manufacturing and production, creating WA jobs and training for the jobs of the future.

DoT supports this goal by delivering:

Outcome 1: integrated transport systems that facilitate economic development; and

Outcome 3: an accessible and safe transport system.



Urban Mobility

The Urban Mobility (UM) directorate provides integrated transport strategy, policy, planning and programs to optimise the current and future use of the transport network for moving people across metropolitan and regional Western Australia to meet Outcome 1 and help deliver DoT's strategic priority regarding sustainable transport solutions.

Annual Activation Program continues to promote bike riding for all ages and abilities

DoT and program partner WestCycle continued to deliver the Annual Activation Program (AAP) in 2022-23 to encourage increased bike riding in Perth.

Aimed at increasing the use of Perth's primary cycle network, the AAP supports DoT's purpose of empowering a thriving community by promoting and encouraging bike riding for transport, fun and a healthier lifestyle. The program encourages new, novice and rusty riders of all ages and abilities to go for a bike ride by raising awareness of new and existing bike infrastructure, bike routes and local facilities.

In March 2023, DoT collaborated with WestCycle and social enterprise Town Team Movement to deliver local neighbourhood open streets events near primary cycle network routes across Leederville, Joondalup and Mandurah. Attendees were given the opportunity to ride an e-scooter, go on a trishaw ride, compete in a slow bike race and get a bike safety check.

In May 2023, the Beeloo Riding Series, Rider Engagement Program was delivered by WestCycle and DoT, in collaboration with Djoona and Cyclesense. The four-part series was designed to attract families with children to visit culturally significant sites in the City of South Perth and upskill participants on how to ride a bike, build confidence and inspire them to extend their knowledge and skills to bike ride in the future.

DoT also collaborated with Main Roads, local governments, schools and Town Team Movement to host three Epic Bike Quest events involving scavenger hunts along Perth's primary cycle network, exploring local bike facilities, as well as skills sessions, free bicycle mechanic checks and bike games for the whole family.

In 2023-24, the AAP will continue to help activate the use of Perth's primary cycle network and promote bike riding to the public so that it continues to become a widely accepted form of transport in WA.





Enabling and encouraging children to actively travel to school

DoT's focus on reversing the declining rate of children walking and cycling to school continued in 2022-23 with the launch of the Active Travel to School Roadmap.

The new initiative, launched by the Minister for Transport in March 2023, is an important step towards addressing the current decline in children using active travel modes to and from school. The roadmap recognises the importance of developing active travel habits from an early age and to achieve a future state with a transport system that supports the health, safety and wellbeing of all Western Australians.



Through the Active Travel to School working group, the roadmap focuses on significant collaboration across multiple government and industry partners to bring system-wide improvements and change. During the year, DoT led and chaired the working group to gain endorsement from the eight agency members for the 24 initiatives to address declining rates of active travel.

Ongoing collaboration through the working group will continue to deliver on the roadmap's initiatives and lead to significant improvements by removing barriers and enabling more families to choose to walk, ride or scoot to school.

It is expected that consultation and engagement with relevant industry partners will increase over the next year to bring about holistic change, such as working with local governments to review planning guidelines related to schools.

The working group will also prepare an evaluation framework to track progress and report on outcomes on an annual basis.





Schools share in Connecting Schools grants

The State Government's Connecting Schools Grants Program aims to increase the number of Western Australian students walking, riding and scooting to school, reconnecting them with the simple joy of active transport and building skills for life.

Grant funding is available for schools and education facilities that are participating in DoT's Your Move Schools program and meet the minimum eligibility criteria.

Grants can be spent on a variety of active travel initiatives, including upgrading bike and scooter parking, installing bike repair stations and running bike skills, bike safety checks and road safety education workshops.

Upgrades to bike and scooter parking and shelter infrastructure was the most sought-after package by the schools that received funding, with bike education and bike safety checks also proving popular.

Schools applying for the grant funding are required to collect travel survey data at the start and end of the school year, providing significant value to the evaluation of the grant program, which is jointly funded by DoT and the Department of Education.

Evaluation showed that Your Move schools accessing Connecting Schools grants achieve higher-than-average travel behaviour change results, meaning more students opt for walking, riding and scooting to school.

With funding secured until 2025, the Your Move Schools program will continue to deliver valuable opportunities to support students through the Connecting Schools Grants Program.

Schools share in Connecting Schools grants

51

**successful schools –
46 metropolitan and
five regional – shared
\$225,000 in
Connecting Schools
grant funding in
2022-23.**



Your Move and Connecting Schools grant brightens active travel at Tuart Hill Primary

Since joining DoT's Your Move program in 2020, Tuart Hill Primary School has been upgrading its infrastructure to encourage students to engage in active travel to school.

After qualifying for a platinum Connecting Schools grant in 2022-23, the school continued its infrastructure upgrade, adding shade sails over the previously installed bike racks.

Tuart Hill Primary School Your Move coordinator, Wendi Graham said over the years the Connecting School grants had transformed their infrastructure and added life to the outdoor area.

"Before engaging with the Your Move program, we had very minimal space for bike parking," she said.

"We added bike and scooter racks, a bike track and a colourful wall mural over the last few years but there was something missing.

"Receiving the platinum Connecting Schools grant this year enabled us to install colourful shade sails which not only provide shade and shelter to the area, but an extra pop of colour to lift the kids' spirits.

"We have seen a nine per cent increase of kids engaging in active travel since our upgrades began."



Principal Shared Path network within 15km of CBD closer to completion

DoT is committed to making Western Australia a place where walking and riding are widely accepted forms of transport.

The expansion of the Principal Shared Path (PSP) network is vital to achieving this commitment by making active transport safer, more connected and convenient for people of all ages and abilities, whether riding a bike, walking or on a scooter.

PSPs are a key action of the Western Australian Bicycle Network Plan, providing active transport options for everyone, initially focusing on completing PSPs within a 15 kilometre radius of the Perth CBD, with a particular emphasis along the freeway and railway corridors due to higher demand.

Substantial progress was made on the PSP expansion program in 2022-23, including:

» Fremantle Railway PSP

Design development continued on the fourth stage of the PSP between North Fremantle Station and the Swan River, through the Swan River Crossing project. The PSP includes a proposed bridge across Tydeman Road and connections both over the Swan River and to the local path network. The design is also progressing for the fifth stage, which aligns to the Swan River Crossing project and continues the primary route through to Fremantle town centre.

» Mitchell Freeway PSP

This 3.7 kilometre PSP includes underpasses at Erindale Road (upgrade) and Karrinyup Road (new), delivering substantial safety and efficiency improvements. Local students from Lake Gwelup Primary School painted the art installation at the Erindale Road underpass, complementing the Indigenous Australian artwork at the Karrinyup Road underpass. When the Stephenson Avenue project is completed in 2024, the Mitchell Freeway will have a continuous 12 kilometre PSP between the Perth CBD and Reid Highway.

» Armadale Line PSPs

Through the PSP expansion program, DoT provided funding to the Town of Victoria Park, the City of Gosnells and the City of Armadale to close the gaps along the Armadale Line PSP with high-quality shared paths. A one-kilometre section of shared path was completed on The Crescent in Maddington by the City of Gosnells in March 2023. Design development continues along various other sections, including Rutland Avenue in the Town of Victoria Park and Dorothy Street to Tonkin Highway in the City of Gosnells.



\$23.3 m

construction of the Principal Shared Path between Civic Place, Stirling and Reid Highway, Balcatta was completed in May 2023.

Other PSP projects

In 2022-23, the PSP expansion program helped progress several other projects, including:

- » Supporting the City of Perth to commence construction on the first stage of the Winthrop Avenue shared path, connecting the University of Western Australia at Stirling Highway to QEII at Aberdare Road.
- » Design development of the Dundas Road shared path to improve connectivity and access to High Wycombe train station.
- » Design development of the PSP extension from Lloyd Street to Roe Highway, tying into the PSP extension planned from Morrison Road as part of METRONET's Midland station relocation project.



Movement and Place project progresses

DoT is collaborating with Main Roads, the Public Transport Authority, the Department of Planning, Lands and Heritage and other key stakeholders to develop a Movement and Place framework for Western Australia.

The framework will help create sustainable transport solutions to safeguard the future health, safety and wellbeing of all Western Australians.

The framework focuses on the concept that roads and streets have different and sometimes competing roles, where the transport of people and goods (movement) can also be destinations in their own right (place).

Prior to the framework, movement and place roles of the State's roads and streets have traditionally been dealt with separately, which has not always resulted in the best outcomes. Finding an agreed position between these competing roles and taking an integrated transport and land use approach to planning WA's roads, streets and urban corridors will help resolve conflicting movement and place-based priorities.

The Movement and Place project is being undertaken in three phases. Following the completion of phase one in 2019, phase two was completed in 2022. This included the development of a bespoke Movement and Place framework relevant to the WA planning context and offline testing of the draft framework in various settings, in collaboration with local governments and state government agencies.

Phase three commenced in 2022 and will continue to progress during 2023-24, focusing on the integration of the Movement and Place framework into the WA planning system.





Supporting an efficient and sustainable transport system in Perth's city centre

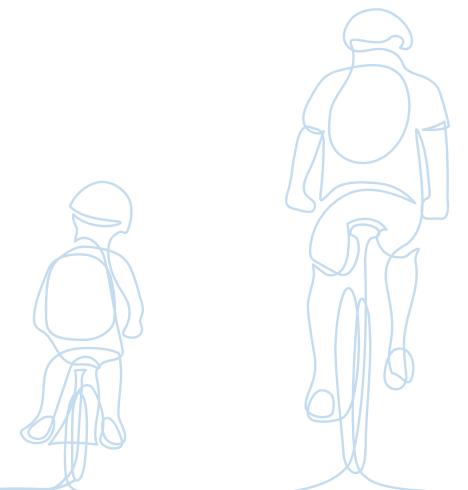
The Department of Transport has consulted with the City of Perth and other key stakeholders on a range of Perth Parking Fund initiatives in 2022-23.

The *Perth Parking Management Act 1999* (the Act) requires that all non-residential parking bays within the Perth Parking Management Area (PPMA) to be licensed, with some bays' attracting a licence fee known as the Perth Parking Levy.

Parking licence fees are used to fund initiatives that provide balanced transport outcomes within the PPMA. The licensing of parking bays and the collection of the Perth Parking Levy contributes to the optimum balance of the supply of short stay and all-day commuter parking, helping to create a less congested, more vibrant, and environmentally healthy city centre.

Initiatives that have been funded from the Perth Parking Levy in 2022-23 include:

- » CAT bus
- » free transit zone
- » tunnel monitoring
- » active traffic management
- » Barrack Street Jetty investigation
- » Inner City Projects.



Freights, Ports, Aviation and Reform

The Freight, Ports, Aviation and Reform (FPAR) directorate is responsible for maintaining the safe and efficient movement of people and freight into, out of and around Western Australia by land, sea and air to meet 'Outcome 1: Integrated transport systems that facilitate economic development' and help deliver on DoT's strategic priority regarding sustainable transport solutions.

Subsidy increases freight movement from road to rail

In 2022-23, the State Government initiative continued to meet its target to achieve a 20 per cent rail share of freight moved through Fremantle Port.


This commitment by the State Government in 2017 has seen DoT's Ports team work with Intermodal Link Services (ILS), the operator of the North Quay Rail Terminal (NQRT) at Fremantle Port, to drive uptake of the container rail subsidy.

For eligible Twenty-foot Equivalent Units moved through Fremantle Port's NQRT, a \$50 subsidy paid to ILS is directly passed onto companies using rail freight. The subsidy payments aim to make moving freight by rail more cost-competitive, compared to road transportation.

Moving freight by rail provides a safer and more environmentally friendly option, reducing the number of heavy vehicles transporting containers on arterial roads across the metropolitan area to the Port of Fremantle.

DoT will work towards achieving a 20 per cent share of freight on rail target in 2023-24.

Support for the freight subsidy is expected to increase over the next 12 months with the sector being encouraged to investigate the introduction or development of business cases for more intermodal terminals, such as the new Kenwick terminal scheduled to open in 2024.



20.1% of containers were moved via rail to meet the government's target.

The subsidy paid \$50 per twenty-foot equivalent units (TEUs) and supported the movement of nearly 163,000 TEUs by rail, removing the equivalent of 109,000 one-way truck movements.

Westport

DoT is supporting the delivery of a new container port for Western Australia through the Westport program to meet Outcome 1. The project is also aligned with DoT's strategic priority regarding sustainable transport solutions.

Westport is the State Government's long-term program to investigate, plan and build a future port in Kwinana with integrated road and rail transport networks.

Future planning for the entire supply chain

In 2022-23, Westport started preparing a business case that will be submitted to the State Government in mid-2024. It will include early concept designs for the container facility and freight transport networks, a recommended commercial framework and a transition strategy for moving container trade from Fremantle to Kwinana.

Westport commenced the Supply Chain Integrated Design (SCID) project in October 2022, the largest piece of technical work for the program. This project delivers the design and modelling of the full container supply chain, including the navigation channel, terminal and supporting landside infrastructure such as road and rail networks, intermodal terminals, distribution centres and empty container parks. It also builds environmental outcomes into this design via Westport's Working with Nature ethos.

By taking a supply chain and integrated design approach, Westport's focus is to deliver an efficient, resilient, scalable, flexible, sustainable and commercially viable solution for Western Australia. In 2023, Westport will identify the preferred full supply chain option which is the primary input into its business case.

Recognising the importance of Cockburn Sound, Westport is undertaking a robust analysis of environmental and social impacts to develop a strong business case in the interests of providing government the knowledge and tools to manage this valuable waterway into the future well beyond Westport's development.

The program's \$13.5 million marine research partnership with the Western Australian Marine Science Institution (WAMSI) has continued into 2023, with 30 projects currently underway. Research findings will shape Westport's design of the terminal and inform mitigation strategies in 2023-24.

Westport's enabling works

A program of enabling works was established in 2022-23 to support Westport's infrastructure development and transition program. Following consideration of the business case, the Westport Enabling Program of Works (Stage 4A) will streamline activities associated with the new container terminal and associated works in 2023-24, and beyond.

The Stage 4A projects include:

- » **Non-Container Trade (NCT) RORO and Break Bulk** – DoT's Freight Port Aviation Reform directorate (FPAR) has been allocated \$5 million to prepare strategic advice to government on the feasibility of relocating roll-on/roll-off (RORO) and break-bulk trades from Fremantle's Victoria Quay.
- » **Kwinana Rail Loop** – DoT has been allocated \$1.5m to prepare a design optioneering assessment into potential alignments of a southern Kwinana Rail Loop connection into the Western Trade Coast (to relieve freight-rail congestion through the Kwinana Triangle).
- » **Livestock relocation** – DoT has been allocated \$2m to prepare a feasibility study, investigating the relocation of livestock shipping from Fremantle Inner Harbour to a regional port.
- » **Kwinana Bulk Terminal 2.5 and 5.0** – Fremantle Port Authority as been allocated \$7.5m to complete feasibility studies to investigate the relocation/improvement of ageing Kwinana Bulk Terminal jetties, to provide flexibility for the new container terminal site.

\$18.5 m

program of enabling works established in 2022-23.



- » **Future of Fremantle initiative** – the Department of Planning, Lands and Heritage’s Future of Fremantle team has been allocated \$2.5m to prepare an Economic Development Strategy and Land Use Plan to achieve the long-term vision for the redevelopment of Fremantle Inner Harbour, in collaboration with key stakeholders and the community, if or as commercial trades transition to other locations.
- » **Strategic land acquisition** – Westport, through Main Roads, are acquiring properties to accommodate the future delivery of infrastructure projects. The program looks beyond Westport’s immediate needs, to enhance opportunities and synergise with the future requirements of other workstreams e.g. land remediation, inter-modal terminal design, etc.

Future of Fremantle’s Inner Harbour is being considered

The State Government’s Westport program will deliver a future container port in Kwinana with integrated road and rail transport networks. The relocation of the container trade to Kwinana has created an opportunity for the government to reconsider the future of Fremantle’s Inner Harbour.

The government’s current vision for the redevelopment of the Inner Harbour is predicated on all non-container trades (NCTs) being relocated, apart from cruise ships operations.

Current Inner Harbour NCT activities include roll-on roll-off, break-bulk and livestock exports. Relocating NCTs requires a formal assessment of options and the preparation of business cases to inform any future decisions by the State Government.

The State Government is considering the feasibility of relocating NCT currently handled in the Fremantle Inner Harbour. This will allow for the planning of required infrastructure in the preferred location and coordination with the Westport and Future of Fremantle projects.

DoT has provided strategic advice to the government on a list of options for the relocation of RORO and break-bulk and manage risks to the Westport program. DoT has also delivered strategic advice on port infrastructure for short-listed relocation options and identified key risks to the feasibility of these options.

DoT will submit a strategic business case to the State Government in 2023-24 and continue to progress associated work.



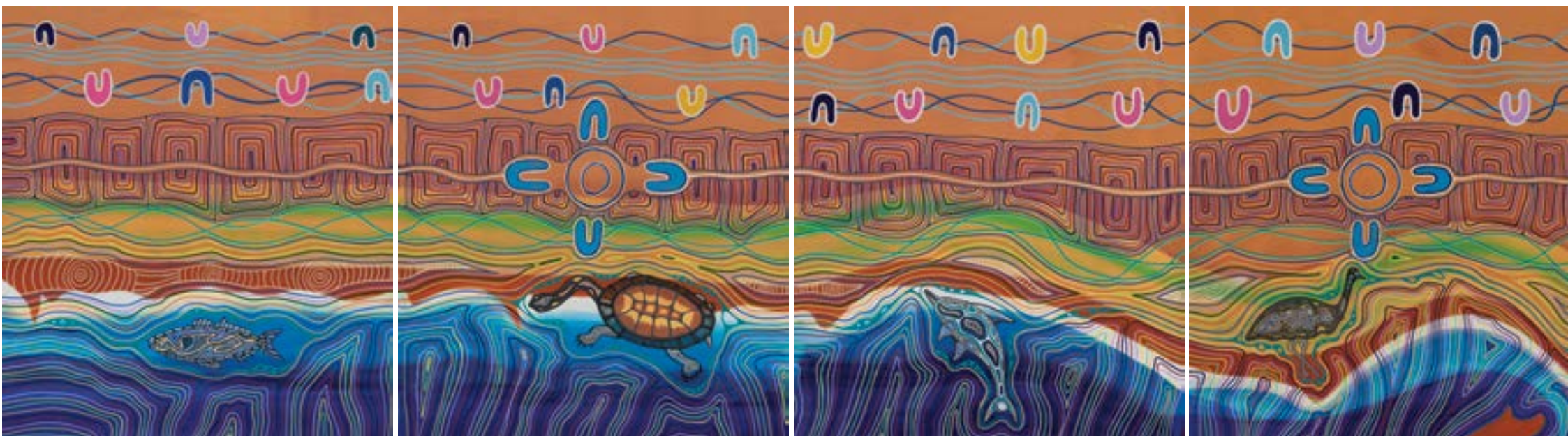
Westport's journey with the Noongar community

Westport released its Noongar Opportunities Strategy in March 2023. The strategy was developed in partnership with Westport's Noongar Advisory Group, including Traditional Owners, Elders and leaders of local Noongar people elected by Noongar communities.

The strategy will help Westport achieve its long-term vision of a port and trade network shaped by country and culture, that will benefit the Noongar people and the wider community.

Significant directions identified in the strategy include wide-ranging engagement with Noongar communities, storylines and heritage mapping, and building the capacity for Noongar businesses and employees to participate in future construction.

Westport commissioned Noongar artist Peter Farmer to create an artwork that recognises the shared journey of Westport and the Noongar community.





Complementing rail through high frequency public transport planning

While building 72 kilometres of new rail and 23 new stations has been METRONET's focus since 2017, the Transport Portfolio, along with the Department of Planning, Lands and Heritage, are working together to progress a high frequency public transport plan for Perth's more densely populated areas.

With a focus on how to complement and connect the rail network to the broader community through road-based mass transit solutions initially, the Mid-Tier Transport Project is managed through the METRONET office and builds on DoT's previous mass transit network planning work in 2021-22.

The project focuses on two key areas which progressed in 2022-23:

- » Develop a high frequency bus strategy by identifying improvements to enhance and potentially expand the 900 series network.
- » Continue incremental work for a long-term mid-tier transport plan for Perth, with focus on providing high level guidance on preferred transit corridors and defining mid-tier principles and criteria for corridors.

This work seeks to improve the efficiency, reliability, and permanency of existing services to create a 'turn-up and go' service that is clearly identifiable as different from other services. This begins a step change in complementary high frequency public transport for Perth's inner-city areas.

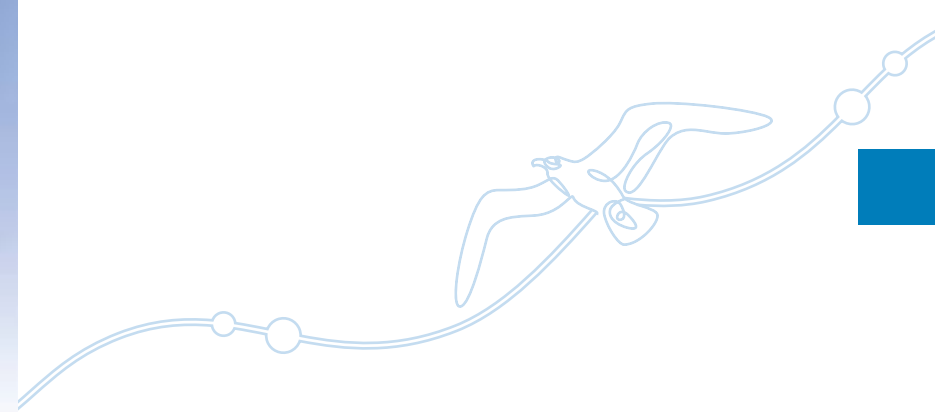
While the focus is primarily on enhancements to the existing 900 series network, at the same time, work is progressing to inform a longer-term public transport solution for Perth. Focusing on criteria, triggers and potential modes, the work, which will continue into 2024, will consider the priority corridors for greater intervention and investment to meet future public transport needs.

DoT is particularly focused on the longer term mid-tier planning, as well as contributing to the shorter term considerations.



Maritime

The Maritime directorate provides safe, accessible and sustainable use of navigable waters and collaboratively plans and delivers best practice in maritime development and management for the economic and social prosperity of Western Australia. DoT's maritime projects contribute to 'Outcome 3: An accessible and safe transport system; Service 3: Maritime' and support DoT's strategic priority to deliver sustainable transport solutions.



Options being considered for Drummond Cove

In 2021, the State Government committed to investing \$3.2 million in coastal erosion management, a new recreation area and boat launching facility at Drummond Cove, north of Geraldton.

Subsequent investigations in relation to the planned new boat launching facility raised concerns that it could potentially exacerbate erosion at a site already identified as a coastal erosion hotspot, and costs had escalated since original estimates.

In 2022-23, DoT facilitated benthic (or ocean floor) habitat studies and beach wrack monitoring, and engaged a consultant to undertake future coastal process modelling, due for completion in 2023. DoT will undertake a coastal processes study to assess alternative coastal protection options that may also permit beach launching at Drummond Cove. Depending on the outcome of this work, a decision will be made to progress either the boat launching facility or other coastal protection measures with beach launching.

Over the next 12 months, DoT will also investigate increasing boat launching capacity at the Batavia Coast Marina, located 12 kilometres south of Drummond Cove, to meet anticipated growth in boat ownership in the Mid West region.



Staged approach for electrical upgrade at Fremantle Fishing Boat Harbour

Detailed design of the electrical infrastructure replacement at the Fremantle Fishing Boat Harbour (FFBH) commenced in 2022-23, following a comprehensive stakeholder engagement process.

DoT is responsible for providing and maintaining medium and low-voltage electrical infrastructure within the harbour which supplies all public areas and facilities, as well as all commercial tenancies.

FFBH is considered a high-profile tourist location, attracting millions of visitors each year. The ageing electrical infrastructure has been identified as a critical asset in the harbour and recent failures have negatively impacted commercial tenancies.

Funding for the electrical upgrade was announced in the WA Recovery Plan, with \$5.9 million allocated and a further \$1.9 million secured, reflecting the cost escalation experienced across the construction sector this year.

During 2023-24, a detailed design is expected to be finalised and a works contract awarded with a staged construction approach implemented over the next few years.

\$7.8 m

total approved budget.

Final stage of jetty upgrades at Hillarys Boat Harbour

As part of an ongoing program of metropolitan jetty upgrades, DoT is replacing the remaining fixed and floating boat pens at Hillarys Boat Harbour.

This is the final stage of a pen replacement program at Hillarys that commenced in 2006. In addition to the pens being aged and beyond their service life, the profile of pen users has evolved from when they were originally built, and DoT seeks to respond to the needs of contemporary facility users.

Throughout 2022-23, detailed design and procurement of long-lead time materials was completed with onsite demolition and construction works commencing in January 2023.

Jetty A, the main walkway connecting to the future jetties F, G, H and J was replaced, and demolition of jetties H and J was completed.

Construction will continue into 2023-24 with works staged to maintain vessel accommodation, and project completion expected in 2024.



Addressing water quality issues at Jurien Bay Boat Harbour

Work to resolve the ongoing water quality issues at Jurien Bay Boat Harbour continued during 2022-23.

Resolving the water quality issue will enable DoT to realise the long-term vision for the harbour, unlocking significant commercial and social benefit for the local community and visitors.

Dredging is being used to restore navigable depths and remove some of the accumulated seagrass wrack in the harbour, and additional dredging outside the boat harbour along the breakwaters will help to further limit occurrences.

During the year, extensive studies and computer simulations were conducted to assess potential long-term solutions.



Keeping the community safe with upgraded vessels

Upgrades to several vessels in 2022-23 has enhanced the work of DoT's Maritime team to provide safe, accessible and sustainable use of navigable waters in WA.

The team's work requires the use of several vessels for the collection of technical data such as hydrographic surveys and tides and waves data collection, delivery of on-water education and compliance functions and provision of response to maritime oil pollution incidents and maritime transport emergencies.

During 2022-23, building of a new eight metre patrol vessel was completed to replace an existing patrol vessel, a new multi-purpose shared use truck was purchased, the refit of three existing patrol vessels commenced and several vessels had their outboard motors replaced.

The patrol vessel was built by Dongara Marine based in Geraldton which specialises in constructing quality commercial vessels for a variety of uses. The six-person capacity vessel features the latest technology communications and navigation equipment and is used for both compliance and education operations, deployment of oil pollution boom, signage, and buoyage installation.

An ongoing vessel maintenance and replacement schedule is critical to deliver DoT services, particularly to those conducting onwater functions such as compliance patrols, emergency response, education and data collection.

Work currently underway includes the refit of several vessels, procurement of additional engine replacements and installation of new satellite phones in eight vessels based across metropolitan and regional locations.





Master Plans provide blueprints for development

The draft Fremantle Fishing Boat Harbour Master Plan and the Exmouth Master Plan were publicly released in 2022, following the release of the Hillarys Boat Harbour Master Plan in 2021.

Prepared by DoT's Maritime team, both master plans will guide the development of each location for up to 40 years, delivering a range of improvements, including:

- » improved connections from the harbours to surrounding areas and local government facilities;
- » development of sites to accommodate greater shared use, such as for events and enhanced family friendly public spaces;
- » maintaining the harbours' current and traditional activities and industries;
- » better integration with public transport and other transport modes at all locations; and
- » creation of new development sites to encourage commercial activities.

In 2022-23, progress was made on the design of new boat ramp access and parking at Exmouth. Planning also commenced on major electrical upgrades to allow embedded electricity generation, including the potential for solar power.



L-R: Mayor, Hannah Fitzhardinge, City of Fremantle, Hon. Rita Saffioti MLA and Hon. Simone McGurk MLA launching the draft Fremantle Fishing Boat Master Plan

Delivering improvements to recreational boating facilities

Improved recreational boating infrastructure was delivered, in partnership with eligible authorities, through the Recreational Boating Facilities Scheme (RBFS) in 2022-23. Administered by DoT, the RBFS is primarily funded through recreational boat registration fees.

The RBFS provides grants to eligible authorities for the planning and construction of public boating infrastructure benefiting WA's recreational boating community. Since commencing in 1998, the RBFS has approved funding to 464 projects over 27 grant rounds, totalling up to \$49.4 million.



In 2022-23 the RBFS projects included:

- » City of Busselton – Dunsborough boat ramp scour protection - \$24,930.
- » City of Geraldton – Francis Street (Town Beach) boat ramp renewal - \$300,000.
- » City of Karratha – Wickham Boat beach ramp design - \$56,250.
- » City of Mandurah – Parkridge boat ramp upgrade - \$150,000.
- » Shire of Murray – Wharf Cove, South Yunderup jetties upgrade Stage 2 - \$478,113.
- » City of Rockingham – Port Kennedy boat launching facility expansion design - \$150,000.
- » Shire of Shark Bay – Denham boat ramp finger jetty - \$314,413.
- » Shire of Wickepin – Lake Yealering boat ramp design - \$26,294.

Up to \$375,000 was made available for grant variations payments for these projects.

Applications for the current round closed on 1 September 2023.

Recreational Boating Facilities Scheme

\$1.5m

funding was allocated to eight projects across the State, in January 2023.





The new laws will initially target recreational vessels with the highest risk which includes the 102,000 registered recreational vessels in WA that accounted for more than 90 per cent of boating fatalities in the past 10 years.

Keeping people safe on the water

During the reporting period, there were four recreational boating fatalities in 2022, and three in 2023. Recreational boating deaths increased sharply in 2021 with 10 fatalities, up from seven in 2020. Tragically, it has been determined through investigation that three of the seven deaths in 2020 may have been avoided if the person had been wearing a lifejacket.

DoT started drafting new safety equipment laws for recreational vessels in 2022-23, following the completion of the Recreational Vessel Safety Equipment Review in 2021: the first comprehensive review of safety equipment requirements since 1992. The review recommended that only safety equipment that will raise the alarm and assist survival and rescue of a person in the water should be mandated.

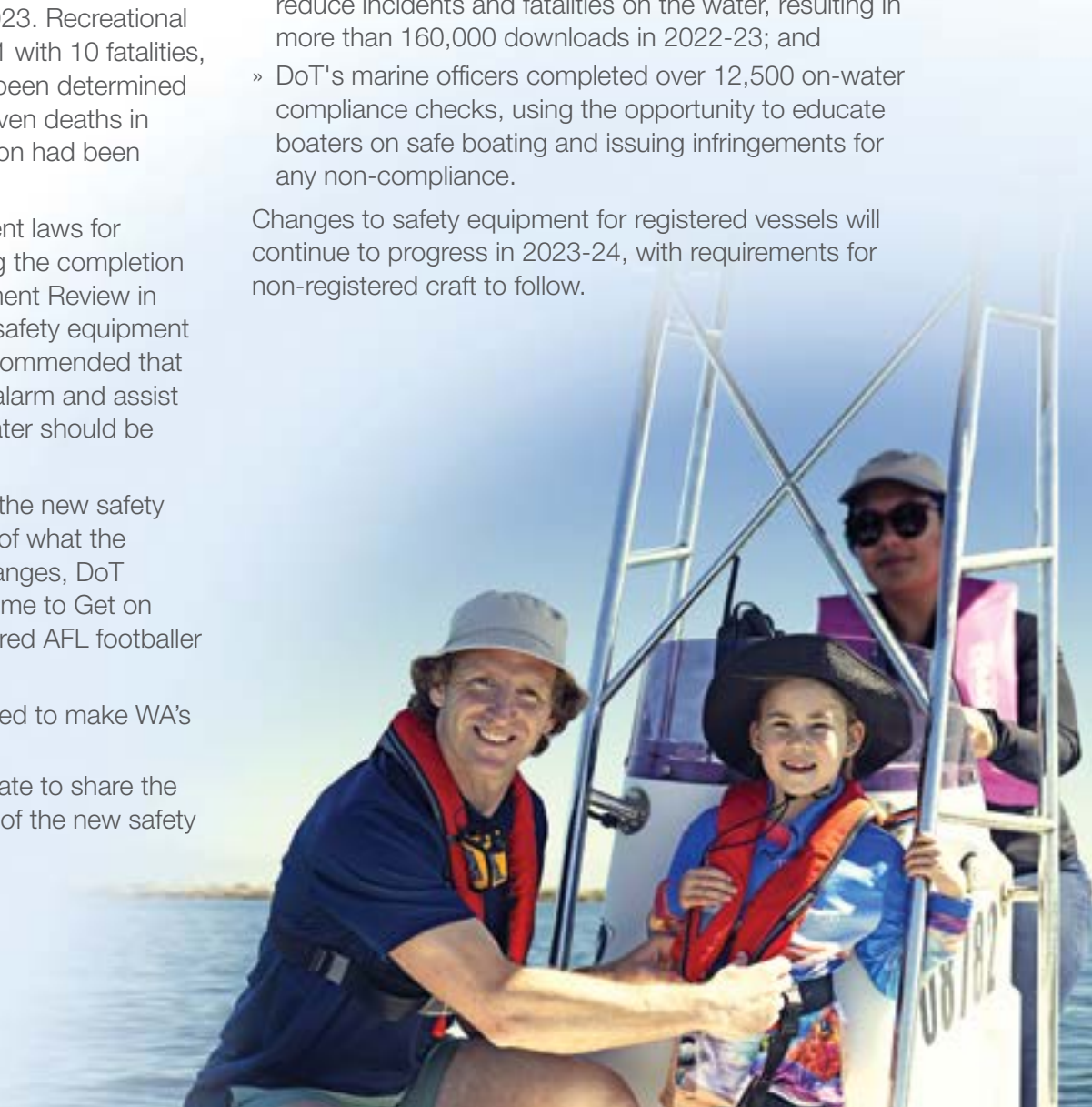
To assist boaters to easily transition into the new safety equipment regime with early knowledge of what the changes are and the rationale for the changes, DoT launched an education campaign - It's Time to Get on Board - in December 2022, featuring retired AFL footballer David Mundy as its ambassador.

During the reporting period, DoT continued to make WA's waterways safer, including:

- » attending boating events across the state to share the safe boating message and awareness of the new safety equipment laws;

- » encouraging WA boat users to download the Deckee app, developed as part of DoT's safety strategy to reduce incidents and fatalities on the water, resulting in more than 160,000 downloads in 2022-23; and
- » DoT's marine officers completed over 12,500 on-water compliance checks, using the opportunity to educate boaters on safe boating and issuing infringements for any non-compliance.

Changes to safety equipment for registered vessels will continue to progress in 2023-24, with requirements for non-registered craft to follow.



Redevelopment of Two Rocks Marina reaches significant milestone

Phase one of the Two Rocks Marina redevelopment was completed in 2022-23, including the demolition of two end-of-life buildings and the upgrade of services. In addition, landscaping improvements were undertaken to the southern boat ramp precinct, providing much needed public amenity, including barbecues, shelters, lighting, paths and toilets.

The Two Rocks Marina provides berthing and mooring facilities and boat lifting services for commercial fishing operations and recreational boaters. It also supports local businesses that operate there (receiving fish depots and bait suppliers).

The redevelopment will enable DoT to continue to provide safe vessel accommodation and accessible services for recreational and commercial customers providing for future commercial development.

Tantabiddi Community Boating Facility planning moves ahead

Tantabiddi boat ramp, currently managed by the Shire of Exmouth, is located approximately 38 kilometres from Exmouth and is the only formal boat ramp on the west coast of the North West Cape.

Used as the gateway to the Ningaloo Reef for commercial tourism and recreational boating, the current facility is in high demand and is no longer fit for purpose. Additionally, increased adverse weather events can result in a build-up of sand which restricts access for boat launching.

In 2022-23, DoT commenced significant planning, key stakeholder consultation and approvals to support the design for a facility that will accommodate existing and future demand. This engagement will continue and inform the development of a preferred concept plan and business case.



DoT has continued to consult with key stakeholders to plan for a new improved boating facility at Tantabiddi to improve access to the world heritage listed Ningaloo Reef.





On-demand Transport

The On-demand Transport (OdT) branch aims to ensure safe, accessible, sustainable and efficient personal on-demand transport services and systems for the Western Australian community and visitors to our State. DoT's OdT initiatives contribute to our delivery of 'Outcome 3: An accessible and safe transport system; Service 4: On-demand Transport' and our strategic priorities to deliver sustainable transport solutions and community-centric services.

Wheelchair accessible transport service for regional WA

The Regional Wheelchair Accessible Vehicle (WAV) Taxi Service Grant scheme commenced in September 2022 and is administered by DoT.

In response to stakeholder concerns and feedback from industry, DoT examined options to support the provision of wheelchair accessible taxi services in regional WA.

In 2022-2023, DoT awarded \$245,000 in grants to on-demand transport operators in five major regional centres to improve their accessible transport service offerings, including:

- » Albany
- » Collie
- » Geraldton
- » Kalgoorlie; and
- » Northam.



Over the next four years, \$260,000 per year has been allocated to improve access, with two types of taxi service grants, including:

- » grants of up to \$65,000 to support the establishment of new WAV taxi services in towns where none exist; and
- » grants of up to \$45,000 to support existing WAV taxi service providers replace an ageing WAV taxi or purchase an additional WAV taxi vehicle to meet demand.

These grants offset costs related to establishing and maintaining a WAV taxi service, including vehicle purchase, modification and fit-out.

New reference group established

Formed in May 2023, the On-demand Transport Industry Reference Group provides a forum for constructive dialogue between the on-demand transport industry and DoT.

With membership from metropolitan and regional on-demand booking services, passenger transport drivers, on-demand rank or hail and on-demand charter operators, provide operational and strategic insights, ensuring active consultation with DoT.

The establishment of this industry reference group represents a significant milestone for WA's reformed on-demand transport industry, with a modern regulatory environment providing opportunities for service innovation and industry maturity.

Strategic priority two: community-centric services



State Government goal:

Safe, strong and fair communities: developing healthy and resilient communities.

DoT supports this goal by delivering:

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

Driver and Vehicle Services

The Driver and Vehicle Services directorate provides safe, accessible and efficient transport services that help promote economic prosperity and enhance the lives of all Western Australians. This is helping DoT to deliver Outcome 2, and aligns with our strategic priority to deliver community-centric services.

Improving lives through the Driving Access and Equity Program

The Driving Access and Equity Program (DAEP) supported more than 1,000 disadvantaged drivers through the entire licensing process in 2022-23, improving connections to people, places, culture and employment in regional and remote Western Australia.

DoT awarded \$3.4 million in DAEP grants to 12 organisations in 2022-23, helping disadvantaged people in 46 locations in the Kimberley and Pilbara regions. 243 DAEP participants gained their driver's licence during the 2022-23 year.

DAEP was created with the purpose of removing the considerable barriers to obtaining a driver's licence that are faced by residents in remote communities. These include having access to someone who has a licence, a vehicle, and the time or ability to provide the required 50 hours of supervised driving.



Driving Access and Equity Program grants

\$3.4m

awarded to
**12 organisations in
2022-23 to support
disadvantaged people
across 46 locations
in the Kimberley and
Pilbara regions.**

\$3.3m

made available to
**10 organisations in
2022-23 across the
Mid West, Gascoyne
and Goldfields-
Esperance regions.**



Having a driver's licence is significantly associated with greater opportunities to secure full time employment and undertake post-secondary education. People who hold a driver's licence are four times more likely to be in full-time employment and two to four times more likely to have higher levels of formal education.

The DAEP funding supported 37 people to complete the Certificate IV in Car Driving Instruction in Kununurra, Broome, Port Hedland and Karratha. This resulted in more knowledgeable driving supervisors and the employment of 25 new driving instructors for these regions.

The Remote Services program continued providing access to driver and vehicle licensing services in remote communities, with approximately 286 visits across 82 locations undertaken in 2022-23.

Based on its initial success in the Kimberley and Pilbara, DAEP was expanded in February 2023, with a further \$3.3 million in grant funding made available to 10 organisations in the Mid West, Gascoyne and Goldfields-Esperance regions.

These projects are currently in the start-up phase and will provide for an additional 16 vehicles for supervision or instruction to assist 800 participants become safe, licensed and employable drivers.

An amount of \$5.8 million announced for the program in the 2023-24 State Budget will extend projects started in 2022, enabling continued support for more than 1,000 current participants through the licensing process.

Case study



Linda's road to independence

Linda feared driving for more than 30 years.

Through the support of Ashburton Aboriginal Corporation's Learn2Drive program, which received funding through the State Government's Driving Access and Equity Program, Linda overcame her driving anxiety and passed her practical driving assessment. As you can imagine, Linda is one happy woman!

"It's given me a lot of confidence. I'm a health worker living in the Pilbara region and I need a car to go searching for jobs everywhere as there's not much opportunity around here," Linda said.

"I was still stuck on my Ls but talking with my driving instructor Dan and doing learner driving with him, it's given me a lot of confidence."

Ashburton Aboriginal Corporation is very proud to be part of her journey: a great outcome for an amazing person.

More than

110,000*
PDAs

were undertaken
across metropolitan
and regional WA in
2022-23.

* Consisting of C (car)
and R (motorbike)
class assessments.

Changes to practical driving assessment booking system to meet increased demand

Growing demand for practical driving assessments (PDAs) has challenged DoT this year. During the reporting period, DoT implemented two significant changes to improve the PDA online booking system.

Demand is high due to many novice drivers failing their first attempt and needing to rebook. Additionally, Western Australia's growing migrant community has increased demand for WA driver's licences.

In April 2023, DoT disabled the function allowing authorised driving instructors to swap the PDA bookings of two already booked candidates. The change was aimed at reducing potential inequities caused by some driving instructors misusing the online PDA swap function.

In another change, also in April, DoT restricted the number of searches permitted by a single learner driver's entitlement to combat bulk bookings by automated software applications known as bots. Bots were used to sweep the system for available bookings and denying fair access to PDAs for other customers.

In 2023-24, DoT's Driver and Vehicle Services team will continue to explore improvements, including further amendments to the PDA online booking system and education for novice drivers to improve pass rates.

Developing a more efficient and adaptable PDA booking system will ensure that DoT maintains community and customer confidence in its services. It will also develop a robust system to support a growing WA community.



COVID-19 community help line closes

During the pandemic, DoT provided critical support for the State's COVID-19 response through its 13COVID State Priority Incident Line (SPIL).

Opened on 3 April 2020, the 13COVID call centre functioned as a central contact point for questions from concerned Western Australians, providing the latest advice on lockdowns, border and travel restrictions, as well as vaccine information and bookings.

After the State Government lifted the COVID-19 State of Emergency in November 2022 and the community transitioned to living and working with COVID-19, DoT closed the SPIL on 31 January 2023.

At a glance

1,534,522 calls

were received over the course of the
line's operation, with the most calls in
a single day being 15,196 on 29 June 2021.

Zero Emission Vehicle Rebate Scheme celebrates one year

Since the introduction of the Zero Emission Vehicle (ZEV) Rebate Scheme by the State Government in May 2022, DoT has administered over \$5.5 million in rebates.

The aim of the scheme is to incentivise the purchase of new ZEVs, stimulating demand and increasing the overall stock of these vehicles in Western Australia.

With the number of applications steadily increasing since its inception, a total of 2,349 applications were received in 2022-23.

The scheme provides rebates of \$3,500 to owners of new ZEVs fully powered by batteries or hydrogen fuel cells to a dutiable value of \$70,000. The rebate is available for 10,000 eligible vehicles licensed in Western Australia, or for three years ending Saturday 10 May 2025, whichever is met first.

Applications paid in the first six months totalled 343, with 1,235 applications paid in the second six-month period up to June 2023.

The electrification of transport is an essential part of the State Government's Climate Policy to achieve net zero greenhouse gas emissions by 2050.

The ZEV Rebate Scheme aligns WA with all other Australian jurisdictions in providing an incentive to encourage the purchase of zero emission or electric vehicles.

Total sales for all electric vehicle types, including non-eligible ZEVs over \$70,000, have increased almost fourfold since commencement of the scheme.



Zero Emission Vehicle (ZEV) Rebate Scheme



2,349

applications received



1,578

applications paid



\$5,523,000

total amount paid



82

phone enquiries



453

email enquiries



51,526

website visits

DoT leads towing industry reforms

The State Government has committed to a staged reform of the tow truck industry in WA and DoT is responsible for executing the changes.

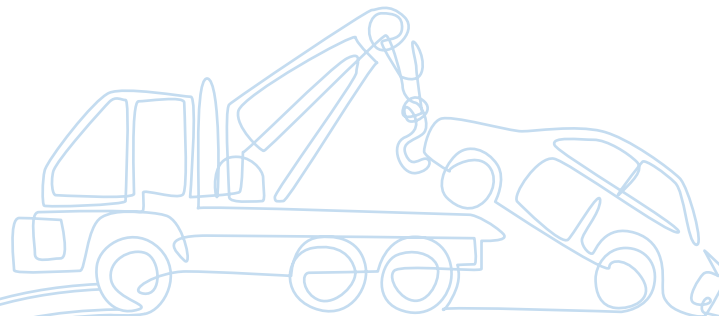
Following public consultation in 2020, the Department of Mines, Industry Regulation and Safety (DMIRS) published the Towing Industry Consultation Report in February 2022. The report identified the need for industry regulation to provide effective protection for people involved in traffic crashes and to combat bad behaviour and price gouging by a minority group of tow truck operators.

The first stage of the State Government's ongoing tow truck industry reform involved the implementation of amendments to the Road Traffic (Vehicles) Regulations 2014 in November 2022. The amendments introduced the requirement for the maximum fees that will be charged for the towing, salvage, and storage of a vehicle to be declared on the written tow truck driver's statement before the vehicle is towed. Tow truck technical standards and inspection requirements for tow trucks were also updated in the amendments and will commence on 7 November 2023.

In the second stage, DoT developed the regulatory strategy during 2022 based on the outcomes of the DMIRS report and further industry consultation, with the State Government endorsing the drafting of legislation to support the strategy in January 2023.

A DoT project team has been established to develop and progress the legislative changes, underpinning policy, business processes and system requirements. The proposed legislation will include:

- » maximum charges for the towing and storage of crashed vehicles in the Perth and Peel regions;
- » the authorisation of tow truck drivers, towing assistants, towing service providers and storage yard providers who are involved in crash towing, including fit and proper character provisions;
- » the prohibition of spotting fees and other incentives;
- » safety improvements for the crash towing industry; and
- » enhanced enforcement powers for the government.





DoT supports migrant work placement initiative

DoT's Driver and Vehicle Services (DVS) directorate hosted three adult migrant students from Kazakhstan, China and Japan in March 2023 as part of a TAFE program. The migrant work placement initiative offers new Australians an opportunity to work in an inclusive workforce that reflects community diversity.

The students, from non-English speaking backgrounds, sought placement within an Australian workplace to learn vocational skills to better prepare them to integrate into Australia's workforce.

Highly skilled with bilingual or trilingual ability, the students were accommodated at DVS centres at Joondalup, Success and Cannington.

Throughout their two weeks with DoT, they displayed strong work ethics, collaborative work practices and capabilities that would be valued in any government or private enterprise within their field of interest.

Overwhelmingly, DVS found the TAFE migrant student placements a positive experience. Students bring culturally diverse experiences and skills from across the world.

TAFE recognised DoT's contribution with a Certificate of Appreciation and in 2023-24 DoT will continue to seek opportunities for further migrant placements.



Our access and inclusion focus

DoT is committed to providing access to its facilities, information and services to Western Australia's diverse community in a fair and non-discriminatory manner.

Delivering on its commitment through the Transport Portfolio Disability Access and Inclusion Plan (DAIP) and DoT's Reconciliation Action Plan (RAP).

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

Transport Portfolio Disability Access and Inclusion Plan

Developed in collaboration with Main Roads and the Public Transport Authority, the new Transport Portfolio Disability Access and Inclusion Plan (DAIP) 2022-2027 was launched in October 2022.

The Portfolio DAIP involved a holistic approach to consultation and development, informed by people with disability, carers, advocates, disability service providers, disability associations and peak bodies, and staff.

Strategies identified to improve access, inclusion and opportunities for people with disability, their families and carers are supported by Portfolio agency implementation plans, outlining actions to be implemented over the next five years.

Key achievements in 2022-23 included:

- » Through continued consultation with the METRONET Access and Inclusion Reference Group, project teams successfully confirmed universal access standards for features at future stations, including dual universally accessible elevators, dimensions of universal access toilets at the new Midland station and the first adult changing facility at the new Bayswater station. The Reference Group also undertook a familiarisation tour of Lakelands station before it opened.
- » The Midland Junction Alliance, which will design and construct the new Midland station, invited the METRONET Access and Inclusion Reference Group to present at its February 2023 town hall meeting, providing staff insight to living with disability.
- » DoT continued the development of the WA Active Mobility Strategy, which will outline a coordinated approach to increasing active mobility, such as walking, bike riding and wheelchair use in Western Australia. To ensure the final strategy caters for people of all ages and abilities, the State Disability Strategy 2020-2030 has been considered and DoT has consulted with the Office of Disability in the Department of Communities.



- » Maritime completed several projects that delivered improved accessibility over the year, including:
 - » the installation of new floating finger jetties with wider pontoons to replace the fixed boat ramp jetties at Port Bouvard, partly funded by a Peel Development Commission grant
 - » works in the southern precinct of Two Rocks Marina, including installation of pedestrian pathways, dedicated ACROD bays, new accessible public toilets and wheelchair accessible barbecue facilities.
- » Consultation with the City of Cockburn, Recfishwest and Fishability was undertaken in relation to the design of the new Woodman Point Ammo Jetty, which will incorporate accessible pathways to the beach and other features to improve accessibility for people with disability.
- » Digital accessibility was improved through several initiatives, including updating DoT's online feedback form to make it easier to complete, refreshing DoT's brand design to ensure the new logo and brand colours meet accessibility standards and engaging digital accessibility specialists, Able Docs to help improve DoT's website accessibility.

In 2023-24, with the new Portfolio DAIP in place, DoT will continue to progress the range of actions identified in the supporting implementation plan.



Up to

\$3.4m

spent with Aboriginal businesses, and more than 2,277 employment hours completed by Aboriginal workers.



Our Reconciliation Action Plan

DoT's Reconciliation Action Plan (RAP) 2022-2025 was launched in November 2022. It was developed by the RAP Working Group, comprising representatives, including Aboriginal peoples, from across the business, in consultation with employees, contractors and external stakeholders.

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

Key achievements in 2022-23 included:

- » During National Reconciliation Week 2023, staff from different business attended a range of events.
- » DoT contributed to the Aboriginal procurement, contracts and employment targets set for the Transport Portfolio of 3.5 million employment hours to be completed by Aboriginal workers and \$700 million of contracts to be awarded to Aboriginal businesses.
- » The METRONET Noongar Reference Group met regularly to provide guidance on cultural interpretation on the infrastructure delivered across the program.
- » In a first of its kind for rail infrastructure in WA, the Noongar Place Names project was commenced.
- » In July 2022 an event was held to recognise the conclusion of the cultural awareness program run by Sister Kate's Home Kids Aboriginal Corporation for DoT.
- » Westport's Noongar Advisory Group released its Noongar Opportunities Strategy in March 2023.



In 2022-23, the Transport Portfolio awarded 65 contracts to Aboriginal businesses, representing an investment of close to \$161 million.

We also delivered more than 794,000 hours of employment for Aboriginal people.



- » In February 2023, three Regional Airports Development Scheme applications were received from Aboriginal organisations, which successfully received \$153,951 in grant funding for projects totalling \$450,766.
- » Consultation with local Aboriginal groups was undertaken in planning for the development of the Gascoyne, Avon and Central Coast, Great Southern and Kalgoorlie regional long-term cycle network.
- » Maritime continues to engage with Traditional Owners across a number of projects, including the new Woodman Point Ammo Jetty, several Fremantle Fishing Boat Harbour projects, Tantabiddi Boating Facility planning, Broome Boating Facility planning and the Carnarvon Fascine planning.

With the new RAP in place, DoT will progress the actions identified in supporting the implementation plan, including the development of an Aboriginal Engagement Plan.

METRONET Noongar reference group



Strategic priority three: capable and future-ready organisation



DoT is focused on building organisational capability and capacity to better adapt and succeed in a fast-changing world.

Building a capable, values-driven and future-ready organisation

The continued development of a values-driven and high-performing workforce was a key part of DoT's Future Ready Workforce program in 2022-23. This included embedding the new organisational values across DoT processes, programs and systems, and implementing initiatives to build workforce capacity and capability.

Key achievements for 2022-23 included:

- » A flexible and remote working trial was deemed successful and subsequently operationalised. The trial demonstrated improvements in employee work-life balance, team culture and connections, and a positive impact on wellbeing, while continuing to deliver on DoT's strategic and operational priorities.
- » Employees contributed towards designing a people value proposition for DoT to attract potential employees in line with the organisational values, purpose and desired culture. A new reward and recognition program has also been designed, aligning with DoT's purpose, values and strategic intent. This aims to positively influence workplace morale, improve employee motivation, drive desired behaviours and increase employee retention.

- » DoT launched its Capability Strategy and Action Plan 2023-2025 in January 2023, which maps out the capability priorities needed for DoT to achieve its purpose of empowering a thriving community and aligns with its strategic priority to build a capable and future-ready organisation.
- » A new digital performance platform – myJourney – was introduced, changing the way DoT employees engage in performance management and development. People and Culture facilitated more than 80 sessions with people leaders and other employees to build their understanding of how the system supports a values-driven culture by setting clear expectations and engaging in ongoing performance and development conversations.
- » DoT collaborated with Blooming Minds to run workshops for employees during Mental Health Week in October 2022. The workshops were attended by nearly 60 employees who accessed Blooming Minds resources, improving their knowledge and understanding of mental health.



At a glance

1,820+

employees participated in learning initiatives through myJourney, in 2022-23



Learning at DoT

DoT employees engaged in a range of diverse learning initiatives in 2022-23. Of these, 49 per cent were in Compliance and Equal Employment Opportunity.

Courses undertaken included, Accountable and Ethical Decision Making, Delegations of Power and Conflicts of Interest, Integrity, Law at Work and Managing Fairly and Equitably, Managing Workplace Behaviour, Bullying and Sexual Harassment, Unconscious Bias, Information Classification and Record keeping Awareness training.

A further 15 per cent of courses completed were in relation to DoT systems or Finance and Procurement, consisting of myJourney, Procurement, Objective, Financial Management Awareness and Information Classification.

Workplace health, safety and wellbeing accounted for 12 per cent of courses completed in 2022-23 and included Health and Safety Representative training, WorkSafe Driver Fatigue Management Strategies, First Aid, WHS Awareness and WHS for Managers.

The remaining courses completed included Induction (5 per cent), Inclusion and Diversity (6 per cent), Technical Competency (7 per cent) and Soft Skills, Personal and Professional Development (6 per cent).

Throughout 2022-23, 170 employees attended a 'Welcome to DoT' induction day, held bi-monthly to provide new employees with an opportunity to learn more about DoT's services.



Case study

Anthony's professional development journey

Anthony leads a team at DoT that collaborates extensively across the Department, Transport Portfolio and externally.

With a goal to influence, inspire and empower his team, Anthony participated in the 12-month People Managers Program.

“The course involved practical activities to help build my confidence, and learn about the importance of applying different leadership styles and emotional intelligence to get the most out of my team,” Anthony said.

“Throughout the course, I was able to put what I learnt into practice straight away, tailoring my leadership and management approach to suit individuals within my team.

“I was extremely grateful for the opportunity to develop myself, personally and professionally, which has helped me to grow as an individual and be a confident leader for DoT and the people around me.”



Focus on leadership

DoT is focused on empowering its people leaders through a range of initiatives, encouraging new and different ways of working.

Key achievements in 2022-23 included:

- » More than 200 leaders gathered at the Leadership Summit in May 2023. This year's theme was Roadmap to the Future where attendees connected with and learnt from each other to contribute towards influencing the future ways of working, capabilities and direction of DoT to best serve the Western Australian community.
- » 59 DoT people leaders participated in the Values-Driven Leadership program, providing leadership growth and creating the space for dialogue to develop higher levels of trust, courage and accountability within teams.
- » The People Managers Program (PMP), delivered by Scope Training, saw 38 new participants commence the program for intakes 3 and 4, and 33 graduates from intakes 1 and 2, receive a nationally recognised Certificate IV in Leadership and Management.

Through the PMP, participants can grow their leadership and management confidence so they can motivate their teams and influence others to deliver high quality services. A fifth cohort is due to commence in November 2023.

The face-to-face Managing Workplace Behaviour, Bullying and Sexual Harassment workshops, delivered in partnership with the Equal Employment Opportunity specialists and The Experience Lab, were attended by 167 DoT people leaders. The workshops are designed to strengthen the ability of our people leaders to navigate complex workplace issues, identify options for resolving the issues and understand the support channels and structures in place to deal with these issues.



Embedding a diverse and inclusive work culture

The key purpose of DoT's Workforce Inclusion and Diversity Plan 2021-23 is to embed an environment of inclusion and belonging within DoT. Areas of focus this year included women in the Senior Executive Service (SES), a youth program that encourages people aged 24 years and under into the organisation and a program for Aboriginal and Torres Strait Islander peoples.

The Workforce Inclusion and Diversity Plan aims to:

- » develop a future-ready workforce that is reflective of our community and ready and responsive to our evolving business needs; and
- » continue to create an inclusive environment where all employees experience a sense of belonging and an ability to contribute their best.

DoT participated in the Diversity Council Australia Inclusion@Work Index in September 2022 and the Public Sector Commission (PSC) Census in March-April 2023. Findings from these surveys will be used to shape DoT's inclusion and diversity journey going forward.

Key achievements in 2022-23 included:

- » Hosting four Aboriginal trainees from the PSC's Solid Futures Aboriginal Traineeship Program across Maritime, Regional Services and People and Culture. As a result of the experience gained, one trainee has continued to work with DoT and two were successful in securing full-time employment.

- » Forming a Women's lean-in circle, which is facilitated by a female member of DoT's SES team, and gives women in different business areas, levels and roles an opportunity to connect and support each other throughout their employment.
- » Increasing the percentage of women in SES from 30 per cent in June 2022 to 44 per cent in December 2022. DoT is working towards PSC's target of 50 per cent by 2025.
- » Celebrating significant events including National Reconciliation Week, Harmony Week, International Women's Day, Mental Health Week, Pride Month, International Day of People with Disability. DoT's Reach Out Pride group represented DoT at PrideFEST in November 2022, participating in the Pride Fair Day at Hyde Park and the Pride parade, where members marched alongside colleagues from Main Roads and the Public Transport Authority.
- » Implementing DoT's Aboriginal Engagement Plan for Gainful Employment continued with the Aboriginal Yarning Circle lean-in group and Aboriginal artwork incorporated into the corporate wardrobe catalogue and being showcased in DoT offices.
- » Engaging a new Employee Assistance Program provider which provides specialist helplines for Aboriginal and Torres Strait Islander peoples, the LGBTQIA+ community, people with disability, carers and youth.
- » Delivering tailored recruitment and selection training for hiring managers and panel members workshops, specifically covering recruitment strategies to attract underrepresented diversity groups and build awareness of unconscious bias.



- » Delivering Unconscious Bias training, in partnership with the Diversity Council of Australia to 54 people leaders, with a further 50 registered to complete training in 2023-24.
- » Commencing phase one of 'Becoming a Disability Confident Recruiter', focusing on online accessibility, recruitment processes and the embedding of a reasonable adjustment policy.
- » Supporting young professionals across DoT to attend the Institute of Public Administration Australia (IPAA) Youth Conference, where they gained valuable skills and knowledge from inspiring leaders across different industries.
- » Supporting female leaders from across DoT to attend the IPAA Women in Public Sector Leadership Conference in 2022, promoting gender equality and meaningful organisational change.
- » Targeting youth recruitment in our Driver and Vehicle Services licensing centres, engaging paid interns from universities and partnering with universities and TAFEs to host 13 paid and 15 unpaid interns, has seen the representation of young people aged 24 or under remain stable.



Section 5



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Independent Auditor's Report





Auditor General

INDEPENDENT AUDITOR'S REPORT

2023

Department of Transport

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Department of Transport which comprise:

- the Statement of Financial Position at 30 June 2023, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended
- Administered schedules comprising the Administered assets and liabilities at 30 June 2023 and the Administered income and expenses by service for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Department of Transport for the year ended 30 June 2023 and the financial position at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Director General for the financial statements

The Director General is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions

- such internal control as the Director General determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Director General is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Department.

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at

https://www.augasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Department of Transport. The controls exercised by the Director General are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Department of Transport are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with the State's financial reporting framework during the year ended 30 June 2023.

The Director General's responsibilities

The Director General is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer's Instructions and other relevant written law.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagement ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Department of Transport for the year ended 30 June 2023. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Department of Transport are relevant and appropriate to assist users to assess the Department's performance and fairly represent indicated performance for the year ended 30 June 2023.

The Director General's responsibilities for the key performance indicators

The Director General is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal controls as the Director General determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Director General is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instructions 904 *Key Performance Indicators*.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the entity's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My independence and quality management relating to the report on financial statements, controls and key performance indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

The Director General is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2023, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

The auditor's report relates to the financial statements and key performance indicators of the Department of Transport for the year ended 30 June 2023 included in the annual report on the Department's website. The Department's management is responsible for the integrity of the Department's website. This audit does not provide assurance on the integrity of the Department's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



Grant Robinson
Assistant Auditor General
Delegate of the Auditor General for Western Australia
Perth, Western Australia
18 September 2023

Certification of Financial Statements

For the reporting period ended 30 June 2023

The accompanying financial statements of the Department of Transport have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2023 and the financial position as at 30 June 2023.

At the date of signing we are not aware of any circumstances which would render the particulars included within the financial statements misleading or inaccurate.



Peter Parolo
Chief Finance Officer
15 September 2023



Peter Woronzow
Director General
15 September 2023

Financial Statements

Statement of Comprehensive Income

For the year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expense	3.1.1	167,011	154,164
Supplies and services	3.5	182,578	151,642
Depreciation and amortisation expense	5.1-4	24,352	24,049
Accommodation expenses	3.5	18,004	18,102
Grants and subsidies	3.2	144,271	126,090
Loss on disposal of non-current assets	3.3	434	1,467
Finance costs	3.4	120	120
Other expenses	3.5	3,883	4,664
Total cost of services		540,653	480,298
Income			
Revenue			
User charges and fees	4.2	314,729	301,938
Sales		38	54
Grants and contributions	4.3	7,330	8,977
Interest income		794	158
Other income	4.4	31,035	29,914
Total revenue		353,926	341,041
Gains			
Other gains	4.5	1,601	4,802
Total gains		1,601	4,802
Total income other than income from State Government		355,527	345,843
NET COST OF SERVICES		185,126	134,455

Income from State Government

	Notes	2023 \$'000	2022 \$'000
Service appropriation	4.1	139,438	85,453
Income from other public sector entities during period	4.1	74,259	69,845
Resources received free of charge	4.1	2,082	2,022
Royalties for Regions Fund	4.1	50,911	31,782

Total income from State Government

266,690 **189,102**

SURPLUS FOR THE YEAR

81,564 **54,647**

OTHER COMPREHENSIVE INCOME

Items not reclassified subsequently to profit or loss

Changes in asset revaluation surplus	9.9	10,187	1,406
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Total other comprehensive income

10,187 **1,406**

TOTAL COMPREHENSIVE INCOME FOR THE YEAR

91,751 **56,053**

See also the Schedule of Income and Expenses by Service. The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

As at 30 June 2023

	Notes	2023 \$'000	2022 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	7.1	180,037	120,214
Restricted cash and cash equivalents	7.1	554,149	594,496
Inventories	6.2	638	613
Receivables	6.1	24,323	27,674
Other current assets	6.4	4,552	4,345
Total current assets		763,699	747,342
Non-current assets			
Restricted cash and cash equivalents	7.1	4,519	3,596
Amounts receivable for services	6.3	342,678	321,577
Property, plant and equipment	5.1	162,382	150,379
Infrastructure	5.2	274,048	258,971
Intangible assets	5.3	52,639	47,559
Right-of-use assets	5.4	3,990	5,571
Construction in progress	5.5	35,568	32,897
Total non-current assets		875,824	820,550
TOTAL ASSETS		1,639,523	1,567,892

	Notes	2023 \$'000	2022 \$'000
LIABILITIES			
Current liabilities			
Payables	6.5	27,075	16,544
Contract liabilities	6.6	6,370	4,681
Employee related provisions	3.1.2	25,480	24,692
Lease liabilities	7.2	2,450	2,555
Amounts due to the Treasurer	7.3	-	9,460
Other current liabilities	6.7	592	518
Total current liabilities		61,967	58,450
Non-current liabilities			
Employee related provisions	3.1.2	7,188	6,317
Contract liabilities	6.6	4,714	-
Lease liabilities	7.2	1,649	3,089
Total non-current liabilities		13,551	9,406
TOTAL LIABILITIES		75,518	67,856
NET ASSETS		1,564,005	1,500,036
EQUITY			
Contributed equity	9.9	945,908	973,690
Reserves	9.9	16,648	6,461
Accumulated surplus	9.9	601,449	519,885
TOTAL EQUITY		1,564,005	1,500,036

See also the Schedule of Assets and Liabilities by Service.

The Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the year ended 30 June 2023

	Notes	Contributed equity \$'000	Reserves \$'000	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2021		567,679	5,055	465,238	1,037,972
Surplus for the year		-	-	54,647	54,647
Other comprehensive income		-	1,406	-	1,406
Total comprehensive income for the year		-	1,406	54,647	56,053
Transactions with owners in their capacity as owners:	9.9				
Capital appropriations		425,904	-	-	425,904
Other contributions by owners					
- Regional Development Headworks Fund		1,335	-	-	1,335
Distribution to owners					
- Department of Planning Lands and Heritage		(13,576)	-	-	(13,576)
- Kimberley Ports Authority		(7,652)	-	-	(7,652)
Total		406,011	-	-	406,011
Balance as at 30 June 2022		973,690	6,461	519,885	1,500,036
Balance at 1 July 2022		973,690	6,461	519,885	1,500,036
Surplus for the year		-	-	81,564	81,564
Other comprehensive income		-	10,187	-	10,187
Total comprehensive income for the year		-	10,187	81,564	91,751
Transactions with owners in their capacity as owners:	9.9				
Capital appropriations		46,612	-	-	46,612
Other contributions by owners					
- Regional Development Headworks Fund		2,959	-	-	2,959
Distribution to owners					
- Main Roads Western Australia		(15,000)	-	-	(15,000)
- Westport to Main Roads Western Australia		(62,353)	-	-	(62,353)
Total		(27,782)	-	-	(27,782)
Balance as at 30 June 2023		945,908	16,648	601,449	1,564,005

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		118,337	64,933
Capital appropriations		46,612	425,904
Funds from other public sector agencies		92,483	54,900
Cash transferred from other agencies		2,959	1,335
Royalties for Regions Fund		50,911	35,276
Net cash provided by State Government		311,302	582,348
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(164,672)	(154,449)
Supplies and services		(173,533)	(149,492)
Finance costs		(120)	(120)
Accommodation		(18,000)	(17,488)
Grants and subsidies		(143,094)	(124,948)
GST payments on purchases		(36,462)	(31,415)
Other payments		(3,520)	(5,994)
Receipts			
Sales		43	48
User charges and fees		313,461	302,759
Grants and contributions		7,248	8,977
Interest received		569	110
GST receipts on sales		8,087	9,477
GST receipts from taxation authority		25,444	19,634
Other receipts		26,622	28,936
Net cash (used in) operating activities	7.1.2	(157,927)	(113,965)

	Notes	2023 \$'000	2022 \$'000
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		(43,667)	(29,964)
Receipts			
Proceeds from sale of non-current assets		353	37
Net cash (used in) investing activities		(43,314)	(29,927)
Cash flows from financing activities			
Payments			
Repayment of lease liabilities		(2,849)	(3,010)
Distribution to owners		(77,353)	-
Receipt/(Repayment) of Treasurers Advance		(9,460)	9,460
Net cash from/(used in) financing activities		(89,662)	6,450
Net increase in cash and cash equivalents		20,399	444,906
Cash and cash equivalents at the beginning of the year		718,306	273,400
Cash and cash equivalents at the end of the year	7.1.1	738,705	718,306

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

Administered schedules

For the year ended 30 June 2023

Administered income and expenses by service

	Strategic Transport Policy and Integrated Planning		Driver and Vehicle Services		Maritime		On-demand Transport		Total	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Expenses										
Transfer payments										
- Consolidated account	-	-	1,904,263	1,730,110	-	-	3,379	39,923	1,907,642	1,770,033
- Department of Local Government, Sport and Cultural Industries	-	-	123	120	-	-	-	-	123	120
- Insurance Commission of Western Australia	-	-	1,159,399	1,099,759	-	-	-	-	1,159,399	1,099,759
- WA Coastal Shipping Commission	100	100	-	-	-	-	-	-	100	100
- Road Trauma Trust Account	-	-	103,847	95,675	-	-	-	-	103,847	95,675
- Service WA payments	-	-	3,657	3,693	-	-	-	-	3,657	3,693
Other expenses	-	-	2,975	1,569	-	-	-	-	2,975	1,569
Total administered expenses	100	100	3,174,264	2,930,926	-	-	3,379	39,923	3,177,743	2,970,949

Administered income and expenses by service (continued)

	Strategic Transport Policy and Integrated Planning		Driver and Vehicle Services		Maritime		On-demand Transport		Total	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Income										
For transfer to the Consolidated Accounts or Agencies										
Appropriations for transfer to the:										
WA Coastal Shipping Commission	100	100	-	-	-	-	-	-	100	100
Infringements										
Plate and transfer infringements	-	-	8,438	8,461	-	-	-	-	8,438	8,461
Speed and red-light infringements	-	-	122,182	116,038	-	-	-	-	122,182	116,038
Final demand traffic infringements	-	-	2,961	2,738	-	-	-	-	2,961	2,738
On-demand Transport Levy	-	-	-	-	-	-	412	37,867	412	37,867
Motor vehicle registrations										
Motor vehicle fees	-	-	123	120	-	-	-	-	123	120
Motor vehicle registrations	-	-	1,204,719	1,120,357	-	-	-	-	1,204,719	1,120,357
Vehicle Licence Duty	-	-	674,729	580,871	-	-	-	-	674,729	580,871
Third party motor vehicle insurance premiums	-	-	885,406	833,395	-	-	-	-	885,406	833,395
Catastrophic Injury Support Scheme	-	-	273,994	266,364	-	-	-	-	273,994	266,364
Service WA fees collected	-	-	66	19	-	-	-	-	66	19
NDIS worker screening application fees	-	-	3,590	3,675	-	-	-	-	3,590	3,675
Total administered income	100	100	3,176,208	2,932,038	-	-	412	37,867	3,176,720	2,970,005

Administered schedules

For the year ended 30 June 2022

Administered assets and liabilities

	2023 \$'000	2022 \$'000
Current assets		
Cash	23,618	22,189
Accounts receivable ⁽ⁱ⁾	13,340	14,362
Total current assets	36,958	36,551
Total administered assets	36,958	36,551
Current liabilities		
Payables	6,302	5,202
Accruals and interest payable	8,412	8,083
Total current liabilities	14,714	13,285
Total administered liabilities	14,714	13,285

(i) Notes to the Schedule of Administered Items – Accounts Receivable

	2023 \$'000	2022 \$'000
Current receivables	28,980	27,355
Allowance for impairment of receivables	(15,640)	(12,993)
	13,340	14,362



Notes to the Financial Statements

Note 1: Basis of Preparation

The Department is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Department is a not-for-profit entity (as profit is not its principal objective).

A description of the nature of its operations and its principal activities has been included in the 'Overview' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Accountable Authority of the Department on 15 September 2023.

Statement of compliance

These general-purpose financial statements are prepared in accordance with:

1. The *Financial Management Act 2006* (FMA)
2. The Treasurer's Instructions
3. Australian Accounting Standards including applicable interpretations
4. Where appropriate, the accounting standard paragraphs applicable for not-for-profit entities have been applied.

The *Financial Management Act 2006* and the Treasurer's instructions take precedence over the Australian Accounting Standards. Several of the standards are modified by the Treasurer's instructions to vary application, disclosure format and wording.

Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention, except for land and buildings which have been measured at fair value.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all financial years presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000).

Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.



Note 1: Basis of Preparation (continued)

Accounting for Goods and Services Tax

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

- (a) amount of GST incurred by the Agency as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- (b) receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Contributed equity

AASB Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public-Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to, transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by Treasurer's instruction 955 *Contributions by Owners made to Wholly Owned Public-Sector Entities* and have been credited directly to Contributed Equity.

The transfers of net assets to/from other agencies, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal.

Administered items

The Department administers, but does not control, certain activities and functions for and on behalf of Government that do not contribute to the Department's services or objectives. It does not have discretion over how it utilises the transactions in pursuing its own objectives.

Transactions relating to the administered activities are not recognised as the Department's income, expenses, assets and liabilities, but are disclosed in the accompanying schedules as 'Administered income and expenses', and 'Administered assets and liabilities'.

The accrual basis of accounting and applicable Australian Accounting Standards have been adopted.

Note 2: Department outputs

How the Department operates

This section includes information regarding the nature of funding the Department receives and how this funding is utilised to achieve the Department's objectives. This note also provides the distinction between controlled funding and administered funding:

	Notes
Department Objectives	2.1
Schedule of Income and Expenses by Service	2.2
Schedule of Assets and Liability by Service	2.3

2.1 Department objectives

Mission

The Department's mission is to connect people with goods and services through an intricate system of roads, railways, airports, ports, paths and waterways, and educate and regulate to keep them safe within those networks. It coordinates and prioritises the transport-related infrastructure that allows the Western Australian economy to grow.

The Department is predominantly funded by user fees and charges determined by prevailing market forces. It is also funded by other controlled revenues and Parliamentary appropriations.

Services

The Department provides the following services:

Service 1: Strategic Transport Policy and Integrated Planning

Contributes towards the provision of leadership for strategic management, development and protection of economic nodes and networks through the provision of a range of services.

Service 2: Driver and Vehicle Services

Contributes towards the provision of safe, accessible, sustainable and efficient transport services and systems through the provision of driver licensing and vehicle registration services.

Service 3: Maritime

Contributes towards the Department's outcome of an accessible and safe transport system through a range of coastal infrastructure services and range of marine safety, regulatory and education services.

Service 4: On-demand Transport

Provides a regulatory environment that encourages competition and innovation in the on-demand transport industry to deliver safe, accessible and efficient on-demand transport services for our community.

2.2 Schedule of Income and Expenses by Service

For the year ended 30 June 2023

	Strategic Transport Policy and Integrated Planning		Driver and Vehicle Services		Maritime		On-demand Transport		Total	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Cost of services										
Expenses										
Employee benefits expense	25,899	22,629	104,406	97,447	31,912	28,934	4,794	5,154	167,011	154,164
Supplies and services	39,012	21,314	85,330	78,175	55,403	49,401	2,833	2,752	182,578	151,642
Depreciation and amortisation expense	1,191	1,239	6,848	7,442	15,814	14,844	499	524	24,352	24,049
Accommodation expenses	852	827	11,232	11,480	5,295	5,024	625	771	18,004	18,102
Grants and subsidies	80,105	69,400	37,889	32,035	7,634	8,380	18,643	16,275	144,271	126,090
Loss on disposal of non-current assets	18	87	80	604	332	776	4	-	434	1,467
Finance costs	9	8	55	50	52	58	4	4	120	120
Other expenses	1,739	395	1,454	2,210	396	1,975	294	84	3,883	4,664
Total cost of services	148,825	115,899	247,294	229,443	116,838	109,392	27,696	25,564	540,653	480,298
Income										
User charges and fees	53,465	54,540	215,928	204,988	37,741	36,321	7,595	6,089	314,729	301,938
Sales	1	2	4	8	33	44	-	-	38	54
Grants and contributions	4,314	300	1,114	1,177	1,902	7,500	-	-	7,330	8,977
Interest income	127	23	492	90	149	40	26	5	794	158
Other income	128	1,323	2,165	1,082	28,688	27,463	54	46	31,035	29,914
Total revenue	58,035	56,188	219,703	207,345	68,513	71,368	7,675	6,140	353,926	341,041
Gains										
Other gains	258	-	996	120	295	4,682	52	-	1,601	4,802
Total gains	258	-	996	120	295	4,682	52	-	1,601	4,802
Total income other than income from State Government	58,293	56,188	220,699	207,465	68,808	76,050	7,727	6,140	355,527	345,843
Net cost of services	90,532	59,711	26,595	21,978	48,030	33,342	19,969	19,424	185,126	134,455

2.2 Schedule of Income and Expenses by Service (continued)

For the year ended 30 June 2023

	Strategic Transport Policy and Integrated Planning		Driver and Vehicle Services		Maritime		On-demand Transport		Total	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Income from State Government										
Service appropriation	22,438	13,404	86,722	53,644	25,741	15,503	4,537	2,902	139,438	85,453
Income from other public sector entities during period	20,190	23,872	41,247	43,498	12,782	2,415	40	60	74,259	69,845
Services received free of charge	335	317	1,295	1,269	384	367	68	69	2,082	2,022
Royalties for Regions Fund	19,119	-	31,744	27,019	37	4,751	11	12	50,911	31,782
Total income from State Government	62,082	37,593	161,008	125,430	38,944	23,036	4,656	3,043	266,690	189,102
Surplus/(deficit) for the period	(28,450)	(22,118)	134,413	103,452	(9,086)	(10,306)	(15,313)	(16,381)	81,564	54,647

The Schedule of income and expenses by service should be read in conjunction with the accompanying notes.

2.3 Schedule of Assets and Liabilities by Service

As at 30 June 2023

	Strategic Transport Policy and Integrated Planning		Driver and Vehicle Services		Maritime		On-demand Transport		Total	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Assets										
Current assets	124,569	117,258	472,085	469,181	142,346	135,568	24,699	25,335	763,699	747,342
Non-current assets	140,934	128,712	544,710	515,107	161,682	148,861	28,498	27,870	875,824	820,550
Total assets	265,503	245,970	1,016,795	984,288	304,028	284,429	53,197	53,205	1,639,523	1,567,892
Liabilities										
Current liabilities	9,731	9,169	37,609	36,692	12,659	10,603	1,968	1,986	61,967	58,450
Non-current liabilities	2,542	1,475	9,824	5,906	671	1,706	514	319	13,551	9,406
Total liabilities	12,273	10,644	47,433	42,598	13,330	12,309	2,482	2,305	75,518	67,856
Net assets/liabilities	253,230	235,326	969,362	941,690	290,698	272,120	50,715	50,900	1,564,005	1,500,036

The Schedule of Assets and Liabilities by Service should be read in conjunction with the accompanying notes.

Note 3: Use of our funding

Expenses incurred in the delivery of services

This section provides additional information about how the Department's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Department in achieving its objectives and the relevant notes are:

	Notes	2023 \$'000	2022 \$'000
Employee benefits expenses	3.1.1	167,011	154,164
Employee related provisions	3.1.2	32,668	31,009
Grants and subsidies	3.2	144,271	126,090
Loss on disposal of non-current assets	3.3	434	1,467
Finance costs	3.4	120	120
Other expenditure	3.5	204,465	174,408

3.1.1 Employee benefits expenses

	2023 \$'000	2022 \$'000
Wages and salaries	149,238	137,957
Termination benefits	153	104
Superannuation - defined contributions plans	15,672	14,196
Other related expenses	1,948	1,907
Total employee benefits expenses	167,011	154,164
Add: AASB 16 Non-monetary benefits	320	333
Less: Employee contributions	(156)	(188)
Net employee benefits	167,175	154,309

Wages and salaries include wages, salaries, accrued and paid leave entitlements and paid sick leave.

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Department is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the financial year are discounted to present value.

Superannuation is the amount recognised in profit or loss of the Statement of comprehensive income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, other GESB schemes or other superannuation funds.

Other related expenses include fringe benefits tax, training expenses and uniforms.

AASB 16 Non-monetary benefits are non-monetary employee benefits predominantly relating to the provision of vehicle and housing benefits that are recognised under AASB 16 which are excluded from the employee benefits expense.

Employee contributions are contributions made to the Department by employees towards employee benefits. This includes both AASB 16 and other employee contributions.

3.1.2 Employee related provisions

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the year the services are delivered.

	2023 \$'000	2022 \$'000
Current		
<u>Employee benefits provisions</u>		
Annual leave	9,881	9,419
Long service leave	15,057	14,842
Deferred salary scheme	182	119
	25,120	24,380
<u>Other provisions</u>		
Employment on-costs	340	331
Purchased leave	20	(19)
Total current employee related provisions	25,480	24,692
Non-Current		
<u>Employee benefits provisions</u>		
Long service leave	7,092	6,233
	7,092	6,233
<u>Other provisions</u>		
Employment on-costs	96	84
Total non-current employee related provisions	7,188	6,317
Total employee related provisions	32,668	31,009

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the year the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2023 \$'000	2022 \$'000
Within 12 months of the end of the financial year	8,215	7,911
More than 12 months after the end of the financial year	1,666	1,508
	9,881	9,419

The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

Long service leave liabilities are unconditional long service leave provisions are classified as current liabilities as the Department does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2023 \$'000	2022 \$'000
Within 12 months of the end of the financial year	4,909	4,961
More than 12 months after the end of the financial year	17,240	16,114
	22,149	21,075

3.1.2 Employee related provisions (continued)

Employment on-costs involve settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses' [Note 3.5](#) and are not included as part of the Department's 'employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

	2023 \$'000	2022 \$'000
Carrying amount at start of year	415	433
Additional/(reversals of) provisions recognised	23	(23)
Payments/Other sacrifices of economic benefits	(2)	5
Unwinding of the discount	-	-
Carrying amount at end of year	436	415

Key sources of estimation uncertainty – long service leave

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Several estimates and assumptions are used in calculating the Department's long service leave provision.

These include:

- » Expected future salary rates
- » Discount rates
- » Employee retention rates; and
- » Expected future payments

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

3.2 Grants and subsidies

	2023 \$'000	2022 \$'000
Aviation (Public Air Route) Subsidies	1,608	699
Bicycle Boulevards	1,340	1,313
CBD Transport Plan	2,250	2,250
Coastal Projects and Zone Management	4,776	3,645
Community Police	2,728	3,075
Country Age Pension Fuel Card Scheme ⁽ⁱ⁾	27,543	28,069
Electric Vehicle Rebate ⁽ⁱⁱ⁾	5,523	-
Fare Subsidies (Pensioners)	1,070	812
Fremantle Port Rail Service	5,910	6,682
Future of Fremantle	1,423	750
Improve Access and Equity for Learner Drivers	2,767	1,178
Marine Communications	736	703
National Transport Reforms	336	433
Inner City Projects ⁽ⁱⁱⁱ⁾	7,239	9,021
Port Management (Port of Wyndham)	-	659
Public Transport Authority - CAT Bus Services ^(iv)	18,311	16,619
Public Transport Authority - Purple CAT Bus Services ^(iv)	1,899	1,917
Recreational Boat Facilities	1,541	3,126
Regional Airfare Zone Cap ^(v)	13,943	-
Regional Airport Development Scheme	671	1,007
Student Fare Concessions	1,082	839
Taxi User Co-payment ^(vi)	3,948	3,576
Taxi User Subsidy Scheme ^(vi)	11,973	10,845
Tunnel Monitoring System (Public Transport Authority) ^(vii)	2,410	1,561
Western Australian Bicycle Network ^(viii)	22,319	27,065
Other Grants and Subsidies	925	246
Total expense for services	144,271	126,090

Grants expenses are those transactions where the Department provides goods, services or assets without receiving equal value in return. They can be either capital or operating payments and can be paid for general purposes or can be paid subject to terms and conditions.

Grants can be paid as general-purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

Grants and other transfers to third parties (other than contribution to owners) are recognised as an expense in the financial year in which they are paid or payable. They include transactions such as: grants, subsidies, personal benefit payments made in cash to individuals, other transfer payments made to public sector agencies, local government, non-government schools, and community groups.

- (i) The Country Age Pension Fuel Card provides support for the transport needs of age pensioners in regional areas.
- (ii) A rebate to encourage the take up of zero and low emission light vehicles (ZLEVs) especially battery electric vehicles (EVs).
- (iii) Grants paid under the Inner City Projects (formerly Perth City Deal) includes Roe Street upgrades funded by way of a joint initiative between the State, Commonwealth and City of Perth (See [note 9.6](#))

3.2 Grants and subsidies (continued)

- (iv) The Central Area Transit (CAT) bus services grant provides for disbursements made to the Public Transport Authority from the Perth Parking Licensing Account for administering and operating the free Central Area Transit and the Free Transit Zone services in Perth. (See [note 9.6](#))
- (v) The Regional Airfare Zone Cap (RAZC) allows WA regional residents to access a capped airfare for personal travel on eligible routes to and from Perth.
- (vi) The Taxi User Co-payment and Taxi User Subsidy schemes provides taxi travel at a reduced rate for people who have a severe and permanent disability that prevent them using conventional public transport services.
- (vii) The purpose of this grant to the Public Transport Authority (PTA), funded from the Perth Parking Licensing Account, is to invest in a Tunnel Monitoring System for the protection of PTA underground assets at Perth City Link. (See [note 9.6](#))
- (viii) The Western Australian Bicycle Network grants program provides funding for the design and implementation of bicycle network infrastructure and programs in accordance with State Government priorities set out in the Western Australian Bicycle Network Plan. The expense incorporates multiple activities, including the WA Bicycle Network local government grants program \$11.3 million (2022: \$5.3 million), and Principal Shared Paths funding \$11.02 million (2022: \$21.7 million).

3.3 Loss on disposal of non-current assets

Net proceeds from disposal of non-current assets

Property, plant and equipment
Infrastructure
Intangible assets

Carrying amount of non-current assets disposed

Property, plant and equipment
Infrastructure
Intangible assets⁽ⁱ⁾

Net gain/(loss)

	2023 \$'000	2022 \$'000
Property, plant and equipment	343	19
Infrastructure	-	-
Intangible assets	-	-
Property, plant and equipment	(469)	(612)
Infrastructure	(223)	(114)
Intangible assets ⁽ⁱ⁾	(85)	(760)
	(434)	(1,467)

Gains and losses on the disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in profit or loss in the statement of comprehensive income (from the proceeds of sale).

- (i) Includes retirement of Software as a Service (SaaS) arrangements 2023: \$Nil (2022: \$216,000). Refer to [note 5.3](#).

3.4 Finance costs

Lease interest expense

	2023 \$'000	2022 \$'000
Lease interest expense	120	120
	120	120

3.5 Other expenditure

	2023 \$'000	2022 \$'000
Supplies and services ⁽ⁱ⁾		
Communications	12,444	11,976
Consultants and contractors	77,987	55,369
Consumables ⁽ⁱⁱ⁾	17,821	17,188
Commissions	39,574	33,713
Data processing	758	450
Drivers licence card production	1,217	1,097
Number plate production	4,251	3,872
Repairs and maintenance ⁽ⁱⁱⁱ⁾	19,240	20,497
Service Level agreements	58	12
Travel	1,712	1,312
Other	7,516	6,156
	182,578	151,642
Accommodation expenses		
Rentals	15,342	15,388
Cleaning	2,662	2,714
	18,004	18,102

	2023 \$'000	2022 \$'000
Other expenses ^(iv)		
Employment on-costs ^(v)	698	625
Audit cost ^(vi)	358	300
Catering	74	76
Corporate membership fees	497	442
Donations and sponsorships	37	26
Expected credit losses expense ^(vii)	274	1,457
Storage and removal	107	493
Prior year construction in progress expensed	-	1,045
Return of Royalties for Region Funding	1,600	-
Other	238	200
	3,883	4,664
Total other expenditure	204,465	174,408



3.5 Other expenditure (continued)

- (i) Supplies and services are recognised as an expense in the financial year in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.
- (ii) Consumables expenses include short-term leases with a lease term of 12 months or less and low-value leases with an underlying value of \$5,000 or less.
- (iii) Repairs and maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a significant component of an asset, when costs are capitalised and depreciated.
- (iv) Other expenses generally represent the day-to-day running costs incurred in normal operations.
- (v) Employment on-costs include workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liabilities is included at [note 3.1.2](#) Employee related provision. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included here.
- (vi) Audit cost includes the 30 June 2023 fee. See also [note 9.7](#) Remuneration of Auditors.
- (vii) Expected credit losses is an allowance of trade receivables, measured at the lifetime expected credit losses at each reporting date. The Department has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment (see [note 6.1.1](#) Movement in the allowance for impairment of receivables).

Note 4: Our funding sources

How we obtain our funding

This section provides additional information about how the Department obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by the Department and the relevant notes are:

	Notes	2023 \$'000	2022 \$'000
Income from State Government	4.1	266,690	189,102
User charges and fees	4.2	314,729	301,938
Grants and contributions	4.3	7,330	8,977
Other income	4.4	31,035	29,914
Other gains	4.5	1,601	4,802

4.1 Income from State Government

	2023 \$'000	2022 \$'000
Appropriations received during the year		
Service appropriation ^(a)	138,539	84,557
Amounts authorised by other statutes	899	896
	139,438	85,453
Income from other public sector entities during the year ^(b)		
Government grants and contributions	38,939	30,087
Service Level Agreements	4,135	9,091
Service Level Agreement - Shared IT	1,163	1,708
Service Level Agreement - WA Coastal Shipping Commission	64	62
Commissions - Insurance Commission of Western Australia	29,453	28,224
Commissions - Processing Application Fees	505	529
Assets transferred in	-	144
	74,259	69,845

Resources received free of charge from other public sector entities ^(c)

	2023 \$'000	2022 \$'000
Department of Finance		
- Accommodation	660	642
Department of Justice		
- Legal Services	-	247
Landgate		
- Provision of data	364	-
State Solicitor's Office		
- Legal services	324	308
Main Roads Western Australia		
- Accommodation	288	6
- Secondments	-	7
- Stakeholder engagement	-	4
- Planning and technical support, sustainability advice	16	-
WA Treasury Corporation		
- Advisory services	275	289
Department of Planning, Lands and Heritage		
- Provision of data	73	140
Department of Primary Industries and Regional Development		
- Digital scanning	15	-
Department of Water and Environmental Regulation		
- Advisory	2	16
- Stakeholder engagement	-	3
- Modelling services	65	360
	2,082	2,022

4.1 Income from State Government (continued)

	2023 \$'000	2022 \$'000
Royalties for Regions Fund^(d)		
Country Age Pension Fuel Card Scheme	31,600	26,860
Derby-Broome Air Services	1,336	-
Broome Boating Facilities Upgrade	-	212
Regional Two-Zone Airfare Cap for Regional Residents	17,783	-
Carnarvon One Mile Jetty	-	4,200
Other	192	510
	50,911	31,782
Total income from State Government	266,690	189,102

- (a) **Service Appropriation** is recognised as revenue at fair value in the year in which the Department gains control of the appropriated funds. The Department gains control of appropriated funds at the time those funds are deposited into the Department's bank account or credited to the Amounts receivable for services (holding account) held at Treasury.
- Service appropriations fund the net cost of services delivered (as set out in [note 2.2](#)). Appropriation revenue comprises the following:
- » Cash component; and
 - » A receivable (asset).
- (b) **Income from other public sector entities during the year** are recognised as income when the Department has satisfied its performance obligations under the funding agreement. If there is no performance obligation, income is recognised when the Department receives the funds.
- (c) **Resources received free of charge from other public sector entities** are recognised as income equivalent to the fair value of those services that can be reliably determined, and which would have been purchased if not donated.
- (d) **The Royalties for Regions Fund** is committed to various WA regional projects and programs. Royalties for Regions funds are recognised as revenue at fair value in the year in which the Department obtains control over the funds. The Department obtains control of the funds at the time the funds are deposited into the Department's bank account.

4.1 Income from State Government (continued)

Summary of consolidated account appropriations

For the year ended 30 June 2023

	2023 Budget Estimate \$'000	2023 Supplementary Funding \$'000	2023 Revised Budget \$'000	2023 Actual \$'000	2023 Variance \$'000
DELIVERY OF SERVICES					
Item 82 Net amount appropriated to deliver services	123,893	14,646	138,539	138,539	-
Amount authorised by other statutes					
- <i>Salaries and Allowances Act 1975</i>	899	-	899	899	-
Total appropriations provided to deliver services	124,792	14,646	139,438	139,438	-
CAPITAL					
Item 144 Capital appropriations	39,818	(9,961)	29,857	46,612	16,755
ADMINISTERED TRANSACTIONS					
Item 83 WA Coastal Shipping Commission	100	-	100	100	-
Total administered items	100	-	100	100	-
	164,710	4,685	169,395	186,150	16,755

4.2 User charges and fees

	Notes	2023 \$'000	2022 \$'000
Boat registration fees		23,296	22,292
Port charges		-	191
Small boat harbour fees		12,429	11,497
Other maritime fees		1,969	2,167
Motor drivers licence application fees		81,461	76,633
Motor vehicle recording, transfer, plate and inspection fees		129,871	124,155
Passenger transport vehicle fees		6,846	5,353
Perth parking licence fees	9.6	53,462	54,537
Other fees		5,395	5,113
		314,729	301,938

Revenue is recognised at the transaction price when the Department transfers control of the services to customers.

The Treasurer may make a determination providing for prescribed receipts to be retained for services under the control of the Department. In accordance with the determination specified in the 2022-23 Budget Statements, the Department retained \$354 million in 2022-23 (\$341 million in 2021-22) from the following:

- » Regulatory fees and fines
- » Grants and contributions
- » Sale of goods and services
- » Taxation
- » Other receipts

4.3 Grants and contributions

	2023 \$'000	2022 \$'000
Indian Ocean Territories	1,114	1,177
Other Commonwealth grants	5,309	-
Local Government grants	750	7,500
Other Grants	157	300
	7,330	8,977

Revenue is recognised at fair value when the Department obtains control over the assets comprising the contributions usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined, and the services would be purchased if not donated.

4.4 Other income

	2023 \$'000	2022 \$'000
Rents and leases	20,268	18,293
Recoups of operating expenses	3,852	5,089
Harbour utility charges	5,480	5,727
Other	1,435	805
	31,035	29,914

Revenue from other operating activities, including rendering of services and the sale of assets is recognised when the Department has passed control of the goods or other assets or delivery of the service to the customer.

Recoupment of operating activities is recognised when invoiced.

4.5 Other gains

	2023 \$'000	2022 \$'000
Impairment losses reversed – Land	1,601	4,802
	1,601	4,802

Information on remaining accumulated impairment losses is provided in [note 5.1](#).

Note 5: Key Assets

Assets the Department utilises for economic benefit or service potential

This section includes information regarding the key assets the Department utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets.

		2023 \$'000	2022 \$'000
Property, plant and equipment	5.1	162,382	150,379
Infrastructure	5.2	274,048	258,971
Intangible assets	5.3	52,639	47,559
Right-of-use assets	5.4	3,990	5,571
Construction in progress	5.5	35,568	32,897



5.1 Property, plant and equipment

Reconciliations of the carrying amounts of property, plant and equipment at the beginning and end of the financial year are set out below:

	Land \$'000	Buildings \$'000	Refurbishments furniture and fittings \$'000	Plant and equipment \$'000	Computer hardware \$'000	Vehicles \$'000	Vessels \$'000	Total \$'000
Year ended 30 June 2023								
Carrying amount at start of year	119,976	18,341	3,776	5,244	1,640	420	982	150,379
Additions	-	757	2,542	1,276	146	274	374	5,369
Revaluation	7,640	2,548	-	-	-	-	-	10,188
Impairment losses reversed	1,600	-	-	-	-	-	-	1,600
Disposals	-	(303)	-	(77)	(16)	(15)	(58)	(469)
Write-offs	-	-	-	-	-	-	-	-
Transfers	-	140	-	-	-	-	-	140
Depreciation	-	(1,118)	(1,311)	(1,258)	(698)	(155)	(285)	(4,825)
Carrying amount at end of year	129,216	20,365	5,007	5,185	1,072	524	1,013	162,382
Gross carrying amount	129,216	20,376	14,633	15,011	8,197	1,452	4,549	193,434
Accumulated depreciation	-	(11)	(9,626)	(9,826)	(7,125)	(928)	(3,536)	(31,052)
Accumulated impairment losses	-	-	-	-	-	-	-	-

Information on fair value measurements is provided in [note 8.3](#).

Information on capital commitments is provided in [note 7.4](#).

5.1 Property, plant and equipment (continued)

	Land \$'000	Buildings \$'000	Refurbishments furniture and fittings \$'000	Plant and equipment \$'000	Computer hardware \$'000	Vehicles \$'000	Vessels \$'000	Total \$'000
Year ended 30 June 2022								
Carrying amount at start of year	115,221	18,319	4,301	5,542	2,366	451	1,300	147,500
Additions	-	236	646	1,026	219	96	-	2,223
Revaluation	-	1,406	-	-	-	-	-	1,406
Impairment losses reversed	4,802	-	-	-	-	-	-	4,802
Disposals	-	(534)	-	(33)	(44)	-	-	(611)
Write-offs	-	-	-	(37)	-	(13)	-	(50)
Transfers	(47)	-	-	-	-	50	-	3
Depreciation	-	(1,086)	(1,171)	(1,254)	(901)	(164)	(318)	(4,894)
Carrying amount at end of year	119,976	18,341	3,776	5,244	1,640	420	982	150,379
Gross carrying amount	121,576	18,347	13,401	14,177	11,299	1,349	4,457	184,606
Accumulated depreciation	-	(6)	(9,625)	(8,933)	(9,659)	(929)	(3,475)	(32,627)
Accumulated impairment losses	(1,600)	-	-	-	-	-	-	(1,600)

Information on fair value measurements is provided in [note 8.3](#).

Information on capital commitments is provided in [note 7.4](#).

5.1 Property, plant and equipment (continued)

Capitalisation/expensing of assets

Items of property, plant and equipment and infrastructure costing \$5,000 or more are recognised as assets, and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed directly to the Statement of Comprehensive Income (other than where they form part of a group of similar items which is significant in total).

Initial recognition and measurement

Property, plant and equipment and infrastructure are initially recognised at cost. For items of property, plant and equipment and infrastructure acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the leasehold improvement.

Subsequent measurement

After initial recognition of an asset, the revaluation model is used for the measurement of land and buildings, and the cost model for all other property, plant and equipment and infrastructure. Land and buildings are carried at fair value less accumulated depreciation (buildings only) and accumulated impairment losses. All other items of property, plant and equipment and infrastructure are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Where market-based evidence is available, the fair value of land and buildings is determined on the basis of current market values determined by reference to recent market transactions.

Where market-based evidence is not available, the fair value of land and buildings is determined on the basis of existing use. This normally applies where buildings are specialised or where land use is restricted. Fair value for existing use buildings is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. current replacement cost.

Land assets were last revalued as at 1 July 2022 by the Western Australian Land Information Authority (Landgate). The valuations were performed during the year ended 30 June 2023 and recognised at 30 June 2023. In undertaking the revaluation, fair value was determined by reference to market value: \$2,622,000 (2022: \$2,484,000). For the remaining balance, fair value of land was determined on the basis of comparison with market evidence for land with low level utility (high restricted use land).

Building assets were last revalued as at 1 July 2022 by the Western Australian Land Information Authority (Landgate). The valuations were performed during the year ended 30 June 2023 and recognised at 30 June 2023. In undertaking the revaluation, fair value was determined by reference to market value: \$1,066,000 (2022: \$1,036,000). For the remaining balance, fair value of buildings was determined on the basis of current replacement cost.

5.1 Property, plant and equipment (continued)

When buildings are revalued, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount. Fair value for restricted use land is determined by comparison with market evidence for land with similar approximate utility (high restricted use land) or market value of comparable unrestricted land (low restricted use land). Independent valuations of land and buildings are provided annually by the Western Australian Land Information Authority (Landgate) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the financial year.

The most significant assumptions and judgements in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated economic life. Professional judgement by the valuer is required where the evidence does not provide a clear distinction between market type assets and existing use assets.

Information on fair value measurements is provided in [note 8.3](#).

Derecognition

Upon disposal or derecognition of an item of property, plant and equipment, any revaluation surplus relating to that asset is retained in the asset revaluation surplus.

Asset revaluation surplus

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets.

5.1.1 Depreciation and impairment

Charge for the period

	2023 \$'000	2022 \$'000
<u>Depreciation</u>		
Buildings	1,118	1,086
Refurbishments, furniture and fittings	1,311	1,171
Plant and equipment	1,258	1,254
Computer hardware	698	901
Vehicles and vessels	440	482
	4,825	4,894

Finite useful lives

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The useful lives of key assets are reviewed annually.

Land and non-current assets classified as held for distribution to owners are not depreciated. Other assets are depreciated using the straight-line method at rates that are reviewed annually. Estimated useful lives for each class of depreciable asset are:

Asset	Useful life
Buildings	20 to 50 years
Computer hardware	4 to 7 years
Refurbishments, furniture and fittings	3 to 20 years
Plant and equipment	3 to 20 years
Vehicles	5 to 20 years
Vessels	10 to 20 years

5.1.1 Depreciation and impairment (continued)

Impairment

Non-financial assets, including items of plant and equipment as well as infrastructure are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

As the Department is a not-for-profit entity, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However, this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from declining replacement costs.

Please refer to [note 5.3](#) for guidance in relation to the impairment assessment that has been performed for intangible assets.



5.2 Infrastructure

Reconciliation

Reconciliations of the carrying amounts of infrastructure at the beginning and end of the financial year are set out below:

	2023 \$'000	2022 \$'000
Carrying amount at start of year	258,971	264,550
Additions	25,715	3,874
Disposals	(223)	(114)
Transfers	18	94
Depreciation	(10,433)	(9,433)
Carrying amount at end of year	274,048	258,971
Gross carrying amount	459,386	436,695
Accumulated depreciation	(185,338)	(177,724)
Accumulated impairment losses	-	-
The carrying amounts of infrastructure comprises:		
Breakwaters and groynes	92,043	90,412
Wharves, jetties and boat pens	74,740	72,488
Navigation aids	7,736	5,984
Channel development and earthworks	37,890	35,735
Associated infrastructure ⁽ⁱ⁾	61,639	54,352
	274,048	258,971

(i) Associated infrastructure mainly comprises car parks, access roads, hardstand areas, lighting and services including electrical, water, drainage and sewerage systems.

The Infrastructure policies are outlined in [note 5.1](#).

5.2.1 Depreciation and impairment

Charge for the year

	2023 \$'000	2022 \$'000
Depreciation		
Infrastructure	10,433	9,433
	10,433	9,433

The Infrastructure policies are outlined in [note 5.1.1](#).

Finite useful lives

Infrastructure assets are predominantly maritime infrastructure assets.

All infrastructure assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits.

The expected useful lives for the Department's main types of infrastructure assets are:

Asset	Useful life
Breakwaters and groynes	50 to 100 years
Wharves, jetties and boat pens	15 to 50 years
Navigation aids	5 to 50 years
Channel development and earthworks	50 to 100 years
Associated infrastructure	10 to 100 years

5.3 Intangible assets

Reconciliation

Reconciliations of the carrying amounts of intangible assets at the beginning and end of the financial year are set out below:

	2023 \$'000	2022 \$'000
Carrying amount at start of year	47,559	47,129
Additions	11,366	7,979
Disposals ⁽ⁱ⁾	(85)	(760)
Amortisation expense	(6,201)	(6,789)
Carrying amount at end of year ⁽ⁱⁱ⁾	52,639	47,559
Gross carrying amount	130,075	121,237
Accumulated amortisation	(77,436)	(73,678)
Accumulated impairment losses	-	-

- (i) Includes retirement of Software as a Service (SaaS) arrangements (2022: \$216,000). Refer to [note 3.3](#).
- (ii) The intangible assets comprise computer software and licences.

Initial recognition

Intangible assets, both externally acquired and internally generated, costing \$5,000 or more are capitalised. The cost of utilising the assets is expensed (amortised) over their useful lives. Costs incurred below this threshold are immediately expensed directly to the Statement of Comprehensive Income.

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all the following are demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- an intention to complete the intangible asset, and use or sell it;
- the ability to use or sell the intangible asset;
- the intangible asset will generate probable future economic benefit;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Costs incurred in the research phase of a project are immediately expensed.



5.3 Intangible assets (continued)

Subsequent measurement

The cost model is applied for subsequent measurement of intangible assets requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Computer software

Software that is an integral part of the related hardware is recognised as property, plant and equipment. Software that is not an integral part of the related hardware is treated as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.

Software as a Service (SaaS) arrangements

SaaS arrangements are service contracts providing the Department with the right to access the cloud provider's application software over the contract period. As such, the Department does not receive a software intangible asset at the contract commencement date. Implementation costs including costs to configure or customise the cloud provider's application software are generally recognised as operating expenses when the services are received. However, configuration and customisation costs not distinct from the SaaS access and performed by the cloud provider are recognised as a prepayment and expensed when the supplier provides access to the application software over the contract period.

Costs incurred for the development of distinct software that enhances or modifies, or creates additional capability to existing systems and meets the definition of, and recognition criteria for an intangible asset are capitalised.

5.3.1 Amortisation and impairment

Charge for the period

	2023 \$'000	2022 \$'000
<u>Amortisation</u>		
Intangible assets	6,201	6,789
	6,201	6,789

As at 30 June 2023 there were no indications of impairment to intangible assets.

The Department held no goodwill or intangible assets with an indefinite useful life during the financial year. Intangible assets with finite lives are systematically amortised over their estimated useful lives on a straight-line basis using rates which are reviewed annually. All intangible assets controlled by the Department have a finite useful life and zero residual value.

The expected useful life for intangible assets is 3 to 25 years.

Impairment of intangible assets

Intangible assets with finite useful lives are tested for impairment annually or when an indication of impairment is identified.

The policy regarding testing for impairment is outlined in [note 5.1.1](#).

5.4 Right-of-use assets

Reconciliations of the carrying amounts of right-of-use assets at the beginning and end of the financial year are set out below:

	Land \$'000	Buildings \$'000	Plant and equipment \$'000	Computer hardware \$'000	Vehicles \$'000	Total \$'000
Year ended 30 June 2023						
Carrying amount at start of year	39	1,031	860	2,784	857	5,571
Additions	-	343	162	279	552	1,336
Disposals	-	(14)	-	-	(10)	(24)
Depreciation	(3)	(529)	(560)	(1,351)	(450)	(2,893)
Carrying amount at end of year	36	831	462	1,712	949	3,990
Gross carrying amount	47	1,951	2,415	5,460	1,895	11,768
Accumulated depreciation	(11)	(1,120)	(1,953)	(3,748)	(946)	(7,778)
Accumulated impairment losses	-	-	-	-	-	-
Year ended 30 June 2022						
Carrying amount at start of year	41	1,270	545	3,325	900	6,081
Additions	1	322	824	873	425	2,445
Disposals	-	-	-	(8)	(14)	(22)
Depreciation	(3)	(561)	(509)	(1,406)	(454)	(2,933)
Carrying amount at end of year	39	1,031	860	2,784	857	5,571
Gross carrying amount	47	1,957	2,253	5,204	1,792	11,253
Accumulated depreciation	(8)	(926)	(1,393)	(2,420)	(935)	(5,682)
Accumulated impairment losses	-	-	-	-	-	-

5.4 Right-of-use assets (continued)

Initial recognition

Right-of-use assets are measured at cost including the following:

- » the amount of the initial measurement of lease liability
- » any lease payments made at or before the commencement date less any lease incentives received
- » any initial direct costs, and
- » restoration costs, including dismantling and removing the underlying asset

This includes all leased assets other than investment property right-of-use assets, which are measured in accordance with AASB 140 *Investment Property*.

The Department has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of less than \$5,000). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

5.4.1 Depreciation and impairment

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets. If ownership of the leased asset transfers to the Department at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in [note 5.1](#).

The following amounts relating to leases have been recognised in the Statement of Comprehensive Income:

	2023 \$'000	2022 \$'000
Depreciation expense of right-of-use assets	2,893	2,933
Lease interest expense	120	120
Short-term leases	51	61
Low-value leases	1,888	1,854
	4,952	4,968

The total cash outflow for leases was \$2.8 million (2022: \$3.0 million)

The Department has leases for vehicles, office equipment, storage facilities, computer hardware and residential accommodation. The Department has also entered into Memorandum of Understanding Agreements with the Department of Finance for the leasing of office accommodation. These are not recognised under AASB 16 because of substitution rights held by the Department of Finance and are accounted for as an expense as incurred.

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in [note 7.2](#).

5.5 Construction in progress

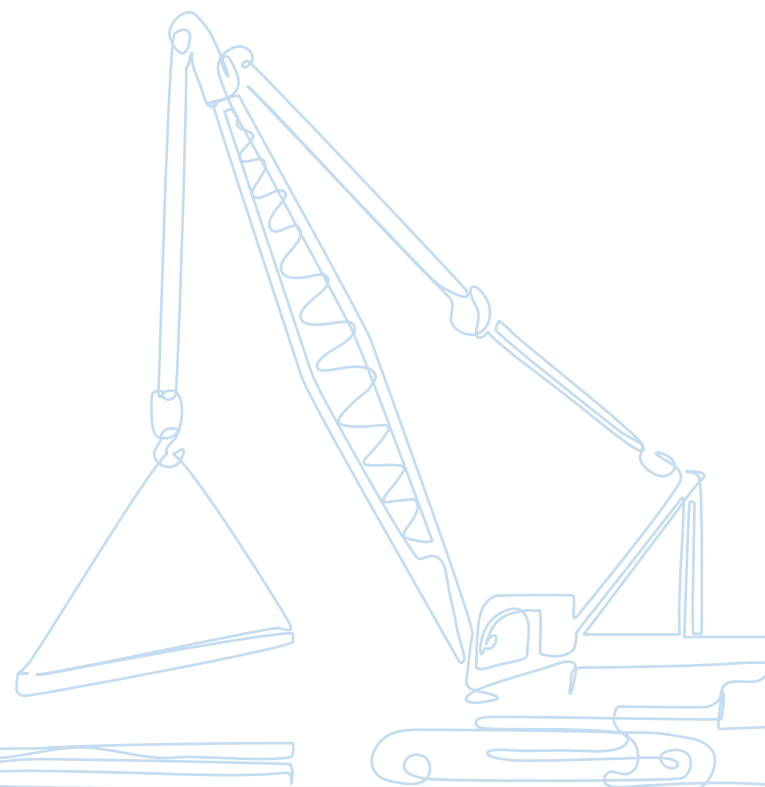
	2023 \$'000	2022 \$'000
At cost:		
Vehicles and vessels	284	505
Computer hardware	609	204
Buildings and refurbishments	4,788	462
Intangible assets	14,165	12,697
Infrastructure	15,722	19,029
	35,568	32,897

Reconciliations of the carrying amounts of construction in progress at the beginning and end of the financial year are set out below:

	2023 \$'000	2022 \$'000
Carrying amount at start of year	32,897	18,102
Expenditure during the year	44,408	29,236
Non-current assets commissioned during the year	(41,737)	(13,396)
Amounts expensed ⁽ⁱ⁾	-	(1,045)
Carrying amount at end of year	35,568	32,897

Assets under construction are not depreciated until commissioned.

- (i) Includes expensing of Software as a Service (SaaS) arrangements 2023: \$ Nil (2022: \$382,000).



Note 6: Other assets and liabilities

This section sets out those assets and liabilities that arose from the Department's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Notes	2023 \$'000	2022 \$'000
Receivables	6.1	24,323	27,674
Inventory	6.2	638	613
Amounts receivable for services	6.3	342,678	321,577
Other current assets	6.4	4,552	4,345
Payables	6.5	27,075	16,544
Contract liabilities	6.6	11,084	4,681
Other current liabilities	6.7	592	518

6.1 Receivables

	2023 \$'000	2022 \$'000
<u>Current</u>		
Receivables	17,930	25,128
Allowance for impairment of receivables	(4,612)	(4,709)
	13,318	20,419
Goods and Services Tax receivable	10,513	7,114
Interest receivable	274	52
Staff debtors	54	57
Other debtors	164	32
	24,323	27,674

Receivables are recognised at original invoice amount less any allowance for uncollectable amounts (i.e. impairment). The carrying amount of net receivables is equivalent to fair value as it is due for settlement within 30 days.

6.1.1 Movement in the allowance for impairment of trade receivables

	2023 \$'000	2022 \$'000
Reconciliation of changes in the allowance for impairment of trade receivables:		
Opening Balance	4,709	3,341
Expected credit losses expense	274	1,457
Amount written off during the year	(489)	(97)
Recovered during the year	118	8
Balance at end of year	4,612	4,709

The maximum exposure to credit risk at the end of the financial year for receivables is the carrying amount of the asset inclusive of any allowance for impairment as shown in [note 8.1](#) Financial Instruments disclosure.

The Department does not hold any collateral as security or other credit enhancements for receivables.

6.2 Inventory

	2023 \$'000	2022 \$'000
Motor vehicle plates (at cost)	638	613
	638	613

Inventories are measured at the lower of cost and net realisable value.

6.3 Amounts receivable for services (Holding Account)

	2023 \$'000	2022 \$'000
Non-current	342,678	321,577
	342,678	321,577

Amounts receivable for services represent the non-cash component of service appropriation. It is restricted and it can only be used for asset replacement or payment of leave liability.

Amounts receivable for services are not considered to be impaired (i.e. there is no expected credit loss of the holding accounts).

The Department receives funding on an accrual basis. The appropriations are paid partly in cash and partly as an asset (holding account receivable). The accrued amount receivable is accessible on the emergence of the cash funding requirement to cover leave entitlements and asset replacement.

6.4 Other current assets

	2023 \$'000	2022 \$'000
Prepayments	4,552	4,345
	4,552	4,345

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one financial year covering a term extending beyond that year.

6.5 Payables

	2023 \$'000	2022 \$'000
<u>Current</u>		
Trade payables	22,715	13,073
Accrued expenses	1,093	1,007
Accrued salaries	3,267	2,464
	27,075	16,544

Payables are recognised at the amounts payable when the Department becomes obliged to make future payments because of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 20 days for under \$1 million and 30 days for over \$1 million.

Accrued salaries represent the amount due to staff but unpaid at the end of the financial year. Accrued salaries are settled within a fortnight of the financial year-end. The Department considers the carrying amount of accrued salaries to be equivalent to its fair value.

6.6 Contract liabilities

	2023 \$'000	2022 \$'000
Current	6,370	4,681
Non-current	4,714	-
	11,084	4,681

Contract liabilities relate to revenue obligations yet to be fulfilled at the end of the financial year.

6.6.1 Movement in contract liabilities

	2023 \$'000	2022 \$'000
Reconciliation of changes in contract liabilities		
Opening balance	4,681	3,451
Additions	10,653	4,681
Revenue recognised in the financial year	(4,250)	(3,451)
Balance at end of year	11,084	4,681

The Department expects to satisfy the current portion performance obligations at the end of the financial year within the next 12 months.

6.7 Other current liabilities

	2023 \$'000	2022 \$'000
Accruals	320	269
Other liabilities	272	249
	592	518



Note 7: Financing

This section sets out the material balances and disclosures associated with the financing and cash flows of the Department

	Notes
Cash and cash equivalents	7.1
Reconciliation of cash	7.1.1
Reconciliation of operating activities	7.1.2
Lease liabilities	7.2
Capital commitments	7.4

7.1 Cash and cash equivalents

7.1.1 Reconciliation of cash

	2023 \$'000	2022 \$'000
Cash and cash equivalents ⁽ⁱ⁾	180,037	120,214
	180,037	120,214

- (i) Includes cash received as capital contributions remaining unspent at year-end of \$18.7 million (2022: \$16.9 million).

Restricted cash and cash equivalents

Current

- Perth Parking Licensing Account⁽ⁱ⁾
- Royalties for Regions⁽ⁱⁱ⁾
- Indian Ocean Territories Service Delivery Program⁽ⁱⁱⁱ⁾
- Commonwealth Paid Parental Leave Scheme^(iv)
- Westport Account ^(v)

Non-current

- Accrued salaries suspense account^(vi)

Balance at end of year

- (i) Funds held to meet the costs of administering the *Perth Parking Management Act 1999* (see [note 9.6](#)).
- (ii) Unspent funds are committed to project and programs in WA regional areas.
- (iii) Funds held to provide services to the Indian Ocean Territories (see [note 9.11](#)).
- (iv) Funds to facilitate the access by eligible employees to Paid Parental Leave.
- (v) Funds to facilitate strategic land acquisition and for other costs and acquisitions necessary for the delivery of the Westport enabling works program.
- (vi) Funds held in suspense account for the purpose of meeting the 27th pay in a reporting period that occurs every 11th year. This account is classified as non-current for 10 out of 11 years.

For the 'Statement of Cash Flows', cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash, and which are subject to insignificant risk of changes in value.

The accrued salaries suspense account consists of amounts paid annually into a Treasurer's special purpose account to meet the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

	2023 \$'000	2022 \$'000
	208,516	191,880
	8,982	3,176
	232	155
	37	35
	336,382	399,250
	554,149	594,496
	4,519	3,596
	4,519	3,596
	738,705	718,306

7.1.2 Reconciliation of net cost of services to net cash flows provided by / (used in) operating activities

	Notes	2023 \$'000	2022 \$'000
Net cost of services		(185,126)	(134,455)
Non-cash items:			
Depreciation and amortisation expense	5.1-4	24,352	24,049
Expected credit losses	3.5	274	1,457
Loss on disposal of non-current assets	3.3	434	1,467
Resources received free of charge	4.1	2,082	2,022
Other gains	4.5	(1,601)	(4,802)
(Increase)/decrease in assets:			
Current inventories		(25)	(16)
Current receivables ⁽ⁱ⁾		(11,076)	(5,170)
Other current assets		(207)	1,765
Increase/(decrease) in liabilities:			
Current payables ⁽ⁱ⁾		10,532	101
Contract liabilities		1,690	1,231
Current provisions		789	(531)
Other current liabilities		76	135
Non-current contract liabilities		4,714	-
Non-current provisions		870	(568)
Net GST receipts/payments ⁽ⁱⁱ⁾		(2,931)	(2,304)
Change in GST receivables/payables ⁽ⁱⁱⁱ⁾		(2,774)	1,654
Net cash used in operating activities		(157,927)	(113,965)

- (i) Note that the Australian Taxation Office receivable/ payable in respect of GST and the receivable/payable in respect of the sale/purchase of non-current assets are not included in these items as they do not form part of the reconciling items.
- (ii) This is the net GST paid/received, i.e. cash transactions.
- (iii) This reverses out the GST in receivables and payables.
- The Department is not exposed to changes in liabilities arising from financing activities, including changes arising from cash flows and non-cash changes.

7.2 Lease liabilities

	2023 \$'000	2022 \$'000
Current	2,450	2,555
Non-current	1,649	3,089
	4,099	5,644

At the commencement date of the lease, the Department recognises lease liabilities measured at the present value of the lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Department uses the incremental borrowing rate provided by the Western Australian Treasury Corporation.

Lease payments included by the Department as part of the present value calculation of lease liability include:

- » Fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- » Variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- » Amounts expected to be payable by the lessee under residual value guarantees;
- » The exercise price of purchase options (where these are reasonably certain to be exercised);
- » Payments for penalties for terminating a lease, where the lease term reflects the Department exercising an option to terminate the lease.

The interest on the lease liability is recognised in profit or loss over the lease term to produce a constant periodic rate of interest on the remaining balance of the liability for each financial year. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Periods covered by extension or termination options are only included in the lease term by the Department if the lease is reasonably certain to be extended (or not terminated).

Variable lease payments, not included in the measurement of lease liability, that are dependent on sales are recognised by the Department in profit or loss in the period year in which the condition that triggers those payment occurs.

This section should be read in conjunction with [note 5.4](#)

Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

7.3 Amounts due to the Treasurer

	2023 \$'000	2022 \$'000
Current	-	9,460
	-	9,460

The amount due to the Treasurer is in respect of a Treasurer's Advance. This amount is payable within 12 months after the reporting period. Although no interest is charged on the outstanding amount, the carrying amount is equivalent to fair value.

7.4 Capital commitments

Capital expenditure commitments (inclusive of GST), being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:

	2023 \$'000	2022 \$'000
Property, plant and equipment	3,893	2,217
Infrastructure	12,012	24,287
Intangible assets	16,848	10,822
	32,753	37,326

Note 8: Risks and Contingencies

This section sets out the Department's key risk management policies and measurement techniques.

	Notes
Financial risk management	8.1
Contingent assets and liabilities	8.2
Fair value measurements	8.3

8.1 Financial risk management

Financial instruments held by the Department are cash and cash equivalents (restricted and non-restricted), receivables and payables. The Department has limited exposure to financial risks and its overall risk management program focuses on managing the risks identified below.

(a) Summary of risks and risk management

Credit risk

Credit risk arises when there is the possibility of the Department's receivables defaulting on their contractual obligations resulting in financial loss to the Department.

Credit risk associated with the Department's financial assets is minimal because the main receivable is the amounts receivable for services (holding account). For receivables other than Government, the Department trades only with recognised, creditworthy third parties. The Department has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Department's exposure to bad debts is minimal. At the end of the financial year there were no significant concentrations of credit risk.

Liquidity risk

Liquidity risk arises when the Department is unable to meet its financial obligations as they fall due.

The Department is exposed to liquidity risk through its trading in the normal course of business.

The Department has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that enough funds are available to meet its commitments.

Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Department's income or the value of its holdings of financial instruments. The Department does not trade in foreign currency and is not materially exposed to other price risks (for example, equity securities or commodity prices changes).

Other than as detailed in the interest rate sensitivity analysis table at [note 8.1\(e\)](#) Financial instruments disclosures, the Department is not exposed to interest rate risk as it has no borrowings, and cash and cash equivalents are non-interest bearing (apart from certain restricted cash accounts).

(b) Categories of financial instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the financial year are:

	2023 \$'000	2022 \$'000
<u>Financial Assets</u>		
Cash and cash equivalents	738,705	718,306
Financial assets at amortised cost ⁽ⁱ⁾	356,488	342,137
Total financial assets	1,095,193	1,060,443
<u>Financial Liabilities</u>		
Financial liabilities measured at amortised cost	31,767	22,706
Total financial liabilities	31,767	22,706

(i) Financial assets at amortised cost excludes GST recoverable from the Australian Taxation Office (statutory receivable).

(c) Credit risk exposure

The following table details the credit risk exposure on the Department's trade receivables using a provision matrix.

	Days past due					
	Total \$'000	Current \$'000	<30 days \$'000	31-60 days \$'000	61-90 days \$'000	>91 days \$'000
30 June 2023						
Expected credit loss rate		1.83%	22.56%	66.00%	41.21%	100.00%
Estimated total gross carrying amount at default	17,930	8,915	2,853	184	1,489	4,489
Expected credit losses	(4,610)	(124)	(644)	(121)	(184)	(3,537)
30 June 2022						
Expected credit loss rate		1.65%	36.06%	38.00%	78.51%	100.00%
Estimated total gross carrying amount at default	25,128	20,169	597	296	76	3,990
Expected credit losses	(4,709)	(333)	(215)	(112)	(60)	(3,990)

8.1 Financial risk management (continued)

(d) Liquidity risk and Interest rate exposure

The following table details the Department's interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amount of each item.

Interest rate exposures and maturity analysis of financial assets and financial liabilities

	Weighted average effective interest rate %	Interest rate exposure				Nominal amount \$'000	Maturity dates				
		Carrying amount \$'000	Fixed interest rate \$'000	Variable interest rate \$'000	Non-interest bearing \$'000		Up to 1 month \$'000	1 to 3 months \$'000	3 months to 1 year \$'000	1 to 5 years \$'000	More than 5 years \$'000
30 June 2023											
<u>Financial Assets</u>											
Cash and cash equivalents	2.63	180,037	-	33,995	146,042	180,036	180,036	-	-	-	-
Restricted cash and cash equivalents	2.63	558,668	-	-	558,668	558,668	558,668	-	-	-	-
Receivables ⁽ⁱ⁾	-	13,810	-	-	13,810	13,810	13,810	-	-	-	-
Amounts receivable for services	-	342,678	-	-	342,678	342,678	-	-	-	342,678	-
		1,095,193	-	33,995	1,061,198	1,095,192	752,514	-	-	342,678	-
<u>Financial Liabilities</u>											
Payables	-	27,075	-	-	27,075	27,075	27,075	-	-	-	-
Lease liabilities	3.10	4,100	4,100	-	-	4,293	279	475	1,789	1,690	60
Other current liabilities	-	592	-	-	592	592	-	592	-	-	-
		31,767	4,100	-	27,667	31,960	27,354	1,067	1,789	1,690	60

(i) Receivables excludes the GST recoverable from the ATO (statutory receivable).

8.1 Financial risk management (continued)

(d) Liquidity risk and Interest rate exposure (continued)

	Weighted average effective interest rate %	Interest rate exposure				Nominal amount \$'000	Maturity dates				
		Carrying amount \$'000	Fixed interest rate \$'000	Variable interest rate \$'000	Non-interest bearing \$'000		Up to 1 month \$'000	1 to 3 months \$'000	3 months to 1 year \$'000	1 to 5 years \$'000	More than 5 years \$'000
30 June 2022											
<u>Financial Assets</u>											
Cash and cash equivalents	0.50	120,214	-	28,424	91,790	120,214	120,214	-	-	-	-
Restricted cash and cash equivalents	0.50	594,496	-	-	594,496	594,496	594,496	-	-	-	-
Receivables ⁽ⁱ⁾	-	20,521	-	-	20,521	20,526	20,526	-	-	-	-
Amounts receivable for services	-	321,577	-	-	321,577	321,557	-	-	-	321,557	-
		1,056,808	-	28,424	1,028,384	1,056,793	735,236	-	-	321,557	-
<u>Financial Liabilities</u>											
Payables	-	16,544	-	-	16,544	16,444	16,444	-	-	-	-
Lease liabilities	2.10	5,644	5,644	-	-	5,822	267	459	1,922	3,126	48
Other current liabilities	-	518	-	-	518	518	-	518	-	-	-
		22,706	5,644	-	17,062	22,784	16,711	977	1,922	3,126	48

(i) Receivables excludes the GST recoverable from the ATO (statutory receivable).

8.1 Financial risk management (continued)

(e) Interest rate sensitivity analysis

The following table represents a summary of the interest rate sensitivity of the Department's financial assets and liabilities at the end of the financial year on the surplus for the year and equity for a 1% change in interest rates. It is assumed that the change in interest rates is being held constant throughout the financial year.

	-100 point basis			+100 point basis	
	Carrying amount \$'000	Surplus \$'000	Equity \$'000	Surplus \$'000	Equity \$'000
2023					
<u>Financial Assets</u>					
Cash assets	33,994	(340)	(340)	340	340
<u>Financial Liabilities</u>					
Lease liabilities	(4,099)	41	41	(41)	(41)
Total increase/(decrease)	29,895	(299)	(299)	299	299
2022					
<u>Financial Assets</u>					
Cash assets	28,424	(284)	(284)	284	284
<u>Financial Liabilities</u>					
Lease liabilities	(5,644)	56	56	(56)	(56)
Total increase/(decrease)	22,780	(228)	(228)	228	228

8.2 Contingent assets and liabilities

Contaminated sites

Under the *Contaminated Sites Act 2003*, the Department is required to report known and suspected contaminated sites to the Department of Water and Environmental Regulation (DWER). In accordance with the Act, DWER classifies these sites on the basis of risk to human health, the environment and environmental values. Where sites are classified as contaminated – remediation required or possibly contaminated – investigation required, the Department may have a liability in respect of investigation or remediation expenses.

DWER records indicate that the Department has fifteen (15) sites that are classified as 'possibly contaminated – investigation required'. The Department is currently undertaking an assessment of these sites, the outcome of which will determine proposed actions and costs to support any necessary remediation and/or reclassification processes. The Department may apply for funding from the Contaminated Sites Management Account to undertake further investigative work or to meet remediation costs that may be required.

8.3 Fair value measurements

	Notes	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Fair value at end of year \$'000
Recurring fair value measurements					
Year ended 30 June 2023					
Land	5.1	-	2,623	126,593	129,216
Buildings	5.1	-	1,066	19,299	20,365
		-	3,689	145,892	149,581
Recurring fair value measurements					
Year ended 30 June 2022					
Land	5.1	-	2,484	117,492	119,976
Buildings	5.1	-	1,036	17,305	18,341
		-	3,520	134,797	138,317

Transfers into and transfers out of the fair value hierarchy level are recognised on the date of the event or change in circumstances that caused the transfer.

Land and buildings classified as held for distribution to owners during the period are recognised at the lower of carrying amount and fair value less costs to distribute. The fair value of these assets has been determined by reference to market evidence of sale prices of comparable assets.

Valuation techniques to derive Level 2 and Level 3 fair values

Land and buildings (Level 2 fair values)

Level 2 fair values of land and buildings are derived using the market approach.

Level 2 valuation inputs were used to determine the fair value of market type land and building assets. Fair values have been derived from sale prices of comparable land and buildings after adjusting for differences in key attributes such as property size, assuming open and liquid market transactions and that the land is in a vacant and marketable condition. Adjustments are made for comparable utility. The most significant inputs into this valuation approach is price per square metre.

Land and buildings (Level 3 fair values)

Level 3 valuation inputs were used to determine the fair value of non-market or current use type land and building assets. Assets were valued at the Level 3 valuation hierarchy where there was no observable market evidence of sale prices for comparable sites or where significant Level 3 inputs were used on a recurring basis.

Land with public use restrictions have been categorised as Level 3 due to adjustments by Level 3 inputs to the market approach; including restoration costs (low restricted use land) and adjustments to recognise low level utility (high restricted use land).

8.3 Fair value measurements (Continued)

Fair values for existing use specialised buildings are valued at replacement cost and is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Current replacement cost is generally determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications, adjusted for obsolescence. Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.

While unit rates based on square metres can be supported from market evidence, other inputs (such as estimates of residual value, useful life, pattern of consumption and asset condition) required extensive professional judgement and impacted significantly on the determination of fair value and have therefore been classified as having been valued using Level 3 valuation inputs.

There were no changes in the valuation techniques during the year. However, the valuation processes have been significantly impacted by the COVID-19 pandemic.

Fair value measurements using significant unobservable inputs (Level 3)

The following table presents the changes in the fair value of assets measured using significant unobservable inputs (Level 3) for recurring fair value measurements.

	Land \$'000	Buildings \$'000	Total \$'000
2023			
Fair value at start of year	117,492	17,305	134,797
Additions	-	897	897
Revaluation increments/(decrements) recognised in Profit or Loss	1,601	-	1,601
Revaluation increments/(decrements) recognised in Other Comprehensive Income	7,500	2,446	9,946
Disposals	-	(337)	(337)
Depreciation expense	-	(1,012)	(1,012)
Fair value at end of year	126,593	19,299	145,892
Total gains or losses for the period included in profit or loss, under 'Other Gains'	1,601	-	1,601
2022			
Fair value at start of year	116,150	17,439	133,589
Additions	-	236	236
Revaluation increments/(decrements) recognised in Profit or Loss	4,709	-	4,709
Revaluation increments/(decrements) recognised in Other Comprehensive Income	-	1,340	1,340
Disposals	(3,367)	(691)	(4,058)
Depreciation expense	-	(1,019)	(1,019)
Fair value at end of year	117,492	17,305	134,797
Total gains or losses for the period included in profit or loss, under 'Other Gains'	4,802	-	4,802

8.3 Fair value measurements (continued)

Information about significant unobservable inputs (Level 3) in fair value measurements

The following table summarises the quantitative information about the significant unobservable inputs used in Level 3 fair value measurement.

There were no significant interrelationships between the unobservable inputs.

Description	Fair value 2023 \$'000	Fair value 2022 \$'000	Valuation technique(s)	Unobservable inputs
Land	126,593	117,492	Market approach	Selection of land with similar approximate utility
Buildings	19,299	17,305	Current replacement cost	Consumed economic benefit/obsolescence of asset Historical cost per square metre floor area (m ²)

Valuation processes

An annual assessment of land and building fair values is undertaken by the Western Australian Land Information Authority (Landgate) and are determined by professionally qualified valuers.

Generally, every four or five years (depending on location) the Western Australian Land Information Authority (Landgate) performs a principle valuation calculation based on physical inspection or verification of the asset (kerbside valuation). In other years, fair values are determined by indexing the previous year's valuation amount by a factor which represents the analysis of the movement in valuation inputs from year to year (mass appraisal program or desktop valuation). Changes in Level 2 and Level 3 fair values of land and buildings are analysed by the Department at the end of each financial year.

Basis of valuation

In the absence of market-based evidence, due to the specialised nature of some land and buildings, these assets are valued at Level 3 of the fair value hierarchy on an existing use basis. The existing use basis recognises that restrictions or limitations have been placed on their use and disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held to deliver a specific community service as authorised by legislation.

Many of the Department's land and building assets have a restricted use for maritime purposes under the *Marine and Harbours Act*.

The main Level 3 inputs used are derived and evaluated as follows:

Selection of land with restricted utility

Due to the restricted nature and unique characteristics of some land, there is no observable market evidence of sale prices. Fair values for restricted use land are determined by comparison with market evidence for land with low level utility and adjustments made to the price per square metre. Relevant comparators of land with low level utility are selected by the Western Australian Land Information Authority (Landgate).

Consumed economic benefit/obsolescence of assets

Represents the difference between the replacement cost of buildings and its current condition. This is estimated by the Western Australian Land Information Authority (Landgate).

Historical cost per square metre floor area (m²)

The cost of constructing specialised buildings are obtained from actual construction costs per square metre of other similar or reference buildings, historical building costs, quantity surveyors and standard rates from construction guides.

Note 9: Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Notes
Services provided free of charge	9.1
Future impact of Australian Accounting Standards not yet operative	9.2
Key management personnel	9.3
Related party transactions	9.4
Jointly controlled assets	9.5
Special purpose accounts	9.6
Remuneration of auditors	9.7
Non-current assets classified as held for distribution to owners	9.8
Equity	9.9
Supplementary financial information	9.10
Indian Ocean Territories Service Level Agreement	9.11

9.1 Resources provided free of charge

During the year the following resources were provided to other agencies free of charge for functions outside the normal operations of the Department:

	2023 \$'000	2022 \$'000
Department of Biodiversity, Conservation and Attractions	1	1
Department of Planning, Lands and Heritage	62	26
Department of Primary Industries and Regional Development	30	16
Infrastructure Western Australia	1	-
Public Transport Authority	-	1
Main Roads Western Australia	29	64
Department for Local Government, Sport & Cultural Industries	-	5
Corruption and Crime Commission	289	240
Western Australian Police Service	-	101
Department of Jobs, Tourism, Science and Innovation	-	53
Australian Federal Police	1	-
	416	507

9.2 Future impact of Australian Accounting Standards not yet operative

The Agency cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 Application of Australian Accounting Standards and Other Pronouncements or by an exemption from TI 1101. Where applicable, the Agency plans to apply the following Australian Accounting Standards from their application date.

Operative for reporting periods
beginning on/after

Operative for reporting periods beginning on/after 1 Jan 2023

AASB 2021-2	<p><i>Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates</i></p> <p>This Standard amends: (a) AASB 7, to clarify that information about measurement bases for financial instruments is expected to be material to an entity's financial statements; (b) AASB 101, to require entities to disclose their material accounting policy information rather than their significant accounting policies; (c) AASB 108, to clarify how entities should distinguish changes in accounting policies and changes in accounting estimates; (d) AASB 134, to identify material accounting policy information as a component of a complete set of financial statements; and (e) AASB Practice Statement 2, to provide guidance on how to apply the concept of materiality to accounting policy disclosures.</p> <p>There is no financial impact.</p>	1 Jan 2023
AASB 2021-6	<p><i>Amendments to Australian Accounting Standards – Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards</i></p> <p>This Standard amends: (a) AASB 1049, to require entities to disclose their material accounting policy information rather than their significant accounting policies; (b) AASB 1054 to reflect the updated accounting policy terminology used in AASB 101 Presentation of Financial Statements; and (c) AASB 1060 to required entities to disclose their material accounting policy information rather than their significant accounting policy and to clarify that information about measurement bases for financial instruments is expected to be material to an entity's financial statements.</p> <p>There is no financial impact.</p>	1 Jan 2023
AASB 2022-7	<p><i>Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards</i></p> <p>This Standard makes editorial corrections to various Australian Accounting Standards and AASB Practice Statement 2 Making Materiality Judgements.</p> <p>There is no financial impact.</p>	1 Jan 2023

9.2 Future impact of Australian Accounting Standards not yet operative (continued)

		Operative for reporting periods beginning on/after
AASB 2022-8	<p><i>Amendments to Australian Accounting Standards – Insurance Contracts: Consequential Amendments</i></p> <p>This Standard amends: (a) AASB 1; (b) AASB 3; (c) AASB 5; (d) AASB 7; (e) AASB 9; (f) AASB 15; (g) AASB 17; (h) AASB 119; (i) AASB 132; (j) AASB 136; (k) AASB 137; (l) AASB 138; (m) AASB 1057; and (n) AASB 1058, to permit public sector entities to continue applying AASB 4 and AASB 1023 to annual periods beginning on or after 1 January 2023 but before 1 July 2026.</p> <p>There is no financial impact.</p>	1 Jan 2023
Operative for reporting periods beginning on/after 1 Jan 2024		
AASB 2020-1	<p><i>Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current</i></p> <p>This Standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current.</p> <p>These is no financial impact.</p>	1 Jan 2024
AASB 2022-5	<p><i>Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback</i></p> <p>This Standard amends AASB 16 to add measurement requirements for sale and leaseback transactions that satisfy the requirements in AASB 15 to be accounted for as a sale.</p> <p>There is no financial impact.</p>	1 Jan 2024
AASB 2022-6	<p><i>Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants</i></p> <p>This Standard amends AASB 101 to improve the information an entity provides in its financial statements about liabilities arising from loan arrangements for which the entity's right to defer settlement of those liabilities for at least twelve months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement.</p> <p>The Standard also amends an example in Practice Statement 2 regarding assessing whether information about covenants is material for disclosure.</p> <p>There is no financial impact.</p>	1 Jan 2024

9.2 Future impact of Australian Accounting Standards not yet operative (continued)

Operative for reporting periods
beginning on/after

AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities.*

This Standard amends AASB 13 including adding authoritative implementation guidance and providing related illustrative examples, for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows.

The Agency has not assessed the impact of the Standard.

1 Jan 2024

Operative for reporting periods beginning on/after 1 Jan 2025

AASB 17 *Insurance Contracts*

This Standard establishes principles for the recognition, measurement, presentation and disclosure of insurance contracts. It was amended by AASB 2022-8 to take effect for Not-For-Profit insurance contracts from 1 July 2026.

The Agency has not assessed the impact of the Standard.

1 July 2026

AASB 2021-7C *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*

This Standard further defers (to 1 January 2025) the amendments to AASB 10 and AASB 128 relating to the sale or contribution of assets between an investor and its associate or joint venture. The standard also includes editorial corrections.

The Agency has not assessed the impact of the Standard.

1 Jan 2025

AASB 2022-9 *Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector*

This Standard amends AASB 17 and AASB 1050 to include modifications with respect to the application of AASB 17 by public sector entities.

This Standard also amends the following Standards to remove the temporary consequential amendments set out in AASB 2022-8 since AASB 4 and AASB 1023 do not apply to public sector entities for periods beginning on or after 1 July 2026: (a) AASB 1; (b) AASB 3; (c) AASB 5; (d) AASB 7; (e) AASB 9; (f) AASB 15;(g) AASB 119; (h) AASB 132; (i) AASB 136; (j) AASB 137; (k) AASB 138; (l) AASB 1057; and (m) AASB 1058

There is no financial impact.

1 Jan 2026

9.3 Key management personnel

The Department has determined key management personnel to include Cabinet ministers and senior officers of the Department. The Department does not incur expenditures to compensate Ministers and those disclosures may be found in the Annual Report on State Finances.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of the Department for the financial year are presented within the following bands:

Compensation band (\$)	2023	2022
500,001 - 550,000	1	1
450,001 - 500,000	-	-
400,001 - 450,000	-	-
350,001 - 400,000	3	1
300,001 - 350,000	1	2
250,001 - 300,000	1	1
200,001 - 250,000	9	9
150,001 - 200,000	2	3
100,001 - 150,000	1	1
50,001 - 100,000	-	-
0 - 50,000	-	1

The comparative movement in bands between the years is due to acting arrangements which can vary from year to year.

	2023 \$'000	2022 \$'000
Short-term employee benefits	3,751	3,566
Post-employment benefits	474	437
Other long-term benefits	434	386
Termination benefits	-	-
Total compensation of senior officers	4,659	4,389

Total compensation includes the superannuation expense incurred by the Department in respect of senior officers.

9.4 Related party transactions

The Department is a wholly owned public-sector entity that is controlled by the State of Western Australia.

Related parties of the department include:

- » all Cabinet ministers and their close family members, and their controlled or jointly controlled entities;
- » all senior officers and their close family members, and their controlled or jointly controlled entities;
- » other departments and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly owned public-sector entities);
- » associates and joint ventures of a wholly owned public-sector entity; and
- » the Government Employees Superannuation Board (GESB).

9.4 Related party transactions (continued)

Significant transactions with Government related entities

In conducting its activities, the Department is required to transact with the State and entities related to the State. These transactions are generally based on the standard terms and conditions that apply to all agencies.

Such transactions include:

	Notes	2023 \$'000
Income from State Government	4.1	271,343
Equity contributions	9.11	46,612
Superannuation payments (GESB portion)	3.1(a)	12,229
Rental payments to the Department of Finance (Government Office Accommodation and State Fleet)	3.1&3.5	12,108
Insurance payments to the Insurance Commission and RiskCover fund	3.5	3,575
Remuneration for services provided by the Auditor General	9.9	320
Payments for repairs and maintenance to the Department of Finance	3.5	1,587
Payments for professional services undertaken for Westport, North East Rapid Transit Feasibility Study to Public Transport Authority of Western Australia	3.5	1,765
Transfer of excess funding to the Department of Treasury	3.5	1,601
Payment of professional services to the Department of Treasury	3.5	911
Western Australian Bicycle Network, National Transport Reforms, CBD Transport Plan grants provided to Main Roads Western Australia	3.2	13,606
Payments for Strategic Transport Modelling Review, Technical work undertaken for Westport Project to Main Roads Western Australia	3.5	1,050
Central Area Transit (CAT) bus service, Tunnel Monitoring System and Perth City Deals grants provided to Public Transport Authority of Western Australia	3.2	23,350
Marine Communications and Community Police grants provided to Western Australia Police Service	3.2	3,464
Contribution for the Support and Maintenance of the WAPOL Biometric Facial Recognition System to Western Australia Police Service	3.5	187
Transfer of excess funding to the Western Australia Police Service	3.5	154
Advisory services provided from Western Australian Treasury Corporation	3.5	471
Coastal Projects and Zone Management grants provided to Rottnest Island Authority	3.2	106
Return of Royalties for Region Funding to Treasury	3.5	1,600
Future of Fremantle grants provided to Western Australian Planning Commission	3.2	438

9.4 Related party transactions (continued)

Material transactions with related parties

Outside of normal citizen type transactions with the Department, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

9.5 Jointly controlled assets

The following represents the Department's 50% ownership interest in the Marine Operations Centre with the Department of Primary Industries and Regional Development. The 50% portion of jointly controlled assets are included in the financial statements.

	2023 \$'000	2022 \$'000
Non-current assets		
Property, plant and equipment	4,023	3,942
Infrastructure	24	35
Total assets	4,047	3,977

9.6 Special purpose accounts

Deposits

	2023 \$'000	2022 \$'000
Opening balance	4,494	3,535
Receipts		
Deposits – bonds	221	1,135
Deposits – trade plates	164	140
Interest	81	10
	466	1,285
Payments		
Refunds – bonds	(179)	(286)
Refunds – trade plates	(48)	(40)
	(227)	(326)
Closing balance	4,733	4,494

The account holds deposits for performance bonds and motor vehicle trade plate deposits. These monies are held in a private trustee capacity, and in accordance with Treasurer's instruction 1101A Financial Reporting by Departments are only reported in these notes to the financial statements.

Receipts in Suspense

	2023 \$'000	2022 \$'000
Opening balance	8,560	6,940
Receipts ⁽ⁱ⁾	68,457	16,236
Payments ⁽ⁱ⁾	(68,078)	(14,616)
Closing balance	8,939	8,560

9.6 Special purpose accounts (continued)

Receipts in suspenses (continued)

The purpose of this account is to hold funds pending identification of the purpose for which these monies were received. Upon identification, these funds are subsequently allocated to relevant revenue accounts or refunded to the customer.

- (i) The increase in amounts of receipts and payments in suspense account during 2023 was due to the introduction of a simplified payment system for fleet vehicles. Introduction of the new payment system requires all fleet vehicle payments to be processed through the suspense account before being transferred to the appropriate accounts.

Taxi Fare Evasion Recoupment Account

	2023 \$'000	2022 \$'000
Opening balance	-	-
Receipts credited to the suspense account	1	-
Refunds and subsequent allocations	-	-
Closing balance	1	-

The purpose of this Account is to reimburse taxi drivers with monies collected from passengers who failed to pay their fare.

Perth Parking Licensing Account

Opening balance

Receipts

License fees

Payments

Grants to state government agencies

Grants for Perth Inner City Project

Employee costs

Supplies and services

Closing balance

This account was established in July 1999 under the *Perth Parking Management Act 1999* to set aside funds to be used to encourage a balanced transport system for gaining access to the Perth city area. All licence fee revenue generated by the Perth Parking Levy is reinvested into transport services and infrastructure within the Perth Parking Management Area from which it is generated, to deliver a more balanced transport system, including the ongoing provision of the Perth CAT bus system, free public transport within the Free Transit Zone, an incident response service and clearway towing, and administration of the Act.

Notes	2023 \$'000	2022 \$'000
	191,879	164,579
4.2	53,462	54,537
	53,462	54,537
3.2	(32,484)	(22,347)
3.2	(2,954)	(3,750)
	(874)	(880)
	(513)	(260)
	(36,825)	(27,237)
	208,516	191,879

9.6 Special purpose accounts (continued)

Westport Account

	2023 \$'000	2022 \$'000
Opening balance	399,250	-
Receipts		
Contribution from WA State and Commonwealth Government	-	400,000
	-	400,000
Payments		
Grants and subsidies	(415)	(750)
Distribution to owners - Main Roads Western Australia	(62,353)	-
Other Expenditure	(100)	-
	(62,868)	(750)
Closing balance	336,382	399,250

This account was established in 26 August 2021 under the *Financial Management Act 2006* to hold funds for purposes of strategic land acquisition for the Westport project and for other costs and acquisitions necessary for the delivery of the Westport enabling works program.

9.7 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit of the current financial year is as follows:

	2023 \$'000	2022 \$'000
Auditing the accounts, controls, financial statements and key performance indicators	320	286

The expense is included in [Note 3.5](#) Other expenditure.

9.8 Non-current assets classified as held for distribution to owners

The following table represents a summary of assets held for distribution to owners:

	2023 \$'000	2022 \$'000
Opening balance		
Land	-	11,602
Buildings	-	1,736
Other plant, equipment and infrastructure	-	7,842
Less write-down to fair value less costs to distribute	-	-
	-	21,180
Assets held / (ceased to be held) for distribution to owners		
Land	-	-
Buildings	-	-
Other plant, equipment and infrastructure	-	-
Less write-down to fair value less costs to distribute	-	-
	-	-
Total assets classified as held for distribution to owners		
Land	-	11,602
Buildings	-	1,736
Other plant, equipment and infrastructure	-	7,842
Less write-down to fair value less costs to distribute	-	-
	-	21,180

	2023 \$'000	2022 \$'000
Less assets distributed		
Land	-	11,602
Buildings	-	1,736
Other plant, equipment and infrastructure	-	7,842
Less write-down to fair value less costs to distribute	-	-
	-	21,180
Closing balance		
Land	-	-
Buildings	-	-
Other plant, equipment and infrastructure	-	-
Less write-down to fair value less costs to distribute	-	-
	-	-

The Welshpool Vehicle Examination Centre property was assessed as surplus to requirements. A selling agent was appointed to market and sell the property which was settled during the 2021-22 financial year. Value distributed to owners was \$7,710,000.

On 1 July 2021, governance relating to several regional remote trading ports transferred from the Department to the relevant regional port authorities. The transfer was part of the second phase of the Ports Governance Review enabled by the *Ports Legislation Amendment Act 2019*. Value distributed to owners was \$13,470,000.

9.9 Equity

	2023 \$'000	2022 \$'000
Contributed equity		
Balance at start of the financial year	973,690	567,679
<i>Contribution by owners</i>		
Capital appropriations	46,612	425,904
Transfer of net assets		
- Regional Development Headworks Fund	2,959	1,335
Total contribution by owners	49,571	427,239
<i>Distribution to owners</i>		
- Department of Planning, Lands and Heritage	-	(13,576)
- Kimberley Ports Authority	-	(7,652)
- Main Roads Western Australia	(15,000)	-
- Westport to Main Roads Western Australia	(62,353)	-
	(77,353)	(21,228)
Balance at the end of the financial year	945,908	973,690
Reserves		
<i>Asset revaluation surplus</i>		
Balance at the start of the financial year	6,461	5,055
Net revaluation increments/(decrements)		
- Land	7,639	-
- Buildings	2,548	1,406
Balance at end of period	16,648	6,461
Accumulated surplus		
Balance at the start of the financial year	519,885	465,238
Prior period reclassification	-	-
Restated balance at the start of the financial year	519,885	465,238
Result for the year	81,564	54,647
Balance at the end of the financial year	601,449	519,885
Total equity at the end of the financial year	1,564,005	1,500,036



9.10 Supplementary financial information

(a) Write-offs

	2023 \$'000	2022 \$'000
(i) Bad Debts		
The Accountable Authority	489	97
	489	97

All the debts written off had previously been provided for.

	2023 \$'000	2022 \$'000
(ii) Public Property		
The Accountable Authority	2	61
	2	61

(b) Losses through theft, defaults and other causes

The Department suffered no losses of public money or other property through theft, defaults or other causes during the current financial year.

(c) Gifts of public property

	2023 \$'000	2022 \$'000
Gifts of public property provided by the Agency	8	2
	8	2

9.11 Indian Ocean Territories Service Level Agreement

The provision of services to the Indian Ocean Territories is recouped from the Commonwealth government.

	2023 \$'000	2022 \$'000
Balance at the start of the year	155	213
Receipts	1,154	1,216
Payments	(1,077)	(1,274)
Balance at the end of the year	232	155

Note 10: Explanatory statements

This section explains variations in the financial performance of the Department.

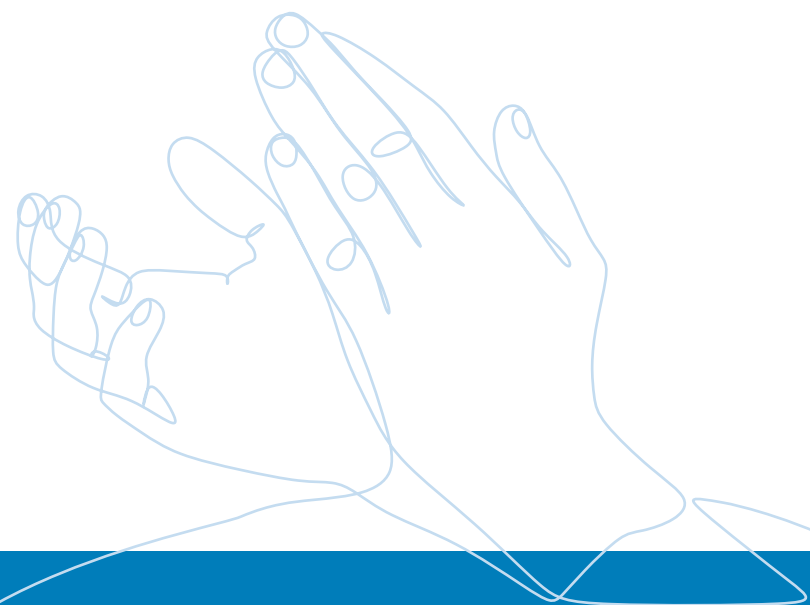
	Notes
Explanatory statement for controlled operations	10.1
Explanatory statement for administered items	10.2

10.1 Explanatory statement for controlled operations

This explanatory section explains variations in the financial performance of the Agency undertaking transactions under its own control, as represented by the primary financial statements.

All variances between annual estimates (original budget) and actual results for 2023, and between the actual results for 2023 and 2022 are shown below. Narratives are provided for key major variances which vary more than 10% from their comparative and that the variation is more than 1% of the dollar aggregate of:

- » Total Cost of Services for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$480 million prior year actual) i.e. \$4.80 million, and
- » Total Assets for the Statement of financial position (i.e. 1% of \$1,567 million prior year actual) i.e. \$15.7 million.



10.1.1 Statement of Comprehensive Income Variances

	Variance Notes	Estimate 2023 \$'000	Actual 2023 \$'000	Actual 2022 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2023 and 2022 \$'000
COST OF SERVICES						
Expenses						
Employee benefits expense		178,723	167,011	154,164	(11,712)	12,847
Supplies and services	1	239,918	182,578	151,642	(57,340)	30,936
Depreciation and amortisation expense		26,368	24,352	24,049	(2,016)	303
Accommodation expenses		17,508	18,004	18,102	496	(98)
Grants and subsidies	2	178,293	144,271	126,090	(34,022)	18,181
Loss on disposal of non-current assets		-	434	1,467	434	(1,033)
Finance costs		118	120	120	2	-
Other expenses		6,785	3,883	4,664	(2,902)	(781)
Total cost of services		647,713	540,653	480,298	(107,060)	60,355
Income						
Revenue						
User charges and fees		307,311	314,729	301,938	7,418	12,791
Sales		76	38	54	(38)	(16)
Grants and contributions	3	89,144	7,330	8,977	(81,814)	(1,647)
Interest income		296	794	158	498	636
Other income		28,896	31,035	29,914	2,139	1,121
Total revenue		425,723	353,926	341,041	(71,797)	12,885
Gains						
Other gains		-	1,601	4,802	1,601	(3,201)
Total gains		-	1,601	4,802	1,601	(3,201)
Total income other than income from State Government		425,723	355,527	345,843	(70,196)	9,684
NET COSTS OF SERVICES		221,990	185,126	134,455	(36,864)	50,671

10.1.1 Statement of Comprehensive Income Variances (continued)

	Variance Notes	Estimate 2023 \$'000	Actual 2023 \$'000	Actual 2022 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2023 and 2022 \$'000
Income from State Government						
Service appropriation	4	124,792	139,438	85,453	14,646	53,985
Revenue from digital capability fund	5	11,836	-	-	(11,836)	-
Revenue from climate action fund		1,597	-	-	(1,597)	-
Income from other public sector entities	6	73,601	74,259	69,845	658	4,414
Resources received free of charge		1,989	2,082	2,022	93	60
Royalties for Regions Fund	7	37,816	50,911	31,782	13,095	19,129
Total income from State Government		251,631	266,690	189,102	15,059	77,588
Surplus/(deficit) for the period		29,641	81,564	54,647	51,923	26,917
Other comprehensive income						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation reserve	8	-	10,187	1,406	10,187	8,781
Total other comprehensive income		-	10,187	1,406	10,187	8,781
Total comprehensive income/(loss) for the period		29,641	91,751	56,053	62,110	35,698

10.1.1 Statement of Comprehensive Income Variances (continued)

Major Variance Narratives for the Statement of Comprehensive Income

For the Statements of Comprehensive Income, narratives are provided for key major variances greater than 10% and greater than 1% of \$480.0 million (Prior Year Actual), i.e. \$4.80 million.

1. Supplies and services

Estimate vs Actual (\$57.3 million lower than estimated)

Supplies and services are under budget by \$57.3 million (23.9%) predominantly due to WA Agricultural Supply Chain Improvement Package 1 carryover to 2023-24 (\$55.7 million).

Current vs Prior Year Actuals (\$30.9 million increase)

The increase in supplies and services in 2023 in comparison to 2022 by \$30.9 million (20.4%) is primarily due to increased costs associated with the Westport Program (\$13.8 million), agent fees and commissions associated with the increased Authorised Inspection Services (\$5.5 million) and increase dredging costs resultant from mobilisation and establishment of a new dredging contractor for Maritime (\$5.9 million).

2. Grants and subsidies

Estimate vs Actual (\$34.0 million lower than estimated)

The decrease in Grants and Subsidies is by \$34.0 million (19.1%) is predominantly due to delays in the Inner-City Projects (\$12.3 million); deferral of Kenwick Intermodal Terminal to 2023-24 (\$10 million) and underspend and cashflow of the cycling program and Tunnel Monitoring System (\$8 million).

Current vs Prior Year Actuals (\$18.2 million increase)

The increase in Grants and subsidies in 2023 over 2022 by \$18.2 million (14.4%) is mainly due to the commencement of both the Regional Two Zone Airfare Zone Cap program (\$13.8 million) and Zero and Low Emission Light Vehicle Reform package (\$5.5 million) in 2023.

3. Grants and contributions

Estimate vs Actual (\$81.8 million lower than estimated)

The decrease in Grant and Contribution revenue by \$81.8 million (91.8%) is predominantly due to the delay in WA Agricultural Supply Chain (\$55.7 million) and a reduction of \$25 million Commonwealth funding for the Causeway Bridge removed from Transport's budget and directly provided to Main Roads WA.

4. Service appropriation

Estimate vs Actual (\$14.6 increase)

Service appropriation is increased by \$14.6 million (11.7%) predominantly due to receipt of \$9.5 million for the 2022-23 Public Sector Wage offer, Westport Office and Westport program enabling works and cost escalation relating to the Principal Shared Path Program as offset by the cash realignment of Kenwick Intermodal Terminal.

Current vs Prior Year Actuals (\$54.0 million increase)

Service Appropriation is increased in 2023 over 2022 by \$54.0 million (63.2%) due to increase in Westport Office budget resultant from Enabling works allocation and carryover of funds from 2022 to 2023 (\$17 million), the 2022-23 Public Sector Wage Offer (\$9.5 million), extension of the Driver Access and Equity Program (\$7 million), Reform Package for Zero and Low Emission Light Vehicle (\$5.5 million) and cost escalation relating to the Principal Shared Path Program (\$5.5 million).

10.1.1 Statement of Comprehensive Income Variances (continued)

5. Revenue from digital capability fund

Estimate vs Actual (\$11.8 million increase)

The increase is resultant from showing amount received from Digital Capability Fund and Climate Action Fund as equity contribution. This amount was reflected as revenue in the target.

6. Income from other public sector entities

Current vs Prior Year Actuals (\$4.4 million increase)

Income from Other Public Sector Entities is \$4.4 million (6.3%) greater in 2023 mainly due to increased funding from Main Roads WA for Principal Shared Paths (\$6.3 million).

7. Royalties for Region Fund

Estimate vs Actual (\$13.1 million increase)

The increase in funding from the Royalties for Region Fund is \$13.1 million (34.6%) is mainly due to increased demand for Regional Two Zone Airfare Zone Cap fares; funding for subsidised Derby Broome Public Transport Air Services trial and increased cost to deliver the Country Age Pension Fuel Card Scheme.

Current vs Prior Year Actuals (\$19.1 million increase)

The increase in funding from the Royalties for Region Fund in 2023 over 2022 by \$19.1 million (60.2%) is mainly for the Regional Two Zone Airfare Zone Cap (\$17.8 million).

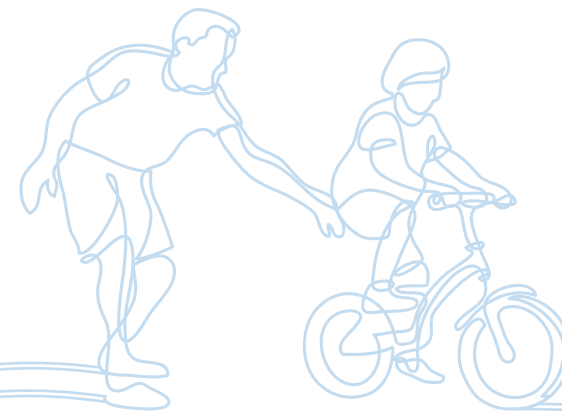
8. Changes in asset revaluation reserve

Estimate vs Actual (\$10.2 million increase)

The increase of \$10.2 million (100%) relates to an increase in the valuation of the Department's land and building assets during 2023 (\$11.8 million) compared to 2022 and further impacted by the amounts accounted for in the profit and loss statement relating to previous impairment losses reversed of \$1.6 million in 2023.

Current vs Prior Year Actuals (\$8.8 million increase)

The increase of \$8.8 million (624.5%) relates to an increase in the valuation of the Department's land and building assets during 2023 compared to 2022.



10.1.2 Statement of Financial Position Variances

	Variance Notes	Estimate 2023 \$'000	Actual 2023 \$'000	Actual 2022 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2023 and 2022 \$'000
ASSETS						
Current assets						
Cash and cash equivalents	1	79,259	180,037	120,214	100,778	59,823
Restricted cash and cash equivalents		505,498	554,149	594,496	48,651	(40,347)
Inventories		-	638	613	638	25
Receivables		10,759	24,323	27,674	13,564	(3,351)
Other current assets		6,707	4,552	4,345	(2,155)	207
Non-current assets classified as held for distribution to owners	2	21,180	-	-	(21,180)	-
Total current assets		623,403	763,699	747,342	140,296	16,357
Non-current assets						
Restricted cash and cash equivalents		3,991	4,519	3,596	528	923
Amounts receivable for services		342,678	342,678	321,577	-	21,101
Property, plant and equipment	3	130,654	162,382	150,379	31,728	12,003
Infrastructure	4	214,871	274,048	258,971	59,177	15,077
Intangible assets		45,305	52,639	47,559	7,334	5,080
Right-of-use assets		6,289	3,990	5,571	(2,299)	(1,581)
Construction in progress	5	115,865	35,568	32,897	(80,297)	2,671
Total non-current assets		859,653	875,824	820,550	16,171	55,274
TOTAL ASSETS		1,483,056	1,639,523	1,567,892	156,467	71,631

10.1.2 Statement of Financial Position Variances (continued)

	Estimate 2023 \$'000	Actual 2023 \$'000	Actual 2022 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2023 and 2022 \$'000
LIABILITIES					
<i>Current liabilities</i>					
Payables	14,257	27,075	16,544	12,818	10,531
Contract liabilities	521	6,370	4,681	5,849	1,689
Employee related provisions	28,206	25,480	24,692	(2,726)	788
Lease liabilities	2,130	2,450	2,555	320	(105)
Amounts due to the Treasurer	-	-	9,460	-	(9,460)
Other current liabilities	229	592	518	363	74
Total current liabilities	45,343	61,967	58,450	16,624	3,517
<i>Non-current liabilities</i>					
Employee related provisions	6,885	7,188	6,317	303	871
Contract liabilities	-	4,714	-	4,714	4,714
Lease liabilities	4,252	1,649	3,089	(2,603)	(1,440)
Total non-current liabilities	11,137	13,551	9,406	2,414	4,145
TOTAL LIABILITIES	56,480	75,518	67,856	19,038	7,662
NET ASSETS	1,426,576	1,564,005	1,500,036	137,429	63,969
EQUITY					
Contributed equity	907,161	945,908	973,690	38,747	(27,782)
Reserves	5,054	16,648	6,461	11,594	10,187
Accumulated surplus	6	514,361	519,885	87,088	81,564
TOTAL EQUITY	1,426,576	1,564,005	1,500,036	137,429	63,969

10.1.2 Statement of Financial Position Variances (continued)

Major Variance Narratives for the Statement of Financial Position

For the Statement of Financial Position, narratives are provided for key major variances greater than 10% and greater than 1% of \$1,567 million (Prior year Total assets). i.e. \$15.67 million.

1. Cash and cash equivalent

Estimate vs Actual (\$100.8 million greater than estimated)

The increase in cash and cash equivalents of \$100.8million (127.2%) is mainly due to reduced net operating activities than the estimates in 2023, increased budgeted cashflow from State Government in 2023, underspend and deferral of capital programs to 2024 and deferral of Perth Parking funds for the Causeway Bridge to Main Roads WA from 2022-23 to 2023-24.

Current vs Prior Year Actuals (\$59.8 million increase)

The increase in cash and cash equivalent in 2023 in comparison to 2022 by \$59.8 million (49.8%) is mainly due to higher income that has not been spent against the higher budgeted expenditure.

2. Non-current asset classified as held for distribution to owners

Estimate vs Actual (\$21.2 million decrease)

The decrease of \$21.2 million (100%) represents the sale of Welshpool Vehicle Examination Centre (\$7.7 million) and the transfer of assets for the Wyndham Port (\$13.5 million). This transfer of assets was part of the second phase of the Ports Governance Review enabled by the *Ports Legislation Amendment Act 2019*.

3. Property, plant and equipment

Estimate vs Actual (\$31.7 million increase)

The increase of \$31.7 million (24.3%) in property, plant and equipment is result of revaluation of land and building by \$11.8 million and elimination of accumulated depreciation related to disposal of Welshpool Vehicle examination Centre (\$18.1 million).

4. Infrastructure

Estimate vs Actual (\$59.2 million increase)

Infrastructures are greater than the estimate by \$59.2 million (27.5%) predominantly due to a number of major infrastructure projects finalised and commissioned in 2022-23 as compensated by the reduction in the construction in progress.

5. Construction in progress

Estimate vs Actual (\$80.3 million decrease)

Construction in progress trailed estimate by \$80.3 million (69.3%) predominantly due to a number of major infrastructure and software projects finalised and commissioned in 2022-23 as compensated by the increase in Infrastructure and Intangible assets.

6. Accumulated surplus

Estimate vs Actual (\$87.1 million greater than estimated)

Accumulated surplus in 2023 exceeds estimate by \$87.1 million (16.9%) due to the reassignment of various large programs to forward years as well as an overall underspend across DoT due to delays and constraints in the current market.

Current vs Prior Year Actuals (\$81.6 million increase)

Accumulated Surplus increased by \$81.6 million (15.7%) over 2022 due to the reassignment of various large programs to forward years as well as an overall underspend across DoT due to delays and constraints in the current market.

10.1.3 Statement of Cash Flows Variances

	Variance Notes	Estimate 2023 \$'000	Actual 2023 \$'000	Actual 2022 \$'000	Variance between estimate and actual \$'000	Variance between actual results for 2023 and 2022 \$'000
Cash flows from State Government						
Service appropriation	1	103,631	118,337	64,933	14,706	53,404
Capital appropriations	2	39,818	46,612	425,904	6,794	(379,292)
Special purpose account-climate action		1,597	-	-	(1,597)	-
Special purpose account-digital capability	3	17,935	-	-	(17,935)	-
Funds from other public sector agencies	4	73,601	92,483	54,900	18,882	37,583
Cash transferred from other agencies		4,858	2,959	1,335	(1,899)	1,624
Royalties for Regions Fund	5	37,816	50,911	35,276	13,095	15,635
Net cash provided by State Government		279,256	311,302	582,348	32,046	(271,046)
Utilised as follows:						
Activities						
Payments						
Employee benefits		(178,367)	(164,672)	(154,449)	13,695	(10,223)
Supplies and services	6	(236,217)	(173,533)	(149,492)	62,684	(24,041)
Finance costs		(118)	(120)	(120)	(2)	-
Accommodation		(17,509)	(18,000)	(17,488)	(491)	(512)
Grants and subsidies	7	(178,293)	(143,094)	(124,948)	35,199	(18,146)
GST payments on purchases	8	(26,706)	(36,462)	(31,415)	(9,756)	(5,047)
Other payments	9	(8,496)	(3,520)	(5,994)	4,976	2,474

10.1.3 Statement of Cash Flows Variances (continued)

	Variance Notes	Estimate 2023 \$'000	Actual 2023 \$'000	Actual 2022 \$'000	Variance between estimate and actual \$'000	Variance between actual results for 2023 and 2022 \$'000
Receipts						
Sales		76	43	48	(33)	(5)
User charges and fees		305,611	313,461	302,759	7,850	10,702
Grants and contributions	10	89,144	7,248	8,977	(81,896)	(1,729)
Interest received		296	569	110	273	459
GST receipts on sales		7,881	8,087	9,477	206	(1,390)
GST receipts from taxation authority	11	18,825	25,444	19,634	6,619	5,810
Other receipts		27,575	26,622	28,936	(953)	(2,314)
Net cash used in operating activities		(196,298)	(157,927)	(113,965)	38,371	(43,962)
Cash flows from investing activities						
Payments						
Purchase of non-current assets	12	(53,691)	(43,667)	(29,964)	10,024	(13,703)
Receipts						
Proceeds from sale of non-current assets		60	353	37	293	316
Net cash used in investing activities		(53,631)	(43,314)	(29,927)	10,317	(13,387)
Cash flows from financing activities						
Payments						
Repayment of lease liabilities		(2,773)	(2,849)	(3,010)	(76)	161
Distribution to owners	13	(87,371)	(77,353)	-	10,018	(77,353)
Receipt of Treasurers Advances	14	(9,460)	(9,460)	9,460	-	(9,460)
Net cash used in financing activities		(99,604)	(89,662)	6,450	9,942	(96,112)
Net increase/(decrease) in cash and cash equivalents	15	(70,277)	20,399	444,906	90,676	(424,507)
Cash and cash equivalents at the beginning of the period	15	659,025	718,306	273,400	59,281	444,906
Cash and cash equivalents at the end of the period		588,748	738,705	718,306	149,957	20,399

10.1.3 Statement of Cash Flows Variances (continued)

Major Variance Narratives for the Statement of Cash Flows

For the Statements of Cash Flows, narratives are provided for key major variances greater than 10% and greater than 1% of \$480.0 million (Prior Year Total cost of services) i.e. \$4.80 million.

1. Service appropriation

Estimate vs Actual (\$14.7 million increase)

Service appropriation is increased by \$14.6 million (14.1%) over estimate predominantly due to the 2022-23 Public Sector Wage offer (\$9.5 million) and mainly due to the realignment of Westport Office and Enabling works (\$9 million) and offset by deferral of purchase rebate for Zero and Low Emission light Vehicle to 2023-24 (\$3.0 million).

Current vs Prior Year Actuals (\$53.4 million increase)

Service Appropriation increase in 2023 by \$53.4 million (82.2%) over 2022 mainly due to the realignment of Westport Office and Enabling works and carryover of funds from 2022 to 2023 (\$16.9 million), 2022-23 Public Sector Wage Offer (\$9.5 million), extension of the Driver Access and Equity Program (\$7 million), Reform Package for Zero and Low Emission Light Vehicle (\$5.5 million).

2. Capital appropriation

Estimate vs Actual (\$6.8 million increase)

Capital appropriations is \$6.8 million (17.1%) greater than estimate mainly due to showing amount received from Digital Capability Fund and Climate Action Fund as equity contribution, reflected as revenue in the target.

Current vs Prior Year Actuals (\$379.3 million decrease)

The decrease of capital appropriations between 2022 and 2023 of \$379.3 million (89.1%) is due to the establishment of the Westport Special Purpose Account of \$400 million in 2022 as offset by funding from Digital Capability and Climate Action funded programs in 2023.

3. Digital capability fund

Estimate vs Actual (\$17.9 million decrease)

Recurrent programs funded from Digital Capability Fund was originally classified as revenue. The decrease is resultant from showing amount received from Digital Capability Fund as equity contribution. This amount was reflected as revenue in the target.

4. Funds from other public sector agencies

Estimate vs Actual (\$18.9 million increase)

Funds from Other Public Sector Entities is greater than the estimate by \$18.9 million (25.7%) predominantly due to the funding for Principal Shared Paths from Main Roads WA for 2022 receipted in 2023.

Current vs Prior Year Actuals (\$37.6 million increase)

Income from other public sector agencies is \$37.6 million (68.5%) greater in 2023 mainly due to funding from Main Roads WA for Principal Shared Paths for 2022 and 2023, both the years was received in received in 2023.

5. Royalties for regions fund

Estimate vs Actual (\$13.1 million increase)

Funding from the Royalties for Region Fund is \$13.1 million (34.6%) over the estimates mainly to address increased demand for Regional Two Zone Airfare Zone Cap fares (\$11.2 million).

10.1.3 Statement of Cash Flows Variances (continued)

Major Variance Narratives for the Statement of Cash Flows (continued)

Royalties for regions fund

Current vs Prior Year Actuals (\$15.6 million increase)

Funds from Royalties for Region is \$15.6 million (44.3%) greater in 2023 mainly due to the funding for Regional Two Zone Airfare Zone Cap (\$17.8 million).

6. Supplies and services

Estimate vs Actual (\$62.7 million less than estimated)

Supplies and Services are under budget by \$62.7 million (26.5%) predominantly due to WA Agricultural Supply Chain Improvement Funds was deferred to 2023-24 and the forward estimate years.

Current vs Prior Year Actuals (\$24.0 million increase)

Supplies and services increased in 2023 by \$24 million (16.1%) predominantly due to increased costs associated with the Westport Program (\$13.8million), agent fees and commissions associated with the increased Authorised Inspection Services (\$5.5 million) and increase dredging costs resultant from mobilisation and establishment of a new dredging contractor for Maritime (\$5.9 million).

7. Grants and subsidies

Estimate vs Actual (\$35.2 million less than estimated)

Underspend in Grants and Subsidies compared to 2023 estimate of \$35.2 million (19.7%) is predominantly due to delays in the Inner-City Projects (\$12.3 million); deferral of Kenwick Intermodal Terminal to 2023-24 (\$10 million) and underspend and cashflow of the cycling program and Tunnel Monitoring System (\$8 million).

Current vs Prior Year Actuals (\$18.1 million increase)

The increase of \$18.1 (14.5%) million in 2023 when compared to 2022 is mainly due to the commencement of both the Regional Two Zone Airfare Zone Cap program and Zero and Low Emission Light Vehicle Reform package in 2023.

8. GST payments on purchases

Estimate vs Actual (\$9.8 million greater than estimated)

The GST payment on purchases is greater than estimate by \$9.8 million (36.5%) mainly due to increased purchases of taxable goods and services in 2023 compared to prior years and therefore not adjusted in target.

Current vs Prior Year Actuals (\$5.0 million increase)

The GST payment on purchases is greater than prior year by \$5.0 million (16.1%). This is mainly due to increased purchases of taxable goods and services in 2023 compared to 2022.

9. Other Payments

Estimate vs Actual (\$4.9 million less than estimated)

Other payments are under budget by \$4.9 million (58.6%) mainly due to reduced operating activities in 2023.

10. Grants and contributions

Estimate vs Actual (\$81.9 million less than estimated)

Grant and Contribution receipts reduced by \$81.9 million (91.9%) overestimate predominantly due to the delay in WA Agricultural Supply Chain (\$55.7 million) and a reduction of \$25 million Commonwealth funding for the Causeway Bridge removed from Transport's budget and directly provided to Main Roads WA.

10.1.3 Statement of Cash Flows Variances (continued)

Major Variance Narratives for the Statement of Cash Flows (continued)

11. GST receipts from taxation authority

Estimate vs Actual (\$6.6 million greater than estimated)

The GST payment on purchases is greater than estimate by \$6.6 million (35.2%) mainly due to increased purchases of taxable goods and services in 2023 compared to compared to prior years and therefore not adjusted in target.

Current vs Prior Year Actuals (\$5.8 million increase)

The GST payment on purchases is greater than prior year by \$5.8 million (29.6%). This is mainly due to increased purchases of taxable goods and services in 2023 compared to 2022.

12. Purchase of non-current assets

Estimate vs Actual (\$10.0 million less than estimated)

The underspend of \$10.0 million (18.7%) is mainly a result of deferral of various capital programs across DoT to 2023-24 due to unavoidable delays arising from procurement activities, supply delays of Information Technology and resource restraints.

Current vs Prior Year Actuals (\$13.7 million increase)

The increase of \$13.7 million (45.7%) in 2023 when compared to the prior year is mainly due to the increase in the Maritime Facilities Program (\$5.8 million); Carnarvon Fascine Entrance (\$1.8 million), Hillary's Boat Harbour – Jetties (\$3.5 million and Transforming Bunbury Waterfront Stage 3 Phase 1 (\$1.3 million).

13. Distribution to owners (other payments)

Estimate vs Actual (\$10.0 million less than estimated)

The Distribution to Owners is less than estimate mainly due to the deferral of Perth Parking funds for the Causeway Bridge to Main Roads WA from 2022-23 to 2023-24 (\$10.0 million).

Current vs Prior Year Actuals (\$77.4 million increase)

The increase of \$77.4 million in 2023 is due to the equity transfer to Main Roads WA for the Causeway Principal Shared Path Bridge (\$15.0 million) and land acquisition from the Westport Special Purpose Account (\$62.4 million).

14. Receipt of Treasurers Advances

Current vs Prior Year Actuals (\$9.5 million decrease)

The difference of \$9.5 million (100%) represents the repayable Treasurer Advance of \$9.5 million received in 2022. In 2021-22 budget process, the Expenditure Review Committee approved this amount to meet a short-term shortfall in revenue for the Principal Shared path program. The \$9.5 million was repaid in 2023.

15. Net increase/(decrease) in cash and cash equivalents

Estimate vs Actual (\$90.7 million greater than estimated)

Net increase in cash and cash equivalents of \$90.7million (129%) is mainly due to reduced net operating activities in 2023 (\$38.4 million); increased cashflow from State Government in 2023 (\$32.0 million); underspend and deferral of capital programs to 2024 (\$10.3 million) and deferral of Perth Parking funds for the Causeway Bridge to Main Roads WA from 2022-23 to 2023-24 (\$10.0 million).

Current vs Prior Year Actuals (\$424.5 million decrease)

The net decrease in cash and cash equivalents in 2023 of \$424.5 million (-95.4%) is primarily due to the establishment of the Westport Special Purpose Account of \$400 million in 2022. The establishment of the Westport Special Purpose Account in 2022 also mainly contributes to the variance between the current vs prior year actuals cash and cash equivalents at the beginning of the period. This \$444.9 million variance was contributed as a result of unanticipated recurrent and capital underspends during 2023.

10.2 Explanatory statement for Administered Items

This explanatory section explains variations in the financial performance of the Department undertaking transactions as an agent of the government, as detailed in the administered schedules.

All variances between annual estimates and actual results for 2023, and between the actual results for 2023 and 2022 are shown below. Narratives are provided for key major variances which vary by more than 10% from their comparative and that the variation is more than 1% of the dollar aggregate of Total Administered Income (1% of \$1.280 billion) i.e. \$12.80 million.

	Variance Notes	Estimate 2023 \$'000	Actual 2023 \$'000	Actual 2022 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2023 and 2022 \$'000
Expenses						
Transfer payments						
- Consolidated account	1	1,203,315	1,907,642	1,770,033	704,327	137,609
- Department of Local Government, Sport and Cultural Industries		138	123	120	(15)	3
- Insurance Commission of Western Australia	2	-	1,159,399	1,099,759	1,159,399	59,640
- WA Coastal Shipping Commission		100	100	100	-	-
- Road Trauma Trust Account	3	79,605	103,847	95,675	24,242	8,172
- Service WA payments		-	3,657	3,693	3,657	(36)
Other expenses		-	2,975	1,569	2,975	1,406
Total administered expenses		1,283,158	3,177,743	2,970,949	1,894,585	206,794

10.2 Explanatory statement for Administered Items (continued)

	Variance Notes	Estimate 2023 \$'000	Actual 2023 \$'000	Actual 2022 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2023 and 2022 \$'000
Income						
Fort transfer to the Consolidated Accounts or Agencies						
Appropriations for transfer to the:						
Western Australian Coastal Shipping Commission						
		100	100	100	-	-
Infringements						
		8,303	8,438	8,461	135	(23)
	4	102,633	122,182	116,038	19,549	6,144
		2,757	2,961	2,738	204	223
	5	-	412	37,867	412	(37,455)
On-demand Transport Levy						
		138	123	120	(15)	3
		1,169,227	1,204,719	1,120,357	35,492	84,362
	6	-	674,729	580,871	674,729	93,858
	7	-	885,406	833,395	885,406	52,011
	8	-	273,994	266,364	273,994	7,630
		-	66	19	66	47
		-	3,590	3,675	3,590	(85)
		1,283,158	3,176,720	2,970,005	1,893,562	206,715

Major Estimate and Actual (2023) Variance Narratives

Major Variance Narratives for administered expenses and income

For the Schedule of administered expenses and income, narratives are provided for key major variances greater than 10% and greater than 1% of \$1,283.0 million (Estimated Total administered income).

10.2 Explanatory statement for Administered Items (continued)

Major Estimate and Actual (2023) Variance Narratives (continued)

1. Transfer Payment – Consolidated Account

Estimate vs Actual (\$704.3 million greater than estimated)

Consolidated account transfer payments exceeded estimates by 704.3 million (58.5%) mainly due to vehicle licence duty on motor vehicle registrations collected on behalf of Revenue WA and transferred to the Consolidated Account. This item is not reflected in the Department's budget statement.

2. Transfer Payment – Insurance Commission of Western Australia

Estimate vs Actual (\$1,159.4 million greater than estimated)

Insurance Commission of Western Australia transfer payments exceed budget by \$1,159.4 million (100%) as this receipt is not reflected in the Department's budget statement. This amount relates to Third Party insurance premiums (\$885.4 million) and Catastrophic Injury Support Scheme (\$274.0 million) collected on behalf and transferred to Insurance Commission of Western Australia.

3. Transfer Payment – Road Trauma Trust Account

Estimate vs Actual (\$24.2 million greater than estimated)

Transfer Payment to Road Trauma Trust Account is \$24.2 million (30.5%) greater than estimate due to number of infringements issued and processed was higher than expected.

4. Speed and red-light infringements

Estimate vs Actual (\$19.5 million greater than estimated)

Speed and red light infringement fines are \$19.5 million (19.1%) greater than estimate due to the number of infringements issued and processed was higher than expected.

5. On-demand transport levy

Current vs Prior Year Actuals (\$37.5 million decrease)

The decrease of \$37.5 million (98.9%) in On Demand Transport Levy in 2023 compared to 2022 is due to the completion of the On Demand Transport Buy Back scheme in 2022.

6. Vehicle licence duty

Estimate vs Actual (\$674.7 million greater than estimated)

Vehicle Licence duty revenue collected amounted to \$674.7 million due to vehicle Licence duty on motor vehicle registration collected on behalf of Revenue WA. This item is not reflected in the Department's budget statements.

Current vs Prior Year Actuals (\$93.9 million increase)

Vehicle Licence Duty revenue collected in 2023 exceeds 2022 by \$93.9 million (16.16%). The increase is attributed to higher sales price of both new and used cars in 2023 compared to the prior year.

7. Third party motor vehicle insurance premiums

Estimate vs Actual (\$885.4 million greater than estimated)

Third Party Motor Vehicle Insurance premiums totalled \$885.4 million collected on behalf and transferred to Insurance Commission of Western Australia. This item is not reflected in the Department's budget statement.

8. Catastrophic Injury Support Scheme

Estimate vs Actual (\$274.0 million greater than estimated)

Catastrophic Injury Support Scheme totalled \$274.0 million collected on behalf and transferred to Insurance Commission of Western Australia. This item is not reflected in the Department's budget statement.



Section 6

Key Performance Indicators

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Certification of Key Performance Indicators

for the year ended 30 June 2023

I hereby certify that the Key Performance Indicators are based on proper records, are relevant and appropriate for assisting users to assess the Department of Transport's (DoT) performance, and fairly represent the performance of DoT for the financial year ended 30 June 2023.



Peter Woronzow

Accountable Authority

15 September 2023



Key Performance Indicators

for the year ended 30 June 2023

Outcome structure and links to the overall Government Goals

The transport function is integral to business and commerce and is important for social interaction and connecting communities. DoT's focus is on strategic transport policy and planning, regulation, and the delivery of safe and sustainable transport services and programs. This includes the licensing of drivers, vehicles, aircraft and vessels; developing and planning infrastructure; and setting and ensuring service and safety standards across the range of public and commercial transport systems in Western Australia.

Together with its portfolio partners, DoT has the expertise to deliver integrated transport plans, policies and high-quality services needed to connect a complex, interrelated economic and social network. DoT connects people with goods and services through an intricate system of roads, railways, airports, ports and waterways and keeps people safe within those networks through an integrated approach to planning, licensing, education and compliance strategies.

The breadth and diversity of DoT's functions and service means that DoT contributes to three of the Government's strategic goals outlined in the following table.

State Government goals	DoT outcomes	DoT services
WA Jobs Plan Local manufacturing and production, creating WA jobs and training for the jobs of the future.	Outcome 1 Integrated transport systems that facilitate economic development.	Service 1 Strategic Transport Policy and Integrated Planning
Safe, strong and fair communities Developing healthy and resilient communities.	Outcome 2 Vehicles and road users that meet established vehicle standards, driver competencies and identity requirements to deliver safe vehicles, safe drivers and secure identities.	Service 2 Driver and Vehicle Services
Growing Our Communities Protecting our environment with thriving suburbs and regions.	Outcome 3 An accessible and safe transport system.	Service 3 Maritime Service 4 On-demand Transport

Key Performance Indicators

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

Departmental desired outcomes	Effectiveness indicators	Departmental services	Efficiency indicators
<p>Outcome 1: Integrated transport systems that facilitate economic development.</p>	<p>Percentage of containerised freight transported via rail in relation to total metropolitan container movements to and from Fremantle Port.</p> <p>Percentage of regional Local Government Areas (LGAs) that have access to regular public transport air services between the LGA and Perth.</p>	<p>Service 1: Strategic Transport Policy and Integrated Planning</p>	<p>Average cost per hour for Strategic Policy Development and Integrated Transport Planning.</p>
<p>Outcome 2: Vehicles and road users that meet established vehicle standards, driver competencies and identity requirements to deliver safe vehicles, safe drivers and secure identities.</p>	<p>Percentage of vehicle examinations completed in accordance with the Australian Design Rules (Safe Vehicles).</p> <p>Percentage of driver licences issued that comply with the Graduated Driver Training and Licensing System (Safe Drivers).</p> <p>Percentage of identity credentials compliant with the required standard of biometric quality.</p>	<p>Service 2: Driver and Vehicle Services</p>	<p>Average cost per vehicle and driver transaction</p> <p>Average cost per vehicle inspection performed by vehicle examination centres.</p> <p>Average cost per vehicle inspection delivered through authorised inspection stations.</p> <p>Average cost per driver assessment.</p>

Key Performance Indicators (continued)

Departmental desired outcomes	Effectiveness indicators	Departmental services	Efficiency indicators
Outcome 3: An accessible and safe transport system	Percentage of time maritime infrastructure is fit for purpose when required. Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels. Percentage of wheelchair accessible vehicle taxi journeys carrying passengers in wheelchairs which meet the waiting time standard. Percentage of audited authorised on-demand booking services compliant with safety requirements.	Service 3: Maritime	Average cost per day for planning, delivery, and management of a maritime asset. Average cost of managing waterways, safety and compliance – per registered recreational vessel. Cost to maintain marine pollution response preparedness per registered vessel.
		Service 4: On-demand Transport	Cost per on-demand transport authorisation

Explanation for significant variances

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



Effectiveness indicators

Outcome 1: Integrated transport systems that facilitate economic development

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

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

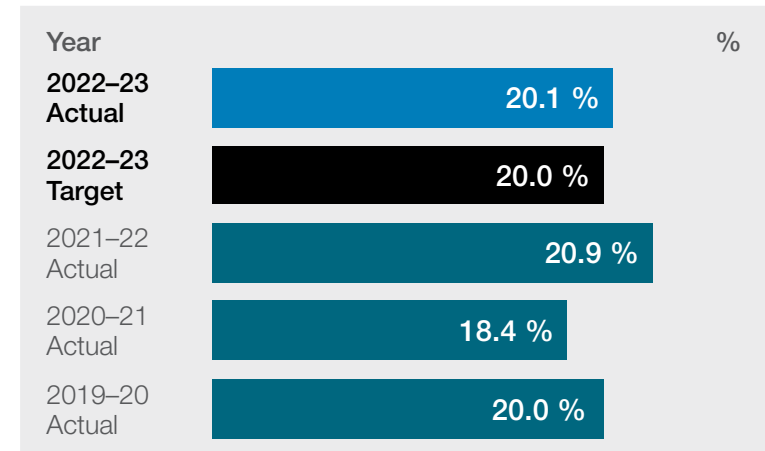
Providing regular and adequate public transport air services to key Western Australian regional communities is the responsibility of the Freight, Ports, Aviation and Reform Directorate. DoT ensures all aircraft that carry passengers for regular public transport or charter purposes within the State are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

DoT measures its effectiveness in meeting this outcome through the:

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



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

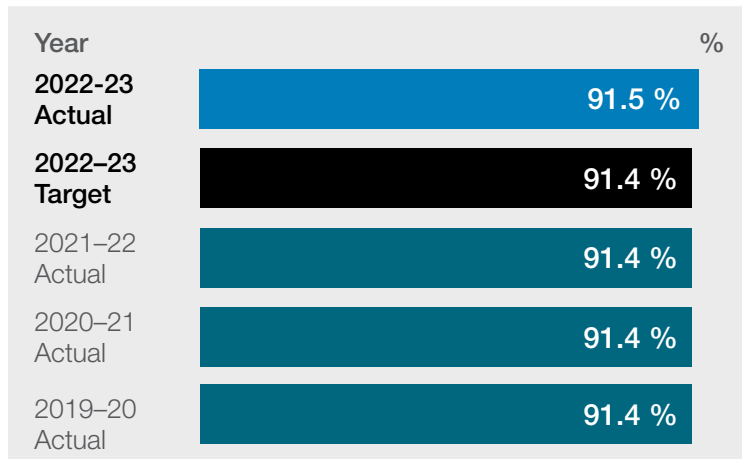


This indicator measures how effectively DoT's container rail subsidy is shifting the transportation of containerised metropolitan freight from road to rail, thereby reducing heavy vehicle movement on arterial port roads. A significant proportion of metropolitan container movements occur on roads between the key freight precinct of Kewdale-Forrestfield and the Fremantle Inner Harbour. The indicator compares the proportion of containers transported by rail through the North Quay Rail Terminal with the total number of containers moving through the Fremantle inner harbour.

Reason for significant variance

There was no significant variance between the 2022-23 Target and the 2022-23 Actual or between the 2021-22 Actual and the 2022-23 Actual.

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



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

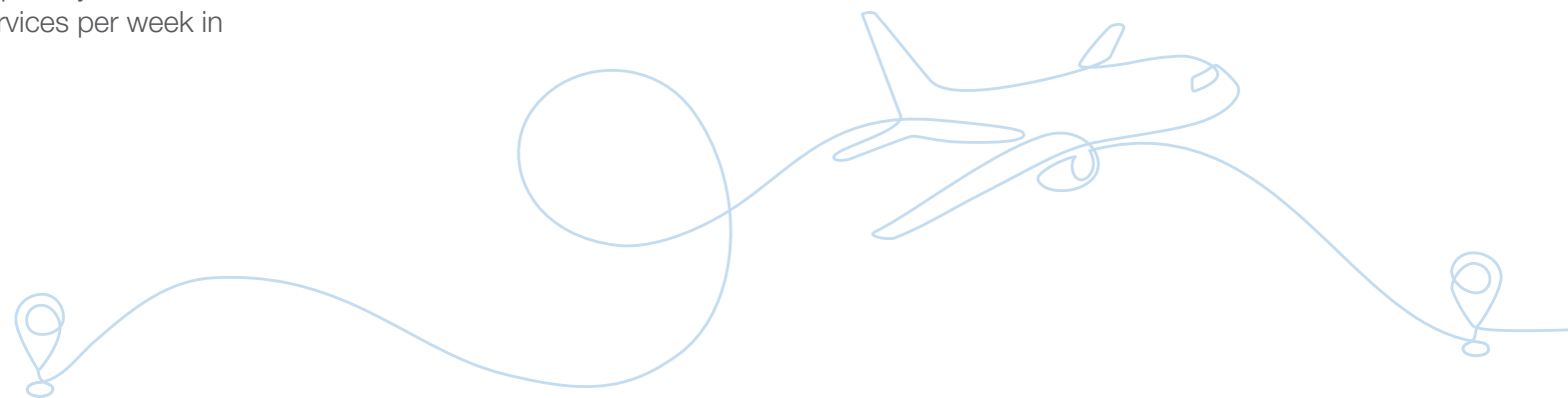
The outcome of this indicator is measured by determining the percentage of LGAs with a population greater than 500 and within 250 kilometres of an airport by sealed road which receives two or more RPT air services per week in each direction.

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

Throughout 2022-23, regional Western Australian communities supported by RPT air services operated by seven airlines on 18 air routes, providing essential connectivity for 23 regional cities and towns.

Reason for variance

There was no significant variance between the 2022-23 Target and the 2022-23 Actual or between the 2021-22 Actual and the 2022-23 Actual.



Effectiveness indicators

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

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

Driver's licence and learner's permit applicants must establish their identity in compliance with the *Road Traffic (Authorisation to Drive) Act 2008* and the *Road Traffic (Authorisation to Drive) Regulations 2014* before a licence or permit will be issued.

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

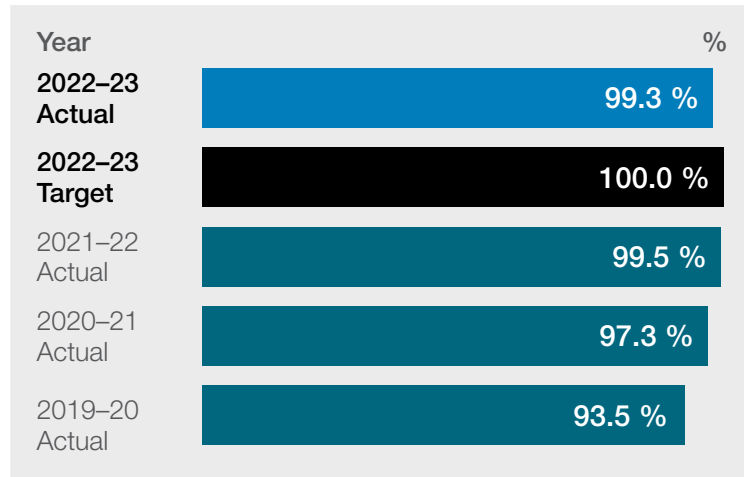
Vehicles must be registered before they may lawfully be used on the road. The *Road Traffic (Vehicles) Regulations 2014* details the specific requirements for examination against the Australian Design Rules, which allow a vehicle to be deemed roadworthy.

DoT measures its effectiveness in meeting this outcome through the:

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



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



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

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

The data is derived from a sample of completed examination forms (Certificates of Inspection), which are reviewed by DoT. The number of forms that pass the criteria are counted and divided by the total number of forms audited. The results are expressed as a percentage.

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

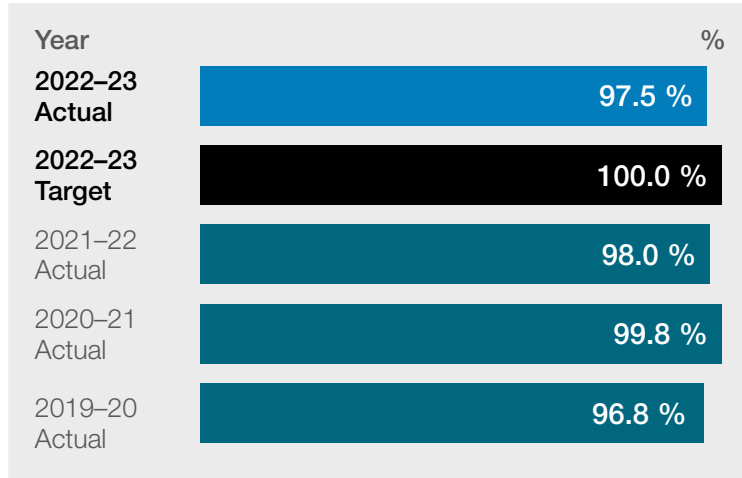
Reason for significant variance

There was no significant variance between the 2022-23 Target and the 2022-23 Actual or between the 2021-22 Actual and the 2022-23 Actual.





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



This indicator measures the extent to which the licensing processes of drivers establish levels of competencies that will deliver safe drivers.

A sample of all driver licences issued under the Graduated Driver Training and Licensing System (GDT&LS) are reviewed by DoT and the number of licences that complied with each key component in the GDT&LS are recorded and divided by the total number of licences assessed. The components and criteria audited include age eligibility, driver suitability (Application form is sourced), and required assessments (eligibility requirements and completion checked for Computer Theory Test, Hazard Perception Test, Log Book and Practical Driving Assessment). The resulting figure is expressed as a percentage.

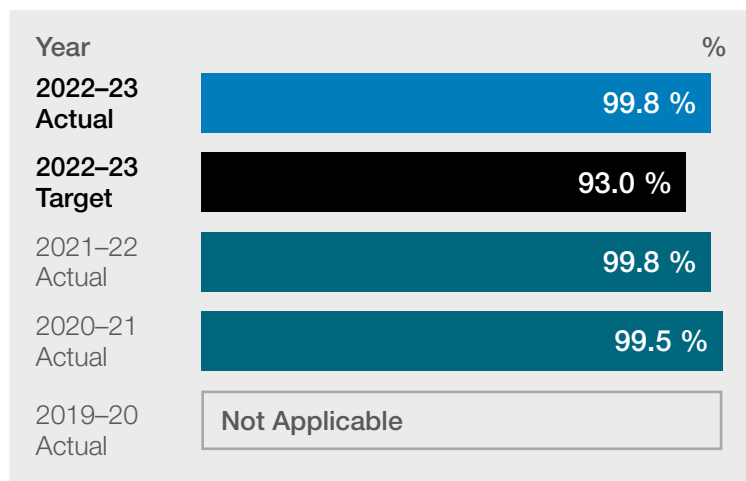
The sample audit is conducted on a quarterly basis. The system is based on using automated reports that provide the driver licences issued in the last week, of which an average of 100 random samples are selected per quarter to a total of 400 per year.

Reason for significant variance

There was no significant variance between the 2022-23 Target and the 2022-23 Actual or between the 2021-22 Actual and the 2022-23 Actual.



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



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

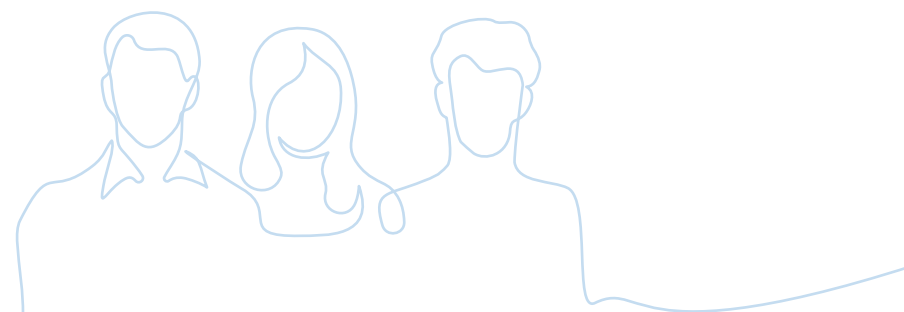
It is essential for DoT that the images used in these documents meet an appropriate standard of biometric quality. These include checks for exposure, uniform lighting, face geometry and other internationally recognised ISO standards. Analysis of available data demonstrates that new image captures meet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

Reason for significant variance

The variance between the 2022-23 Target and the 2022-23 Actual was due to performance exceeding target expectations, at 99.8 per cent. This means that, of the images produced for the financial year, 0.2 percent of the cards had a new image capture that did not meet the biometric standard.

The higher than forecast performance is attributed to the streamlining and embedding of reporting based on data received from the card contractor. This has enabled the future target to be revised, with the target for 2023-24 increased to 99.8 per cent.

There was no significant variance between the 2021-22 Actual and the 2022-23 Actual.



Effectiveness indicators

Outcome 3: An accessible and safe transport system

Under the *Transport Coordination Act 1966 (the Act)*, the *Jetties Act 1926*, the *Shipping and Pilotage Act 1967* and the *Transport (Road Passenger Services) Act 2018*, DoT is responsible for coordinating and planning the accessibility and safety considerations for the transport system.



DoT is responsible for accessibility to marine related infrastructure and waterways. The Department also provides regulation, education, training and compliance monitoring to ensure safety of marine vessels and their users.

DoT is also responsible for ensuring an adequate accessible taxi service is provided to the public of Western Australia. Vehicle and driver safety in taxis is the responsibility of Driver and Vehicle Services in its role in administering road laws, as defined in the *Road Traffic (Administration) Act 2008*. This is covered under Outcome 2 of DoT's outcome structure: 'Vehicles and road users that meet established vehicle standards, driver competencies and identity requirements to deliver safe vehicles, safe drivers and secure identities.' However, safety for taxi operators and passengers, not related to use of vehicles on the road (for example, speeding or careless driving), is the responsibility of WA Police in its community safety role.

The recent reform of the on-demand transport (OdT) industry guided by the implementation of the *Transport (Road Passenger Services) Act 2018* and associated regulations supports DoT in its commitment to provide a safe, flexible, responsible, innovative and customer-focused road passenger transport industry.

The effectiveness indicators following measure transport system accessibility and safety for DoT.

Accessibility

- » percentage of wheelchair accessible vehicle taxi journeys carrying passengers in wheelchairs which meet the waiting time standard; and
- » percentage of time maritime infrastructure is fit for purpose when required.

Safety

- » rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels; and
- » percentage of audited authorised on-demand booking services compliant with safety requirements.

Percentage of wheelchair accessible vehicle taxi journeys carrying passengers in wheelchairs which meet the waiting time standard

Year	%
2022-23 Actual	97.9 %
2022-23 Target	95.0 %
2021-22 Actual	98.6 %
2020-21 Actual	98.4 %
2019-20 Actual	98.5 %

The movement and wellbeing of people with disability are central to the social and economic prosperity of Western Australia. The Metropolitan Wheelchair Accessible Vehicles Dedicated Taxi Booking Service is part of the DoT's commitment to providing a safe, accessible and efficient means of travel for those who are unable to use conventional public transport or other services.

People with disability should be able to access the same services as the wider community and have opportunities to live satisfying, accessible and inclusive lives. Supporting the needs of people with disability is front of mind for transport and government service provision. To facilitate this, DoT has procured and continues to engage a dedicated on-demand booking service for the provision of wheelchair accessible taxi services in the defined contract area.

The wait times for pre-booked and requested 'as soon as possible' (ASAP) services have been measured during both peak and off-peak times. Orders that meet the performance standard, as detailed in the table below, are determined and presented as a percentage against all bookings.

This assessment gives DoT the ability to provide the Minister with evidence-based policy recommendations and, therefore, directly assists the regulatory function of DoT.

Booking Type	Period	Target Time
Pre-booked	Peak	5 min
Pre-booked	Off-peak	5 min
ASAP	Peak	20 min
ASAP	Off-peak	15 min

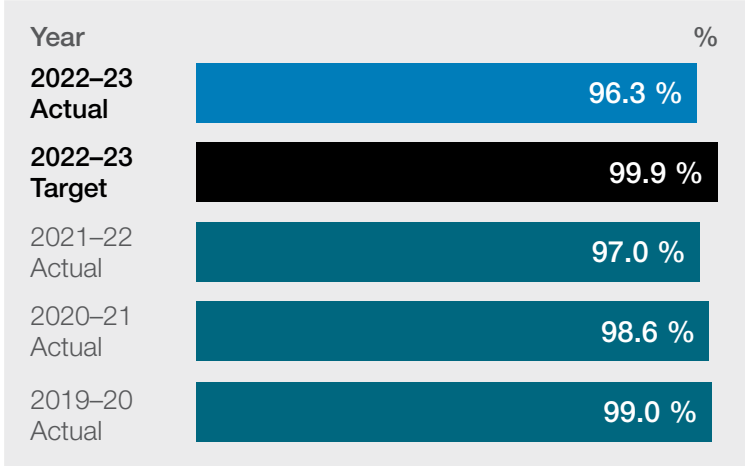
Reason for significant variance

There was no significant variance between the 2022-23 Target and the 2022-23 Actual or between the 2021-22 Actual and the 2022-23 Actual.





Percentage of time maritime infrastructure is fit for purpose when required



DoT is responsible for the planning, creation, enhancement and management of new and existing land and water-based maritime facilities for small craft boats throughout WA.

DoT manages and maintains facilities at approximately 50 locations throughout the State, including a variety of maritime infrastructure assets, such as jetties, boat launching facilities, pens and mooring areas, as well as associated navigational aids and access to facilities via dredged channels.

This indicator measures the percentage of time that these maritime facilities under DoT’s managerial control were accessible to the public throughout 2022-23.

The accessibility of four maritime facilities – pens, jetties, navigational aids and dredged channels – is individually calculated in terms of percentage. These individual percentages are then aggregated and divided by four to arrive at the indicator’s result.

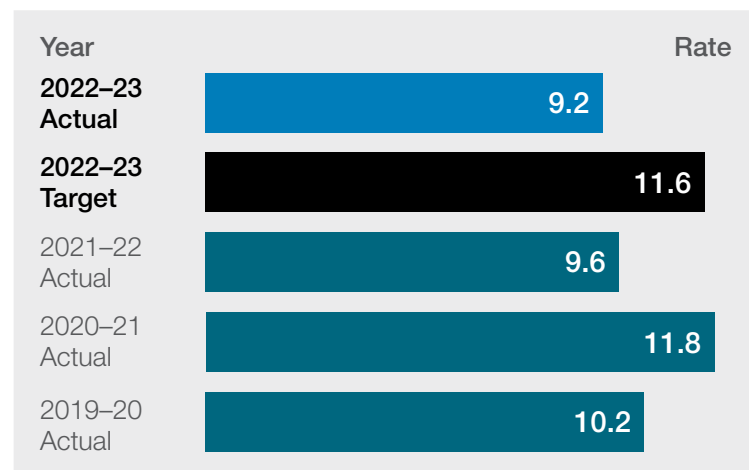
The facilities and their purpose vary for each location and the associated management and maintenance plans vary accordingly.

A consistently high percentage of availability will confirm that maritime infrastructure is being appropriately maintained and is accessible to the boating industries and the public of Western Australia.

Reason for significant variance

There was no significant variance between the 2022-23 Target and the 2022-23 Actual or between the 2021-22 Actual and the 2022-23 Actual.

Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels



This indicator measures the effectiveness of DoT's safety initiatives on recreational boating behaviour.

The data for this indicator is sourced from DoT's recreational vessel registration and the marine incidents database. It is calculated by dividing the number of incidents by the number of registered recreational vessels (expressed as a rate per ten thousand vessels).

Under the *Navigable Waters Regulations 1958*, all vessels that have a motor or have the capacity to have a motor fitted, must be registered to operate on navigable waters in WA. In addition, it is a requirement under the *Western Australian Marine Act 1982* for people to report any accident or incident that results in serious injury or death, or the vessel being damaged enough to make it unseaworthy or unsafe.

A reduction in the rate of incidents per registered recreational vessel indicates that the safety outcome is being met in relation to recreational boating.

Reason for significant variance

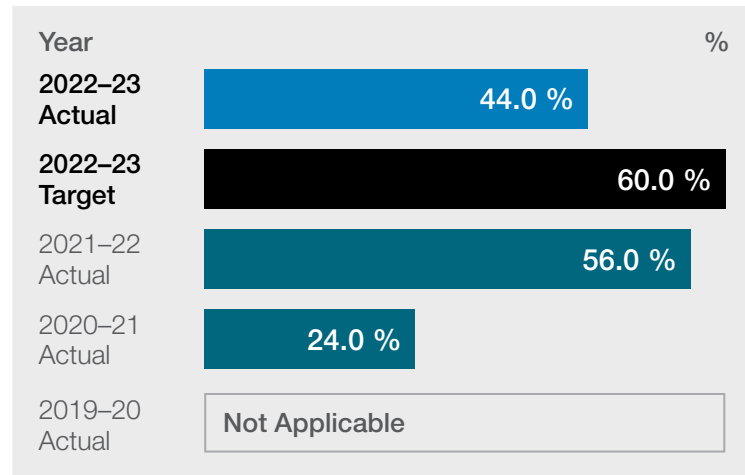
The variance between the 2022-23 Target and the 2022-23 Actual was the result of a decrease in the number of incidents. This is due to a number of factors. Firstly, the budget target volume of recreational registered vessels for 2022-23 was underestimated as there was an expectation there would be a reduction in volumes due to anticipated changes in discretionary spending resulting from the opening of state and international borders. Secondly, the data indicates improved water behaviours by waterway users and boat owners which is supported by Maritime compliance monitoring of safety equipment on vessels in WA waters and Safety Education campaigns. These include: "Make a Difference Life Jacket" and "It's Time to Get On Board" a State Government initiative to raise safety awareness and prepare skippers for upcoming changes to safety equipment requirements for recreational vessels in WA.

There was no significant variance between the 2021-22 Actual and the 2022-23 Actual.





Percentage of audited authorised on-demand booking services compliant with safety requirements



Passage of the *Transport (Road Passenger Services) Act 2018* provides a regulatory framework for the transport of passengers by road for hire and reward. The primary objectives of the legislation are to establish and maintain minimum safety outcomes for everyone involved in providing passenger transport services to the community and to allow the industry to determine its own levels and quality of service.

This indicator continues to reflect DoT’s commitment to safety across the entire passenger transport industry state-wide, including monitoring and improving safety in the industry through a range of education and compliance tools.

A proportion of On-demand Booking Services are randomly selected for audit as part of DoT’s annual safety assurance work program.

The indicator is calculated as the number of conforming audits divided by the total number of audits undertaken and expressed as a percentage (proportion). The audit process includes assessment against booking service’s authorisation status, safety management system vehicle/ driver safety checks, complaints resolution and record keeping.

Reason for significant variance

The variance between the 2022-23 Target and the 2022-23 Actual can be attributed to change in the composition of the industry operating in the post COVID-19 recovery environment. With over 700 authorised providers, 90% of which are operating fleets smaller than five vehicles, DoT recognises the industry is still adapting to the new legislation.

The variance between the 2021-22 Actual and 2022-23 Actual can be attributed to a shift in the profile of authorised on-demand booking services (ODBS) where new, less industry- educated/ mature market entrants are establishing booking services. In 2022-23, there was a net growth in the number of ODBS authorisations compared to 2021-22 which saw the opposite. DoT has developed a new safety management hub with improved resources to support authorised booking services prepare their safety management systems. DoT will also continue to reach out through industry newsletters and the new OdT Industry Reference Group to improve ODBS education and awareness of safety management system responsibilities.

Measures of efficiency

The measures of efficiency indicate the key services provided (outputs) in relation to the cost of the resources (inputs) required to deliver them. While the effectiveness indicators measure DoT’s success in achieving its desired outcomes, the efficiency indicators measure the efficiency (in most cases, the cost per unit of the service delivered) in providing the services that relates to these outcomes.

When calculating the efficiency indicators, all costs involved with providing the service, such as direct cost, corporate overheads and interdepartmental cost allocations are included.

The following expenditures have been excluded in calculating efficiency indicators, as they either do not relate to the delivery of services by DoT or are specific project spending mostly funded by external sources including METRONET and Westport project offices.

Non-reportable KPI cost	2022-23 \$'000	2021-22 \$'000	2020-21 \$'000
Grant and subsidies and other grant related expense adjustments	146,956	126,069	118,214
Non-core operation	67,669	59,074	47,235
Total non-reportable cost	214,625	185,143	165,449

For example, non-core operation costs include functions that are not directly related to the reportable KPIs, such as all costs associated with administering grants and subsidies and specific projects that can have project-specific efficiency measures.

The significant increase in the grant and subsidies costs in 2022-23 is due to Regional Airfare Zone Cap grants.

The non-core operations cost increased in 2022-23 compared to 2021-22. This increase is mainly driven by Westport.

The measures of efficiency used for DoT and how they relate are as follows.

Service 1: Strategic transport policy and integrated planning

This service contributes to the provision of leadership for strategic management, development and protection of economic nodes and networks through the provision of a range of services including:

- » analysis, planning and implementation of urban infrastructure projects and models to manage future travel demands;
- » strategic policy development that supports the achievement of sustainable, effective and practical solutions for Western Australian transport networks and addresses capacity issues;
- » policy advice and strategic transport solutions to government;
- » representation and negotiation, on behalf of the State Government, at national level transport-related forums to produce positive outcomes that promote and protect Western Australian interests;
- » program management and delivery of major intermodal infrastructure planning and development activities that assists in economic development;
- » quality assurance and assessment of the return on investment for government funds in transport projects; and
- » monitoring industry and public demand-growth to provide best practice transport channels and access which alleviated environmental impacts.

Average cost per hour for Strategic Policy Development and Integrated Transport Planning

Year	\$
2022-23 Actual	\$123.76
2022-23 Target	\$160.42
2021-22 Actual	\$120.54
2020-21 Actual	\$123.76
2019-20 Actual	Not Applicable

Reason for significant variance

The variance between the 2022-23 Target and the 2022-23 Actual is the result of a cost decrease due to:

- » difficulty in backfilling vacant positions resulting from the skills shortage in the desired areas; and
- » carryovers associated with the Inner City Deal¹, Principal Shared Path Program, Westport and the Western Australian Agricultural Supply Chain Improvements (ASCI) program.

There was no significant variance between the 2021-22 Actual and 2022-23 Actual.

¹ Formerly known as the Perth City Deal

Service 2: Driver and Vehicle Services

This service contributes towards the provision of safe, accessible, sustainable and efficient transport services and systems through the provision of driver licensing and vehicle registration services for:

- » setting motor vehicle standards in accordance with national and State Government requirements, examining motor vehicles for compliance with those standards and registering and transferring compliant motor vehicles;
- » setting standards and requirements for the enrolment and management of driver's licences and identity credentials, in accordance with State Government legislation and national identity security and privacy policies;
- » assessing driver competency, issuing and renewing driver licences in accordance with national and State Government requirements and driver competency standards;
- » securing and maintaining a database of registered vehicles and drivers and managing vehicle identification numbers to support the enforcement of road traffic and other relevant laws;
- » collecting revenue on behalf of government; and
- » informing and educating road users about driver licensing, vehicle registration and related requirements.

Average cost per vehicle and driver transaction

Year	\$
2022-23 Actual	\$18.23
2022-23 Target	\$20.05
2021-22 Actual	\$17.96
2020-21 Actual	\$17.26
2019-20 Actual	\$16.51

Reason for significant variance

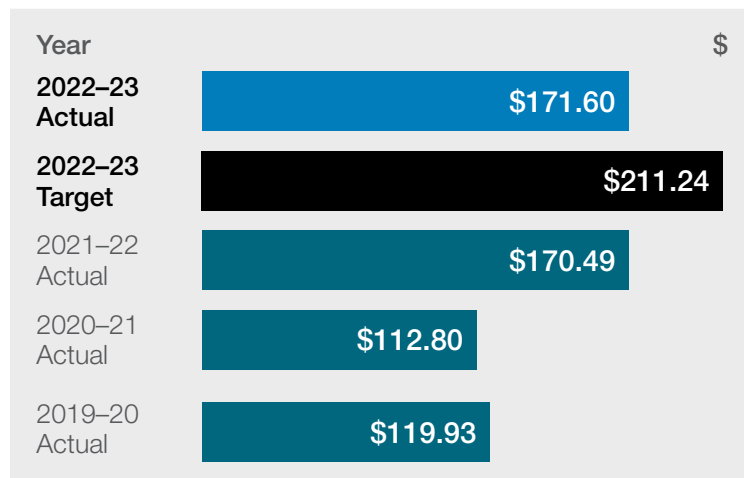
The variance between the 2022-23 Target and the 2022-23 Actual was predominantly due to employment cost savings from temporarily vacant positions. The variance is further increased due to an increase in transactions for Motor Vehicle Licence renewal transactions resulting from the growth of registered vehicles and Motor Driver Licence (MDL) replacement transactions for replacing MDL cards resulting from the Optus data breach.

There was no significant variance between the 2021-22 Actual and 2022-23 Actual.





Average cost per vehicle inspection performed by Vehicle Examination Centres

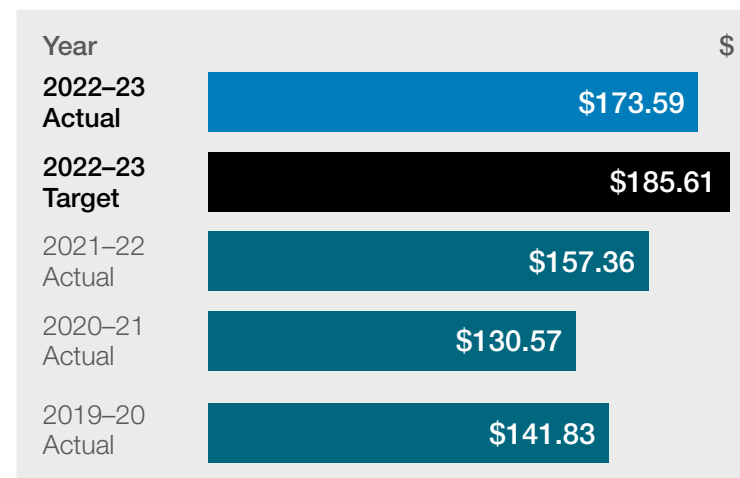


Reason for significant variance

The variance between the 2022-23 Target and the 2022-23 Actual was predominantly due to increased demand in the new industry-based vehicle inspections and unlicensed vehicle inspection categories and underspend in the IT and Corporate overheads due to delay in filling vacant positions.

There was no significant variance between the 2021-22 Actual and 2022-23 Actual.

Average cost per vehicle inspection delivered through Authorised Inspection Stations



Reason for significant variance

The variance between the 2022-23 Target and the 2022-23 Actual is attributed to sustained high demand for light vehicle (vehicle with a Gross Vehicle Mass 4.5 tonne or less) inspections. This increase reflects the increase in the number of light vehicle licence transfers from interstate, necessitating inspections before granting a WA vehicle license as well as the number of passenger transport vehicle applications, requiring mandatory inspections before submitting the application.

The variance between the 2021-22 Actual and the 2022-23 Actual is due to an increase in commission paid to the Authorised Inspection Stations (AIS). This was a result of increased demand for vehicle inspections and the AIS commission rate increased by an average of 20 %.

Average cost per driver assessment

Year	\$
2022-23 Actual	\$110.86
2022-23 Target	\$120.78
2021-22 Actual	\$106.30
2020-21 Actual	\$114.95
2019-20 Actual	\$113.71

Reason for significant variance

The variance between the 2022-23 Target and the 2022-23 Actual was predominantly from underspend in the information technology and Corporate overheads due to delay in filling vacant positions.

The variance was further increased as a result of increases in transactions for Motor Driver Applications and the number of supplementary practical driving assessment tests.

There was no significant variance between the 2021-22 Actual and 2022-23 Actual.



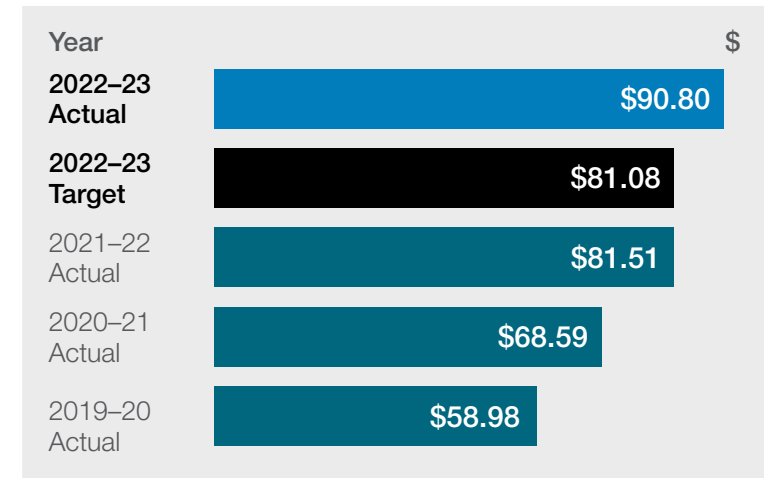


Service 3: Maritime

This service contributes towards the Department’s outcome of an accessible and safe transport system through a range of coastal infrastructure services and a range of marine safety and regulatory and education services safe and sustainable navigable waters through a range of maritime services including:

- » licencing and registration of recreational vessels, moorings, jetties, ferries, recreational skippers and marine pilots;
- » regulation and administration of marine operations, including on water compliance and marine safety education;
- » planning, building and managing new and existing land and water-based facilities for use of community as well as recreational and commercial vessels owners;
- » provision of coastal engineering advice and solutions for new and existing land and water-based maritime facilities;
- » provision of oceanographic, cartographic and geographic information; and
- » marine protection through a hazard management response team.

Average cost per day for planning, delivery, and management of a maritime asset²

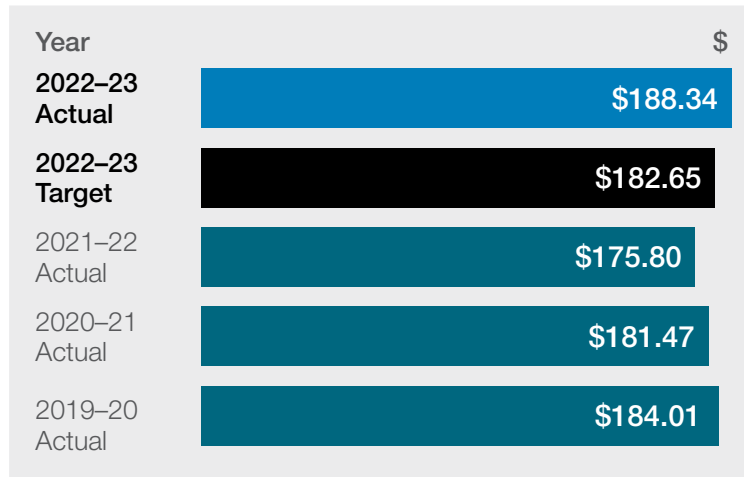


Reason for significant variance

The variance between the 2022-23 Target and the 2022-23 Actual and 2021-22 Actual and the 2022- 23 Actual was predominantly due to increased expenditure driven by the mobilisation of a new dredging contractor for Maritime. The decommissioning of infrastructure assets at Hillarys Boat Harbour also contributed to decreasing total maritime infrastructure assets which further increased this KPI.

² Amended KPI for 2022-23. There has been an increase in the asset base in 2022-23 due to a broadening of the definition of the maritime assets from “infrastructure assets” to “assets managed”. It includes all Maritime and water-based assets, including vessel accommodation, boat ramps, service jetties, wharves, land and seabed leases. The cost allocation to this KPI has been streamlined in the current year. As a result, the comparatives for 2019-20, 2020-21 and 2021-22 have been accordingly restated.

Average cost of managing waterways, safety and compliance – per registered recreational vessel³



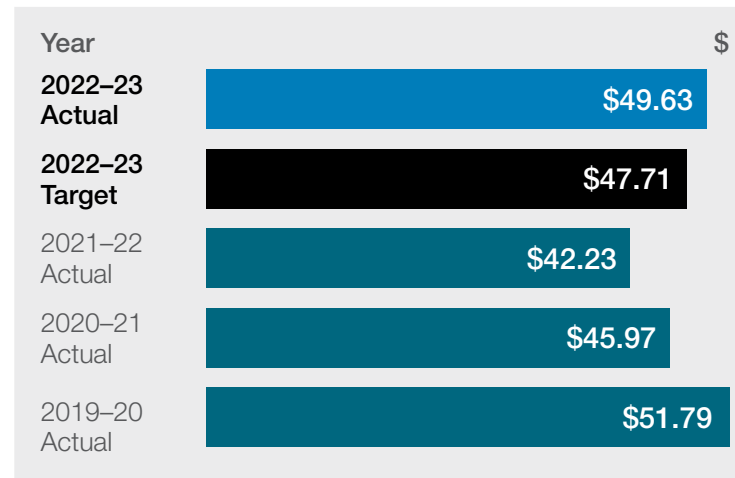
Reason for significant variance

There was no significant variance between the 2022-23 Target and the 2022-23 Actual.

The variance between the 2021-22 Actual and the 2022-23 Actual was due to increase in the repair and maintenance cost associated with the essential maintenance of 12 navigational aid beacons in Shark Bay.

³ Amended KPI for 2022-23. The cost allocation to this KPI has been streamlined in the current year. As a result, the comparatives for 2019-20, 2020-21 and 2021-22 have been accordingly restated.

Cost to maintain Marine Pollution Response preparedness per registered vessel⁴



Reason for significant variance

There was no significant variance between the 2022-23 Target and the 2022-23 Actual.

The variance between the 2021-22 Actual and the 2022-23 Actual was due to an increase in total costs resulting from a Maritime Environment Emergency Response (MEER) exercise and similar response obligations.

⁴ The cost allocation to this KPI has been streamlined in the current year. As a result, the comparatives for 2019-20, 2020-21 and 2021-22 have been accordingly restated.



📷 Courtesy WA Wildlife



Service 4: On-demand Transport

This service provides a regulatory environment that encourages competition and innovation in the on-demand transport industry to deliver safe, accessible and efficient on-demand transport services for our community through:

- » collecting and analysing data to regulate new and existing taxi and omnibus providers in the industry through education and compliance;
- » administering travel subsidies for taxi users, students and pensioners; and
- » supporting government planning and policy development for on-demand transport services.



Cost per On-demand Transport Authorisation

Year		\$
2022-23 Actual	\$151.23	
2022-23 Target	\$221.05	
2021-22 Actual	\$161.23	
2020-21 Actual	\$140.17	
2019-20 Actual	\$259.66	

Reason for significant variance

The variance between the 2022-23 Target and the 2022-23 Actual was the result of actual overall costs being lower than the forecasted costs. This was due to underspending on employment costs and professional services. Further, the cost reduced due to the significant increases in passenger transport driver (PTD) and passenger transport vehicle (PTV) authorisations, which may be driven by the current inflationary environment leading to more people seeking employment in the passenger transport industry.

The variance between the 2021-22 Actual and the 2022-23 Actual was predominantly due to significant increases in passenger transport driver (PTD) and passenger transport vehicle (PTV) authorisations throughout 2022-23, which could be attributed to the state's recovery from the impact of the COVID-19 pandemic.

Section 7

Disclosures and compliance

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Ministerial directives

No ministerial directives were received during the 2022-23 financial year.

Other financial disclosures

Pricing policies of services provided

DoT reviews its fees and charges annually to reflect, where legally permissible, full cost recovery in the provision of its services in accordance with *Treasurer's Instructions 810 - Review of Fees and Charges* and Department of Treasury's *Costing and Pricing Government Services*.

The following gazettes contain variations to DoT's fees and charges for the 2022-23 financial year:

- » *Western Australia Government Gazette No. 58 dated 22 April 2022*
- » *Western Australia Government Gazette No. 69 dated 20 May 2022*
- » *Western Australia Government Gazette No. 74 dated 3 June 2022*

Major capital projects

DoT's major capital projects, those valued at over \$5 million, for 2022-23 are detailed in the following table.

Incomplete capital projects

Project Name	Expected Year of Completion	Capital Expenditure up to 30/06/2023 \$'000	Estimated Capital Cost to Complete \$'000	Estimated Total Capital Cost of Project \$'000
Fremantle FBH - Amenities Building & Services Upgrade	2024-25	680	8,972	9,652
Onslow Community Precinct Boating Upgrade	2023-24	13,323	681	14,004
Redevelopment of Woodman Point Jetty	2025-26	1,009	8,681	9,690
Hillarys Boat Harbour - Jetties A, F, G, H, and J	2023-24	223	9,791	10,014
Fremantle Fishing Boat Harbour and Commercial Precinct - Replacement of Electrical Infrastructure	2025-26	483	7,317	7,800
Broome Boating Facility	2025-26	0	36,306	36,306
Transforming Bunbury's Waterfront Stage 3 Phase 1	2025-26	619	77,481	78,100
Fremantle Fishing Boat Harbour – Jetty 3 Replacement	2023-24	214	4,722	4,936

Completed capital projects

Project Name	Expected Year of Completion	Capital Expenditure up to 30/06/2023 \$'000	Estimated Capital Cost to Complete \$'000	Estimated Total Capital Cost of Project \$'000
Two Rocks Marina - Redevelopment (Stage 1 - Phase 1)	2022-23	12,328	11,757	Cost savings identified resulted in final project underspend.

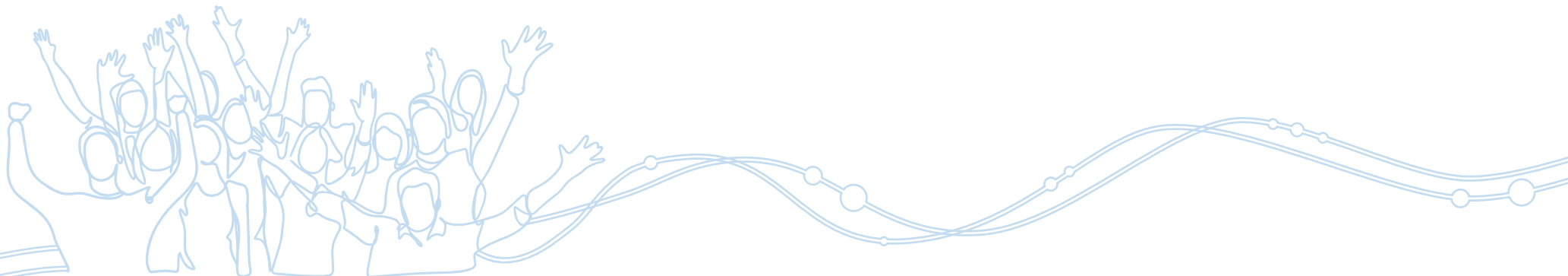
Employment statistics



Permanent Full Time	
1,134 Headcount	1,134.00 FTE*
Permanent Part Time	
233 Headcount	154.98 FTE*
Senior Executive Service	
18 Headcount	17.90 FTE*

Temporary Full Time	
221 Headcount	221.00 FTE*
Temporary Part Time	
43 Headcount	27.50 FTE*
Total DoT Staff	
1,649 Headcount	1,555.38 FTE

*FTE: Full Time Equivalent



Freedom of information

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

In accordance with the *Freedom of Information Act 1992* (the Act), DoT is required to deal with FOI access applications within 45 days of receipt, unless an extension of time is negotiated. The average time to process applications in 2022-23 was 9.04 days.

FOI fees and charges

Fees and charges are set under the Act. Apart from the application fee for non-personal information, all charges are discretionary. Details of fees and charges are listed below:

Application	Amount
Personal information about applicant	No fee
Application fee (for non-personal information)	\$30.00
Charge for time taken dealing with the application	\$30.00 per hour
Charge for access time supervised by staff	\$30.00 per hour
Charges for photocopying	\$30.00 per hour for staff time and 20 cents per copy
Preparing a copy of a tape, film or computerised information, or arranging delivery, packaging and postage of documents	Actual cost

Rights of review

The Act allows dissatisfied applicants to request an internal review of the initial decision made by DoT. In accordance with section 40 of the Act, a request for an internal review must be received, in writing, within 30 days of the date of the initial decision.

Following an internal review, if the applicant still disagrees with DoT's decision, they may lodge a complaint with the Office of the Information Commissioner for an external review of the Department's decision. Such applications must be submitted within 60 days from the date of the internal review decision.

No fees or charges apply to internal or external reviews.

2022-23 statistics

In 2022-23, 332 new valid FOI applications were received. Of these, 12 applications were transferred in full to another agency and 36 applications were withdrawn by the applicant. A further 24 applications were carried over from the previous year.

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

Application	Total
Carried Over	24
Received	332
Total handled	355
- Total Finalised	351
- Carried Forward	4

Applications Decided in Year	Personal Information	Non-Personal Information	Total
Full Access	23	82	105
Edited Access	7	45	52
Deferred Access	0	0	0
Section 26 Refused Access*	8	12	20
Access Refused	1	13	14
Withdrawn	7	29	36
Processed outside FOI Act **	71	53	124
Total decisions	117	234	351
Internal Reviews	2	3	5
External Reviews	0	3	3

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

** Applications processed outside the *Freedom of Information Act 1992* directly by Business Units

Customer feedback

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

In 2022-23 customer feedback was managed through three feedback systems:

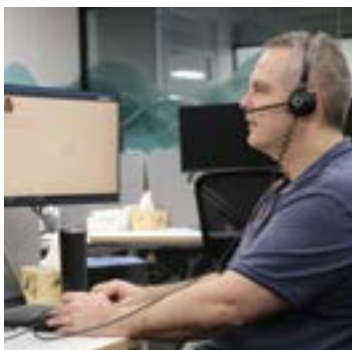
- » Customer Feedback System
- » Ministerial Workflow System
- » Correspondence Workflow System

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

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

Type of Feedback	Number received	Percentage
Complaints (including repeated complaints)	2,725	74.41%
Compliments	156	4.26%
General feedback (includes feedback, information and suggestions)	781	21.33%
Total customer feedback	3,662	





Customer feedback (continued)

A breakdown of customer feedback received by business unit in 2022-23 is shown below:

Business Unit/Branch	Complaints	Feedback, information, suggestions and compliments	Total customer feedback by percentage
Driver and Vehicle Services	2,268	799	83.75%
Maritime	76	54	3.55%
Regional Services	75	21	2.62%
On-demand Transport	194	13	5.65%
Other**	112	50	4.42%
Total customer feedback	2,725	937	
	3,662		

** denotes all other DoT business units and METRONET combined.

Face matching services compliance reporting

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

During 2022-23, DoT had arrangements with no entities, and there have been no data breaches.

Other legal requirements

Advertising

As required under section 175ZE of the *Electoral Act 1907*, the following statement relates to advertising expenditure, which includes creative development, media placement, and direct mail.

Expenditure	Organisation	Amount (\$)
Advertising	Ad Capital Advertising	\$7,189
	Albany Chamber of Commerce	\$221
	Ardiol Creative	\$5,568
	ARM Marketing	\$2,000
	Botanic Gardens and Parks Authority	\$73
	Campaign Monitor	\$41
	Carat Australia Media Services Pty Ltd	\$13,452
	Caravan Industry Association Western Australia	\$109
	Cocos Keeling Islands	\$1,466
	CreateSend	\$8,931
	Fremantle Fishing Boat Harbour Traders Group Inc	\$25,000
	Fully Promoted Perth CBD	\$1,571
	Glide Print	\$232
	Go Graphics	\$3,390
	Hotjar	\$1,688

Expenditure	Organisation	Amount (\$)
	Initiative Media Australia Pty Ltd	\$16,547
	Jurien Bay Community Resource Centre	\$118
	Light Signs Pty Ltd	\$2,560
	Premiere Events/Productions	\$3,563
	Scott Printers Pty Ltd	\$181
	Shire of Christmas Island	\$923
	Spyder Displays	\$1,280
	State Law Publisher	\$26,970
	The Brand Agency	\$666,638
	The Horse and Hound Agency Pty Ltd	\$30,463
	The Trustee for Lucas Family Trust	\$5,156
	The Trustee for the Redflame Trust	\$3,700
	Unfinished Productions	\$630
	West Australian Newspapers Limited	\$92
Total advertising		\$829,750

Expenditure	Organisation	Amount (\$)
Market research	Metrix Consulting Pty Ltd	\$95,978
	Painted Dog Research Pty Ltd	\$215,733
	Thinkfield	\$44,970
Total market research		\$356,681
Polling	-	-
Total polling	-	-
Direct mail	-	-
Total direct mail	-	-
Media advertising	Ad Capital Advertising	\$4,215
	Advance Press	\$2,980
	Allmark & Associates	\$397
	Anthologie	\$23,595
	Apparatus: Public Art & Cultural Services Pty Ltd	\$624
	ASB Marketing	\$20,793
	Campaign Monitor	\$53
	Carat Australia Media Services Pty Ltd	\$29,893
	Discount Print & Signage	\$341
	Docuprint (WA) Pty Ltd	\$368
	Facebook	\$6,613
	Fully Promoted Perth CBD	\$476

Expenditure	Organisation	Amount (\$)
	Glide Print	\$336
	Initiative Media Australia Pty Ltd	\$1,534,454
	JPW Maritime Pty Ltd	\$526
	One Talk Technology	\$1,450
	Scott Printers Pty Ltd	\$3,205
	Snap	\$400
	Spyder Displays	\$80
	The Mat Group	\$13,909
	Unfinished Productions	\$4,375
Total media advertising		\$1,649,081
Grand total		\$2,835,512

Notes

Initiative Media Australia Pty Ltd and The Brand Agency costs mainly relate to the Building for Tomorrow Campaign.

Metrix Consulting Pty Ltd costs relate to market research (transport systems perceptions and sentiment tracking).

The Painted Dog Research costs relate to community travel surveys. These surveys capture representative community views and perceptions on transport issues, and concerns post construction of Mitchell Freeway and Fremantle Railway from the PSP Program.

Unauthorised use of credit cards

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

	2022-23
Number of instances the purchasing card has been used for personal use	42
Number of referrals for disciplinary action instigated during the reporting period	Nil

	\$
Aggregate amount of personal use expenditure for the reporting period	1198
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	592
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	606
Aggregate amount of personal use expenditure outstanding at balance date	Nil



Governance disclosures

Board and committee remuneration

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

Freight and Logistics Council of Western Australia

Position title	Member name	Period of membership	Type of remuneration	Gross/actual remuneration for financial year
Chair	Megan McCracken	July - June 2023	Base fee + additional expenses as approved by the board	\$38,229.55
Member	Link WA (represented by Sarah McQuade)	June 2022 - December 2022	\$0	\$0
Member	StarTrack (represented by Peter Garner)	January - June 2023	\$0	\$0
Member	Mediterranean Shipping Company (represented by Robert Boyce)	January - June 2023	\$0	\$0
Member	Department of Transport (represented by Peter Woronzow)	July 2022 - June 2023	\$0	\$0
Member	Aurizon (represented by Anna Dartnell)	July 2022 - June 2023	\$0	\$0
Member	Western Roads Federation (represented by Campbell Dumesney)	July 2022 - June 2023	\$0	\$0
Member	Western Australian Planning Commission (represented by David Caddy)	July 2022 - June 2023	\$0	\$0
Member	Main Roads WA (represented by Des Snook)	July 2022 - June 2023	\$0	\$0
Member	Livestock and Rural Transport Association of Western Australia (represented by John Mitchell)	July 2022 - June 2023	\$0	\$0
Member	Centurion (represented by Justin Cardaci)	July 2022 - June 2023	\$0	\$0

Board and committee remuneration (continued)

Freight and Logistics Council of Western Australia (continued)

Position title	Member name	Period of membership	Type of remuneration	Gross/actual remuneration for financial year
Member	Public Transport Authority (represented by Mark Burgess)	July 2022 - June 2023	\$0	\$0
Member	Fremantle Ports (represented by Michael Parker)	July 2022 - June 2023	\$0	\$0
Member	Arc Infrastructure (represented by Nathan Speed)	July 2022 - June 2023	\$0	\$0
Member	Western Australian Local Government Association (represented by Nick Sloan)	July 2022 - June 2023	\$0	\$0
Member	Watco Australia (represented by Paul Hamersley)	July 2022 - June 2023	\$0	\$0
Member	Chamber of Minerals and Energy of WA (represented by Adrienne La Bombard)	July - December 2022	\$0	\$0
Member	Chamber of Minerals and Energy of WA (represented by Rebecca Tomkinson)	January - June 2023	\$0	\$0
Member	Co-operative Bulk Handling (CBH) (represented by Rob Dickie)	July 2022 - June 2023	\$0	\$0
Member	Perth Airport Pty Ltd (represented by Scott Woodward)	July 2022 - June 2023	\$0	\$0
Member	Southern Ports Authority (Ports WA) (represented by Steve Lewis)	July 2022 - April 2023	\$0	\$0
Member	Mid West Ports Authority (Ports WA) (represented by Damien Tully)	May - June 2023	\$0	\$0
Member	Department of Primary Industries and Regional Development (represented by Terry Burnage)	July 2022 - June 2023	\$0	\$0
Member	Transport Workers Union WA (represented by Tim Dawson)	July 2022 - June 2023	\$0	\$0
Member	Qube Holdings Ltd (represented by Todd Emmert)	July 2022 - June 2023	\$0	\$0
Member	Maritime Union of Australia (represented by Will Tracey)	July 2022 - June 2023	\$0	\$0
Total				\$38,229.55

Board and committee remuneration (continued)

Road Freight Transport Industry Council

Position title	Member name	Period of membership	Type of remuneration	Gross/actual remuneration for financial year
Chair	Department of Transport (represented by Anne-Marie Brits)	July 2022 - June 2023	Nil	\$0
Member	Western Roads Federation (represented by Campbell Dumesney)	July 2022 - June 2023	Time-based	\$0
Member	Success Transport (represented by Heather Jones)	July 2022 - June 2023	Time-based	\$0*
Member	Marks Haulage (represented by Robert Marks)	July 2022 - June 2023	Time-based	\$0
Member	Transport Workers Union WA (represented by Tim Dawson)	July 2022 - June 2023	Time-based	\$0*
Total				\$0*

* Payments will be processed in 2023-24.

Board and committee remuneration (continued)

Westport Steering Committee*

Position title	Member name	Term of appointment/tenure**	Type of remuneration	Gross/actual remuneration for financial year
Chair	Peter Woronzow	Director General Transport Portfolio	\$0	\$0
Deputy	Patrick Seares	Managing Director Westport	\$0	\$0
Member	Emily Roper	Director General Department of Premier and Cabinet	\$0	\$0
Member	Mark Burgess	Managing Director Public Transport Authority	\$0	\$0
Member	Amanda Jalleh	Assistant Under Treasurer	\$0	\$0
Member	Michelle Andrews	Director General Department of Water and Environmental Regulation	\$0	\$0
Member	Professor David Caddy	Chairman Western Australian Planning Commission	\$0	\$0
Member	Heather Brayford	Director General Department of Primary Industries and Regional Development	\$0	\$0
Member	Rebecca Brown	Director General Department of Jobs, Tourism, Science and Innovation	\$0	\$0
Member	Anthony Kannis	Director General Department of Planning, Lands and Heritage	\$0	\$0
Member	John Erceg	Managing Director Main Roads	\$0	\$0
Member	Michael Parker	Chief Executive Officer Fremantle Ports	\$0	\$0
Member	Chris Sutherland	Chair Fremantle Ports	\$0	\$0
Member	Ian Shepherd	Chair Southern Ports	\$0	\$0
Total				\$0

*The Westport Steering Committee Terms of Reference is effective from January 2022, and will be operational through the planning and delivery phases of the Westport Program lifecycle.

**Members are the position rather than the incumbent.

Compliance with Public Sector Standards and ethical codes

DoT is committed to promoting and sustaining the highest standard of ethical behaviour in the workplace. DoT has numerous initiatives, policies, processes and systems in place to always ensure the highest standards of ethical behaviour.

During 2022-23, DoT's activities to achieve compliance with public sector standards and ethical codes included:

- » Redevelopment of DoT's Code of Conduct (CoC) to modernise values and strategic intent, as well as provide employees with a clear understanding of the level of conduct expected.
- » Development and roll out of our new Bullying, Harassment and Discrimination (BHD) policy and procedure, in line with the updated CoC.
- » An Employee Relations roadshow, delivering 62 in-person and online information sessions to inform 1300+ employees on the new CoC and BHD policy and procedure.
- » Training in BHD awareness for 167 people managers to build leadership capability.
- » Additional governance, education and management of alleged TRELIS misuse.
- » Updated staff intranet for easier access to integrity and conduct related information, along with improved reporting pathways for misconduct. Timely and responsible handling of allegations of misconduct.

Compliance issues

In 2022-23 DoT compliance issues included:

- » 2 Breach of Standard claims relating to the Employment Standard were received.
- » 2 claims were (dismissed or upheld) by the Public Sector Commission and 0 claims were withdrawn following actions taken by DoT.
- » 12 cases of non-compliance with Code of Ethics/CoC.
- » 9 cases of unlawful access to TRELIS were investigated and reported to CCC.
- » 5 cases are currently subject to a disciplinary investigation.
- » 11 cases have been substantiated, 10 with disciplinary outcomes issued and 1 termination.

Better recordkeeping

DoT is committed to continuously improving its recordkeeping culture, tools and practices to ensure compliance with the *State Records Act 2000* (the Act) and best practice for the Department. The following information is provided in accordance with the State Records Commission Standard 2, Principle 6.

DoT's Recordkeeping Plan was reviewed and approved by the State Records Commission on 28 November 2022, in accordance with section 28 of the Act.

Efficiency and effectiveness of DoT's recordkeeping system

All DoT staff have access to Objective, the corporate electronic document management system, enabling them to capture and manage records in line with agency policies and procedures. Objective captures both digital and hard copy records, enabling efficient and compliant recordkeeping.

DoT's Information Management Services (IMS) works closely with business areas to provide advice and review processes to progress to a fully paper light recordkeeping environment.

In 2023-24 IMS will identify where and how different business areas are managing their information, using surveys and actively consulting with all levels of staff across the DoT.

Recordkeeping training and induction programs

As a part of DoT's employee induction program, all new employees and contractors are required to complete DoT's mandatory online Records Awareness training, which outlines their roles and responsibilities for recordkeeping at DoT. At completion, participants must undertake and pass a short assessment. As of 30 June 2023, 94.6 per cent of those enrolled had completed the course.

Online Objective training is assigned to all new employees and is complemented with one-on-one training. Refresher training for existing users and/or workgroups is conducted when required on request by business units.

Assessment of the courses are integrated into the training modules and feedback provided is monitored and reviewed. Course content is regularly assessed to ensure it continues to encompass prevailing operational and administrative practises and processes.



Government policy requirements

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



Substantive equality

DoT is committed to achieving substantive equality and continuously seeks opportunities to improve access and outcomes for people with different needs.

Across DoT we ensure our workplaces, information, and services are inclusive and accessible to the diverse Western Australian community.

Key achievements in 2022-23 included:

- » Continued delivery of the Driving Access and Equity Program, which is designed to remove barriers faced by disadvantaged people in obtaining a driver's licence in regional and remote areas. Following a successful pilot in the Kimberley and Pilbara, the program was expanded to the Mid West, Gascoyne and Goldfields-Esperance regions.
- » The Remote Services program continued providing access to driver and vehicle licensing services in remote communities, with approximately 286 visits across 82 locations undertaken in 2022-23. Through these visits:
 - » 511 driver's licences were issued, reissued or transferred.
 - » 330 driver's licences were renewed;
 - » 416 theory tests and 742 practical driving assessments were conducted across all licence classes.
 - » 615 learner's permits were issued or reissued; and
 - » 236 vehicle licensing activities were conducted.

- » DoT continues to engage Aboriginal organisations, private industry and WA Police to deliver paper-based theory testing as an alternate channel for people who may experience difficulties completing the computerised theory test. This year marks 15 years since this initiative commenced, with over 8,500 people successfully completing a paper-based theory test to date.
- » Complaints relating to access and inclusion continue to be monitored on an ongoing basis to identify and respond to any trends or systemic issues.
- » DoT continues to engage appropriately qualified people to provide interpreting and translating services to customers who are unable to communicate effectively in spoken or written English.

The most popular language for interpreting services was Mandarin, which accounted for approximately 24 per cent of all completed bookings across WA (both face-to-face and phone), while Arabic was the second highest.

Employees dealing directly with customers receive training about when and how to engage an interpreter, and how to work with an interpreter.

Moving forward, DoT will continue to implement strategies to improve opportunities and access to information, services and facilities to support people with different needs.

Audit and Risk Management Committee

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

The ARMC was established by the Director General, Transport as the accountable authority under *Treasurer's Instructions 1201 Structure of the Internal Audit Function*, which requires accountable authorities to develop and maintain an effective internal audit function. The ARMC is an independent committee, accountable to the Director General and meets quarterly. The committee includes the following members:

- » Chief Finance Officer – Department of Planning Lands and Heritage (Chair).
- » Executive Director Finance and Contracts – Public Transport Authority.
- » Executive Director Urban Mobility – DoT.
- » Appointed independent external member.
- » Executive Director, Office of the Director General – DoT (ex-officio).

The focus areas for the ARMC during the past year included:

- » Approved the Department's Annual Internal Audit Plan for 2022-23.
- » Approved the ARMC Terms of Reference.
- » Considered the findings and recommendations from the internal audits.
- » Monitored and approved the close out of audit recommendations.
- » Discussed and approved quarterly audit progress reports.
Monitored outstanding and overdue audit recommendations.
- » Reviewed strategic, operational and fraud and corruption risks and monitored the status of action plans to mitigate risks.
- » Reviewed quarterly integrity reporting.





Internal audit

The Internal Audit function operates under the approved Internal Audit Charter, providing an independent and objective assurance as well as consulting activity designed to add value and improve the operations of DoT. The function enables DoT to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, controls, compliance and governance processes.

DoT's internal audits were conducted by PwC and DoT's Senior Internal Auditor, in accordance with the *Financial Management Act 2006* and Institute of Internal Auditors International Standards for the Professional Practice of Internal Auditing.

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

Internal audits conducted by DoT in 2022-23 included:

- » Freight Industry Grant
- » Procurement (including panel contracts)
- » Purchasing card
- » Regional Airfare Zone Cap Subsidy Administration
- » Driving Access and Equity Program
- » Ministerial Correspondence Response Coordination
- » Fees and Charges Modelling Process and Management Business Information Systems Policy – Decision-Making
- » Accounting for Maritime Sources of Revenue (focussing on Maximo Application System)
- » Transport Modelling Project Governance.

Recommendations arising from internal audits are managed and monitored through DoT's Audit Recommendation Management System.

Risk management

DoT is committed to ensuring a comprehensive risk management process that meets the requirements of *Treasurer's Instruction 825 Risk Management* and is aligned to the international standard AS/NZS ISO 31000 Risk Management.

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

DoT's business continuity management program is an integral part of risk management and enables DoT to effectively manage and respond to disruption risks that could impact its ability to deliver its critical services.

Integrity Framework

DoT's Integrity Framework was updated in November 2022 to ensure it aligns with the Public Sector Commission's recommended integrity framework.

The framework outlines the systems, processes and values for how DoT employees practise, manage and account for integrity. This includes key roles and responsibilities to ensure continued implementation of robust practices to strengthen integrity.

The changes also ensure it aligns with the Australian Standard on Fraud and Corruption Control and DoT's new and updated controls, including information derived from business area fraud and corruption risk assessments.

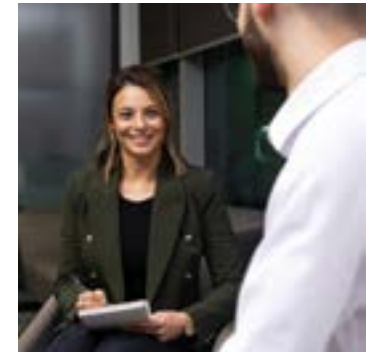
DoT is committed to the highest standard of integrity, accountability and ethical behaviour. Integrity is fundamental to how we deliver on our purpose of 'empowering a thriving community', live our values and maintain the trust of the community we serve.



In 2022-23 key achievements included:

- » DoT's Integrity Committee, a Corporate Executive sub-committee, met quarterly to oversee progress against DoT's Integrity Strategy Implementation Plan 2020-23. Integrity training was completed by all new employees to raise awareness and understanding and contribute to strengthening DoT's approach to integrity.
- » More than 420 senior employees and contractors attended training on delegations of power and conflicts of interest between May 2022 and January 2023. The training raised awareness and understanding of important aspects of good governance and responsibilities to:
 - » always act within the powers of our position; and
 - » identify, declare and manage conflicts of interest in the public interest.
- » On 9 December 2022, DoT published a Statement of Business Ethics which coincided with International Anti-Corruption Day. The statement, available on the DoT website, provides guidance on the standard of conduct and ethics that it adheres to in all aspects of business, including what partners, contractors, subcontractors and suppliers can expect when conducting business with DoT; and what DoT expects of those whom we do business with.
- » DoT continued to implement the Corruption and Crime Commission's recommendations from its August 2021 report, 'A review of the Department of Transport's management of unlawful access of TRELIS', which was overseen by the TRELIS Governance Working Group.

In 2023-24 DoT will deliver a new Integrity Strategy Implementation Plan to further strengthen integrity, and refresh the current online integrity training for all employees.





Multicultural Plan

DoT's Multicultural Plan 2021-24 aims to improve services, opportunities and outcomes for people from culturally and linguistically diverse backgrounds.

DoT's achievements are monitored by the internal Access and Inclusion Committee and highlighted three times a year in a communiqué published on DoT's website and staff intranet.

Key achievements in 2022-23 included:

- » DVS continued to undertake engagement with culturally and linguistically diverse (CaLD) communities on how to obtain driver's licences and identity documents as part of its focus on community engagement. DVS delivered information to 229 TAFE students, via seven events, held in connection with the Adult Migrant English Program.
- » Further activities in the Your Move Canning program were carried out in partnership with the City of Canning, which was identified as WA's most diverse Local Government Authority in the 2021 census. These activities built on the positive work carried out in the previous financial year, including:
 - » WA Bike Month activities, which involved an Open Street event in Queens Park with over 400 community members, mainly families and children attending, and a Rider Engagement Series in the local area; and
 - » the Bike Love Festival, in which Shelley Primary School students participated in an event involving a bike ride, picnic lunch and fun activities at the Kent Street Weir located in Canning Regional Park. The festival was the prize for the school with the highest percentage of families participating in the



Your Move Canning Schools Competition, designed to encourage students and families around Canning to walk, ride or scoot to school.

- » Work on a new digital design system, which includes information about using culturally-diverse imagery through DoT's online channels continued during the year and will be completed in 2023.
- » An updated Bullying, Harassment and Discrimination Policy was developed and implemented, including a series of staff workshops and training carried out in the second quarter of 2023.
- » DoT continued to promote and celebrate multicultural events, including Harmony Week, Eid al-Fitr "Festival of Breaking the Fast", Diwali and Lunar New Year.
- » Development of the WA Active Mobility Strategy included community consultation and stakeholder engagement to better understand the needs and opportunities of CaLD communities.
- » DoT continued its collaboration with North Metropolitan TAFE to accommodate work experience placements for students taking part in the Settlement Language Pathways to Employment and Training (SLPET) course. SLPET is part of the Adult Migrant English Program which is aimed at assisting students from non-English speaking backgrounds to learn vocational specific English while preparing them to successfully integrate into the Australian workforce. DoT provided placements for six students during the year, with at least one student obtaining paid employment with DoT following their placement.

In 2024 DoT will commence work to develop a new Multicultural Plan.

Work health and safety and injury management

Commitment to work health and safety, and injury management

DoT is committed to achieving excellence in work health and safety (WHS) management, adhering to its corporate legislative responsibility to provide a safe and healthy work environment for all employees, customers and visitors. DoT is committed to building a values-driven culture, empowering employees to prioritise safety beliefs, values and attitudes, enabling safety practices to become business as usual.

DoT has an established injury management (IM) program, detailing the steps taken to assist injured workers to return to work as soon as medically appropriate. The DoT IM procedure complies with the *Workers' Compensation and Injury Management Act 1981* and the *Code of Practice (Injury Management) 2005*; and will be updated when the new Workers Compensation and Injury Management Bill 2023 becomes law.

DoT has 24 Health and Safety Representatives (HSRs) that have been elected since the new *Work Health Safety Act 2020* (WHS Act) commenced, with all of them attending a five-day training course, approved by WorkSafe.

DoT's Health and Safety Committee (HSC) structures have been realigned based on feedback from HSRs and staff to ensure all sites and work groups are represented in the reporting and development of measures to improve employee health and safety.

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

Employees can access WHS and IM information through DoT's WHS Management System and intranet. WHS and IM information is widely communicated to employees during their induction, regular training and internal communications. WHS information is also provided through various WHS committees.

Compliance with the injury management requirements of the *Workers' Compensation and Injury Management Act 1981*, including the development of return to work plans

DoT has a strong focus on early intervention and return to work. People leaders are trained in the importance of good injury management and return to work procedures, with the purpose of promoting a supportive, productive and positive workplace.



WHS training

WHS and IM training programs were undertaken on site, remotely through video conferencing and Microsoft Teams throughout the 2022-23 reporting period with the following results:

- » 80 per cent of people leaders were trained on their responsibilities under the WHS Act and *Workers Compensation and Injury Management Act 1981*.
- » 93 per cent of people leaders received WHS awareness training based on the new WHS Act and safety obligations and strategies to ensure a safe workplace for all workers.
- » 96 per cent of workers received WHS awareness training on the new WHS legislation.

WHS achievements and new initiatives

In 2022-23, DoT reported the following achievements and activities:

- » Introduced Deputy Health and Safety Representatives.
- » Implemented the WHS transition plan to embed the new WHS laws.
- » Evaluated and appointed a new Employee Assistance Program provider, supported by strong change management, ensuring all workers understand the services available and how to access them.
- » Reviewed WHS operating model to ensure the delivery of a contemporary and efficient health and safety service, focusing on physical and psychosocial safety and all matters related to injury management.

DoT WHS and IM performance is demonstrated in the table below:

Measure	2020-2021	2021-2022	2022- 2023	Target	Comments towards targets
Number of fatalities	0	0	0	0	Target achieved
Lost time injury (LTI) and/or disease incidence rate	0.67 ¹	0.79 ¹	1.02 ²	0 – 10% reduction in incidence rate	Target not achieved. There were 16 LTI claims in 2022-23 compared to 12 LTI claims in 2021-22 and 10 claims in 2020-21.
Lost time injury and/or disease severity rate	20% ¹	25% ¹	31.25% ³	0 – 10% reduction in severity rate	Target not achieved. There were 5 severe injuries (60 days or more lost from work) in 2022-23 compared to three in 2021-2022.
Percentage of injured workers returned to work within 13 weeks	80% ¹	83% ¹	54.54% ⁴	Greater than or equal to 80% return to work within 13 weeks	Target not achieved. 6 LTI claims lodged in 2022-23 returned to work within 13 weeks.
Percentage of injured workers returned to work within 26 weeks	90% ¹	92% ¹	72.27% ⁵	Greater than or equal to 80% return to work within 26 days	Target not achieved. 8 of the LTI claims lodged in 2022-23 were back at work to full hours and full duties within 26 weeks.
Percentage of managers trained in occupational safety, health, and injury management responsibilities	85% ¹	85% ¹	80% ⁶	Greater than or equal to 80%	Target achieved.

1. Results sourced from DoT Annual Reports 2020-21 and 2021-22.
2. There were 16 lost time injury (LTI) claims lodged in 2022-23, while the number of full-time equivalent employees in DoT was 1,559.38.
3. There were 5 workers compensation (WC) claims lodged in 2022-23 with greater than 60 days or more lost from work.
4. There were 6 WC claims with registered LTIs returned to work within 13 weeks.
5. There were 8 WC claims with registered LTIs returned to work within 26 weeks.
6. 189 of the 237 permanent managers in DoT have completed WHS and IM training.

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Department of Transport
140 William Street
Perth Western Australia 6000

OCTOBER 2023

transport.wa.gov.au

Phone: (08) 6551 6000

Fax: (08) 6551 6001

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