



Government of Western Australia
Department of Transport

Empowering a
thriving community

2024-25 Annual Report



About this report

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Statement of Compliance for the year ended 30 June 2025

To the Hon. Rita Saffioti MLA, Deputy Premier; Minister for Transport and the Hon. Jessica Stojkovski MLA; Minister Assisting the Minister for Transport, and the Hon. Stephen Dawson MLC, Minister for Ports.

In accordance with section 63 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to Parliament, the Annual Report of the Department of Transport for the financial year ended 30 June 2025.

The Annual Report has been prepared in accordance with the provisions of the

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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
8 September 2025

Acknowledgement 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 from Maarakool Art

The artwork was designed by Mel Spillman (Woods), founder of Maarakool Art. This artwork represents the waterways, river inlets and bays, cold climate and blue colours of the far South of WA. Pathways connecting important places such as inland, coastal and river camps. Waterways were integral to cultural activities and seasonal movements. The Waugal is the major spirit for Noongar people and central to beliefs and customs representing culture for safe travels.

Mel is a Noongar Aboriginal artist with family connections to Goreng Country. She was born in Gubbi Gubbi Country in Queensland and moved to Whadjuk Country at the age of ten.

To learn more about Mel and Maarakool Art visit maarakoolart.com/about

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Overview

Western Australia is a massive state and helping to move people and freight around and to connect, is at the heart of what we do.

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About us

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

We put our community 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 agency and project

delivery partners, Main Roads Western Australia, the Public Transport Authority, METRONET, Westport 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

Our purpose is to empower a thriving community in WA.

Wherever you’re going in WA, we’ll get you there. We help people 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, shared paths and waterways, and design, educate and regulate laws 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.



Adapatability

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



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

DoT’s Strategic Intent 2023-25 sets the direction for our business, enabling us to deliver effective and customer-focused transport services and solutions for the WA community.

We developed our first Corporate Plan 2024-28 to provide our people with greater clarity on the alignment between our Strategic Intent and the annual plans of our various business areas.

Based on extensive consultation and collaboration, our Strategic Intent focuses on three key priorities:

Sustainable transport solutions

Safely moving people and freight through effective strategy, policy, and regulation of transport infrastructure and services.

Community-centric services

Engaging the community in designing fit-for-purpose, fair and accessible transport services for the convenience, health and wellbeing of the Western Australian community.

Capable and future ready organisation

Developing and building our human and organisational capabilities for safe and sustainable transport service delivery.

Read more at transport.wa.gov.au/strategicintent



Director General's foreword

This year has been a particularly rewarding one for the Transport Portfolio, during which we delivered several high-profile and transformative infrastructure projects, sustainable transport solutions and legislative reform, to benefit the Western Australian community.

In our regions, we created history with the opening of the \$1.46 billion Wilman Wadandi Highway, the largest-ever road infrastructure project in the South West. This project has transformed traffic flow and improved safety, while pumping hundreds of millions of dollars into local businesses and creating thousands of jobs during construction: including for local Aboriginal peoples.

In the metropolitan area, we delivered another landmark infrastructure project in the spectacular Boorloo Bridge, which has enhanced community connectivity, safety and amenity. Importantly, it has also recognised, through design and consultation, the strong cultural significance of the site to Aboriginal peoples. Thousands of walkers, runners and cyclists flocked to the bridge when it opened in December 2024 and it remains incredibly popular. This iconic piece of infrastructure was another job-creating project, with the entire structure manufactured in Western Australia.



I'm especially proud to share that projects such as these have helped our Portfolio exceed the State Government's Aboriginal participation and engagement targets which were set for completion by 2026. To date, Aboriginal businesses have already undertaken \$923.5 million of work against a target of \$700 million and reached 3.7 million work hours for Aboriginal people against a target of 3.5 million hours.

Our innovation and championing of local manufacturing also extended to our public transport system, with the first locally-made electric CAT bus rolling off the production line and into service. Over the next financial year, more than 130 new electric buses will be built in WA, helping to deliver a cleaner lower-emissions public transport network and a pipeline of employment opportunities.

The METRONET program of works celebrated several milestones this year, including the opening of the Morley-Ellenbrook line, the Yanchep rail extension and the Thornlie-Cockburn Link – as well as the completion of the Victoria Park-Canning Level Crossing Removal Project. These services will improve the lives of thousands of people in Perth's suburbs by making it easier, quicker and safer for them to travel for work, study or recreation.

Supporting and optimising Perth's rail network will be the role of the new, state-of-the-art Public Transport Operations Control Centre in East Perth. The centre will future-proof rail operations and provide around-the-clock monitoring of trains to help improve services and safety.

While our Portfolio has the great privilege and responsibility for large-scale capital works, we have also developed transformative policy and legislation to ensure the community has safe and enjoyable journeys on our waterways and transport system.

This year saw the introduction of some important legislative reform that reflects and responds to community concerns. These included new passenger restrictions for novice drivers aimed at reducing death and serious injury on our roads, as well as major changes to crash towing industry legislation aimed at improving road safety and cracking down on unethical behaviour by crash towing providers.

On the water, sail and kiteboarders, windsurfers and paddle craft users also became subject to new safety equipment requirements while new, stronger, on-water drug and alcohol laws, aligned to WA road rules, commenced. A further legislative milestone was achieved with an update to WA's rail safety laws, aligning them with the rest of the nation to reduce red tape and improve safety, efficiency and productivity. Targeted educational campaigns were part of the novice driver, maritime safety and crash towing reforms to inform and prepare the community.

The complexity and scale of some of the major initiatives we have delivered over the past year required vision, resilience and collaboration by our Portfolio staff and stakeholders, often over extended periods. As such, it gives me great pride to see how well-received they have been by the community and the lasting positive legacy they will deliver for Western Australia.

In March 2025, the Premier announced reform of State Government departments to drive job creation. This will see the Government's major project planning and delivery expertise brought together under the Office of Major Infrastructure Delivery (OMID), which will join our Portfolio from the start of the new financial year. This presents a wonderful opportunity to champion collaboration and become a true centre of excellence for the planning and delivery of major infrastructure projects in Western Australia.

I firmly believe our Portfolio is at its most effective when we achieve collectively, and I look forward to welcoming OMID staff to the fold and working together to deliver a better way to build for our State's future.

Peter Woronzow
Director General

Executive summary

Managing Director’s introduction

I am pleased to present the Department of Transport’s Annual Report for 2024-25; a year where we continued to build our social licence by rising to challenges and remaining community-focused when delivering transport solutions, services and legislation.



This year, in response to the sharp spike in our state’s road trauma, I participated in a Road Safety Roundtable convened by the State Government to examine new and innovative ways to improve safety on WA roads. DoT was made responsible for leading and implementing some crucial initiatives, including the introduction of passenger restrictions for red P-platers.

Within two months of the roundtable, in an environment of heightened community expectations, DoT introduced ‘Tom’s Law’: new legislation limiting red P-plate drivers to carrying only one passenger in their vehicle and supported by the clear and compelling message of the award-winning ‘Red plate. One mate’ awareness campaign. I am extremely proud of our work in this area, which we continue to develop to protect young drivers, their families, friends and other road users, encouraging awareness and positive behaviour change.

DoT was also asked by the Government to review the current graduated licensing system for novice drivers and riders of motorcycles to ensure they are as well prepared as can be for safe driving. DoT has developed two discussion papers which will be used to obtain community and stakeholder feedback before recommendations are put to the Government for consideration.

Sadly, the number of fatalities on regional WA roads is disproportionately high compared with the metropolitan area. DoT’s Driving Access and Equity Program provides disadvantaged people, primarily in regional and remote areas, with specialist learner driver education and mentoring that enables them to obtain their driver’s licence. The program is producing safer and confident licensed drivers and increased its capacity this year by expanding into the Great Southern and South West regions.

The *Towing Services Act 2024* came into effect to protect people involved in traffic accidents and prevent excessive charges for the towing and storage of crashed vehicles. This legislative reform is the result of extensive consultation between DoT and Consumer Protection, WA Police, WorkSafe and the crash towing and insurance industries, to make the industry safe, fair and efficient by cracking down on predatory and unethical behaviour.

At DoT we strive to ensure transport is accessible and equitable in WA, as the ability to travel for education, work, health appointments and social connections improves people’s quality of life. Our new digital Passenger Transport Subsidy Scheme for people with

disability, rolled out this year replacing a long-standing paper-based system and we continued to make air travel more accessible to regional and remote residents, through the regulation of intrastate air routes and our management of the Regional Airfare Zone Cap scheme.

In the active transport space, the Armadale Line Active Travel Project, supported residents during the extended Armadale and Thornlie line shutdown by encouraging increased riding and walking. The initiative, which included WA’s first School Open Street trial, made some significant inroads in both encouraging the community to embrace active travel, and growing community connections and engagement. Our ongoing achievements in delivering shared paths saw the completion of the \$2.18 million Drake Street Separated Bike Path, delivering on the State Government’s objective to improve connections to METRONET stations, by providing safer walking and riding links to Bayswater train station.

Another popular and effective DoT-managed initiative aimed at encouraging sustainable transport options was the State Government’s Zero Emissions Vehicle rebate scheme, which concluded in May 2025. First introduced in 2022, strong demand for the rebate saw the State Government provide an additional \$14.7 million during the year towards the scheme, with final figures showing 14,186 applications paid, totalling \$49.6 million.

Progress was made throughout the year to improve coastal infrastructure, including the Transforming Bunbury’s Waterfront project. The project’s \$69.2 million new northern breakwater at Bunbury’s Casuarina Boat Harbour is expected to reach full height by the end of the year, making the harbour a regional hub for the marine industry. In our north, a preferred site and design concept has been announced for the Tantabiddi boat ramp redevelopment near Exmouth. When complete, this project will transform tourism and recreational access to the region and significantly improve safety.



In other enhancements to water safety measures, we collaborated with WA Police to introduce on-water drug and alcohol testing laws, mirroring those that apply to drivers on our roads. Our most comprehensive water safety equipment review since 1992 was also finalised with the last stage of new water safety equipment requirements commencing.

DoT plays an important role in ensuring our freight transport systems keep our State connected and supporting our growing economy. Our work with the Kimberley Ports Authority on their first point of entry application for the Port of Wyndham, will help expand trade for the region, while our ongoing management of the \$200 million Agricultural Supply Chain Improvements program will help get WA's grain crop to port faster and more efficiently during the optimum export period and reduce the number of trucks on our roads.

Western Australia continued to experience record population growth from interstate and international migration, leading across Australia with a 2.5 per cent increase. This saw growth in demand for driving tests and growing waiting times in our licensing centres. DoT responded to restore service levels to meet community expectations by employing additional front line customer service staff and trialling extended trading hours for the first time at three major metro Driver and Vehicle Services centres. We completed two eight-week Saturday trials and started an extended hours week-day trial on 30 June 2025. This initiative has been well-received by our customers, reducing wait times and making it easier to visit our centres. The trials will be evaluated to identify which is more effective for meeting community demand.

In October 2024 DoT assumed responsibility for processing traffic infringements from WA Police, allowing for a more modern and customer-focused service through DoTDirect.

In a major step-up of our online services, a new DoT website was launched at the end of May 2025, offering improved functionality and a refreshed design, including an enhanced learn to drive journey experience.

From 1 July 2025, DoT will be renamed the **Department of Transport and Major Infrastructure (DTMI)**, as part of public sector reforms announced in March.

This will see us welcoming teams from the departments of finance and health into the Office of Major Infrastructure Delivery, that will be established within DTMI to bring the public sector's major project planning and delivery expertise together.

I sincerely thank all of our great people and stakeholders for their efforts this year and look forward to an exciting year ahead as we continue working together to deliver services and changes that empower a thriving Western Australian community.



Iain Cameron PSM
Managing Director
Department of Transport



Our access and inclusion focus

DoT is committed to providing accessible facilities, information and services for WA's diverse community in a fair and equitable manner.

DoT is delivering on this commitment through the Transport Portfolio Disability Access and Inclusion Plan (DAIP) and DoT Reconciliation Action Plan (RAP). Achievements are monitored by the Access and Inclusion Committee and highlighted three times a year on DoT's website and intranet.

Transport Portfolio Disability Access and Inclusion Plan

The Transport Portfolio Disability Access and Inclusion Plan (DAIP) 2022-2027 was developed in collaboration with Main Roads and the Public Transport Authority. The DAIP includes strategies to improve access, inclusion and opportunities for people with disability, their families and carers.

Key achievements in 2024-25 included:

- Disability Confident Recruiter status achieved from the Australian Network on Disability in December 2024.
- A new workplace adjustment procedure for job applicants and existing DoT employees to make adjustments that enable a person with an injury, illness, health condition or disability to have equal opportunity at employment and to work effectively.
- Appointing disability enterprise Westcare Incorporated to manage DoT's Inbound Driver and Vehicle Services mail.
- Introduced the Passenger Transport Subsidy Scheme (PTSS) card in March 2025 replacing the paper-based Taxi User Subsidy Scheme. The new card was designed in consultation with Vision Australia and Blind Citizens WA with braille markings and a notch carved out on the side.
- PTSS communications were released in different formats including:
 - » an Easy Read book for people with learning disability, lower literacy or less familiarity with English; and
 - » animated videos designed with accessibility in mind.



To learn more about the **Transport Portfolio Disability Access and Inclusion Plan** visit <https://bit.ly/3Hffoav> or scan QR code.

▲ Staff and employees from Westcare Incorporated who manage DoT's inbound Driver and Vehicle Services mail.



- Provided the Regional Wheelchair Accessible Vehicle Taxi Service Grant Scheme, increasing annual grant funding by 61 per cent from \$260,000 to \$420,000. A total of \$240,000 in grants were awarded to service providers in Geraldton, Busselton/ Dunsborough, Kalgoorlie, and Port Hedland.
- DoT's employee network for neurodivergent employees and champions continued to gain momentum. Established in 2023-24, this network fosters a positive culture by improving understanding and connections for neurodivergent employees and their supporters in the workplace.
- METRONET Access and Inclusion Reference Group (AIRG) members attended METRONET opening events, celebrating their contribution to universal design of program infrastructure. This included the Ellenbrook Line opening event in December 2024 and the opening of the Thornlie-Cockburn Line in June 2025.
- As the METRONET program nears completion, AIRG members have been invited to join a new Public Transport Authority (PTA) access and inclusion reference group that will offer advice based on lived experience about public transport operations and PTA infrastructure projects.
- Accessibility improvements to DoT's maritime infrastructure, including:
 - » replacing the Bandy Creek Boat Harbour finger jetty with a wider, more accessible floating jetty pontoon system; and
 - » planning for a universal access fishing platform and breakwater precinct at Casuarina Boat Harbour in Bunbury, which will include 10 wheelchair bays, universal access toilets, a changing facility for people with disability, and universal access parking for maxi-taxis with rear wheelchair loading ramps.

The Community Living Association (CLA) in Albany became the first disability-focused organisation to receive a grant through the Driving Access and Equity Program (DAEP). The work with CLA is helping shape DAEP initiatives to be more inclusive, such as insights gained from CLA's use of a driving simulator, which helps learners build confidence before beginning on-road lessons.



▲ Attendee and presenter at the ‘Acknowledge This!’ workshop for DoT employees, run in connection with Reconciliation Week.

DoT Reconciliation Action Plan

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.

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

Key achievements in 2024-25 included:

- Established the Aboriginal Community Airstrips Renewal Program in the Kimberley region, with \$8 million funding across the 2024-25 and 2025-26 financial years.
- Worksheets for the Your Move Schools program, developed in partnership with Kurongkurl Katitjin at Edith Cowan University, to introduce students to the six Noongar Boodja seasons, encouraging them to observe local flora and fauna when walking or riding to school.
- Funding and delivery of bike activation events across Boorloo (Perth) connected to Noongar culture including:
 - Boorloo Bridge Epic Bike Quests, exploring the significance of the Boorloo Bridge, and local Aboriginal sites in and across Perth while completing fun, self-guided bike rides; and
 - the Djeran and Beeloo Riding series, led by Whadjuk Traditional Owners, through which participants discovered Noongar cultural heritage, language, and stories in Poolgarla Park (Kings Park) and along the Derbarl Yerrigan (Swan River) and Djarlgarro Beelie (Canning River).
- Engagement with the Karri Karrak Aboriginal Corporation to obtain a Noongar name for the DoT Busselton Service Centre. Busselton will be the first centre named as part of a broader Aboriginal naming project for DoT service centres and regional offices to honour Noongar living culture.

- The Westport Noongar Opportunities Strategy third Actions Report (March–September 2024) highlighting achievements, including a July interagency workshop where participants discussed ways to enhance Aboriginal engagement, participation, and employment in future infrastructure projects like Westport by applying lessons learned from other transport initiatives.
- Before replacing Bandy Creek Boat Harbour’s finger jetty, DoT officers and the contractor completed cultural induction and heritage identification training with the Esperance Tjaltjraak Native Title Aboriginal Corporation (ETNTAC). ETNTAC’s Circle of Elders recommended the training due to the project’s proximity to a registered Aboriginal heritage site.

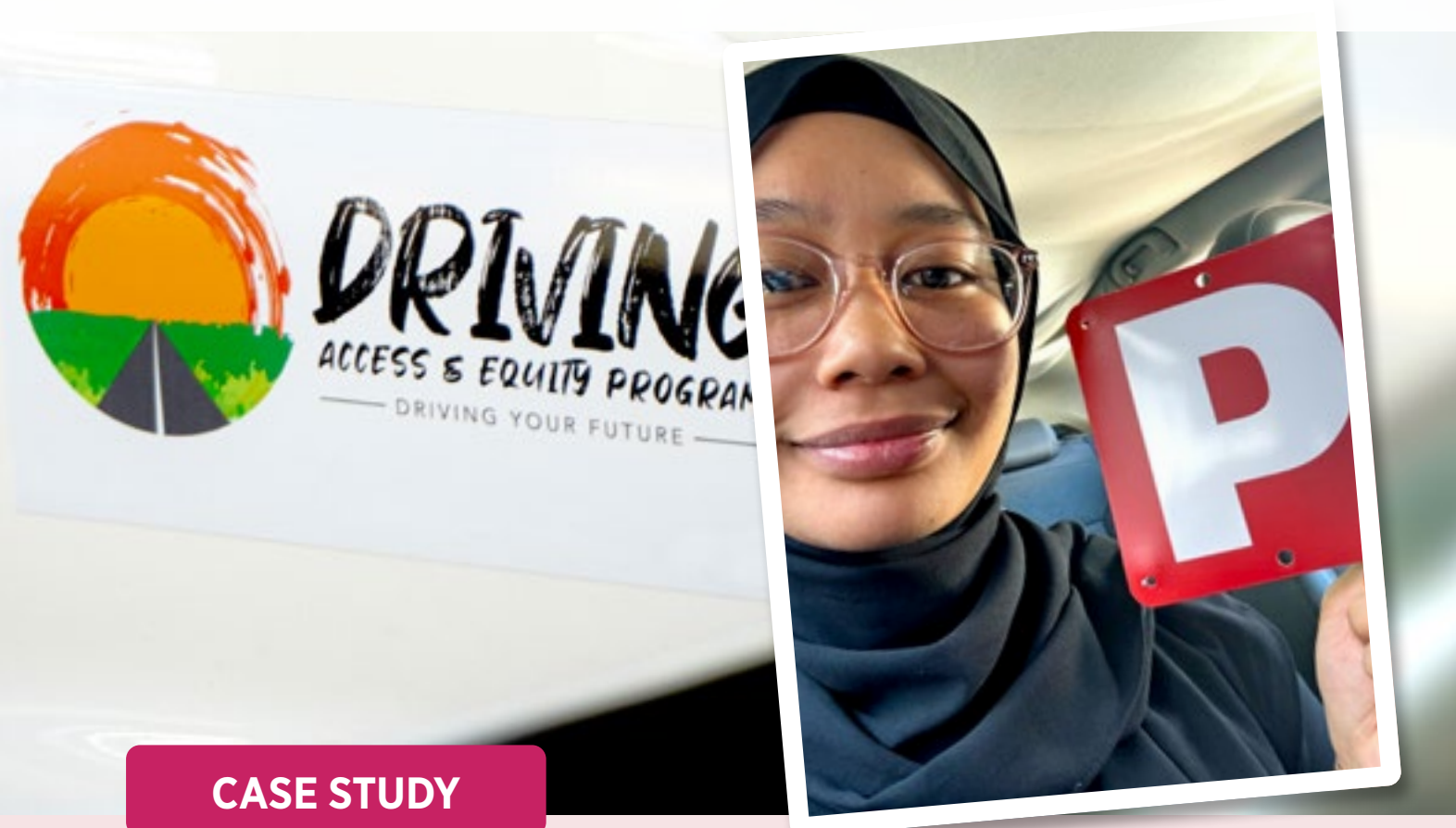
» Eight Aboriginal organisations across the Kimberley, Pilbara, Goldfields-Esperance, Gascoyne, and Mid West continued to deliver learner’s permit theory testing for DoT as part of pre-employment and driver education programs. Four additional organisations in the Perth metropolitan area, Wheatbelt, Great Southern, Peel, and South West supported Aboriginal people through similar programs. In 2024-25, these organisations **helped 1,449 people** obtain or regain their driver’s licence.

- Through the Driving Access and Equity Program (DAEP) DoT is working with 16 Aboriginal or Aboriginal community controlled organisations to help people

become safe, licensed drivers. DAEP grant organisations currently employ 132 people in regional and remote locations associated with DAEP activities, significantly contributing to local communities.

- DoT continued to identify opportunities to engage with Aboriginal businesses and contributed to the Transport Portfolio’s target of awarding \$700 million of work undertaken by Aboriginal businesses and 3.5 million hours worked by Aboriginal peoples, with both targets exceeded and ahead of schedule.
- An Aboriginal Engagement and Participation Framework is being developed to define DoT’s goals and commitments for Aboriginal involvement across workplace, workforce, business and community that will guide future initiatives. In April 2025, DoT’s Yarning Circle Aboriginal employee network contributed insights at a Geraldton workshop to shape its content.
- DoT participated in joint agency events for NAIDOC Week in 2024 and as part of National Reconciliation Week in 2025, which were live streamed to all employees. Driver and Vehicle Services and Regional Services teams also joined a Reconciliation Yarning brunch held by Wonnil Partners and the McGovern Foundation to foster community connections and understanding.
- Over 40 DoT metropolitan employees participated in an Acknowledge This! workshop to develop their understanding of Acknowledgements of Country and how to deliver an authentic, personalised and appropriate Acknowledgement.

DoT has begun reviewing the progress made under our existing Reconciliation Action Plan (RAP) 2022-2025 to inform the development of a new RAP and identify opportunities to continue to achieve positive outcomes in collaboration with Aboriginal and Torres Strait Islander peoples.



CASE STUDY

Assisting people to get their driver's licence in the Pilbara

Bloodwood Tree Association received Driving Access and Equity Program (DAEP) Round 5 funding in October 2024 to continue delivery of its driver training program in Newman, Port Hedland, South Hedland, Tom Price, Wakathuni, Warralong and Yandeyarra.

In 2024-25, 238 people obtained their licence in the Pilbara through DAEP.

Chief Executive Officer Sharon Bambling said they continuously adapt their driver training to be welcoming and inclusive for people who have been disengaged with traditional licensing services.

"We consider factors such as caregiving responsibilities, cultural norms and financial constraints, while offering flexible scheduling and culturally sensitive options like same-gender instructors," Sharon said.

"We also engage community leaders to overcome cultural resistance and use inclusive communication to encourage participation from all genders."

Atifah was a participant with Bloodwood Tree Association and struggled with her confidence after failing her first driving test.

With a few more lessons, Atifah passed her test.



"I'm the first of my siblings to get a licence,"

— Atifah

Driving herself to work and gaining independence, Atifah said she has managed to ease the burden on her family and coworkers.

Bloodwood Tree Association was amongst six Pilbara organisations sharing \$2.6 million in DAEP funding.



Driving Access and Equity Program removes barriers to getting a driver's licence

The Driving Access and Equity Program (DAEP) continued to support disadvantaged Western Australians through the licensing process, with the State Government announcing an additional round of grant funding of \$15.5 million in October 2024.

The Program, in partnership with 29 not-for-profit, local government, Aboriginal and Aboriginal community-controlled grant funded organisations deliver 32 projects assisting participants to overcome barriers they may face to get a driver's licence.

The expansion into the Great Southern and South West, for the first time in 2024-25, has seen even further growth of the program.

Since the program commenced in 2022:

- 5,366 participants from 111 locations across the state have been assisted to participate in the licensing process by one or more of the grant-funded organisations.
- 61 five-star Australasian New Car Assessment Program safety-rated vehicles have been purchased for driving supervision or instruction.
- Grant funding has supported more than 95 people to attend driving instructor training and supervision sessions, with 74 people

now successfully being issued a driving instructor licence. The organisations have facilitated over 50,000 hours of supervised driving with participants.

- 1,952 participants have obtained a driver's licence through DAEP since its inception.
- 992 participants have declared employment, education or further training through engagement with DAEP.
- DAEP is currently piloting a Delivering Community Services in Partnership program with the McGovern Foundation which marks the program's first expansion into metropolitan areas.
- DoT worked with the Department of Treasury to develop a framework to evaluate the rapid expansion of the program and ensure it meets its stated objectives, as well as providing value for money.

Over the next 12 months, DAEP will continue to lead innovative, collaborative projects in partnership with local communities to assist disadvantaged people throughout the state to overcome the barriers they may face to obtain a driver's licence.

2024-25 at a glance

Our customer milestones



308,406
Recreational
Skipper's Ticket
holders



42,727
Passenger
transport driver
authorisations



2,114,674
Licensed drivers



1,590,014
DoT Direct
accounts

We supported active travel in the community



26%

increase in schools
participating in the
Your Move program since
the new website was
launched in 2024

Read more on [page 63](#)

\$2.18m

project has delivered a
2.2 km path along Drake,
Hester and Adelphi
streets in the City
of Bayswater

Read more on [page 60](#)

5

regional cycling strategies
involving 27 LGAs
completed to encourage
active travel in
the regions

Read more on [page 60](#)



We are transforming Bunbury's waterfront

\$69.2m works contract for the Casuarina breakwater and refurbishment of a beach groyne in the Koombana Bay foreshore awarded in July 2024. Read more on [page 75](#)

Our metropolitan centres, regional centres and agents provided advice, assessments and support across WA



132,282
light vehicle and
motorcycle PDAs
undertaken



63,725
computerised
theory tests
completed



51,024
hazard perception
tests completed



22
DoT metropolitan
and regional
centres



We are improving recreational boating facilities

\$54.3m allocated to fund 478 projects through the Recreational Boating Facilities Scheme (RBFS) since 1998. Read more on [page 78](#)

We helped disadvantaged Western Australians get a driver's licence through DAEP



29

not-for-profit local
government and Aboriginal
organisations are currently
supported by DAEP

Read more on [page 21](#)



1,952

disadvantaged
participants across WA
have obtained a driver's
licence since 2022

Read more on [page 21](#)

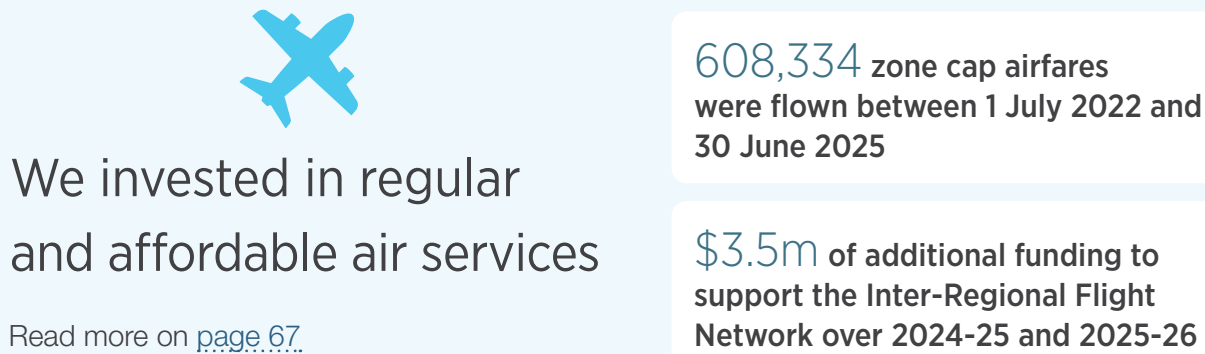
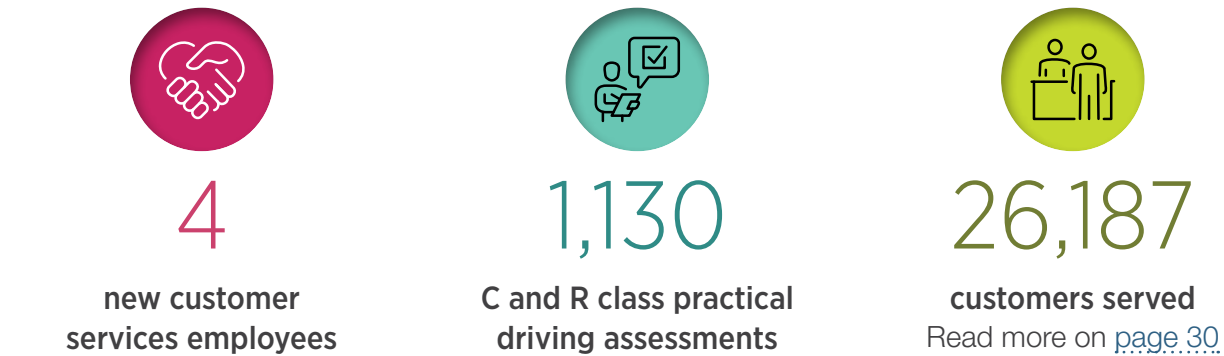


\$26m

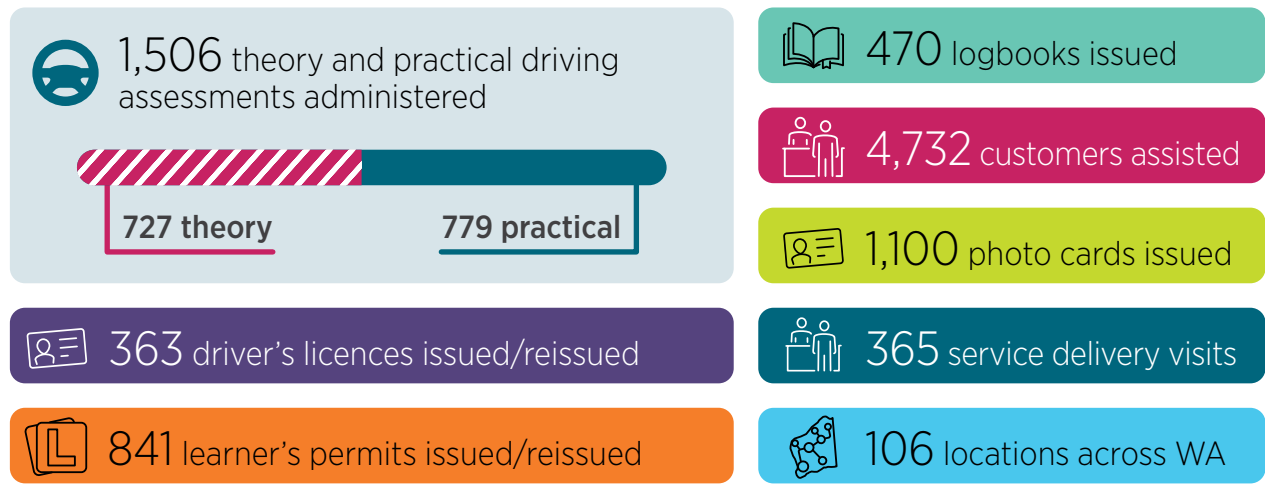
in grant support has now
been invested into DAEP
across the State since 2022

At a glance — regional and remote WA

We opened a new DoT Service Centre in Busselton



We improved access to licensing services across WA*

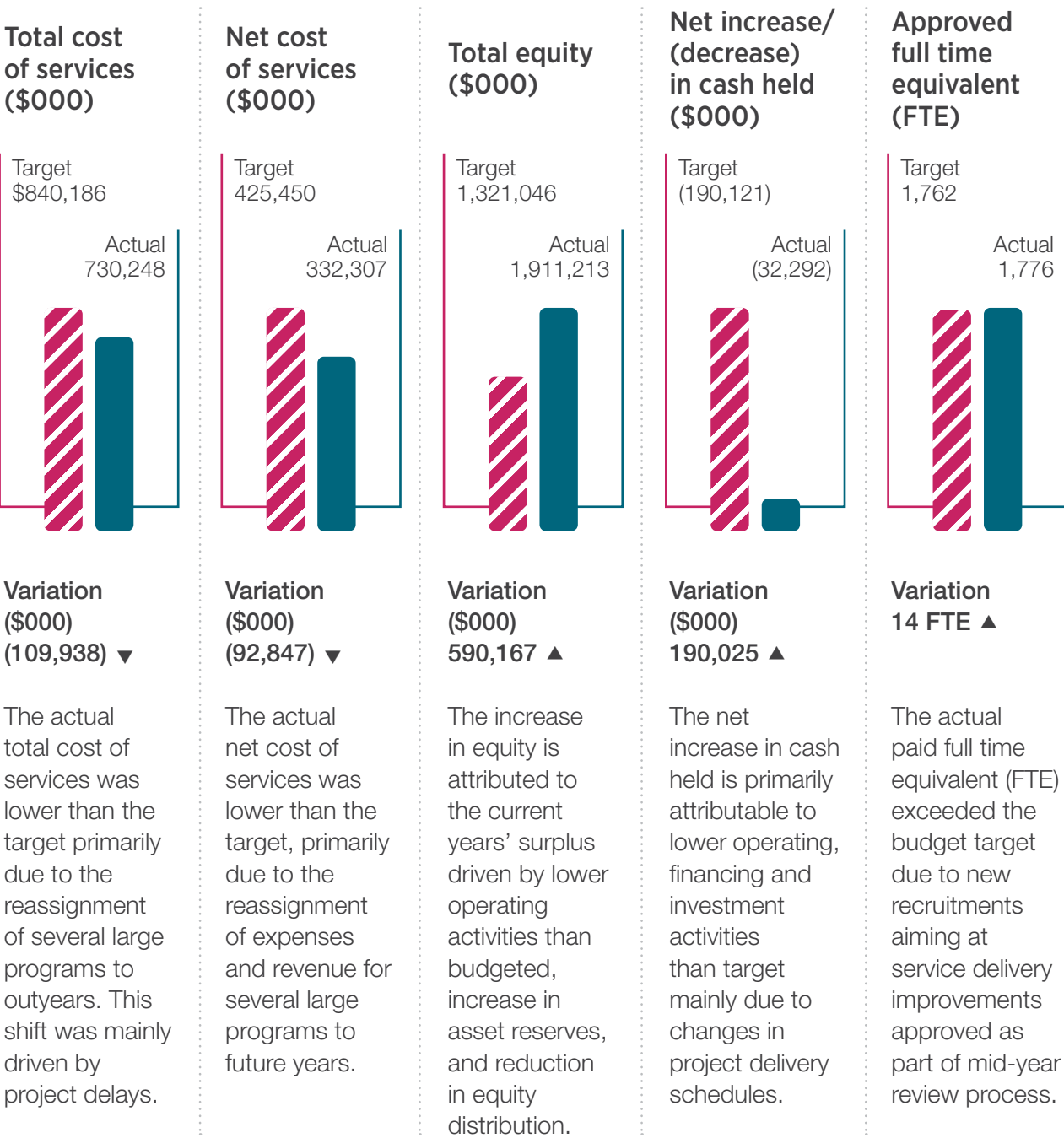


* Delivered by DoT's Remote Services and Mobile Services teams across regional, and several metropolitan locations.

Financial summary

Some key financial targets and outcomes in 2024-25.

2024-25 Actual results versus budget targets



See [page 158](#) for full financial statements.

Performance summary

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

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.

Key outcomes

Legend: ● Desired result ● Undesired result

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	20.0%	23.5%
Percentage of regional Local Government Areas (LGAs) that have access to regular public transport (RPT) air services between the LGA and Perth	91.5%	91.5%

Service 1: Strategic transport policy and integrated planning

Efficiency KPIs	Target	Actual
Average cost per hour for Strategic Policy Development and Integrated Transport Planning	\$142.26	\$136.12

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)	100.0%	99.3%
Percentage of driver licences issued that comply with the Graduated Driver Training and Licensing System (Safe Drivers)	100.0%	98.0%
Percentage of identity credentials compliant with the required standard of biometric quality	99.8%	99.8%

Service 2: Driver and Vehicle Services

Efficiency KPIs	Target	Actual
Average cost per vehicle and driver transaction	\$20.19	\$20.05
Average cost per vehicle inspection performed by Vehicle Examination Centres	\$207.53	\$250.85
Average cost per vehicle inspection delivered through Authorised Inspection Stations	\$177.38	\$184.97
Average cost per driver assessment	\$131.11	\$115.00

Outcome 3: An accessible and safe transport system

Effectiveness KPIs	Target	Actual
Percentage of wheelchair accessible vehicle taxi journeys carrying passengers in wheelchairs which meet the waiting time standard	95%	98.8%
Percentage of time maritime infrastructure is fit for purpose when required	100%	98.9%
Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels	9.1	11.4
Percentage of audited authorised on-demand booking services compliant with safety requirements	60.0%	78.5%

Service 3: Maritime

Efficiency KPIs	Target	Actual
Average cost per day for planning, delivery, and management of a maritime asset	\$96.65	\$91.66
Average cost of managing waterways, safety and compliance – per registered recreational vessel	\$193.38	\$219.37
Cost to maintain Marine Pollution Response preparedness per registered vessel	\$57.20	\$46.27

Service 4: On-demand Transport

Efficiency KPIs	Target	Actual
Cost per On-demand Transport Authorisation	\$103.66	\$ 104.23



1. Challenges

This year, the Department introduced essential legislative reform and service improvements to meet challenges that significantly impacted the Western Australian community.

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New regional centre to meet increased demand

DoT opened a new service centre in central Busselton in November 2024 in response to predicted population growth in the City of Busselton of 30 per cent over the next decade.

With an expected increase in demand for DoT's licensing and transport services, the new centre will ensure the region is well supported in the future. The modern facility is a major step forward in improving access to transport services for residents in Busselton and surrounding South West communities.

The new centre provides an expanded range of services closer to home, including National Disability Insurance Scheme worker screening checks, jetty licence payments and over-the-counter support for on-demand transport operators. Customers also have increased access to practical driving assessments, computerised theory and hazard perception testing, and can purchase optional plates for their vehicles.

The project was the result of extensive planning and collaboration with the City of Busselton to address the needs of a growing regional population.



Having a local DoT office has greatly improved convenience for our dealership. The staff have been consistently professional, knowledgeable and helpful in handling our licensing needs."

— Shirley Moir, Muir's

The new Busselton centre reflects DoT's ongoing commitment to enhancing regional service delivery and ensuring all Western Australians have access to essential transport services, no matter where they live.

Since opening, the centre has served 26,187 customers, including 1,212 computer-based theory and hazard perception tests and conducted 1,130* practical driving assessments.

Reform to lower youth road deaths and injuries in WA

To address the increasing road trauma and rate of young people being killed and injured on our roads, the State Government announced a range of new safety initiatives for young people in October 2024.

On 1 December, legislative reform — also known as Tom's Law — was introduced, restricting red P-plate drivers to carrying only one passenger, unless an exemption applies.

According to the Western Australian Road Fatalities and Serious Injuries 2024 report, young drivers aged 17-19 have the highest KSI (killed or seriously injured) rate, recorded at 103 per 100,000 population, compared to other age groups. Limiting passengers for new drivers aims to improve safety for this high-risk cohort by minimising in-vehicle distractions during their first six months of unsupervised driving.

To align with the new laws, DoT launched a public advertising campaign titled 'Red plate. One mate.' for existing and future red P-plate drivers and their parents. The campaign boosted awareness of the new law through social media, radio, digital, video and outdoor advertising from 1 December 2024 to 31 January 2025.

The campaign won 'Best of Year' radio advertising award as part of the 2025 Campaign Brief WA Creative Awards, announced in May 2025.

Research undertaken by DoT following the campaign indicated strong community awareness and support for the campaign.

80 per cent of drivers surveyed were aware of the single-passenger restrictions.

Approximately **70 per cent** supported the new restrictions.

The implementation of Tom's Law, along with other reform initiatives during this period, reflects the State Government's continued commitment to improving road safety.



To view the **Red plate. One mate.** campaign video, go to <https://bit.ly/4l6lLuu> or scan QR code.

Red plate. One mate.



Legislation strengthened to save lives on WA waters

Following the introduction of new safety equipment requirements for recreational vessels last financial year, DoT further strengthened legislation to save lives on WA's waterways.

In September 2024, DoT introduced new safety laws for sail and kite boarders, windsurfers, and paddle craft users operating more than 400 metres from shore, marking the completion of the most comprehensive review of the state's safety equipment since 1992.

The implementation of the final stage of reforms followed more than seven years of work by DoT to deliver modern, fit for purpose laws that make the best use of technology and improve safety on the water.

To raise awareness of the new laws amongst water sports enthusiasts, DoT launched a safety education campaign during summer

featuring former AFL footballer and safe boating advocate, David Mundy.

In a separate initiative, a series of videos were released highlighting the need for personal water craft (PWC) operators to have their Recreational Skipper's Ticket; slow down: freestyle in approved areas only and ensure all people onboard a PWC wear lifejackets.

Together with the start of on-water drug and alcohol testing in November 2024, which aligned on-water laws with those for Western Australian road users, DoT has led the most significant reform of boating legislation in the State's history.



To view the **Cool your jets** video series, go to transport.wa.gov.au/pwc or scan QR code.



CASE STUDY

New safety laws make sense to Steve

Keen kayaker Steve Lim became a strong advocate for wearing a lifejacket and carrying emergency beacons after he was knocked from his craft and struggled to survive while fishing off Point Peron in Cockburn Sound.

Steve bravely recounted his life-threatening experience and rescue as part of DoT's Boating Survivors series, sharing how his decision to carry the correct safety gear saved his life.

New safety laws for sail and kite boarders, windsurfers and paddle craft users introduced in 2024, mirrored reforms for registrable vessels implemented in 2023 and completed the most comprehensive review of safety equipment for Western Australian waters in 30 years.

Now, along with other requirements, enthusiasts operating more than 400 metres from shore in unprotected waters need to wear their lifejacket and have a GPS enabled emergency position indicating radio beacon (EPIRB) or personal locator beacon (PLB).

"It makes sense to always wear your lifejacket at sea and GPS functionality on a beacon allows rescuers to pinpoint your location, reducing the time you are in the water," Steve said.

"I endorse the changes knowing that in my own case there was no doubt that these two vital pieces of safety equipment saved my life.



It's better to have your safety equipment and not need it, rather than need it and not have it."

— Steve Lim

New towing laws protect consumers

In response to the increasing demand from the community and industry for improved regulation of crash towing, DoT proposed legislative changes that resulted in the *Towing Services Act 2024* becoming law in October.

The new Act promotes safe, fair and efficient provision of crash towing services at a reasonable cost to the community and seeks to improve the reputation of the towing industry. Key provisions included the introduction of maximum charges for towing and storage services; prohibition of spotter fees and other incentives; safety improvements and enhanced enforcement powers for DoT.

To help raise awareness across industry and the community, DoT ran a social media campaign from 15 July to 19 October 2024 while the Towing Services Bill 2024 was being drafted. This helped promote consumer advice around their rights when engaging towing services at a crash scene in the Perth and Peel regions.



DoT implemented a follow up campaign, 'The more you know, the better the tow' from 13 to 31 January 2025, to align with the first stage of the regulations that started on 10 January 2025. The campaign used digital, print, radio and social media channels to ensure industry and the public were informed of the new reform provisions. Industry engagement has continued with regular industry newsletters and information sessions.

Research conducted by DoT shows early signs that dangerous roadside behaviour has improved, and additional education and enforcement will be necessary to ensure community protection. This initiative will be managed by the dedicated Towing Governance and Regulation team within DoT.

The new Act also includes provisions for the occupational authorisation of towing service providers and towing workers, incorporating fit-and-proper assessments and character tests.

This initiative will enable DoT to further enhance protections for the community and re-build the reputation of the industry.

Relief for cost of living pressures

During the year, a total of 6,179 customers chose the one-month renewal option for light vehicle registrations through DoTDirect. Since October 2022, 19,904 customers have opted for this renewal option.

The one-month payment option, which was introduced in addition to the existing three-month, six-month, and 12-month payment options, gives Western Australian families greater flexibility to manage their household budgets and keep their vehicles licensed and on the road.

Customers can 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.

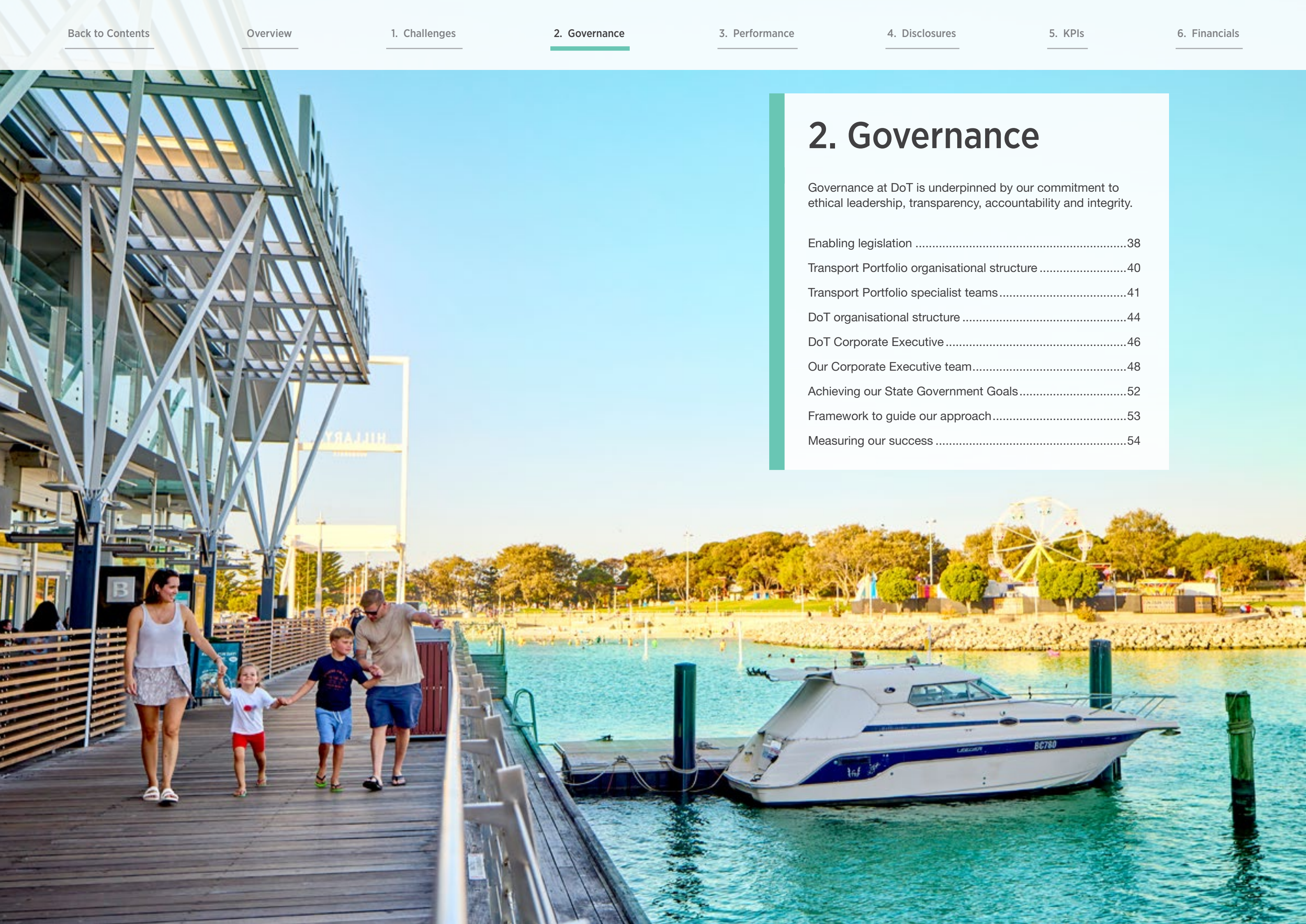
In October 2024, DoT provided further cost of living relief to Western Australians with new payment options for WA traffic infringements. These included direct debit payment instalment plans and payment extensions, assisting those who may have difficulty paying by the due date.

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

\$17.33 million in transport related subsidies for pensioners, students, people with disability travelling in taxis and other concession card holders were administered by DoT in 2024-25. This compared to \$15.5 million in 2023-24.

We also administered \$33,373,413 to recipients of the Department of Primary Industries and Regional Development's Regional Pensioner Travel Card (formerly known as the Country Age Pension Fuel Card Scheme). This compared to \$27,127,149 in the previous financial year, reflecting a \$100 increase in the travel card value for eligible regional pensioners, from 1 July 2024.

These measures demonstrate DoT's ongoing commitment to support the WA community to manage the increasing cost of living pressures.



2. Governance

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

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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 Stephen Dawson MLC
Minister for Ports*

Hon Jessica Stojkovski MLA*
Minister Assisting the Minister for Transport

* Hon. David Michael MLA was Minister for Ports; Minister Assisting the Minister for Transport to 19 March 2025.

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 Act 2024](#)
- [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](#)
- [Rail Safety National Law Application Act 2024](#)
- [Road Traffic Act 1974](#)
(only Part 6A concerning vehicle immobilisation and towing from private land)
- [Road Traffic \(Administration\) Act 2008](#)
- [Road Traffic \(Authorisation to Drive\) Act 2008](#)
- [Road Traffic \(Vehicles\) Act 2012](#)
- [Road Traffic \(Vehicles\) \(Taxing\) Act 2008](#)
- [Sea-Carriage of Goods Act 1909](#)

- [Shipping and Pilotage Act 1967](#)
- [Trans-Continental Railway Act 1911](#)
- [Transport Co-ordination Act 1966](#)
- [Transport \(Road Passenger Services\) Act 2018](#)
- [Western Australian Coastal Shipping Commission Act 1965](#)
- [Western Australian Marine Act 1982](#)
- [Western Australian Photo Card Act 2014](#)
- [Wire and Wire Netting Act 1926](#)

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

- [Marine Safety \(Domestic Commercial Vessel National Law Application\) Act 2023](#)
- [Towing Services Act 2024](#)

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

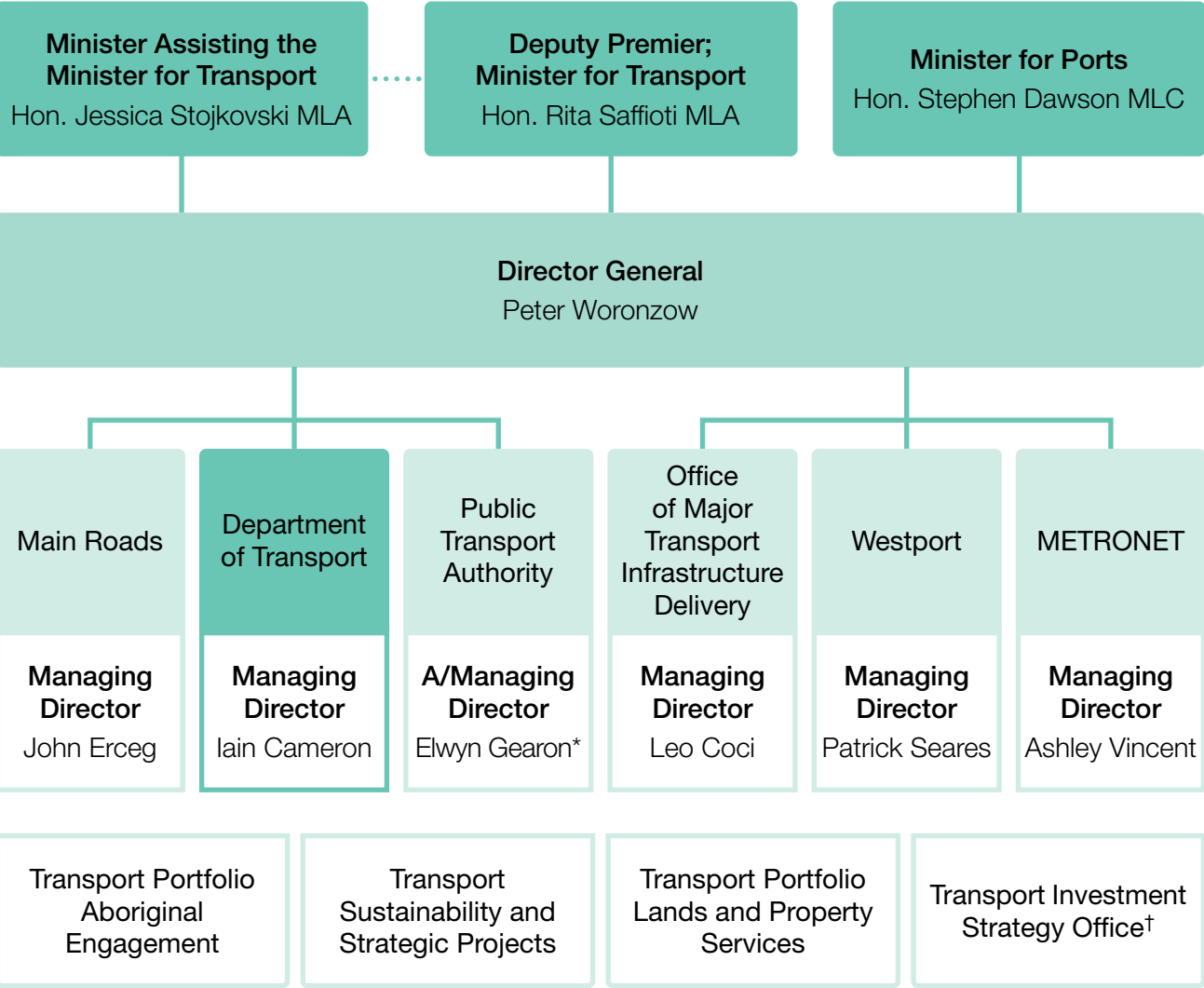
- [Port Authorities Act 1999](#)

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 \(Commonwealth\)](#)
- [Work Health and Safety Act 2020](#)
- [Royal Commission \(Custody of Records\) Act 1992](#)
- [Taxation Administration Act 2003](#)
- [Procurement Act 2020](#)

Transport Portfolio organisational structure



* Mark Burgess was Managing Director, Public Transport Authority to 20 September 2024. Elwyn Gearon was appointed A/Managing Director on 21 September 2024.

† The Transport Investment Strategy Office was formed in August 2024.

Transport Portfolio specialist teams

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

Transport Portfolio Aboriginal Engagement

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

Key achievements in 2024-25 included:

- developed a partnership agreement with South West Land and Sea Council to enhance economic opportunities for Noongar people and businesses while strengthening recognition of Noongar knowledge holders and promoting greater awareness of Noongar culture;
- awarded the Transport Portfolio panel contract for the provision of training and business capability support services to increase the participation of capable and qualified Aboriginal businesses and peoples in Transport Portfolio projects and works; and
- established the Transport Portfolio Aboriginal Art, Language and Story Protocol to guide Portfolio staff when consulting with Aboriginal peoples regarding place making/naming, interpretive signage, artworks/ installations or contributions to publications.



Transport Sustainability and Strategic Projects

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

Key achievements in 2024-25 included:

- endorsement of the Portfolio Sustainable Infrastructure Policy, marking a significant milestone for TSSP; and
- the launch of WA's first digital sustainability hub, CircleZero in May 2025.



CircleZero supports the implementation of the Transport Portfolio Sustainable Infrastructure Policy and serves as a one-stop-shop for transport sustainability resources including: case studies, suppliers map, sustainable material guides, research and training webinars.

Visit circlezero.wa.gov.au to learn more.



▲ Busselton DoT Centre.

Transport Portfolio Land and Property Services

Transport Portfolio Lands and Property Services (TPLPS) works strategically to deliver integrated, best practice services for transport planning and projects, as well as optimising outcomes from Portfolio land and property assets.

Key achievements in 2024-25 included:

- collaboration with DoT Regional Services to project manage the delivery of a new DoT centre in Busselton;
- the release of Commercial Leasing Policy and Guidelines for Maritime facilities to the public; and
- the purchase of properties required for Westport infrastructure.

Transport Investment Strategy Office

In August 2024, a dedicated Transport Investment Strategy Office (TISO) was formed to provide investment leadership across the Portfolio. This supports the Portfolio's vision: A better future for Western Australians through connected, resilient, safe and sustainable transport solutions.

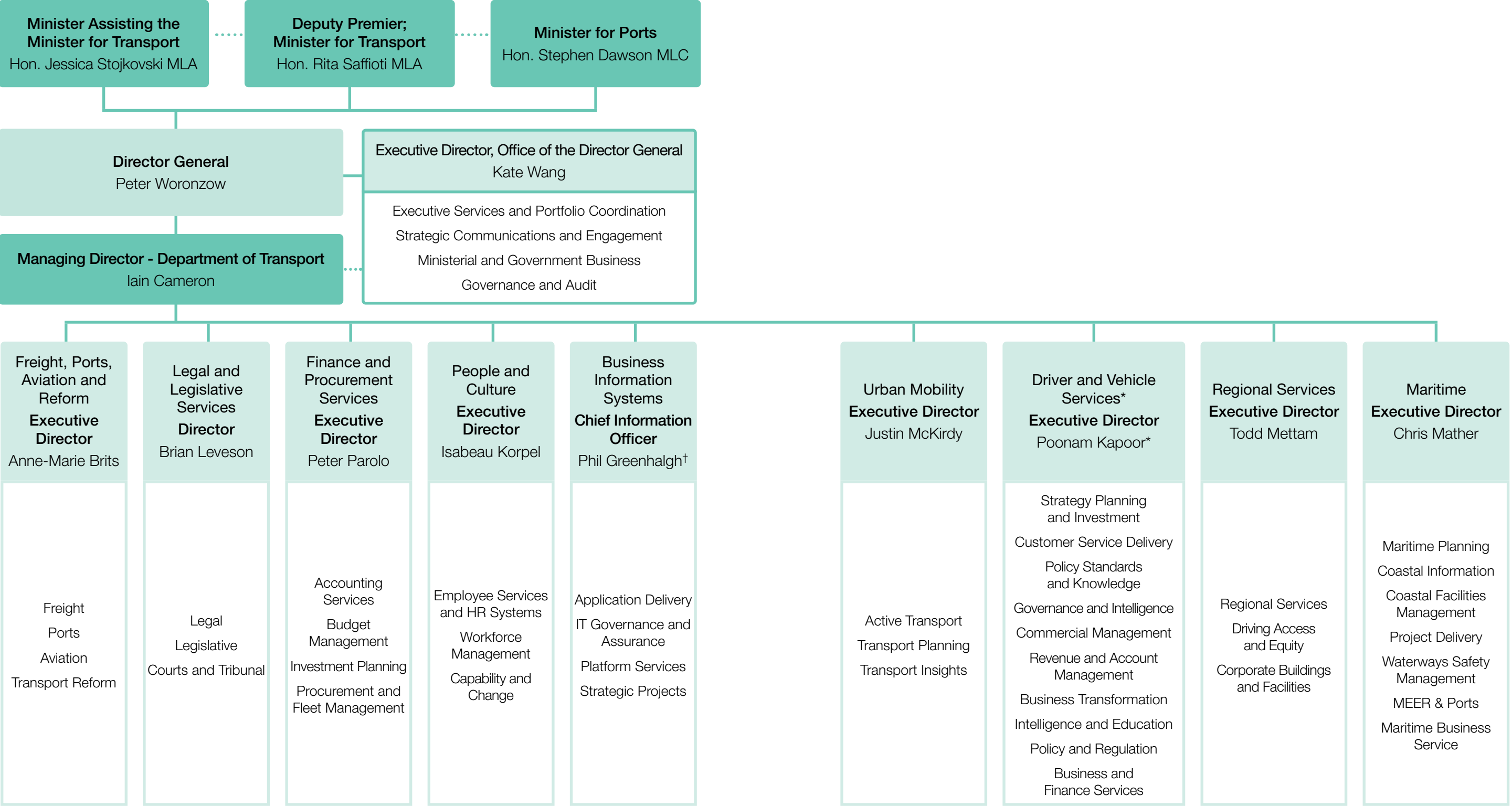
The key areas of responsibility for TISO include:

- managing the Australian Government transport investment policy and relationship;
- leading and negotiating Australian Government transport related funding agreements;
- developing the Portfolio Investment Strategy;
- managing Portfolio Investment Planning;
- leading Portfolio Economic Evaluation policy; and
- providing advice on the overall Portfolio Asset Investment Program.

Key achievements in 2024-25 included:

- conclusion of negotiations with the Australian Government for a five-year funding agreement, resulting in the Minister for Transport signing the agreement;
- successful transition of Australian Government community grants for administration by TISO; and
- development of a confidence index tool to evaluate and determine the level of certainty that can be assumed when considering infrastructure investment proposals.

DoT organisational structure



† Christian Thompson was Executive Director Business Information Services to 3 March 2025 and Phil Greenhalgh was appointed to the role on 4 March 2025. He acted in the role from 14 November 2024 to 3 March 2025.

* Linley Crackel was Executive Director Driver and Vehicle Services to 2 February 2025 and Poonam Kapoor was appointed to the role on 3 February 2025.

Anu Sutharshan was appointed A/Director Information Governance on 1 July 2024.

DoT Corporate Executive

Phil Greenhalgh
Chief Information Officer
Business Information Systems

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

Peter Woronzow
Director General

Brian Leveson
Director
Legal and
Legislative Services

Iain Cameron PSM
Managing Director

Peter Parolo
Executive Director
Finance and
Procurement Services

Anu Sutharshan
A/Director
Information Governance

Isabeau Korpel
Executive Director
People and Culture

Chris Mather
Executive Director
Maritime

Todd Mettam
Executive Director
Regional Services

Justin McKirdy
Executive Director
Urban Mobility

Poonam Kapoor
Executive Director
Driver and
Vehicle Services

Kate Wang
Executive Director
Office of the
Director General



Our Corporate Executive team

Peter Woronzow

Director General

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



Iain Cameron PSM

Managing Director

Iain was appointed Managing Director in 2018 and has over 40 years of public service experience in education, public health, drug strategy, transport, roads and safety. He is responsible for the wide range of projects, infrastructure, regulatory functions and services that DoT delivers. Iain works to achieve better community outcomes through engagement, collaboration, partnerships and values. In 2024, Iain was recognised with a Public Service Medal for outstanding public service through leadership in road safety in WA.



Kate Wang

Executive Director
Office of the Director General

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



Phil Greenhalgh

Chief Information Officer | Business Information Systems

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



Anu Sutharshan

A/Director | Information Governance

Anu brings over 30 years of experience in the IT sector, having served both private and government agencies and with DoT since 2008. She has successfully led and managed IT teams to ensure the delivery of complex IT projects. Recently appointed to oversee Information Governance, Anu’s current responsibilities encompass overseeing privacy and responsible information sharing, supporting enterprise-wide data analytics capabilities, implementing innovative AI solutions, and upholding a framework of strong integrity.



Poonam Kapoor

Executive Director | Driver and Vehicle Services

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



Justin McKirdy
Executive Director | Urban Mobility

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



Peter Parolo
Executive Director | Finance and Procurement Services

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



Isabeau Korpel
Executive Director | People and Culture

Isabeau has more than 28 years’ experience in executive positions within private and public sectors. She has led and managed teams within the human resources and business design environments, taking responsibility for organisational culture and transformation. As Executive Director, her focus is on creating a culture where every employee belongs, can perform at their best and feels their actions make a positive difference to the community.



Todd Mettam
Executive Director | Regional Services

Todd re-joined DoT in February 2023 as Director Commercial Management, having worked with DoT earlier in his career. Now the Executive Director of Regional Services, Todd brings with him over 20 years’ experience across several different public sector agencies and not-for-profit organisations. Todd’s appointments include senior positions with the Departments of Education, Finance, Justice, Housing Authority and the Disability Services Commission.



Brian Leveson
Director | Legal and Legislative Services

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



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

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



Chris Mather
Executive Director | Maritime

Chris has over 28 years’ experience working in government agencies across conservation, education, compliance, planning and emergency response. He joined DoT in 2014 as Director Waterways Safety, undertook the role of Director Maritime Planning in 2022-23 and commenced as Executive Director Maritime in 2023. He leads the Maritime team to deliver integrated and intelligent marine safety services and coastal and maritime development for the WA community.

Achieving our State Government Goals

DoT’s three strategic priorities – Solutions, Community and People – guide us to achieve our purpose of empowering a thriving community and supports three State Government Goals.

State Government Goals



WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.



Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.



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

Framework to guide our approach

As a State Government agency, DoT follows the WA Government’s Outcome Based Management framework to achieve legislative obligations under each goal.

DoT must deliver on three outcomes across four key service areas:

Deliverables

DoT must deliver on three outcomes:

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

Key service areas

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.


There were no changes to the Department’s outcome-based management framework for 2024-25





Measuring our success

The following tables show DoT’s efficiency and effectiveness key performance indicators (KPIs) and how they fit within the Department’s Outcome Based Management framework to achieve the State Government Goals.




State Government Goal: WA Jobs Plan
Diversifying the WA economy, creating local jobs for the future.

Outcome 1: Integrated transport systems that facilitate economic development
Effectiveness KPI

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

Service 1: Strategic Transport Policy and Integrated Planning
Efficiency KPI

- Average cost per hour for Strategic Policy Development and Integrated Transport Planning




State Government Goal: Safe, Strong and Fair Communities
Supporting our local and regional communities to thrive.

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

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

Service 2: Driver and Vehicle Services
Efficiency KPI

- Average Cost per Vehicle and Driver Transaction
- Average Cost per Vehicle Inspection Performed by Vehicle Examination Centres
- Average Cost per Vehicle Inspection Delivered Through Authorised Inspection Stations
- Average Cost per Driver Assessment



State Government Goal: Investing in WA’s Future
Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.

Outcome 3: An accessible and safe transport system
Effectiveness KPIs

- 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

Service 3: Maritime
Efficiency KPI

- 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
Efficiency KPI

- Cost per On-demand Transport Authorisation



3. Performance

At DoT we take pride in achieving our strategic priorities to meet the State Government’s goals, while fostering an inclusive and safe workplace for our people.

Our strategic priorities guide our performance.....	58	Maritime.....	74
Achieving strategic priority one: Sustainable transport solutions.....	58	Achieving strategic priority two: Community-centric services	82
Urban Mobility	59	Driver and Vehicle Services	83
Freight, Ports, Aviation and Reform ...	66	Achieving strategic priority three: Capable and future ready organisation ..	93
Westport	73	People and Culture.....	94

Our strategic priorities guide our performance

Our Strategic Intent 2023 - 2025 sets the direction for our business performance, enabling us to serve the community with effective, community-centric and sustainable transport solutions and services.

Our performance in 2024-25 has been guided by DoT's three strategic priorities:

1. sustainable transport solutions;
2. community centric services; and
3. capable and future ready organisation.

Achieving strategic priority one: Sustainable transport solutions

Our directorates – Urban Mobility; Freights, Ports, Reform and Aviation, Maritime and Westport are committed to delivering outcomes aligned to this strategic priority.

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

Outcome 3: an accessible and safe transport system.

Urban Mobility

Our Urban Mobility directorate delivers integrated transport strategy, policy, planning and programs to optimise both current and future use of WA's metropolitan and regional transport networks for the efficient movement of freight and people.

The following articles and case studies highlight their key achievements and outcomes in 2024-25.

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

DoT has worked with the City of Perth and other key stakeholders on a range of Perth Parking Fund initiatives in 2024-25.

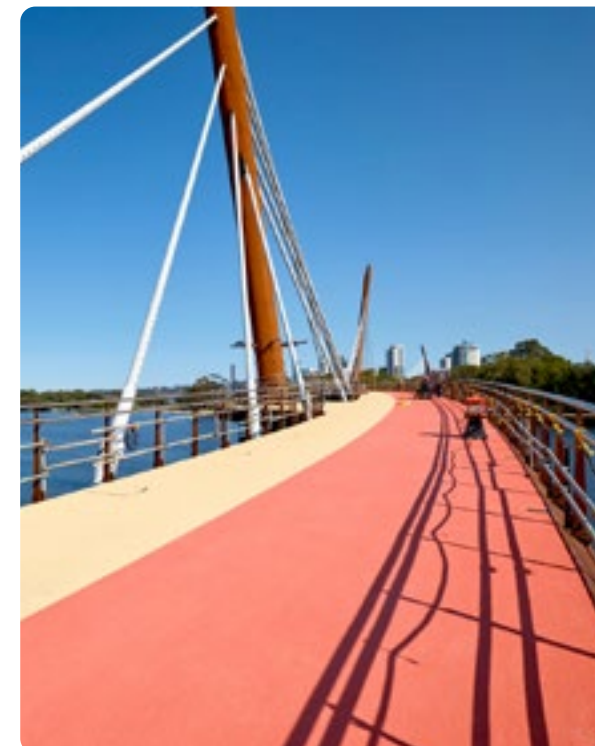
The *Perth Parking Management Act 1999* requires all non-residential parking bays within the Perth Parking Management Area (PPMA) to be licensed, with some bays attracting a licence fee known as the Perth Parking Levy.

These fees are used to deliver transport initiatives and services that improve walking, wheeling, riding and public transport access and help to reduce traffic congestion within the City.

Initiatives that have been wholly or partially funded from the levy in 2024-25 included:

- CAT bus services;
- the Free Transit Zone;
- electric CAT buses and charging infrastructure at Elizabeth Quay;
- Northbridge tunnel monitoring;
- upgrades to improve accessibility for people with disability to 39 bus stops and shelters across the CBD;
- active traffic monitoring and management of traffic around events in the CBD; and
- The Boorloo Bridge connecting Victoria Park and Perth CBD.

◀ [Boorloo Bridge.](#)





▲ The Chapman Rd-Phelps Street Roundabout Bicycle Bypass, Geraldton.



To view the **Queens Park Primary School Open Street** video, go to <https://bit.ly/4IVQpbm> or scan QR code.

CASE STUDY

School Open Streets trial a community success

With support from Queens Park Primary School and the City of Canning, DoT trialled WA's first School Open Street on three consecutive Fridays in November 2024.

School open streets involve temporarily closing a street outside the school to vehicles during drop-off and pick-up times, providing a safer, healthier and more pleasant environment for children and families to walk, wheel, ride, play and connect.

The City of Canning plans to explore further opportunities to continue implementing school open streets.

The City is also improving infrastructure to support more walking and riding to local schools, including traffic calming, road

treatments, tree planting, park and walk facilities and children's crossings.

Key outcomes from the trial include:

- 190 students and parents participated over the three trial days;
- 57 per cent of parents of carers walking or riding to school with children once per week; and
- 81 per cent of parents more supportive of their children walking or riding to school following the trial.

Supporting active travel planning in the regions

DoT collaborated with 27 local authorities in 2024-25 to complete five regional cycling strategies for Avon Central Coast, Kalgoorlie, Gascoyne, Great Southern and Kimberley.

The plans complete the suite of 11 long-term strategies aligned with the Western Australian Bicycle Network Plan 2014-2031.

The strategies were developed through extensive stakeholder and community consultation, including on-site meetings, workshops, online surveys, forums, and discussions with schools, government partners, and Aboriginal corporations.

Their aim is to guide future planning and funding opportunities by addressing the needs of various user groups within each region and develop initiatives to encourage more people to choose active travel.

DoT will continue to work with stakeholders to update these strategies to keep them relevant.

Active travel milestone for City of Bayswater

The Drake Street separated bike path in the City of Bayswater was completed in June 2025 as part of the WA Bicycle Network (WABN) Grants Program.

The \$2.18 million project has delivered a 2.2 km path along Drake, Hester and Adelphi streets. It provides improved bike riding connectivity and safe access to Bayswater station, Hillcrest Primary School, Bayswater Civic Centre and the Bayswater Safe Active Street for people walking, wheeling and riding.

The City of Bayswater, supported by DoT, engaged the community throughout all stages of the project. During construction, residents were regularly contacted to address concerns, with aged and vulnerable residents receiving special attention to ensure that safe property access was maintained.

The path alignment was amended to avoid mature trees being removed and to safeguard existing trees and minimise the impact to vegetation.

DoT plans to add more greening initiatives along the route for better community amenities.



CASE STUDY



To view the **Henley Brook Primary School case study video**, go to <https://bit.ly/4fot3lT> or scan QR code.

Henley Brook Primary School gets moving

DoT's Your Move program offered a Ride of Passage day for the first time in 2024.

The opening of Henley Brook Primary School in early 2024 provided DoT with an ideal opportunity to embed active travel as a priority within the school community.

DoT provided tailored support to teachers, parents and students including a series of check-ins, challenges, resources and goal-setting workshops, aimed at increasing walking, wheeling, riding or catching public transport for the school journey.

To celebrate the school's success in the Your Move program, a Ride of Passage day was held in December 2024, where students and families cycled around the school and to a local park for a scavenger hunt.

Onboarding to Your Move was championed by teacher Jessine Bonzas.



We think it's really important to build active travel into culture at school... lots of the events help our community connect and develop a sense of belonging."

— Jessine Bonzas, teacher and Your Move Champion at Henley Brook Primary School

The support from DoT saw active travel rates at the school increase from 31 per cent in term one to 50 per cent in term four, with car use declining from 69 to 50 per cent.

New website offers improved community outcomes

DoT redeveloped the Your Move website, launched in August 2024, to improve usability for registered program participants and support their active travel activities.

Improved functionality included school travel planning tools, points and rewards for encouraged behaviour, program data collection for evaluation, community story posting, rewards shop, program resource library and a reporting system that supports detailed analysis of participant performance.

The redevelopment process used a community-centred approach, incorporating participant feedback during planning, design, and testing to boost program engagement and user experience.

Following the successful website launch, the focus has shifted to consolidating user feedback and improving the user experience with additional enhancements to support increased engagement with the Your Move program.

Since the website launch:

- » **65 new schools** have registered with the Your Move Schools program, representing a 24 per cent increase since July 2024.
- » **26 per cent increase** by participating schools for completed and reported behaviour change activities was reported from September 2024 to March 2025, compared to January to July 2024.



To visit the **Your Move website**, go to yourmove.org.au or scan QR code.

Armadale Line Active Travel project gets students and parents moving

DoT partnered with METRONET and the Public Transport Authority to deliver the Armadale Line Active Transport (ALAT) project in collaboration with local government authorities and schools, throughout 2024.

The project provided community support to encourage people to walk, wheel and ride for local trips during the Armadale and Thornlie line shutdown period, ending in December 2024.

Fourteen Your Move schools received intensive support through the project, including bike education, active travel festivals and safe routes to school access guides. This approach reached over 7,500 students and their parents and carers.

As part of the ALAT project, DoT collaborated with the City of Canning to trial School Open Streets at Queens Park Primary School. This involved temporarily closing one school street to vehicle traffic and opening it to walking, wheeling, riding, play and community connection during school drop off and pick up times.

Findings from the ALAT project will provide valuable insights for DoT's current Your Move program initiatives and other future projects aimed at supporting communities during transport network disruptions.

At a glance

- » **76 per cent** of parents engaged through the initiatives said they were more supportive of their children walking or riding to school.
- » **81 per cent** of parents said these initiatives helped them meet other parents.
- » **45 per cent** of students walked or rode to school by the end of the project – higher than the Perth average of 20 per cent.
- » **6 per cent** reduction in car trips to school was achieved.



Planning for WA's transport future

During this period, DoT progressed a significant project exploring the future uncertainties and potential effects associated with external forces like climate change, disruptive technologies and demographic shifts on Perth and Peel's transport system.

DoT collaborated with Transport Portfolio partners and the Department of Planning, Lands and Heritage to undertake advanced scenario planning to evaluate the resilience and adaptability of WA's transport system.

Four plausible and divergent future scenarios for 2041 were defined, presenting different challenges and opportunities that could impact the transport system and the community.

These scenarios, influenced by factors beyond the State Government's control, do not represent preferred futures – only what might be possible.

DoT used several tools and techniques to assess future outcomes, considering strategic

themes aligned to DoT's commitment to sustainable transport solutions like productivity, equity, accessibility, sustainability, health and safety, and affordability.

The project has provided valuable insights into how the transport system might perform under differing future conditions and what this may mean for the WA community. These insights can be applied to help guide smarter decision making and deliver better solutions.

In 2025-26, DoT will continue to collaborate with our partners to apply project insights into business planning and processes, produce technical reports and a non-technical summary for relevant audiences.

Freight, Ports, Aviation and Reform

Our Freight, Ports, Aviation and Reform directorate is responsible for facilitating the safe and efficient movement of people and freight into, out of and within WA by land, sea and air.

The following articles and case studies highlight their key achievements and outcomes in 2024-25.

First point of entry port infrastructure in the Kimberley



▲ Port of Wyndham.

DoT collaborated with the Kimberley Ports Authority to prepare an application for the expansion of the Port of Wyndham’s first point of entry (FPOE) determination for container handling and general cargo.

The application received Commonwealth Government approval in February 2025 and the State Government has allocated \$14 million in its 2025-26 Budget to an election commitment for the delivery of required FPOE infrastructure.

The Commonwealth Government’s FPOE determinations regulate biosecurity and custom processing of international goods and passengers.

DoT and Tourism WA have also identified the need for an FPOE determination from the Commonwealth to allow for processing of international passengers at the Port of Broome as a key enabler for cruise tourism across the State. The State Government has made an election

commitment of \$500,000 to prepare a project definition plan for a new passenger terminal at Broome, which is required for FPOE expansion.

Economic development and diversification and Indigenous employment are key priorities for the State Government and ensuring regional ports have adequate FPOE determinations is a direct enabler of these priorities.

DoT will continue to liaise with the Kimberley Ports Authority and Commonwealth Government departments to facilitate the timely and cost-effective delivery of FPOE infrastructure at the ports of Broome and Wyndham through 2026 and into 2027.

Connecting WA’s regional communities through aviation

DoT regulates air routes to make regular public transport air travel accessible and affordable for all members of the community, particularly those in remote or underserved areas.

The Derby-Broome air service, operated by Aviair, has been supported by a State Government subsidy of over \$3.5 million since August 2021, with the service extended to June 2026.

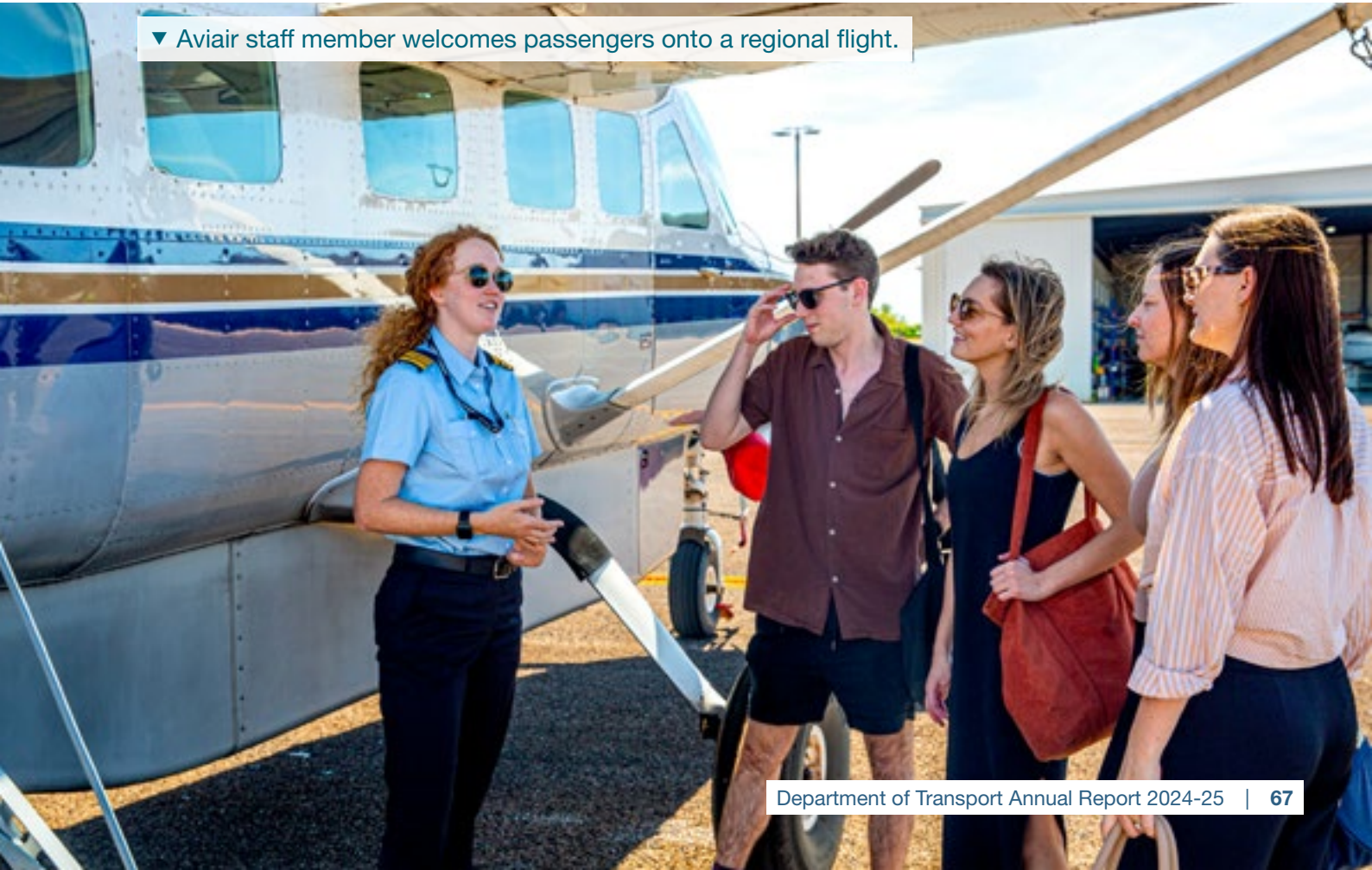
An additional \$3.5 million was provided to support the Inter-Regional Flight Network, operated by Nexus Airlines over 2024-25 and 2025-26. This builds on the 2023 establishment funding of \$4.05 million and will ensure the service can continue to provide residents with convenient and cost-saving direct travel between Geraldton, Karratha, Port Hedland and Broome.

The Regional Airfare Zone Cap scheme, introduced in July 2022, continues to improve community access to affordable airfares between the regions and Perth.

608,334 zone cap airfares were flown between 1 July 2022 to 30 June 2025.

Regional Express (Rex) operates on the Perth-Albany, Perth-Esperance and Perth-Monkey Mia-Carnarvon routes under two Deeds of Agreement with the State. In July 2024, Rex entered voluntary administration. A request has been made to the Federal Court to extend the administration period to December 2025.

Rex has continued to operate all its WA routes throughout the administration period.



▼ Aviair staff member welcomes passengers onto a regional flight.



CASE STUDY

IRFN helps Caris call regional WA home

Caris Duncan, Chief Executive Officer of Joombarn-Buru Aboriginal Corporation, says the Inter Regional Flight Network (IRFN), which directly connects Geraldton, Karratha, Port Hedland and Broome, has made her dream of moving back to Geraldton possible.

IRFN's services provide Caris with easy direct access between her new home town and the Kimberley, where she and her partner work, without flying via Perth.

"The IRFN has allowed my family to move to Geraldton where housing is more affordable, keep our jobs in the Kimberley, and be closer to our extended family," Caris said.

The move has also allowed Caris to actively engage with the local community by coaching the junior basketball team and supporting the local hockey club.



It's such a great lifestyle change for our family, there are so many amazing benefits to living regionally."

— Caris Duncan

"The network has allowed me to progress my career, while also gaining a greater family balance. I strongly encourage others to think about making a similar move."

Renewing regional airport infrastructure

Safe, operational airports support essential flight services that maintain community connectivity. These airports are especially important for remote Aboriginal communities that depend on air travel for medical care and support services.

DoT manages the Regional Airports Development Scheme (RADS) grants, awarded every two years to regional airport owners for the renewal of airport infrastructure.

During 2024-25, twelve regional and remote airports were awarded grants totalling almost \$3.6 million for the 2025-27 funding round.

Upgrades supported through the grants included runway and taxiway resurfacing and reconstruction, installation of new lighting, replacement fencing and new line markings, to support safe and accessible air services.

The remote Aboriginal communities of Warburton, Jigalong and Punmu were awarded grants totalling almost \$1 million for projects that will improve safety and Royal Flying Doctor Service (RFDS) access.

The largest grant of \$650,000 was awarded to Derby Airport for runway, taxiway and apron reseal works. The airport is a crucial link for the region and supports State Government subsidised flights between Derby and Broome.

338 regional and remote airport projects throughout WA have been awarded RADS grants totalling more than \$52 million, since 2009.

New laws for seamless rail safety

Substantive parts of the *Rail Safety National Law Application Act 2024* became operational in Western Australia on 1 October 2024 to provide a seamless and consistent system of rail safety throughout Australia.

This safety regime applies to rail safety workers, passengers, and users of rail or road crossings. The new national laws simplify processes, cut unnecessary duplication and cost, and make railway operations more efficient and safer for everyone.

New WA-specific alcohol and drug testing regulations work together with the national scheme, so that the WA Police Force and other testers can conduct post-incident, random, and scheduled testing, to further enhance rail operation safety.

In the longer term, the reforms will encourage the transport of more freight on rail rather than road which reduces the number of heavy vehicles on road networks. This in turn improves safety for all road users, reduces road maintenance costs and cuts carbon emissions.

Agricultural Supply Chain Improvements (ASCI) program

DoT continues to oversee the Transport Portfolio’s delivery of rail freight infrastructure upgrades jointly funded by the State and Commonwealth Governments through the \$200 million Agricultural Supply Chain Improvements (ASCI) program.

Significant achievements in 2024-25 included the signing of the funding agreement for the Midland line upgrade from 16 tonne-axle-load (TAL) to 19 TAL between Carnamah to Mingenew.

Around **500,000 tonnes** of grain are carried on this section of line each year and the ability to accommodate heavier grain rail wagons will streamline grain handling and deliver reduced freight costs to local growers.

The Broomehill project, consisting of an upgraded rail siding and complementary new rapid rail outloading infrastructure was finished

and is now fully operational, while rail siding upgrades were completed at Cranbrook and Konnongorring. Work commenced on the Moora rail siding upgrade and a funding agreement for the delivery of the Perenjori rail siding has been signed.

The ASCI program aims to improve the efficiency of key WA agricultural supply chains by moving more grain to port via rail to meet market demand, support grower returns, reduce the number of trucks on roads, cut emissions and road maintenance costs and improve the liveability of regional communities.

Co-operative Bulk Handling is investing in the program alongside the State and Commonwealth Governments, with the Portfolio also working with rail network manager Arc Infrastructure.



Broomehill infrastructure supports bumper grain harvests

The Agricultural Supply Chain Improvements (ASCI) program is managed by DoT in collaboration with WA’s largest grain exporter Co-operative Bulk Handling (CBH) Group

The program reached a major milestone this year with the first fully complete rail siding upgrade and complementary rapid rail outloading infrastructure project, coming online at CBH’s Broomehill grain receival site.

“The Broomehill project has been a gamechanger for the WA freight rail network, allowing for bigger trains which can be loaded in less than half the time,” said Sam Gliddon, CBH’s Chief Project Delivery Officer.

“It means we can move greater volumes of grain efficiently to port for export when prices are at their highest and get more trucks off the roads.

“ Better returns for farmers and less heavy vehicle traffic helps build stronger regional communities, particularly in the Wheatbelt where agriculture is so important.”
— Sam Gliddon, Chief Project Delivery Officer

Ten other rail siding upgrade and rapid rail outloading projects will be delivered through ASCI, helping to future-proof the State’s supply chain and accommodate the increasing size of Western Australia’s annual grain crop.



Strengthening protections for independent owner-drivers

DoT has been investigating how to further strengthen protections for independent owner-drivers and hirers regulated under the *Owner Drivers (Contracts and Disputes) Act 2007*.

This will include expanding the Act's protections to owner-drivers of light vehicles, e-bikes and bicycles who work in the light road freight transport sector as well as those working from mobile apps in the burgeoning gig economy.

Currently the Act covers owner-drivers of heavy vehicles with a gross vehicle mass over 4.5 tonnes and provides guideline rates of payment based on vehicle types and configurations.

The Act has helped owner-drivers achieve better pay rates and run more sustainable businesses, while reducing risks to other road users and communities by lessening commercial pressures that can lead to speeding, overloading, driving tired and skipping vehicle maintenance.

Feedback from stakeholders following DoT's publication of a Consultation Regulatory Impact Statement (C-RIS) has led to the development of a Decision Regulatory Impact Statement (D-RIS) setting out the preferred policy option to progress these important reforms. This is currently being considered by Government.



Westport

Westport is the State Government's planning program to resolve future container trade constraints in WA by relocating container trade from Fremantle to Kwinana. This includes new port facilities in the Kwinana Industrial Area, major road and rail upgrades and new port facilities.

In November 2024, the program reached a major milestone with the delivery of a business case to the State Government, outlining recommendations for the development, timing and costs for the new port.



▲ Kwinana Jetty.

Westport progresses to definition planning stage

The business case put forward a compelling economic case for progressing Westport by the late 2030s and was the culmination of thousands of technical inputs and broad consultation with stakeholders.

The finalisation of the business case saw the State Government invest \$273 million to progress Westport to Stage 4: Definition and Delivery. This stage is expected to run for more than 10 years and involve completing designs, securing approvals, land acquisition and refining costs and

construction strategies to help inform future capital works investment.

When complete, the new container terminal in Kwinana will deliver significant benefits to the State, including future-proofing WA's trade capabilities for the next century and increasing the number of containers moved by rail.

Additionally, the project will generate significant employment opportunities and unlock prime inner urban land in Fremantle to support the State's growing population.

Maritime

Our 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 WA.

The following articles and case studies highlight their key achievements and outcomes in 2024-25.

On-water testing introduced to save lives

To improve safety and help save lives on WA's waterways, DoT commenced on-water alcohol and drug testing in November 2024.



▲ Marine Officer on patrol.

Testing of skippers suspected of being under the influence of alcohol or drugs followed the implementation of new legislation in May 2024, that included prescribed limits for blood alcohol content and illicit drug presence for skippers, aligning with WA's current road laws.

Previously, WA was the only state where authorities did not have the power to conduct on-water testing of skippers for alcohol and drugs.

DoT and the WA Police Force collaborated to develop the laws to enable the testing of recreational and commercial skippers for alcohol and drugs. On-water testing procedures were developed and DoT marine officers received significant training in the use of the testing equipment.

To coincide with the introduction of on-water alcohol and drug testing, DoT delivered a targeted education campaign to increase awareness of the new laws and limits with the call to action: Stay afloat. Don't drink and boat.

The first excess 0.08 blood alcohol content offence was recorded at Bicton on 26 December 2024 and this case was reported by the state's media. During the busy Christmas and new year period, up until 15 January 2025, on-water testing saw seven positive results recorded: six for alcohol and one for drugs.

The new laws, implemented by DoT in partnership with the WA Police Force, provide significantly increased powers for our officers to keep our waterways safe for all users.

New breakwater takes shape at Bunbury

DoT is delivering the centrepiece of Bunbury's waterfront transformation with the construction of a 460-metre northern breakwater at Casuarina Boat Harbour.

In July 2024, DoT awarded a \$69.2 million works contract for the Casuarina breakwater and refurbishment of a beach groyne in the Koombana Bay foreshore, accounting for much of the \$78.1 million total spend on Stage 3, Phase 1 of the Transforming Bunbury's Waterfront (TBW) project.

The South West Development Commission led the project and collaborated closely with DoT to create vibrant shorelines for the local community and deliver infrastructure to stimulate the marine and tourism industries.

Dredging to prepare the breakwater's footprint and clear the entrance channel to the reconfigured harbour was completed in late 2024 allowing construction to commence using rock sourced from local quarries.

The refurbishment of the groyne off the Koombana Bay foreshore commenced in May 2025.

Other TBW works by DoT in 2024-25 will provide infrastructure for recreational and

commercial boating in Koombana Bay, including lease areas for boat servicing and storage. DoT also worked on the concept for a fishing platform adjacent to the new northern breakwater and completed an aquatic use review of waters in the area to ensure the safety of users.

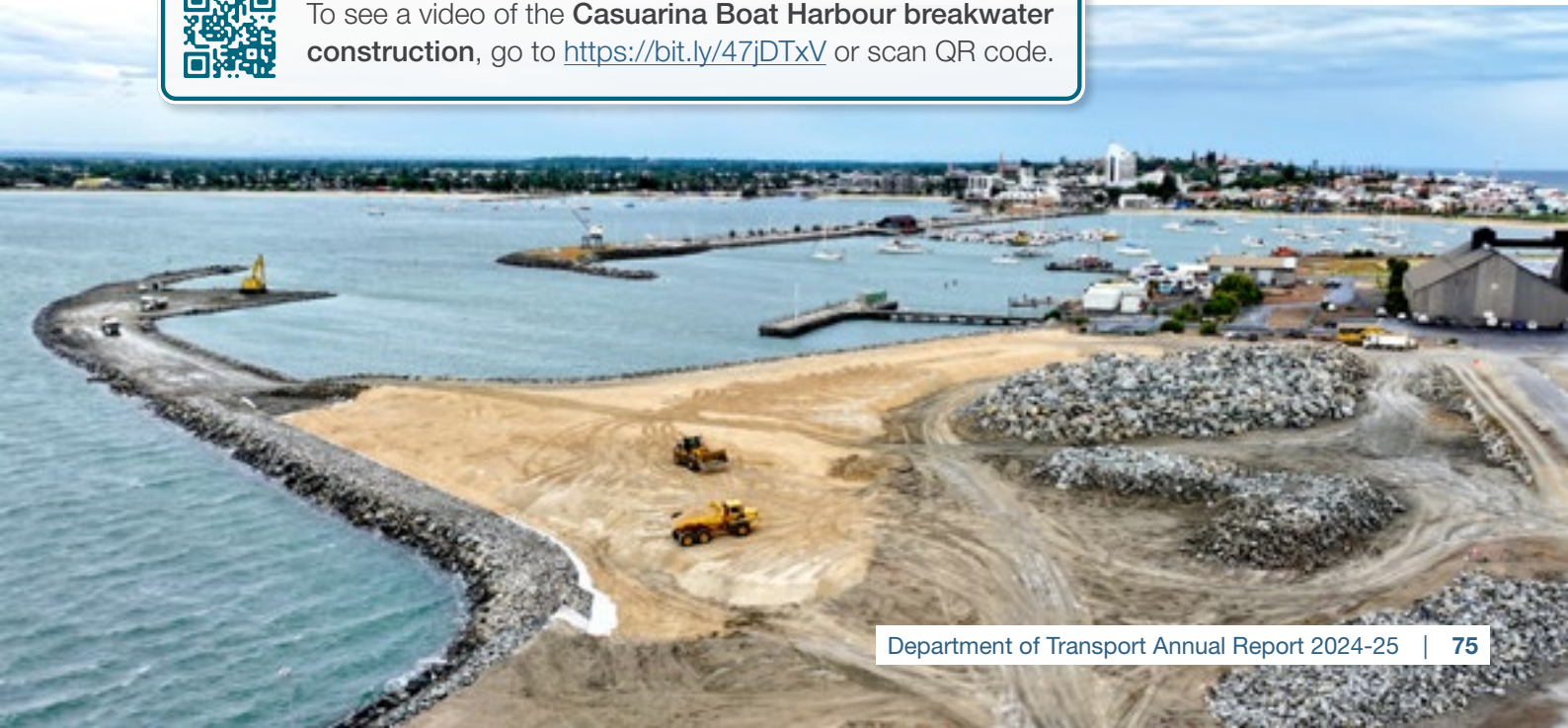
The new northern breakwater construction reached **60 per cent completion** in 2024-25.

The breakwater and associated projects are intended to revitalise Casuarina Boat Harbour and its surrounds, improving public amenity and providing opportunity for commercial development and activity.

Construction of the new northern breakwater is expected to be completed by late 2025.



To see a video of the **Casuarina Boat Harbour breakwater construction**, go to <https://bit.ly/47jDTxV> or scan QR code.



Improved data bolsters coastal management efforts

A three-year mapping project to provide improved data for better management of coastal erosion hotspots in the Gascoyne region and along the southern coastline was completed by DoT in October 2024.

This **\$4.5 million initiative** was partly funded by the broader five-year \$33.5 million CoastWA program and addressed gaps in seabed mapping for locations where coastal erosion is expected to be a threat or is under investigation.

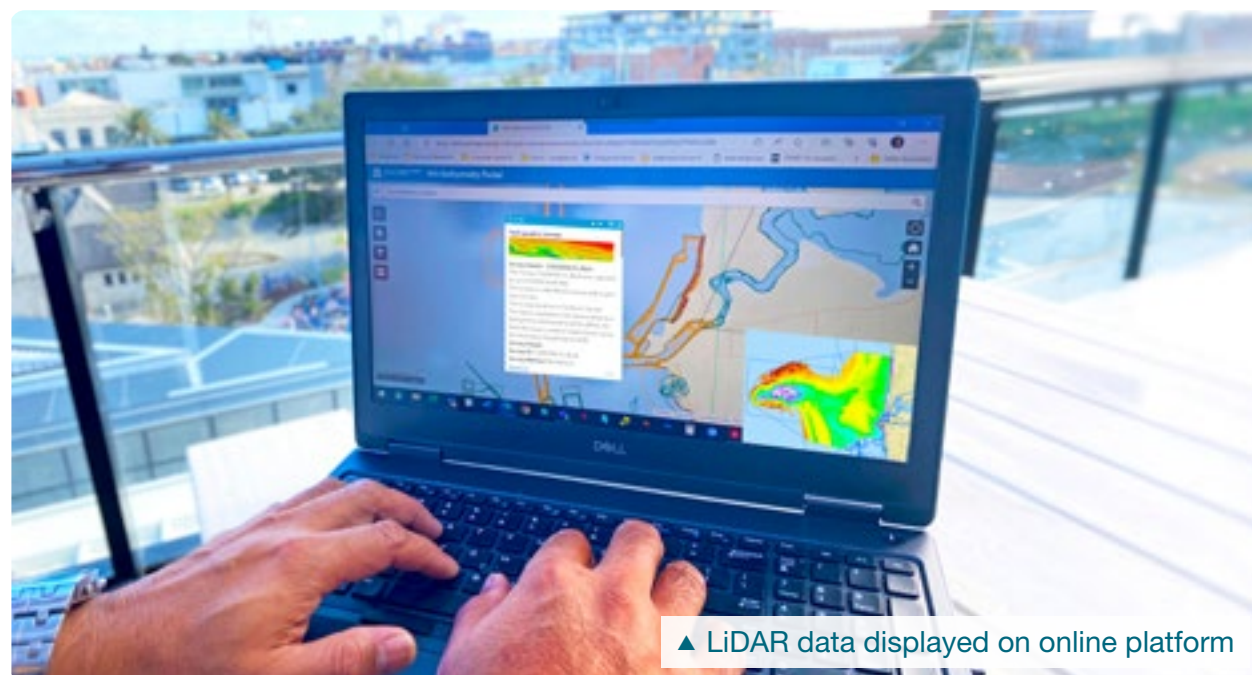
Aircraft equipped with aerial LiDAR sensors were used to capture topographic and bathymetric data of the foreshore and seabed out to approximately 20 metres depth at Bremer Bay, Albany, Peaceful Bay, Augusta and Gnarabup south on the south coast. Coral Bay, Carnarvon, Monkey Mia, and Denham in the Gascoyne were also covered.

The information and models will be used by local government authorities, DoT and the Department of Fire and Emergency Services, in collaboration with other stakeholders and subject matter experts in the planning for and responding to coastal erosion.

Coastal managers now have data to prioritise coastal areas with the highest risks and build community awareness of potential direct and indirect impacts of coastal disasters. The project's evidence-driven outcomes are crucial for community education and engagement.

The capture phase of the project was completed in October 2024 and post processing of the LiDAR data was completed in April 2025 and made available to coastal managers free of charge via an online portal.

In 2025-26 DoT will continue bathymetric seabed LiDAR captures near Broome and several south coast inlets and topographic land LiDAR off the coast from Port Hedland to Cape Leveque.



▲ LiDAR data displayed on online platform



▲ Cable Beach, Broome.

CoastWA – providing sustainable management of our coastline

DoT, in partnership with the Department of Planning, Lands and Heritage (DPLH), continued to deliver the five-year \$33.5 million CoastWA program, safeguarding WA's 20,000-kilometre coastline from erosion and inundation.

The program provides funding and support to local coastal managers for evaluating, planning and addressing coastal hazards. It includes financial and technical support, such as engineering support, coastal data and expert advice, while enhancing state and local collaborations and building capacity for long-term coastal adaptation and resilience.

DoT-administered grant programs, including the Hotspot Coastal Adaptation and Protection Fund (H-CAP) and the Coastal Adaptation and Protection (CAP) grants program account for most of the available funding under CoastWA.

\$22.5 million+ CAP and H-CAP grant funding has supported 258 projects since 2009.

DoT also provides ongoing specialist advice on managing coastal hazard risks, including mitigating erosion and inundation exacerbated by climate change. To ensure a comprehensive approach, DoT participates in the Coastal Management Advisory Group, chaired by DPLH.

\$2.56 million in grants were awarded for 13 state-wide coastal management projects in 2024-25.

This included \$1.66 million to the Shire of Broome for a revetment at Cable Beach, \$200,000 to the Town of Cambridge for City Beach groyne and wall repairs and \$100,000 to the City of Albany for sand nourishment and monitoring at Emu Beach.

With the CoastWA program nearing the end of its fourth year, achievements include geotechnical surveys in five coastal erosion risk areas, the development of coastal monitoring work plans and the deployment of permanent offshore wave rider buoys in Bremer Bay and Geraldton.

Seabed mapping, targeting erosion hotspots in the Gascoyne and along the southern coast has also been completed to assist local coastal managers design appropriate measures to combat erosion.

DoT will continue to work with DPLH to develop a business case for the next phase of CoastWA program, starting in June 2026.

Scheme delivers improved public recreational boating facilities

New and improved public recreational boating infrastructure was delivered in partnership with eligible authorities, through the Recreational Boating Facilities Scheme (RBFS) in 2024-25.

Administered by DoT and primarily funded by boat registration fees, the RBFS is an annual grants program that supports the planning, construction and upgrading of public boating infrastructure for WA’s recreational boating community.

Applications are evaluated based on the benefits they offer to recreational boat users, ensuring that facilities are safe, accessible and environmentally sustainable.

478 projects have been funded by RBFS over 29 grant rounds, totalling approximately **\$54.3 million** since 1998.



In 2024-25, the RBFS allocated \$2.2 million in funding to seven projects:

- \$750,000 to Shire of Derby-West Kimberley to upgrade the main recreational boat ramp and Volunteer Marine Rescue boat ramp in Derby;
- \$678,750 to City of Mandurah to upgrade the boat ramp and replace the existing timber jetty with a floating jetty at the Birchley Road boat ramp facility;
- \$365,000 to Shire of Irwin to upgrade the existing fixed timber finger jetty at the Port Denison boat ramp to a floating pontoon;
- \$260,618 to Shire of Coorow to demolish the existing Dee Street finger jetty at Leeman and to construct a new finger jetty to increase width and length;
- \$69,000 to City of Bunbury to undertake a study to complete a detailed design, including construction specifications and approvals for the proposed Pelican Point boat ramp upgrade;
- \$68,339 to Department of Biodiversity, Conservation and Attractions to install five new courtesy moorings for vessels of up to 25 metres within the Swan Canning Riverpark; and
- \$22,870 to Rottnest Island Authority to install five complimentary beach anchor points at Longreach Bay.

Funding from Round 30 of the RBFS will be available in 2025-26.

◀ [Finger jetty at Leeman to be upgraded.](#)



Future-proofing WA’s coastal facilities

DoT completed significant works in 2024-25 to revitalise and enrich its harbours and marinas for users, locals and visitors.

Fremantle Fishing Boat Harbour: a vision for the future

In November 2024, DoT commenced the \$2.9 million project construction on a new penholder facility in the southern precinct of the Fremantle Fishing Boat Harbour.

This project marks the early stages of implementing the future vision for this iconic and greatly loved working boat harbour

The work, due for completion in 2025, will see the construction of the first dedicated penholder facility at the harbour featuring bathrooms, kitchen and laundry facilities, a dedicated covered BBQ area and accessible toilets – including two that will be available to the public.

New storage spaces and an area for trolleys and bins, new fencing and CCTV improvements to boost safety will also be delivered as part of the project.

The construction of this new facility, together with the earlier improvements connecting the

southern precinct of the harbour, are important steps forward in making the 40-year vision for the Fremantle harbours a reality – as outlined in the Fremantle Harbours Master Plan launched in September 2023.

Geraldton jetties: meeting demand

As part of the State Government’s WA Recovery Plan, \$3 million was allocated for the construction of two new fast ferry jetties in Geraldton.

The commercial jetty for vessels over 25m in the port area was delivered by the Mid West Ports Authority in 2024 and DoT commenced construction of a new floating jetty as part of the Pen Set C construction at its Batavia Marina to cater for vessels up to 25 metres.

Work on the jetty and the pens is expected to be completed in 2025.

The development of this regional maritime facility is intended to address identified community needs and facilitate future growth of commercial and recreational boating activities.



▲ Artists impression of an aerial view of Tantabiddi boating facility.

Progress for a new boating facility at Tantabiddi

DoT is leading a project to relocate and upgrade Tantabiddi's boating facility to provide safer access to the unique tourism and recreational experiences at the World Heritage listed Ningaloo Reef.

In 2024-25, project planning was progressed to deliver the State Government's commitment to building an improved facility.

Tantabiddi Boat Ramp is located approximately 38 km from Exmouth and as the only formal boat ramp on the west coast of the North-West Cape, represents a vital element of the marine recreation industry. The ramp will be relocated 300 metres south of the existing facility.

At a glance

- » **September 2024:** The State Government announced the preferred site and design concept for the new Tantabiddi boating facility, with positive community feedback and strong support for the project and the chosen option.
- » **January 2025:** The State Government announced a commitment to invest \$116 million on a new Ningaloo Reef tourism hub and boating facility at the site.
- » **June 2025:** DoT commenced the State and Commonwealth Governments environmental approval processes and has received confirmation of the assessment process and likely time frames.

Nearly one million people visit the region each year, generating an estimated **\$173.8 million** spend and supporting 954 full-time employment opportunities in the Ningaloo region.

Source: 2018-19 Deloitte study

The project aims to develop a significant coastal asset for the Gascoyne, providing a modern tourism hub that will enrich the experience of visitors as well as meet current and future demand from the recreational and commercial boating sectors.

DoT will undertake further stakeholder and community engagement and continue to work closely with other State Government agencies including Department of Biodiversity, Conservation and Attractions, Department of Planning, Lands and Heritage and the Traditional Custodians to progress tenure and native title matters.

Spoilbank Marina operations transitioned to DoT

On 29 November, the new Spoilbank Marina at Port Hedland transitioned from Pilbara Ports Authority to DoT, coinciding with the official opening of the facility.

Built by Pilbara Ports, the \$187.5 million marina provides the Port Hedland community and visitors with access to a vibrant new waterside precinct as well as enhancing safety for recreational boaters.

The marina includes a four-lane recreational boat ramp, 22 boat pens and multi-level fishing jetty.

A temporary permit was granted in May 2025 for an on-water aqua park at the facility. The adjoining landside recreation and event space is maintained by the Town of Port Hedland which features shaded areas with patterns celebrating local plants and animals.

Work is due to begin in mid 2025 on an interactive adventure playground funded by a Lotterywest grant.



▼ Artist impression of completed Spoilbank Marina.

Achieving strategic priority two: Community-centric services

Our Driver and Vehicle Services directorate is committed to delivering outcome two aligned with this strategic priority.

Outcome 2: Vehicle 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

Our Driver and Vehicle Services (DVS) directorate provides safe, accessible and efficient transport services that help promote economic prosperity and enhance the lives of all Western Australians.

The following articles and case studies highlight their key achievements and outcomes in 2024-25.

Infringement processing transition to DoT from the WA Police Force

In a significant move aimed at improving customer service and payment options for traffic infringements, the management of infringements issued to Western Australian drivers transitioned from the WA Police Force (WAPF) to DoT on 1 July 2024. On the 7 October 2024 new legislation was passed and DoT commenced issuing infringements via the new IT solution.

This transition was part of the Infringement Management Reform Program, a collaborative effort involving DoT, WAPF, and the Road Safety Commission.

The reform program introduced a modern system designed to enhance customer service and provide a range of new payment options.

As of 7 October 2024, drivers now have improved access to online payment and infringement services through DoT's website and online account, DoTDirect. These new options aim to support drivers facing cost of living pressures by allowing them to request extensions for payment and enter direct debit payment instalment plans.

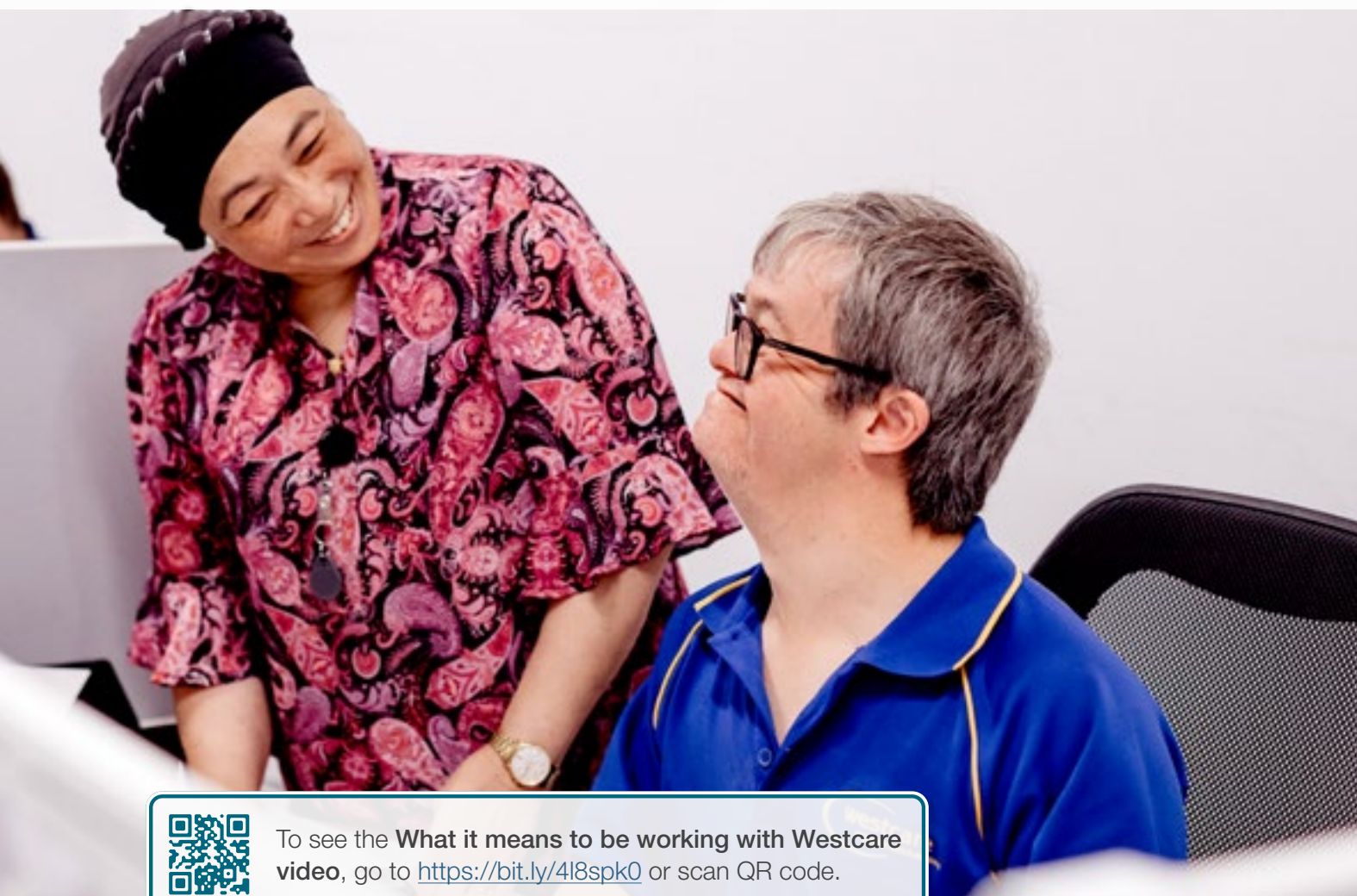
Since the 7 October 2024, DoT has issued over ***630,346** traffic infringements, collected over ***\$65 million** in revenue and contributed to the Road Trauma Trust Account, which supports various road safety initiatives.

The team has also handled over **240,000** infringement related customer enquiries via telephone, email and post.

In collaboration with the Road Safety Commission, DoT remains committed to ensuring the safety of the community on Western Australian roads.

This transition marks a significant step towards a more efficient and customer-friendly system for managing traffic infringements in WA.

** only for period 7 October 2024 – 30 June 2025.*



To see the **What it means to be working with Westcare** video, go to <https://bit.ly/4l8spk0> or scan QR code.

Creating employment opportunities for people with disability

In July 2024, Driver and Vehicle Services (DVS) engaged Westcare to manage its inbound mail services.

Westcare is an Australian Disability Enterprise (ADE) which has been supporting people with disability in Western Australia since 1992, providing meaningful employment opportunities, training and development and accommodation services.

The DVS inbound mail management service is an important community engagement channel, employing people with disability, who sort an average of 350,000 pieces of client mail each year.

The WA procurement laws, enable DoT to engage directly with Westcare as an ADE listed on the Buy Ability website, without needing to conduct a competitive procurement process.

The collaboration between DoT's procurement services and Westcare has developed a blueprint for engaging with other ADEs as service providers.

This reflects DoT's commitment to provide employment opportunities for people with disability in our community.

Extended community education program for seniors

In the 2024-25 period, DoT expanded its education program aimed at teaching older Western Australians how to use DoT's online account, DoTDirect.

Building on the success of the previous year's pilot program, DoT attended more community events throughout the metropolitan area to reach a wider audience.

The program involved participation in events, including:

- visits to RAAFA's Merriwa Estate aged care facility in February;
- hosting workshops at the Seniors Recreation Council's LiveLighter Seniors Activity and Information Days held at Leederville and Belmont in May; and
- Seniors Recreation Council of WA's Have a Go Day in November.

Data collected by DoT in 2023-24 identified that its online services were underutilised, with many customers preferring to conduct transactions in person rather than online.

Feedback from the pilot program showed that some older adults were uncomfortable with navigating online services and felt in-person instruction would be helpful for using DoTDirect.

The education program aimed to highlight key features of DoTDirect, such as opt-in licence alerts via SMS or email for expiring licences, paying infringements online and a licence block feature to help prevent identity fraud.

The program was highly successful, with almost **98 per cent** of participants signing up for a DoTDirect account to transact online rather than call or attend a centre.

DoT will continue to enhance service delivery for the community and reduce customer wait times by promoting the features and benefits of its digital services.



Enhanced safe driver reward scheme

Following a September 2024 Road Safety Roundtable on the increasing number of young people killed or injured on WA roads, the State Government announced the Safe Driver Reward Scheme would be enhanced. Led by the WA Premier, the roundtable focused on new safety measures for high-risk groups, leading to several announced reforms.

The scheme, administered by DoT, currently rewards P-plate drivers who stay demerit-point-free for two consecutive years with a free one-year licence renewal.

Once the enhancement is introduced, P-plate drivers who stay demerit-point-free for three consecutive years will receive \$100 off their next driver's licence renewal. This could be either a \$100 discount on a five-year licence or a one-year free licence.

By further incentivising responsible behaviour on the roads, the scheme will continue to create a safer environment for all road users, instilling preventive driving habits early on and contributing to the reduction of road-related injuries and fatalities.



New WA tyre tread laws

In December 2024, the WA road law was amended to align tyre tread requirements with the Commonwealth Australian Light Vehicle Standards Rules.

The amendment introduced definitions for principal grooves, secondary grooves and tread wear indicators to ensure tread depth is measured by wear in principal grooves rather than by secondary groove depth.

The model rules regulate in-service vehicle standards for light vehicles and form the basis for each state and territory to implement their own vehicle standards regulations or rules.

As a result of this amendment, consumers are no longer required to change tyres when only secondary grooves have worn past the 1.5 millimetre limit.

This change has lowered costs for the community by extending tyre life without compromising safety and brings WA in line with developments in other states and territories.

Tyre retailers have also benefited with fewer customer complaints about the need to change tyres based on secondary groove wear, when the principal groove wear is still acceptable.



Successful Zero Emission Vehicle Rebate Scheme closes

The State Government's Zero Emission Vehicle (ZEV) rebate scheme concluded at midnight on Saturday 10 May 2025 with DoT administering 14,186 rebates, totalling \$49,651,000 over the scheme's three-year lifespan to 30 June 2025.

The scheme was introduced in May 2022 to incentivise the purchase of new ZEVs, stimulating demand and increasing the overall stock of these vehicles in WA.

Since the scheme began, there has been a steady growth in applications, with a total of 7,145 applications, amounting to \$25,007,500 paid during the 2024-25 period, compared to 5,463 applications worth \$19,120,500 paid during the 2023-24 financial year.

The scheme provided 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 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 aligned WA with all other 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 increased by over **721 per cent** between 31 December 2021 and 31 December 2024 with more than 25,000 electric vehicles now on WA roads.

PlatesWA builds on success for community and industry

The Western Australian community’s enthusiasm for buying optional and personalised number plates remained strong in 2024-25, with over 40,500 sets of plates sold.

DoT has continued to collaborate with community groups and stakeholders to ensure PlatesWA products align with customer expectations and demand. Participation in local events and vehicle shows provided opportunities for customers to view, purchase, and provide valuable feedback on plate options.

DoT introduced its Nostalgia plate series in April 2025, paying tribute to the iconic yellow and black state plates that were in circulation between 1978 and 1997.

The launch of the new series generated strong interest from vehicle enthusiasts, with DoT receiving over 900 expressions of interest, indicating a strong connection among Western Australians to WA’s motoring heritage.

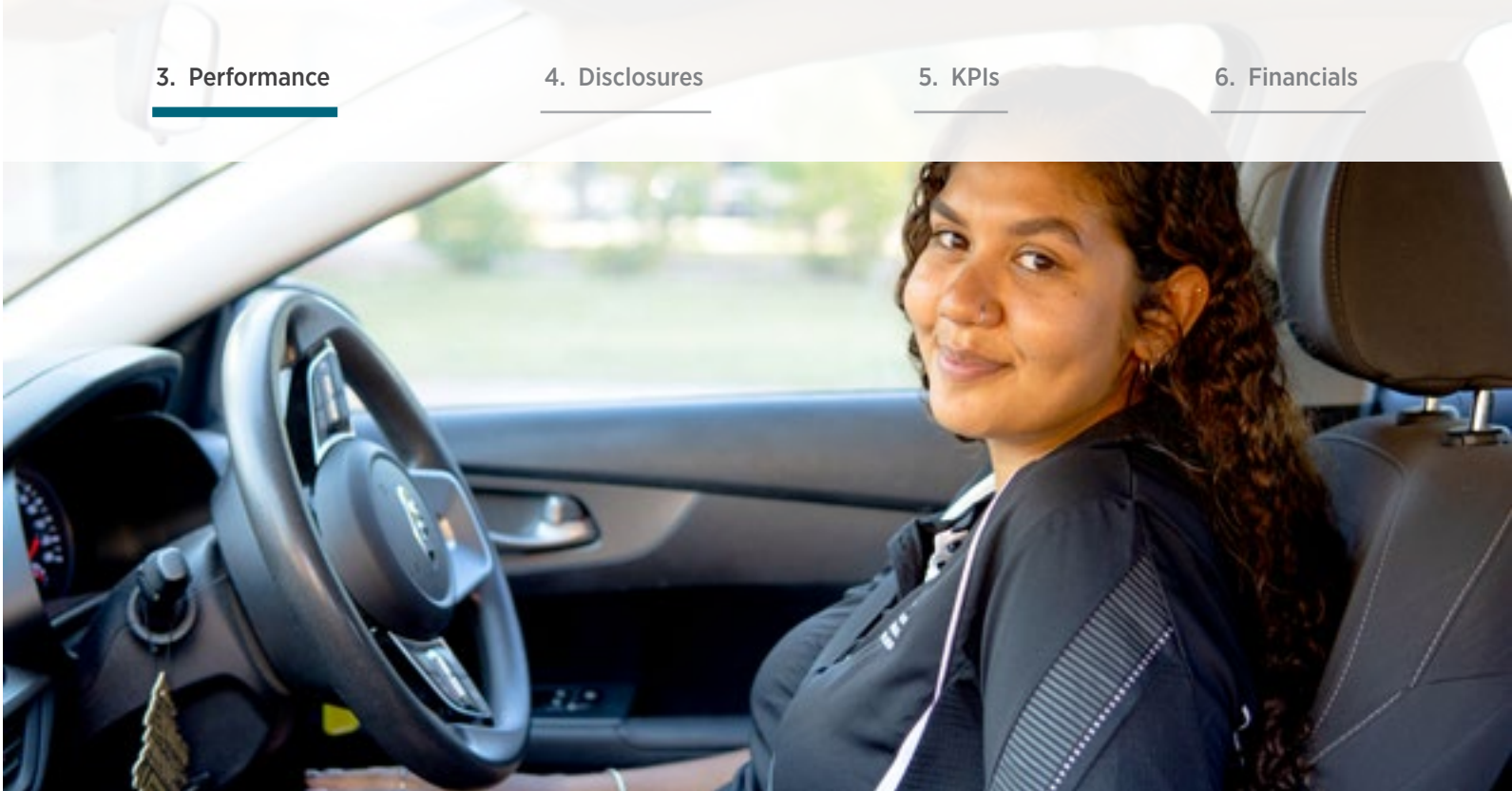
Following a successful trial that commenced in 2023-24, the DoT has permanently introduced the direct delivery of number plates to Western

Australian dealerships from 1 July 2025. This allows dealerships to receive number plates directly at their place of business instead of collecting them from a customer service centre.

74,000+ sets of plates have been delivered direct to dealers during the 18 month trial period.

Dealerships and industry partners welcomed the new service, which streamlined operations and reduced wait times at DoT centres by eliminating in-person number plate collection.

DoT will continue to prioritise customer-centric improvements, collaborating with the community and industry stakeholders to ensure PlatesWA delivers ongoing value, variety and convenience.



Engaging youth to adopt safe driving practices

DoT participated in the Weave Your Way community event for Youth Week in April 2025, supporting the State Government’s goal of safe, strong and fair communities.

The event, organised by Workforce Australia and funded by the Australian Government Department of Employment and Workplace Relations, was held at Driver Risk Management at Perth Airport.

It was open to people aged between 18 to 24, planning their entry into WA’s workforce.

DoT facilitated discussions regarding safe driving practices, vehicle safety standards and decision-making in the event of a traffic collision where tow trucks attend the scene.

Approximately **250 young people participated**, with other organisations contributing to the event including RAC, St John’s Ambulance, State Emergency Services, TAFE North, City of Swan and several employment providers.

The venue provided an excellent setting for DoT to explain how unauthorised vehicle modifications can negatively impact driver safety.

The event also included a virtual reality experience highlighting road hazards when sharing roads with trucks and a showcase of risks that high-powered electric vehicles could pose for inexperienced drivers.

Many attendees sought guidance from DoT on managing their stress when undertaking a driving test, to enhance the likelihood of passing their assessment on the first attempt.

A driving instructor was also on-site to provide free instruction and guidance on what to expect during a practical driving assessment (PDA) and sharing common reasons why learner drivers may fail their PDA.

DoT will continue to develop partnerships to enhance road safety through education and awareness programs, including events for young people.

New digital era for subsidised taxis

DoT introduced the new digital Passenger Transport Subsidy Scheme (PTSS) on 1 March 2025 to enhance service delivery for the WA community.

PTSS offers a new and modern system for subsidising taxi travel costs for people with disability, replacing the 37-year-old, paper voucher based Taxi User Subsidy Scheme which began in 1988.

PTSS replaced paper vouchers with a smartcard for passengers with accessibility features such as braille and notch carved out on the side and digital systems to help drivers capture PTSS journey details, including a mobile app and functionality to link taxi dispatch equipment to DoT systems.

DoT engaged with the taxi industry, participants and the disability sector to communicate and test the new changes, including ongoing work

with key on-demand booking services who provide wheelchair taxi services across WA and conducting a pilot with drivers and passengers across the state.

Other reform achievements included improving internal systems, enhancing application accessibility for people with disability, and confirming contact details for over 15,000 participants across the state.

17,448 PTSS participants
and 112,262 journeys have been completed since launching on 1 March 2025 to 30 June.



CASE STUDY

Partnerships enhance disability subsidy scheme for drivers and passengers

To test the new Passenger Transport Subsidy Scheme (PTSS) system, DoT started a pilot in December 2024 with volunteer taxi drivers from Black & White Cabs and Taxi User Subsidy Scheme participants in the Perth metropolitan area.

In February 2025, DoT expanded the pilot to include more participants from Black & White Cabs, as well as drivers from Avon Taxis in Northam and Albany Wheelchair Taxis.

The pilot successfully helped DoT identify technical issues and areas of improvement for the digital PTSS system, with participants sharing positive experiences about shorter waiting times and easier processes.

“Involving us from the beginning has contributed to a system that serves both our drivers and the community.”
— Black & White Cabs management team

During the PTSS pilot and implementation, DoT collaborated with Black & White Cabs to recruit participants and drivers, resolve issues, and support both drivers and passengers, using real-life feedback to enhance the system.

“Working alongside DoT has helped us to achieve a better experience for our taxi drivers and passengers as we implement PTSS.”
— Black & White Cabs management team

DoT will continue to work collaboratively with Black & White Cabs and on-demand booking services, drivers and passengers across the state to embed and improve the new PTSS system.



Achieving strategic priority three: Capable and future ready organisation

Our People and Culture directorate collaborates across the Department to design, develop and implement initiatives to achieve our third strategic priority.



Partnership with DonateLife WA helps to save lives

In April 2025, DoT partnered with DonateLife to increase public awareness about registering as organ and tissue donors using DonateLife branding on several DoT assets.

To encourage customers to visit the DonateLife website and register as an organ donor, DoT updated its online payment platform, DoTDirect and the licensing pages on the DoT website with links to the DonateLife website. DoT also added QR codes to hard copy driver and vehicle licence renewal notices, enabling customers to easily scan the code and register with the Australian Organ Donation Register.

The initiative follows a recommendation from the Legislative Council Standing Committee on Public Administration's report, tabled in Parliament in February 2024.

The report suggested providing individuals with the option to register with the Australian Organ Donation Register at the point of applying for, or renewing, a driver's or vehicle licence, or a WA photo card with DoT.



With **3.8 million** licensed vehicles and over 2 million driver's licence holders in WA, incorporating DonateLife awareness as part of DoT's licensing process, may increase the number of registered donors, which currently stands at 37 per cent of the WA community.

This initiative represents a significant step forward in promoting organ and tissue donation in WA, potentially saving many lives through increased donor registrations.

People and Culture

DoT’s People and Culture directorate drives organisational transformation, fostering a values-driven approach to performance and culture.

Building our workforce capabilities

This year, we continued to focus on developing a capable and inclusive workforce with progressive mindsets, skills and behaviours.

Through strategic workforce planning, targeted development opportunities and contemporary learning pathways, we supported our people to comfortably grow and adapt in a dynamic environment.

DoT remains committed to creating a workforce that is not only future-ready but also deeply connected to the communities we serve.



In 2024-25 we:

- » increased diversity representation and engagement through achieving Inclusive Employer and Disability Confident Recruiter status, youth employment initiatives and the growth of employee networks;
- » strengthened our eLearning offering and integration with business functions to enable self-directed learning and development;
- » participated in the launch of the WA Youth Action Plan and engaging in conversation with young people about our work;
- » enhanced our workforce data analytics to enable data-driven decisions for all People and Culture initiatives; and
- » embedded our refreshed recognition program enabling a culture where employees feel recognised and valued.



▲ Diwali celebrations at DoT.

Embedding a diverse and inclusive work culture

DoT made significant strides toward fostering an inclusive and diverse workplace through establishing employee networks, conducting a gender pay gap analysis, promoting inclusive leadership, and celebrating noteworthy events to create a workplace where all employees feel valued, supported and included.

Key achievements in 2024-25 included:

Diversity Council of Australia Inclusive Employer Status

The Diversity Council of Australia recognised DoT as an Inclusive Employer. This status was proudly achieved after participating in the council’s 2024 Inclusive Employer Index survey to measure employee diversity and inclusion experiences. Following the survey, the council awarded the Inclusive Employer status to participants who exceed the National Index Benchmark in at least five out of the six following areas: awareness, engagement, inclusive organisational climate, inclusive leadership, inclusive team and exclusion.

DoT continues to build an inclusive and diverse workplace by focusing on equal representation for women in leadership, culturally and linguistically diverse employees in senior leadership, youth pathways, employment opportunities for people with disability and increasing Aboriginal employee participation.

Recognition as a Disability Confident Recruiter

In December 2024, DoT achieved Disability Confident Recruiter status by meeting all 53 Australian Disability Network criteria.



This is recognition for our efforts to break down barriers and create equal opportunities for all employees and job seekers. DoT is continuing to build knowledge and awareness among recruitment team and panel members on inclusive recruitment practice.

Employee networks

Throughout this period, DoT supported the expansion of employee networks which has seen significant growth. These volunteer, employee-led networks are essential in providing connection, support, education and advocacy opportunities for DoT’s diverse workforce.

Notable networks are:

- Neurodivergent network: a group dedicated to educating and advocating on issues that matter to neurodivergent employees.
- EmpowerHER group: a network aimed at empowering and supporting female employees in Maritime.
- Young professionals network: providing a platform for younger employees to connect and progress in their careers.
- Aboriginal employee network, the Yarning Circle: fostering a culturally safe workplace where all Aboriginal employees can thrive.
- Pride Reach Out group LGBTQIA+ employee network: celebrating and supporting our LGBTQIA+ community.



Inclusion and diversity education

In the spirit of building and embedding inclusion, DoT has taken a whole-of-organisation approach where every individual has a role to play. DoT offers the SBS Inclusion Program for all employees to have on demand access to core inclusion skills and knowledge learning content.

The program includes learning specifically for leaders to encourage inclusive leadership and equip leaders with the skills and knowledge necessary to foster an inclusive environment.

The development of inclusive leadership ensures all employees feel valued and inspired. In 2024, DoT sponsored 20 current and emerging leaders to attend both the Institute of Public Administration Australia’s 2024 Women in Public Service Leadership conference and the 2025 Young Professionals Conference.

Gender Pay Gap analysis

The Transport Portfolio conducted a comprehensive Gender Pay Gap analysis in September 2024, revealing that DoT has a significantly lower gap of 7.7 per cent compared to the Australian national average of 21.8 per cent, measured in November 2024. The analysis identified barriers to gender pay equity and provided recommendations to address these challenges. The findings will be instrumental in building a more inclusive culture and ensuring equitable pay practices at DoT.

DoT is increasing representation of women in senior leadership positions, building a more inclusive culture to boost employee wellbeing, reviewing recruitment practices to eliminate bias, supporting leaders to proactively implement flexible work arrangements and raising awareness among all employees about leave entitlements, including parental leave.

Recognising our people

DoT is committed to fostering a values-driven culture by encouraging meaningful recognition at all levels.

In 2024-25, we strengthened our culture by integrating recognition into the way we lead and engage through our Employee Recognition Program. The program enables employees to acknowledge and celebrate exemplary individual and team performance that reflects behaviours aligned with DoT’s values.

Employees can access various resources to recognise each other’s achievements including team meeting shout-outs, MS Teams Praise, or digital and hand-written recognition cards.

The Managing Director (MD) Awards celebrate the extraordinary contributions of individuals and teams at the organisational level.

124 peer MD award nominations were received across six categories, highlighting the exemplary achievements of colleagues whose contributions have far-reaching impact on DoT’s organisational success and strategic priorities.

These exceptional achievements included finding innovative ways to streamline organisational processes, leading significant projects, solving common problems or going above and beyond to create an inclusive work environment.


Over 80 nominees, senior leaders and other distinguished guests attended the first MD Awards ceremony, held in December 2024. Six individual or team winners were recognised for their outstanding contributions and behaviours across the categories: Leadership, Outstanding Service, Outstanding Community Service, Innovation, Rising Star and Everyday Hero.

Pathways for youth

DoT continues to build relationships with universities, hosting interns and trainees. Over the year, DoT hosted 13 interns in geospatial, data science, information technology, human resources and urban mobility, of which seven were paid placements. DoT internships provide valuable experience for university students and create greater opportunity for career progression.

In October 2024, DoT participated in the *WA Youth Action Plan 2024 - 2027* launch, providing information on how to successfully obtain a drivers licence and showcasing DoT’s Urban Mobility and Maritime geospatial career pathways. In response to young people’s feedback, DoT has included actions in the plan to amplify their voices, address climate action, assist with achieving goals, lower the cost of living and support wellbeing.





To read the **WA Youth Action Plan** (PDF, 28MB) visit <https://bit.ly/3UdFoWD> or scan QR code.

Learning at DoT

DoT employees embraced a wide spectrum of learning opportunities, reflecting a strong commitment to professional conduct, organisational values and personal growth.

During 2024-25, a total of 12,138 courses were completed. 78 per cent of these were related to mandated learning, ensuring that all staff received essential information and knowledge in key areas including conduct and integrity, cybersecurity, Aboriginal cultural awareness, workplace safety, and record keeping.

A further eight per cent of courses supported managers to lead high performing and inclusive teams. Topics covered workplace health and safety, managing workplace behaviour, bullying, harassment and discrimination and unconscious bias.

Further learning to strengthen specific best practice, such as financial management, procurement and customer service, represented 22 per cent of learning.

Throughout 2024-25, 243 new employees attended Welcome to DoT workshops to understand more about DoT and the Transport Portfolio. Delivered virtually and in-person, the workshops are an important part of introducing new starters into our ways of working and connecting colleagues from all offices across WA.

An additional 1,345 courses were completed through Learning 4U, DoT's online learning platform for self-directed learning. The platform offers over 90,000 courses and provides on-demand access to learning, which is essential for fulfilling DoT's strategic priority of being a capable and future ready organisation.

Strengthening leadership impact

DoT is committed to supporting leadership at all levels. In 2024, DoT implemented the WA Public Sector Commission's Building Leadership Impact (BLI) to over 400 employees. BLI is a sector wide approach to creating a standard of leadership excellence across the public sector, ensuring each agency establishes conditions for positive leadership change.

BLI sets leadership expectations for every public sector employee and acknowledges all individuals can lead in various situations. The program sets out expected behaviours and associated mindsets for every leadership context to support agencies to be successful and high performing.

DoT is committed to achieving full implementation of the program throughout 2025-26.

Leadership programs making a difference

Eighteen leaders completed DoT's flagship People Managers Program and earned a Certificate IV in Leadership and Management. Completing this 12-month certificate requires determination and commitment alongside the demanding roles of our mid-level managers. Thirty-six leaders are currently completing the program, which will have an immediate and positive impact for the teams they lead.

A further five leaders completed highly recognised and sought after leadership programs in WA and two new leaders commenced programs, including those at Leadership WA, the Public Sector Commission and Murdoch University in partnership with the Department of Fire and Emergency Services.



CASE STUDY

Chad's professional development journey

Chad Simeons is a DoT senior leader with extensive experience in operational management and service delivery.

With a passion for leading and developing high performing teams, Chad participated in a Graduate Certificate in Business (Executive Leadership and Management) to build his leadership impact at DoT.

"Having not studied at university for more than 10 years, it was fascinating to go back and learn new theories which I can apply in the workplace," Chad said.

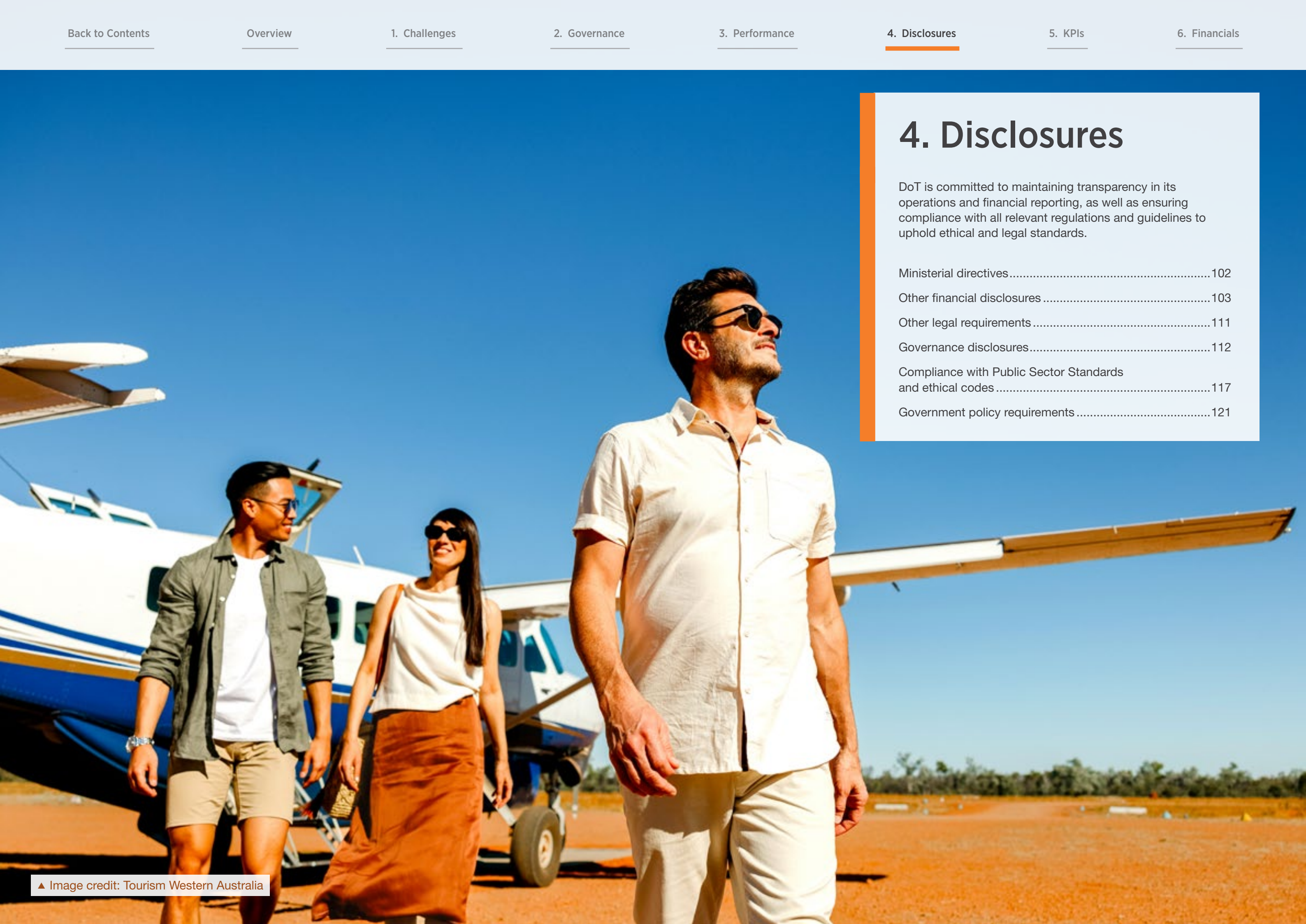
"I now find it easier to adjust my leadership style to match the needs of the person I am working with."

By participating in the program, Chad developed new skills, enabling his team to consistently perform at the highest standard for DoT's customers.



The program has significantly influenced my leadership style. I have really grown my skillsets, particularly in my ability to think more strategically than I had before."

— Chad Simeons



4. Disclosures

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

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Other financial disclosures

Pricing policies of services provided

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

In relation to the 2024-25 changes in tariffs, fees and charges, the following publication has occurred in the WA Legislation website:

1. The Perth Parking Management Amendment Regulations 2024 were published on the WA Legislation website on 1 May 2024: [Perth Parking Management Amendment Regulations 2024 \(PDF 95KB\)](#) WA Legislation Website reference SL 2024/60.

2. The Transport Regulations Amendment (Fees and Charges) Regulations (No. 2) 2024 were published on the WA Legislation Website reference SL 2024/57 the [Transport Regulations Amendment \(Fees and Charges\) Regulations \(No. 2\) 2024 \(PDF 184KB\)](#) amended the following regulations:

» *Marine and Harbours (Departmental Areas) Regulations 1998*

» *Mooring Regulations 1998*

» *Navigable Waters Regulations 1958*

» *Shipping and Pilotage (Ports and Harbours) Regulations 1966*

» *Transport Coordination Regulations 1985*
3. The [Transport Regulations Amendment \(Mooring Control Areas\) Regulations 2024 \(PDF 231KB\)](#) were published as made on the WA Legislation Website on 1 May 2024 (reference SL 2024/69). The Transport Regulations Amendment (Mooring Control Areas) Regulations 2024 amended the:

» *Shipping and Pilotage (Mooring Control Areas) Regulations 1983*; and

» *Mooring Regulations 1998*

4. The Jetties Amendment Regulations 2024 were published as made on the WA Legislation Website on 1 May 2024 (reference SL 2024/56). [The Jetties Amendment Regulations 2024 \(PDF 137KB\)](#) which amends the:

» *Jetties Regulations 1940*

5. The Transport Regulations Amendment (Fees and Charges) Regulations 2024 were published on the WA Legislation Website on 1 May 2024 (reference SL 2024/58). The [Transport Regulations Amendment \(Fees and Charges\) Regulations 2024 \(PDF 238KB\)](#) amended the following regulations:

» *Road Traffic (Administration) Regulations 2014*

» *Road Traffic (Authorisation to Drive) Regulations 2014*

» *Road Traffic (Vehicles) Regulations 2014*

» *Transport (Road Passenger Services) Regulations 2020*

» *Western Australian Photo Card Regulations 2014*
- # Ministerial directives
- No ministerial directives were received during the 2024-25 financial year.
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Employment statistics

Status	Headcount	Full time equivalent
Permanent Full Time	1,331	1,331
Permanent Part Time	244	167.03
Senior Executive Service	22	21.90
Temporary Full Time	383	383
Temporary Part Time	40	24.61
Total DoT employees	2,020	1,927.54

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 2024-25 was 8.21 days.

2024-25 statistics

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

Freedom of Information activity report

Applications decided in year	Non-personal information	Personal information	Total
FOI requests received	295	178	473
Full Access	75	45	120
Edited Access	18	4	22
Refused Access	33	2	35
Section 26 Refused Access*	24	7	31
Withdrawn	41	6	47
Processed Outside the FOI Act†	104	110	214
Transferred to another Agency‡	9	3	12
Total decisions	304	177	481
Internal Reviews	4	0	4
External Reviews	4	1	5
Average processing time (days)	9.28	6.12	8.21
Requests in progress at 30 June	8	3	11

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

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

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



Customer feedback

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 2024-25 customer feedback was managed through three feedback systems:

- Customer Feedback System;
- Ministerial Workflow System; and
- 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)	2,090	72.77%
Compliments	133	4.63%
General feedback (includes feedback, information and suggestions)	649	22.60%
Total customer feedback	2,872	

A breakdown of customer feedback received by business unit in 2024-25 is shown below:

Business unit/Branch	Complaints	Feedback, information, suggestions and compliments	Total customer feedback by percentage
Driver and Vehicle Services	1,963	690	80.81%
Maritime	94	66	4.87%
Regional Services	79	17	2.92%
Other*	318	56	11.39%
Subtotal customer feedback	2,454	829	
Total customer feedback	3,283		

* denotes all other DoT business units and METRONET combined.

Face matching services compliance reporting

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

During 2024-25, DoT had no arrangements with any entity and therefore there has been no loss of, unauthorised access to, or disclosure of, identifying information during this period.



Major capital projects

DoT’s major capital projects, those valued at over \$5 million, for 2024-25 are detailed below.

Incomplete Capital Projects

Project Name	Expected Year of Completion	Capital Expenditure up to 30/06/2025 \$’000	Estimated Capital Cost to Complete \$’000	Estimated Total Capital Cost of Project \$’000
Westport Marine and Port Infrastructure	2028-29	5,216	130,585	135,801
Transforming Bunbury’s Waterfront Stage Three	2026-27	53,607	58,607	112,214
Ocean Reef Marina - Essential Operational Infrastructure	2026-27	4,429	35,018	39,447
Broome Boating Initiative	2028-29	0	36,306	36,306
Kwinana Bulk Terminal Replacement	2028-29	0	21,849	21,849
Redevelopment of Woodman Point Jetty	2027-28	2,698	16,092	18,790
Barrack Street Jetty One Replacement	2028-29	71	17,395	17,466
Jurien Bay Boat Harbour Breakwater Extension	2026-27	69	16,968	17,037
On-demand Transport - TUSS Reform Program	2025-26	10,522	251	10,773
Fremantle Fishing Boat Harbour and Commercial Precinct - Replacement of Electrical Infrastructure	2025-26	3,474	7,195	10,669
Fremantle Fishing Boat Harbour - Amenities Building & Services Upgrade	2025-26	9,130	1,831	10,961
Hillarys Boat Harbour Upgrades	2028-29	0	8,029	8,029
Infringement Processing System (Infringement Management Reform)	2025-26	5,216	1,313	6,529
Onslow Community Boating Precinct - Stage Two	2028-29	0	6,500	6,500

Completed Capital Projects

Project Name	Year of Completion	Estimated Total Capital Cost of Project Reported in 2024-25 \$’000	Total Capital Cost of Project as at 30/06/2025 \$’000	Explanation for Significant Variances
Onslow Community Boating Precinct - Stage One	2024-25	14,237	14,145	N/A
Hillarys Boat Harbour – Jetties A, F, G, H & J Replacement	2024-25	9,194	9,093	N/A
Fremantle Fishing Boat Harbour - Jetty 3 Replacement	2024-25	4,933	4,905	N/A

Unauthorised use of credit cards

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

	2024-25
Number of instances the purchasing card has been used for personal use	58
Number of referrals for disciplinary action instigated during the reporting period	Nil
	\$
Aggregate amount of personal use expenditure for the reporting period	1,703
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	850
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	853
Aggregate amount of personal use expenditure outstanding at balance date	Nil

Acts of Grace

There were no Act of Grace payments in 2024-25.

Other legal requirements

Advertising

Expenditure	Organisation	Amount
Advertising	A.R.M. Marketing Pty Ltd	\$2,000
	Barrett Exhibition Group Pty Ltd	\$1,661
	Carat Australia Media Services Pty Ltd	\$69,866
	Campaign Monitor Pty Ltd	\$4,689
	Initiative Media Australia Pty Ltd*	\$4,795
	Rare Pty Ltd	\$19,315
	The Brand Agency Pty Ltd*	\$720,262
	Wildlings Creative Pty Ltd	\$61,870
Total advertising		\$884,458
Market research	Metrix Consulting Pty Ltd	\$51,360
	Painted Dog Research Pty Ltd†	\$217,186
Total market research		\$268,546
Polling	-	-
Direct mail	-	-
Media advertising	Carat Australia Media Services Pty Ltd	\$60,000
	Campaign Monitor Pty Ltd	\$14,830
	Facebook	\$16,920
	Initiative Media Australia Pty Ltd*	\$2,789,964
	LinkedIn	\$1,787
	Mac's Sports Management	\$26,000
	Wildlings Creative Pty Ltd	\$4,400
Total media advertising		\$2,913,902
Grand total		\$4,066,905

* Initiative Media Australia Pty Ltd and The Brand Agency Pty Ltd costs mainly relate to the Building for Tomorrow, Maritime Drug and Alcohol and Red Plate One Mate campaigns.

† The Painted Dog Research costs relate to community and school-based active travel surveys.



Governance disclosures

Board and committee remuneration

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

Freight and Logistics Council of Western Australia

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

Position title	Member name	Period of membership	Type of remuneration	Gross/actual remuneration for fin. year
Chair	*Megan McCracken	July 2024 – June 2025	Base fee + additional expenses as approved by the board	\$30,000
Member	The Chamber of Minerals and Energy of Western Australia (represented by Rebecca Tomkinson)	July 2024 – June 2025	Nil	\$0
Member	Department of Primary Industries and Regional Development (represented by Terry Burnage)	July 2024 – June 2025	Nil	\$0
Member	Centurion Transport (represented by Justin Cardaci)	July 2024 – June 2025	Nil	\$0
Member	Fremantle Ports (represented by Jodie Ransom)	July 2024 – June 2025	Nil	\$0
Member	ARC Infrastructure (represented by *Nathan Speed)	July 2024 – June 2025	Nil	\$0
Member	Perth Airport (represented by *Scott Woodward)	July 2024 – June 2025	Nil	\$0
Member	Qube Bulk (represented by Todd Emmert)	July 2024 – June 2025	Nil	\$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 fin. year
Member	Western Roads Federation (represented by Cam Dumesny)	July 2024 – June 2025	Nil	\$0
Member	Transport Workers Union WA (represented by Tim Dawson)	July 2024 – June 2025	Nil	\$0
Member	Department of Transport -represented by (Peter Woronzow and/or †Anne-Marie Brits)	July 2024 – June 2025	Nil	\$0
Member	CBH (represented by Rob Dickie)	July 2024 – June 2025	Nil	\$0
Member	Mid West Ports (represented by Damien Tully)	July 2024 – June 2025	Nil	\$0
Member	Western Australian Local Government Association (represented by Nick Sloan)	July 2024 – June 2025	Nil	\$0
Member	Maritime Union of Australia (represented by Will Tracey)	July 2024 – June 2025	Nil	\$0
Member	Livestock and Rural Transport Association of Western Australia (represented by John Mitchell)	July 2024 – June 2025	Nil	\$0
Member	Watco Australia (represented by Paul Hamersley)	July 2024 – June 2025	Nil	\$0
Member	Main Roads WA (represented by Des Snook)	July 2024 – June 2025	Nil	\$0
Member	Public Transport Authority (represented by Mark Burgess)	July 2024 – January 2025	Nil	\$0
Member	Public Transport Authority (represented by Elwyn Gearon)	January 2025 – June 2025	Nil	\$0
Member	Aurizon (represented by *Anna Dartnell)	July 2024 – June 2025	Nil	\$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 fin. year
Member	WA Planning Commission (represented by David Caddy)	July 2024 – December 2024	Nil	\$0
Member	WA Planning Commission (represented by Emma Cole)	December 2024 – June 2025	Nil	\$0
Member	Startrack (represented by Peter Garner)	July 2024 – June 2025	Nil	\$0
Member	Container Transport Alliance Australia (represented by Neil Chambers)	July 2024 – June 2025	Nil	\$0
Member	Pacific National (represented by Simon Andreas)	December 2024 – June 2025	Nil	\$0
TOTAL				\$30,000

* Denotes committee members who are also board members for the Freight and Logistics Council of WA.

† The DoT representative for the Freight and Logistics Council of WA board is Anne-Marie Brits.

Board and committee remuneration (continued)

Road Freight Transport Industry Council

Position title	Member name	Period of membership*	Type of remuneration	Gross/actual remuneration for fin. year
Chair	Department of Transport (represented by Anne-Marie Brits)	July 2024 - June 2025	Nil	Nil
Member	Western Roads Federation (represented by Cam Dumesny)	July 2024 - June 2025	\$309/part day meeting + travel expenses	\$1,176.00†
Member	Transport Workers Union WA (represented by Tim Dawson)	July 2024 - June 2025	\$309/part day meeting + travel expenses	\$0†
Member	Arizona Haulage Pty Ltd (represented by Samantha Cox)	October 2024 – June 2025	\$309/part day meeting + travel expenses	\$927.00
Member	A.M.A. Haulage Pty Ltd (represented by Andrew Fazzalari)	October 2024 – June 2025	\$309/part day meeting + travel expenses	\$927.00
Member	Success Haulage (represented by Heather Jones)	July 2024 – September 2024	\$309/part day meeting + travel expenses	\$0
Member	Marks Haulage (represented by Robert Marks)	July 2024 – September 2024	\$309/part day meeting + travel expenses	\$0
TOTAL				\$3,030

* Term of appointment/tenure: 3 years.

† Payments include remuneration for meetings attended in previous years that were not previously invoiced.

‡ Payments were not processed in financial year 2024-25 as the invoices were not received prior to the cut-of-date for financial year 2024-25. Payments will be processed in financial year 2025-26.

Board and committee remuneration (continued)

Westport Steering Committee

Position title	Incumbent†	Position‡	Type of remuneration	Gross/actual remuneration for fin. year
Chair	Peter Woronzow	Director General, Department of Transport	\$0	\$0
Deputy Chair	Patrick Seares	Managing Director, Westport	\$0	\$0
Under Treasurer	Amanda Jalleh	‡Assistant Under Treasurer, Advisory Services, Department of Treasury	\$0	\$0
Member	Chris Clark/ Julian Wright	Deputy Director General, Department of the Premier and Cabinet	\$0	\$0
Member	Rebecca Brown	Director General, Department of Energy and Economic Diversification (Formerly JTSI*)	\$0	\$0
Member	Anthony Kannis	Director General, Department of Planning, Lands and Heritage	\$0	\$0
Member	Chris Sutherland	Chairperson, Fremantle Ports	\$0	\$0
Member*	John Erceg	Managing Director, Main Roads WA	\$0	\$0
Member*	Mark Burgess	Managing Director, Public Transport Authority	\$0	\$0
Member*	Ian Shepherd	Chairperson, Southern Ports	\$0	\$0
Member*	Heather Brayford	Director General Department Primary Industries and Regional Development	\$0	\$0
Member*	David Caddy	WA Planning Commission	\$0	\$0
Member*	Alistair Jones	Director General Department of Water and Environmental Regulations	\$0	\$0
TOTAL				\$0

* The Westport Steering Committee membership changed for Stage 4 (commencing 1 April 2025), denotes Stage 3 member.

† Members are the position rather than the incumbent.

‡ Assistant Under Treasurer is the standing proxy for the Under Treasurer.

Compliance with Public Sector Standards and ethical codes

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

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



Compliance activities and issues

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

During 2024-25, DoT’s activities to achieve compliance with public sector standards and ethical codes focused on six key areas, including:

1. Fostering a respectful and inclusive workplace for better community service:

» Enhanced Code of Conduct: Strengthened to promote respectful, values-driven behaviours that reflect the expectations of the community we serve, ensuring every interaction – internal or external – is grounded in integrity and care.
2. Building trust through transparent and fair employee relations:

» Employee relations case management system: introduced to ensure fair, consistent and transparent handling of workplace matters, reinforcing public trust in how we support our people.

» Risk categorisation matrix: developed to proactively identify and address systemic issues, ensuring a safer and more supportive environment for employees — leading to better service for the community.
3. Using data to improve service and accountability:

» HR analytics dashboards: implemented to monitor trends and performance, enabling data-informed decisions that enhance employee wellbeing and, by extension, the quality of service delivered to the public.
4. Safeguarding public resources and information:

» TRELIS governance: continued oversight and education to prevent misuse of licensing and registration systems, protecting the integrity of services relied upon by the community.
5. Promoting ethical behaviour and public confidence:

» Commissioner’s Instruction 40 embedded: reinforced ethical foundations to ensure all employees act in the public interest and uphold the highest standards of conduct.

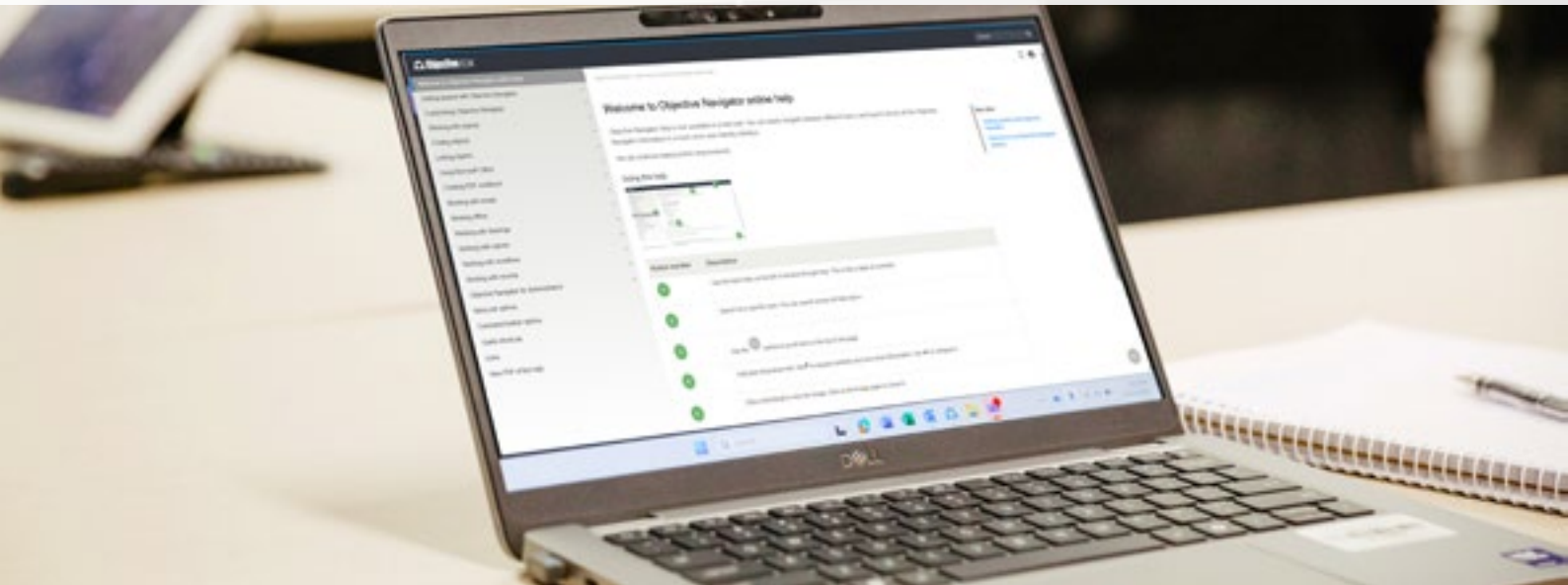
» Employment screening enhancements: strengthened procedures to ensure only individuals with verified identity, integrity and credentials serve the community.
6. Empowering voices and ensuring safety:

» “Speak Up” pathways: promoted safe, confidential channels for raising concerns ensuring all voices are heard and fostering a culture of accountability and fairness that reflects community values.

In 2024-25, DoT’s compliance issues included:

- Nil Breach of Standard claims relating to the Employment Standard were received.
- Nil claims were dismissed or upheld by the Public Sector Commission.
- 42 discipline processes were finalised, of which 15 were discontinued and 27 were finalised.
- 19 disciplinary processes resulted in substantiated allegations.
- Outcomes have included 19 formal reprimands, six terminations and nine improvement actions.
- 20 cases of unlawful access to TRELIS were investigated and reported to the Corruption and Crime Commission. By 30 June 2025, 19 cases were investigated and closed: four were unsubstantiated, three had managerial approval so no disciplinary action was taken, and 12 were substantiated. Employees in these matters received a reprimand and were subject to improvement actions. The conduct was assessed as poor decision-making rather than fraudulent or corrupt behaviour.





Recordkeeping compliance

DoT is committed to continuously improving its recordkeeping culture, tools and processes, ensuring compliance with the *State Records Act 2000 (the Act)* and establishing best practice for the department.

Evaluation of DoT's recordkeeping systems

All DoT staff have access to Objective EDRMS, (electronic document records management system), enabling the capture and management of digital and hardcopy records, supported with policies and procedures. We continuously review and develop our EDRMS to improve efficiency and reliability.

Several key projects were undertaken by DoT's Information Management Services (IMS) with various business units, which included discovery and analysis of existing data, audits and consultation which enabled them to provide advice and improve processes and procedures.

During 2025-26 the DoT Recordkeeping Plan, Retention and Disposal Schedule for Functional Records and the Business Classification Scheme will be reviewed to support the Government Reform administrative changes.

Recordkeeping training and induction programs

DoT's employee induction program requires new staff and contractors to complete DoT's mandatory online Records Awareness Training. The interactive course outlines the recordkeeping roles and responsibilities at the DoT.

96.7 per cent of staff enrolled in the training this year, completed the course.

Online Objective training is assigned to all new employees, complemented with one-on-one training. Refresher training for existing users is also provided as required by individual business units.

Training effectiveness is reviewed regularly via an online evaluation form that participants are required to complete, which is monitored and reviewed and any suggestions for improvements are considered during the regular review process.

Government policy requirements

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

Audit and Risk Management Committee

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

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

The committee comprises the following members:

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

In 2024-25 ARMC's focus areas included:

- Approved DoT's Annual Internal Audit Plan;
- 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; and
- Reviewed quarterly integrity reporting.



Risk management

The Department of Transport (DoT) is committed to ensuring a comprehensive risk management process that meets the requirements of Treasurer’s Instruction 4 Risk Management and Internal Control and is aligned to the international standard AS ISO 31000 Risk Management.

The Department’s risk management framework is integrated into management, planning and operational processes, and assists 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 the Department’s ability to deliver its critical services for the community.

Internal audit

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

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

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

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

Internal audits conducted by DoT in 2024-25 included:

- Artificial Intelligence Governance;
- Integrity Framework;
- Release of Information;
- Vehicle Compliance Program;
- Contract Management Compliance;
- BIS Policy – Information and Communications Technology Operations;
- Revenue Assurance (Stream: Maritime);
- Freight Industry Grant;
- Payroll Processing and HR Systems; and
- Payables Process.

Substantive equality


DoT continues to focus on substantive equality and improving access and outcomes for community members with different needs.

We aim to ensure our workplaces, information and services are inclusive and accessible for our diverse community.

Key achievements in 2024-25 included:

- DoT created a series of short, animated videos to explain key driver services for those who cannot access standard materials. The videos cover identity requirements, licensing steps, and safety

tips for p-plate drivers, using visuals, audio, and captions. Released on the DoT YouTube channel in February 2025, they were distributed by the Driving Access and Equity Program (DAEP).



To view the **How to get your licence video**, go to <https://bit.ly/3HxvcFA> or scan QR code.

- DoT further improved the accessibility of its communications, including:
 - » new website launched in May 2025, providing a modern, user-friendly digital experience with improved navigation for easier information access. DoT consulted digital accessibility specialists GrackleDocs who undertook an accessibility audit of the website before launch to ensure it met accessibility standards.
 - » ongoing review of website content to simplify information, use inclusive language and improve accessibility; and
 - » upskilling employees in the production of accessible communications, with several employees undertaking Easy Read training to improve their ability to produce communications that are accessible to people who are not familiar with English, have low literacy or learning disability. Guidance and resources on digital accessibility were also featured on the DoT intranet.
- The Driving Access and Equity Program (DAEP) continued to grow, with DAEP grants supporting 29 organisations to deliver training programs to support disadvantaged Western Australians through the driver licensing process. Over 2024-25:
 - » DAEP was expanded to the South West and Great Southern, as well as continuing to support the existing service locations across the Kimberley, Pilbara, Mid West, Gascoyne and Goldfields-

Esperance regions. This includes a pilot of mobile service delivery in the Great Southern, where there is a high migrant population, which will inform program initiatives going forward.

- » Over 55 per cent of the organisations receiving DAEP grants are either Aboriginal community-controlled organisations or Aboriginal organisations. DAEP organisations have supported 5,366 participants, 64 per cent of whom identify as Aboriginal and/or Torres Strait Islander, to obtain 1,952 driver’s licences.
- Mobile service delivery remains a key initiative for DoT, designed to ensure equitable access to driver and vehicle licensing services across Western Australia for people who experience geographic or systemic barriers. While initially focused on remote areas the service has been expanded to other locations through tailored service delivery. DoT has undertaken community engagement and education to support disadvantaged people through the licensing process.

Moving forward, DoT will continue to implement strategies to improve opportunities and access to information, services and facilities to support people with different needs.

Integrity framework

The Integrity Framework describes the systems and processes we use to promote, practise, manage and account for integrity. This includes key roles and responsibilities to ensure our continued implementation of robust practices to strengthen integrity.

DoT is committed to the highest standard of integrity, accountability and ethical behaviour. Integrity is fundamental to how DoT delivers on its purpose of ‘Empowering a Thriving Community’, **live our values** and maintain the trust of the community we serve.

In 2024-25 key achievements include

- DoT’s Integrity Committee, a Corporate Executive sub-committee, continued to meet quarterly throughout 2024–25. The committee ensures oversight mechanisms are established for integrity initiatives and continued to strengthen and embed our integrity culture.
- DoT continued to use the Integrity Hub on the intranet as a key resource for employees to find information on DoT’s collective approach to integrity.
- Integrity training remained a focus for DoT with employees undertaking:
 - » Online Integrity training to raise awareness and understanding of our responsibility to always act in the best interests of the WA community and contribute to strengthening DoT’s approach to integrity.

- » Online Code of Conduct training which requires employees to review and confirm their understanding on completion.
- » Managing Workplace Behaviour course which supports employees to understand their behaviour commitments in the workplace.

- Following the establishment of the multi-purpose conflict of interest electronic form in 2023-24 an interactive dashboard using this data was developed to strengthen our conflict of interest monitoring and reporting. It captures information relating to recruitment; gifts, benefits and hospitality; government boards and committees; secondary employment and close personal relationships in the workplace.
- An integrity communication program was introduced to provide a schedule of planned integrity communications via multiple DoT communication channels.
- Continuation of the ongoing program of works in relation to acceptable DoT system access use including training, education, monitoring and oversight. This included face to face roadshow presentations in the metropolitan and regional areas to employees and stakeholders including DVS Agents, and the introduction of the Confidentiality and Access eLearning module.



▲ Participants at Multicultural Policy Framework interagency meeting.

Multicultural Plan

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.

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

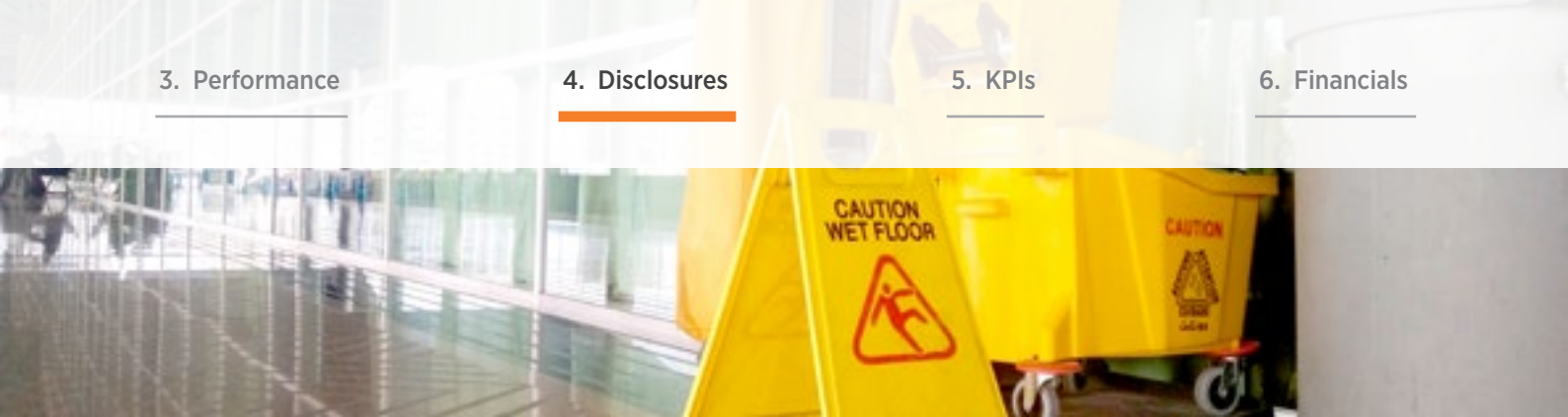
DoT’s achievements are monitored by our internal Access and Inclusion Committee and highlighted three times a year in a communiqué published on DoT’s website and employee intranet.

Key achievements in 2024-25 included:

- The first ever Transport Portfolio Multicultural Plan 2025-28 was launched in February 2025. DoT, Main Roads and the Public Transport Authority (PTA) collaborated to develop the plan, which was informed by extensive external and internal consultation to ensure it is relevant, inclusive and addresses the needs of our diverse community. It describes actions the Portfolio will take towards improving services, opportunities and outcomes for people from CaLD backgrounds

and is supported by agency-specific implementation plans outlining actions to be delivered over 2025-2028.

- DoT, Main Roads and PTA co-hosted the WA Multicultural Policy Framework interagency meeting in May 2025, with the Department of Local Government, Sport and Cultural Industries’ Office of Multicultural Interests. The Transport Portfolio provided an overview of our plan development process and learnings, showcased programs that support CaLD community members and employees, and workshopped multicultural plan implementation successes and challenges.
- DoT achieved Inclusive Employer 2024-2025 status after participating in the Diversity Council Australia Inclusive Employer Index survey. The survey measures organisational inclusion, its impact on performance and wellbeing, and provides comparative data against national



and industry-specific standards. DoT outperformed the national benchmark on 42 of the 43 survey measures. The results also confirmed the cultural diversity of DoT’s workforce with participants representing 82 cultural backgrounds and 65 languages.

- DoT celebrated and acknowledged a range of significant events for our diverse workforce, including:
 - » Diwali was celebrated across several office locations in November 2024. An intranet news story featured employees participating in events and explained the occasion to raise cultural awareness and engagement;
 - » intranet articles featured Lunar New Year (January 2025), Ramadan Mubarak (February 2025), Easter (April 2025); and
 - » Harmony Week in March 2025 with gatherings at several office locations, an intranet news story and email signature. In addition, the SBS Inclusion – Cultural Diversity Awareness modules were promoted to all staff, along with internal training opportunities covering topics such as cultural diversity and cross-cultural communication.
- The eight SBS courses and 27 learning modules covered topics such as cultural adaptation, cross cultural communication and dimensions of cultural diversity. Over 2024-25, 1,771 modules were completed by our people, 1,523 (86 per cent) of which included mandatory learning.
- DoT launched a trial of DoTBot, an AI chatbot including multilingual translation capabilities, on its website in February 2025. It assists the community to more easily access information and has received promising overall feedback from customers.

- DoT’s Mobile Services Officers (MSOs) worked with TAFE and schools to deliver licensing and road safety information sessions for migrants. Over 2024-25 this included:
 - » six sessions to Adult Migrant English Program participants through TAFE; and
 - » two sessions for high school students through the Youth Futures refugee/ migrant youth program.
- Over the past year, DoT collaborated with the Edmund Rice Centre (ERC), a not-for-profit organisation that supports individuals from refugee, migrant and Aboriginal and Torres Strait Islander backgrounds. This partnership included on-site service delivery at ERC’s Mirrabooka location, where DoT MSOs provided support for ERC’s driver education program tailored to migrants:
 - » During 2024-25, DoT conducted eight visits, assisting 64 customers, issuing 27 learner’s permits, and administering 19 hazard perception tests (HPT).
 - » One standout success story is that of Lyly, who comes from a non-English speaking background and had previously faced multiple barriers in obtaining her driver’s licence. With the dedicated support of ERC and DoT MSOs, Lyly successfully passed the HPT—an achievement that marked a major step toward her independence and deeper inclusion in the community.
- Translation and interpreting services continued to be provided to customers who are unable to communicate in spoken or written English. 760 requests for interpreting services were received over the year, with Mandarin, Arabic, Dari, Farsi and Hazaragi the top five languages requested by customers.
- Over 2025-26, DoT will focus on implementing actions in the Multicultural Plan which will include collaboration with our Portfolio partners.

Work health and safety and injury management

Commitment to work health and safety

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, visitors and the community.

As a values-driven organisation we strive to create a safety culture where people are encouraged to make safety a normal part of their everyday work.

DoT’s people-focused approach to WHS recognises that a safe, supported and engaged workforce delivers stronger outcomes for the community we serve.

Keeping our people safe

DoT maintains its established injury management (IM) program with clear procedures to support injured workers in their recovery and return to work. The program is designed to ensure timely, safe and sustainable return-to-work approaches in line with legislative requirements and best practice principles.

We have strengthened our governance and engagement including:

- Strong safety representation, with 37 elected Health and Safety Representatives and deputy representatives of whom 84 per cent have completed approved WorkSafe training.
- Robust governance structures, through three Health and Safety Committees and one Safety Committee who report to the

WHS Corporate Management Committee, ensuring operational safety risks align with strategic oversight.

- Inspections across metropolitan sites, including all Driver and Vehicle Service centres, helping to identify and address operational safety risks.
- Risk assessments supporting the safe implementation of new work processes and service expansion across the community.

Formal mechanisms for consultation with employees on health, safety and injury management matters

We maintain a structured and inclusive approach to consulting with employees on WHS and injury management matters.

Employees at all levels have access to up-to-date WHS and injury management information through DoT’s WHS Management System, a gateway to WHS policies, procedures and information, through the corporate intranet.

DoT provides key WHS and injury management messages during employee induction, onboarding, training and ongoing internal communications.

Formal consultation mechanisms include WHS committees and Health and Safety representatives.

Several feedback channels allow two-way communication between employees, management and the WHS team.

Compliance with workers compensation and injury management legislation

DoT reviewed and aligned all injury management processes with the new *Workers Compensation and Injury Management Act 2023*. This has ensured legal compliance and best practice recovery principles.

In-house training for leaders on early intervention, return-to-work planning, and psychological injury support enabled timely, appropriate, and compassionate responses.

All employees have access to injury management tools and online training through DoT’s Learning Portal and MS Teams, increasing reach and accessibility across all work sites.

We transitioned a manual WHS data reporting approach to a real-time, integrated WHS Microsoft Power BI dashboard that enables on-demand monitoring of incident trends, emerging risks, and safety performance. Data-driven decision-making allows targeted interventions, enhanced compliance and proactive planning.

We improved our online incident reporting process that now distinguishes between physical, psychosocial, hazard and near-miss events. This separation has led to a more streamlined reporting, faster triage and enabled a clearer pathway for investigation and resolution.

Creating an environment for wellbeing and psychological safety

At DoT, we focus on building a psychologically safe work environment that fosters open conversations, proactive risk identification and timely support for employees.

Key achievements in 2024-25 included:

- Facilitated the co-design of DoT’s wellbeing vision, engaging employees across all levels of DoT to shape a shared and inclusive approach to wellbeing.
- Strengthened wellbeing literacy and resilience through personal development initiatives that empower individuals with the tools and knowledge to make informed, autonomous wellbeing decisions. These initiatives include monthly activities and information sessions focused on physical, psychological and spiritual wellbeing covering the below key topics:
 - » Breaking the Stigma: Mental Health and Family and Domestic Violence;
 - » Recognition Month;
 - » Health Screening; and
 - » Identifying Safety Hazards.
- Promoted awareness and built capability through presentations and webinars including:
 - » Understanding and Reacting to Customer Behaviour;
 - » Men’s Health;
 - » Why Talk about Menopause at Work; and
 - » Managing Anxiety.
- Increased the Fitness Passport program uptake across metro and regional sites by 23 per cent. This improved equitable access to physical health options for employees and their families.
- Increased our network of Peer Support Officers and provided training covering role clarity, psychological first aid strategies, mental health awareness and self-care.
- Stable Employee Assistance Program utilisation allowing proactive early intervention support, increasing awareness of free confidential counselling, manager support, first nations support, crisis support and wellbeing services for employees and their families.

DoT WHS, workers compensation and injury management performance table:

Measure	2022-2023	2023-2024	2024-2025	Target	Comments towards targets
Number of fatalities	0	0	0	0	Target achieved.
Lost time injury (LTI) and/or disease incidence rate	1.02 ¹	1.14 ¹	0.99 ²	0 – 10% increase in incidence rate	Target not achieved. There were 19 LTI claims in 2024-25 compared to 16 LTI claims in both 2023-24 and 2022-23.
Lost time injury and/or disease severity rate	31.25% ¹	50% ¹	66.67% ³	0 – 10% reduction in severity rate	Target achieved. There were 1 severe injury (60 days or more lost from work) in 2024-25 and 8 in 2023-24 compared to 5 in 2022-23.
Percentage of injured workers returned to work within 13 weeks	54.54% ¹	87.5% ¹	84.21% ⁴	Greater than or equal to 80% return to work within 13 weeks	Target achieved. 16 of the claims lodged in 2024-25 were back at work to modified duties within 13 weeks
Percentage of injured workers returned to work within 26 weeks	72.27% ¹	92.30% ¹	89.47% ⁵	Greater than or equal to 80% return to work within 26 days	Target achieved. 17 of the claims lodged in 2024-25 were back at work to modified duties within 26 weeks.
Percentage of managers trained in occupational safety, health, and injury management responsibilities	85% ¹	90% ¹	90% ⁶	Greater than or equal to 80%	Target achieved.

¹ Results sourced from DoT Annual Reports 2022-23 and 2023-24.

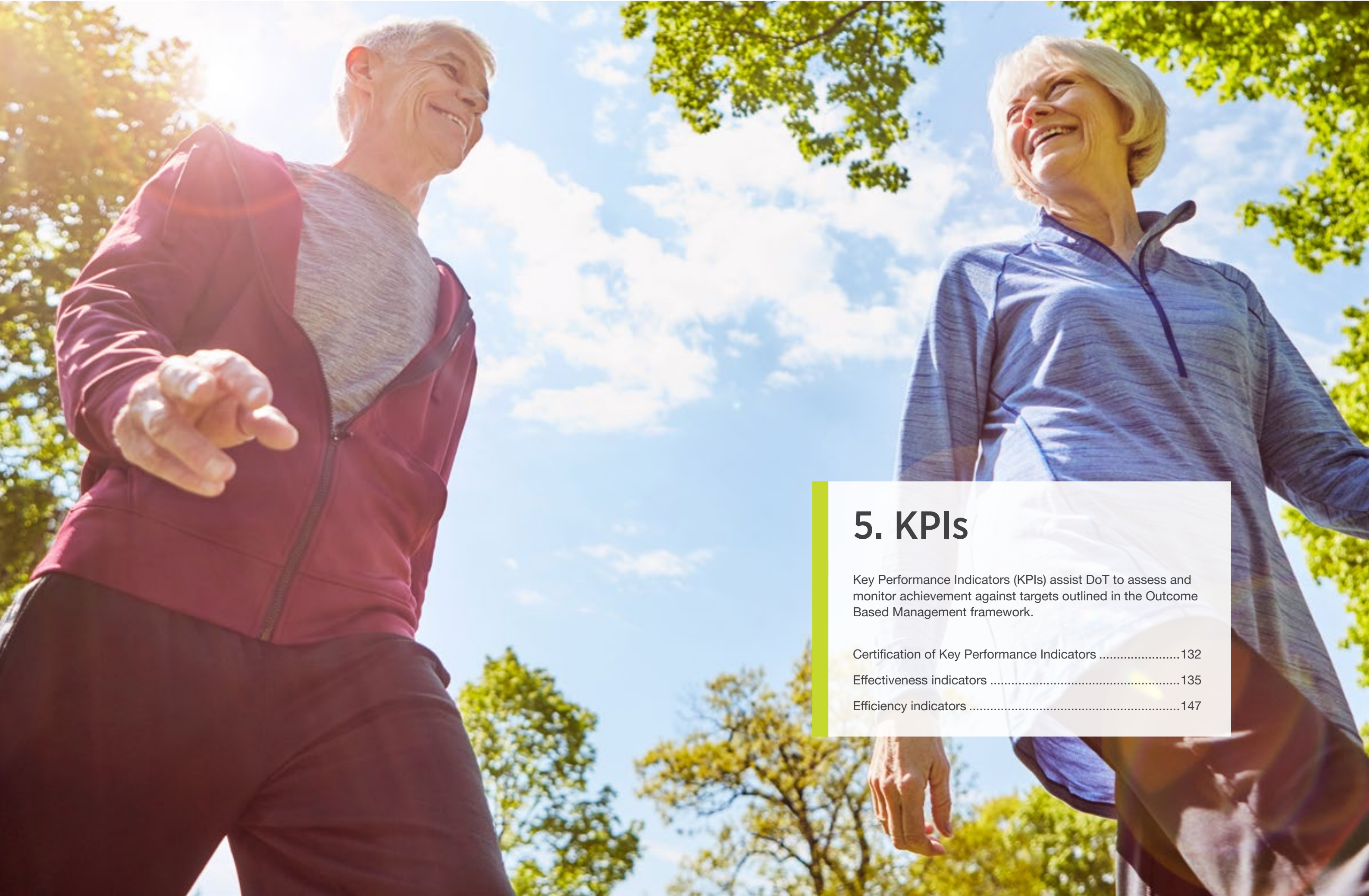
² There were 19 lost time injury (LTI) claims lodged in 2024-25, while the number of full-time equivalent employees in DoT was 1927.54.

³ There was 1 workers compensation claim lodged in 2024-25 with greater than 60 days or more lost from work.

⁴ There were 16 workers compensation claims with registered LTIs returned to work within 13 weeks.

⁵ There were 17 workers compensation claims with registered LTIs returned to work within 26 weeks.

⁶ 243 of the 271 permanent managers in DoT have completed WHS and IM training.



5. KPIs

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

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Certification of Key Performance Indicators

for the year ended 30 June 2025

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 2025.



Peter Woronzow
Accountable Authority
8 September 2025

Key Performance Indicators for the year ended 30 June 2025

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

Key Performance Indicators

The following table outlines DoT’s corporate Key Performance Indicators and how they fit within the Department’s outcome structure.

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

Explanation for significant variances:

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

Effectiveness indicators

Outcome 1: Integrated 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.



Effectiveness indicators (continued)

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

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

reducing heavy vehicle movements on arterial roads to and from Fremantle Port.

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



Reason for significant variance

The higher result achieved for 2024-25 of 23.5 per cent compared to the target of 20 per cent is largely due to the opening of the new Kenwick intermodal terminal in August 2024, which has attracted a significant number of additional twenty foot equivalent units (TEUs) to rail. The rate of growth of TEUs on rail exceeded the expected rate of growth of total container trade through Fremantle Inner Harbour.

In comparison to the 18.6 per cent achieved in 2023-24, the 2024-25 figure reflects the absence of one-off issues reported in 2023-24 such as the temporary rail line closure, which reduced the number of TEUs on rail. Furthermore, the opening of the new Kenwick intermodal terminal in August 2024, added significant (and higher than expected) container volumes to rail.

Effectiveness indicators (continued)

Percentage of regional Local Government Areas (LGAs) that have access to regular public transport air services between the LGA and Perth¹

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

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

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

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

Throughout 2024-25, regular public transport services operated by eight airlines connected 24 regional cities and towns, reinforcing aviation's role in supporting key sectors such as mining, commerce, and regional tourism. Of these routes, 19 provided direct access to Perth, serviced by six airlines, ensuring streamlined integration with the State's capital and broader transport network.



Reason for significant variance

The Actual results for 2024-25 are consistent with the Actual results for 2023-24 and the Target for 2024-25.

¹ The source data for this KPI is the Australian Bureau of Statistics publication 'Table 5. Estimated resident population and components, Local Government Areas, Western Australia', which provides data on Estimated Resident Population (ERP) for the year 2023-24. This ERP is prepared quarterly and released approximately six months after the reference date. This yearly (financial) data is published at the end of March each year, meaning the KPI reflects population changes from the previous year (e.g., the result reported in March 2025, represents population change between the year June 2023 to June 2024).

Effectiveness indicators (continued)

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.

Effectiveness indicators (continued)

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

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

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

The data is derived from a sample of completed examination forms (Certificates of Inspection), which are reviewed by 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 2024-25 Target and Actual or between the 2023-24 and the 2024-25 Actuals.



Effectiveness indicators (continued)

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 2024-25 Target and Actual or between the 2023-24 and the 2024-25 Actuals.

Effectiveness indicators (continued)

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, Learners Permits and Photo Cards, each of which have become significant forms of identification for the community. To assist in maintaining identity security, biometric information (particularly facial photographs) is stored and used by DoT.

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



Reason for significant variance

The Actual results for 2024-25 are consistent with the Actual results for 2023-24 and the Target for 2024-25.

Effectiveness indicators (continued)

Outcome 3: An accessible and safe transport system

Under the *Transport Coordination Act 1966 (the Act)*, *Jetties Act 1926*, *Shipping and Pilotage Act 1967* and the *Transport (Road Passenger Services) Act 2018* 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.

The *Transport (Road Passenger Services) Act 2018* and associated regulations support DoT to provide a safe, flexible, innovative and customer-focused road passenger transport industry. Under this Act and provisions of the *Road Traffic (Administration) Act 2014*, DoT ensures passenger transport drivers and vehicles are authorised to transport passengers for hire or reward. Annual roadworthiness inspections for passenger transport vehicles provide another safety mechanism.

This is linked to 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.

DoT also supports the provision of accessible transport for people with disability in WA through administration of the Taxi User Subsidy Scheme and Wheelchair Accessible Vehicle Dedicated Taxi Booking Service.

The indicators below 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.
- Percentage of time maritime infrastructure is fit for purpose when required.

Safety

- Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels.
- Percentage of audited authorised on-demand booking services compliant with safety requirements.

Effectiveness indicators (continued)

Percentage of wheelchair accessible vehicle taxi journeys carrying passengers in wheelchairs which meet the waiting time standard

The movement and wellbeing of people with disability are central to the social and economic prosperity of Western Australia. The Metropolitan Wheelchair Accessible Vehicles Dedicated Taxi Booking Service is part of the 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.

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 minutes
Pre-booked	Off-peak	5 minutes
ASAP	Peak	20 minutes
ASAP	Off-peak	15 minutes



Reason for significant variance

There was no significant variance between the 2024-25 Target and Actual or between the 2023-24 and the 2024-25 Actuals.

Effectiveness indicators (continued)

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 Western Australia.

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 2024-25.

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 2024-25 Target and Actual or between the 2023-24 and the 2024-25 Actuals.

Effectiveness indicators (continued)

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 increase in reported incidents from the 2024-25 Target (95 incidents) to the 2024-25 Actual (118 incidents) is largely due to insurers reporting requirements. Insurers require vessel owners to provide a DoT Marine Incident Report when making a claim. DoT has actively promoted this reporting requirement to improve incident data collection.

As a result, vessel owners have been completing Marine Incident Reports for minor (non-reportable) incidents. All reports are analysed and used to guide DoTs compliance and education strategies. It is expected that this indicator will decline in the coming years due to ongoing, targeted education and compliance efforts focusing on high-risk areas.

The Actual results for 2024-25 are consistent with the Actual results for 2023-24.

Effectiveness indicators (continued)

Percentage of audited authorised on-demand booking services compliant with safety requirements

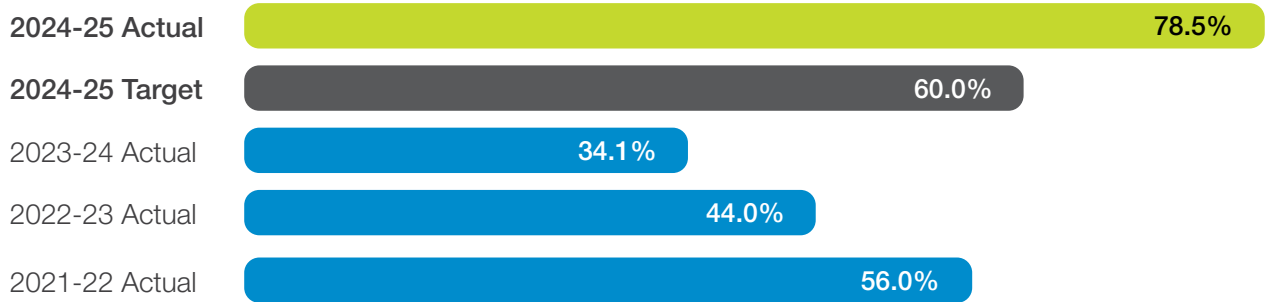
Passage of the *Transport (Road Passenger Services) Act 2018* provides a regulatory framework for the transport of passengers by road for hire and reward. The primary objectives of the legislation are to establish and maintain minimum safety outcomes for everyone involved in providing passenger transport 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 increase in performance results from the 2023-24 Actual to the 2024-25 Actual, and between the 2024-25 Target and the 2024-25 Actual, have been achieved through improved communication, education and guidance on the key critical areas of the Safety Management System provided to booking service providers. This improved engagement has significantly enhanced the booking service providers' understanding of their obligations and requirements to produce documentation required for audit. Additionally, the audit procedure has been refined to better align with the safety requirements of this key performance indicator.

Efficiency indicators

Measures of efficiency

The measures of efficiency indicate the key services provided (outputs) in relation to the cost of the resources (inputs) required to deliver them. While the effectiveness indicators measure 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	2024-25 \$'000	2023-24 \$'000	2022-23 \$'000
Grant and subsidies and other grant related expense adjustments	225,311	184,281	146,956
Non-core operation	124,278	105,047	67,669
Total non-reportable cost	349,589	289,328	214,625

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, one-off cost and subsidies and specific projects that can have project-specific efficiency measures.

The significant increase in the grant and subsidies costs in 2024-25 is mainly due to payment of various Westport grants and an increase in Regional Pensioner Travel Card Administration, Zero Emission Vehicle Rebate Scheme, and CAT Bus Services.

The non-core operations cost increased in 2024-25 compared to 2023-24. This increase is mainly due to an increase in expenses related to Infringement Management services, WA Agriculture Supply Chain Improvement and costs associated with an arbitration matter.

The measures of efficiency used for DoT and how they relate are on the following pages.

Efficiency indicators (continued)

Service 1: Strategic transport policy and integrated planning

This service contributes toward 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, 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



Reason for significant variance

There is no significant variance between the 2024-25 Target and 2024-25 Actual. There is no significant variance between the 2024-25 Actual and 2023-24 Actual.

Efficiency indicators (continued)

Service 2: Driver and Vehicle Services

This service contributes towards the provision of safe, accessible, sustainable and efficient transport services and systems through the provision of driver licensing and vehicle registration services for:

- setting motor vehicle standards in accordance with national and Government requirements, examining motor vehicles for compliance with those standards and registering and transferring compliant motor vehicles;
 - setting standards and requirements for the enrolment and management of driver's licences and identity credentials, in accordance with State Government legislation and national identity security and privacy policies;
 - assessing driver competency, issuing and renewing driver's licences in accordance
- with national and Government requirements and driver competency standards;
 - securing and maintaining a database of registered vehicles and drivers and managing vehicle identification numbers, to support the enforcement of road traffic and other relevant laws;
 - collecting revenue on behalf of Government; and
 - informing and educating road users about driver licensing, vehicle registration and related requirements.

Average cost per vehicle and driver transaction



Reason for significant variance

There is no significant variance between the 2024-25 Target and 2024-25 Actual.

Variance between the 2023-24 Actual and the 2024-25 Actual

The increase (8.9 per cent) in the 2024-25 actual average cost per vehicle and driver transaction compared to 2023-24 actuals is due to higher employment costs arising from Public Sector Wages Policy increase, reclassification and recruitment of Customer Service Officers to meet increased service demand from 3.1 per cent population growth in Western Australia. Additionally, postage cost has been increased due to higher charges from Australia Post.

Efficiency indicators (continued)

Average cost per vehicle inspection performed by Vehicle Examination Centres



Reason for significant variance

Variance between the 2024-25 Target and the 2024-25 Actual

The increase (20.9 per cent) in the actual average cost per vehicle inspection performed by vehicle examination centres in 2024-25 compared to the 2024-25 Target is due to lower number of inspections performed by DoT than expected.

Demand for off-site heavy vehicle inspections decreased, particularly those related to mining and large industrial vehicles. Additionally, more inspections were completed by authorised mobile agents rather than DoT employees, which further reduced DoT's inspection volumes and increased the average cost.

Variance between the 2023-24 Actual and the 2024-25 Actual

The increase (24.9 per cent) in the actual average cost per vehicle inspection performed by vehicle examination centres between 2023-24 and 2024-25 is due to higher employment costs arising from Public Sector Wages Policy increase and a reduction in the number of inspections performed by DoT.

Demand for off-site heavy vehicle inspections decreased, particularly those related to mining and large industrial vehicles. Additionally, more inspections were completed by authorised mobile agents rather than DoT employees, which further reduced DoT's inspection volumes and increased the average cost.

Efficiency indicators (continued)

Average cost per vehicle inspection delivered through Authorised Inspection Stations



Reason for significant variance

There is no significant variance between the 2024-25 Target and 2024-25 Actual. There is no significant variance between the 2024-25 Actual and 2023-24 Actual.



Efficiency indicators (continued)

Average cost per driver assessment



Reason for significant variance

Variance between the 2024-25 Target and the 2024-25 Actual

The decrease (-12.3 per cent) in the actual average cost per driver assessment in 2024-25 compared to the 2024-25 target is due to underspend in employment costs as driver assessments have been delivered with less than budgeted driver assessors.

Variance between the 2023-24 Actual and the 2024-25 Actual

There is no significant variance between the 2024-25 Actual and 2023-24 Actual.

Efficiency indicators (continued)

Service 3: Maritime

This service supports the Department's outcome of an accessible and safe transport system through the delivery of coastal infrastructure and a range of marine safety, regulatory and education services, including:

- licensing and registration of recreational vessels, moorings, jetties, ferries, recreational skippers & 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 asset



Reason for significant variance

Variance between the 2024-25 Target and the 2024-25 Actual

The decrease (-5.2 per cent) in the actual average cost per day for planning, delivery, and management of a maritime asset in 2024-25 compared to the 2024-25 target is due to underspent in asset maintenance (particularly breakwater repairs at Fremantle, Hillary's and Dawesville) and projects spending (Ocean Reef Marina - Phase 2A and Tantabiddi Boating Facility) that need to be carried over.

Variance between the 2023-24 Actual and the 2024-25 Actual

The increase (5.7 per cent) in the actual average cost per day for planning, delivery, and management of a maritime asset between 2023-24 and 2024-25 Actuals is due to employment costs arising from Public Sector Wages Policy increase, rising utility charges (particularly electricity), repairs and maintenance expenses and increased depreciation.





Efficiency indicators (continued)

Average cost of managing waterways, safety and compliance – per registered recreational vessel



Reason for significant variance

Variance between the 2024-25 Target and the 2024-25 Actual

The increase (13.4 per cent) in the actual average cost of managing waterways, safety and compliance per registered recreational vehicle in 2024-25 compared to the 2024-25 target is due to repairs and maintenance of navigational safety infrastructure, employment costs arising from Public Sector Wages Policy increase and rising cost of abandoned vessel removals.

Variance between the 2023-24 Actual and the 2024-25 Actual

The increase (13.9 per cent) in the actual average cost of managing waterways, safety and compliance per registered recreational vehicle between 2023-24 and 2024-25 Actuals is due to repairs and maintenance of navigational safety infrastructure, employment costs arising from Public Sector Wages Policy increase and rising cost of abandoned vessel removals.

Efficiency indicators (continued)

Cost to maintain Marine Pollution Response preparedness per registered vessel



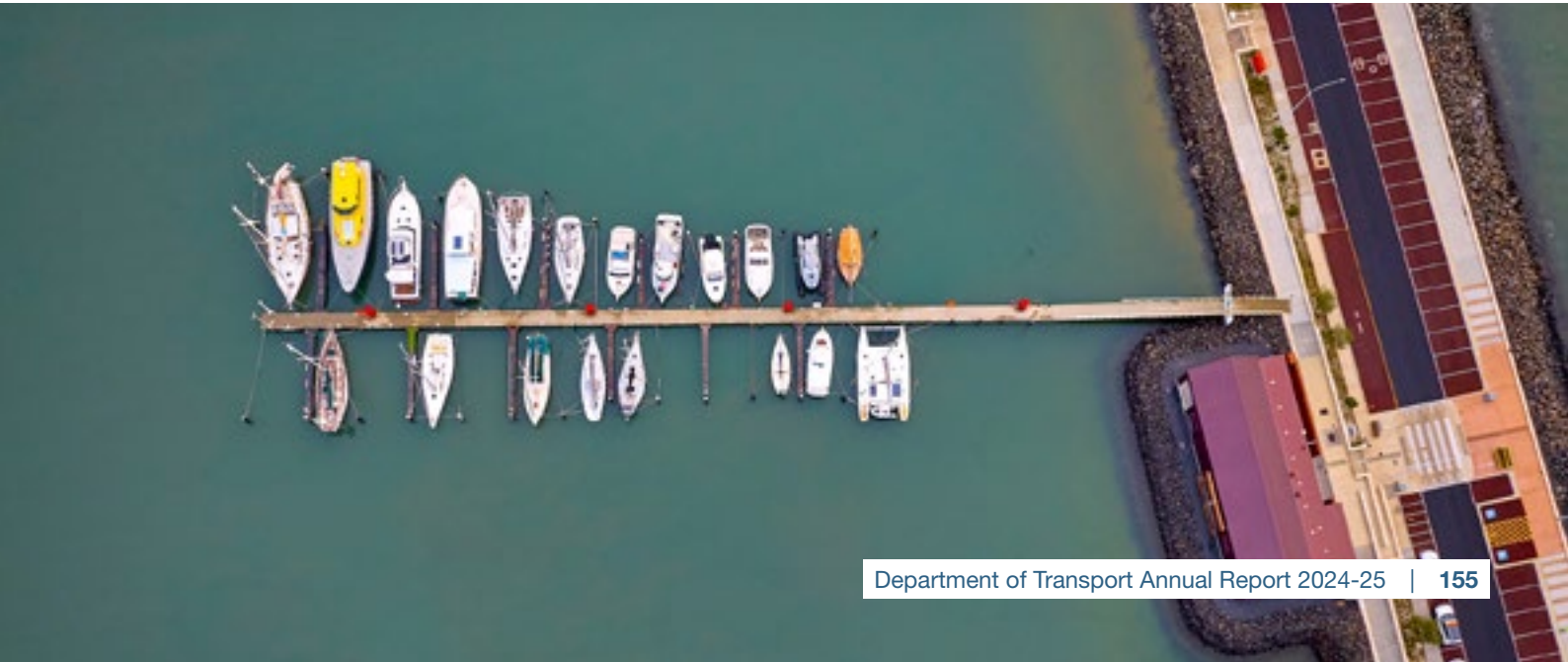
Reason for significant variance

Variance between the 2024-25 Target and the 2024-25 Actual

The decrease (-19.1 per cent) in the actual average cost to maintain pollution response preparedness per registered vessel in 2024-25 compared to the 2024-25 target is due to savings from hosting the Maritime Emergency Environmental Response (MEER) annual exercise at Kings Square rather than in Broome and other regional locations, which significantly lowered expenses related to travel, catering, and accommodation. Additionally, savings were achieved in employee benefits expenses due to temporary staff vacancies and associated overhead cost reduction.

Variance between the 2023-24 Actual and the 2024-25 Actual

The decrease (-7.5 per cent) in the actual average cost to maintain pollution response preparedness per registered vessel between 2023-24 and 2024-25 Actuals is due to savings from hosting the Maritime Emergency Environmental Response (MEER) annual exercise at Kings Square rather than at a regional location, which significantly lowered expenses related to travel, catering, and accommodation. Additionally, savings were achieved in employee benefits expenses due to temporary staff vacancies and associated overhead cost reduction.





Efficiency indicators (continued)

Service 4: On-demand Transport

This service contributes towards the provision of safe, accessible and sustainable personal on-demand transport services and systems through the provision of services for:

- setting and monitoring standards for on-demand transport vehicles;
- administering subsidies for taxi users, student and pensioner travel schemes; and
- authorising on-demand booking services;
- investigating complaints from on-demand transport patrons, operators and drivers.

Cost per On-demand Transport Authorisation

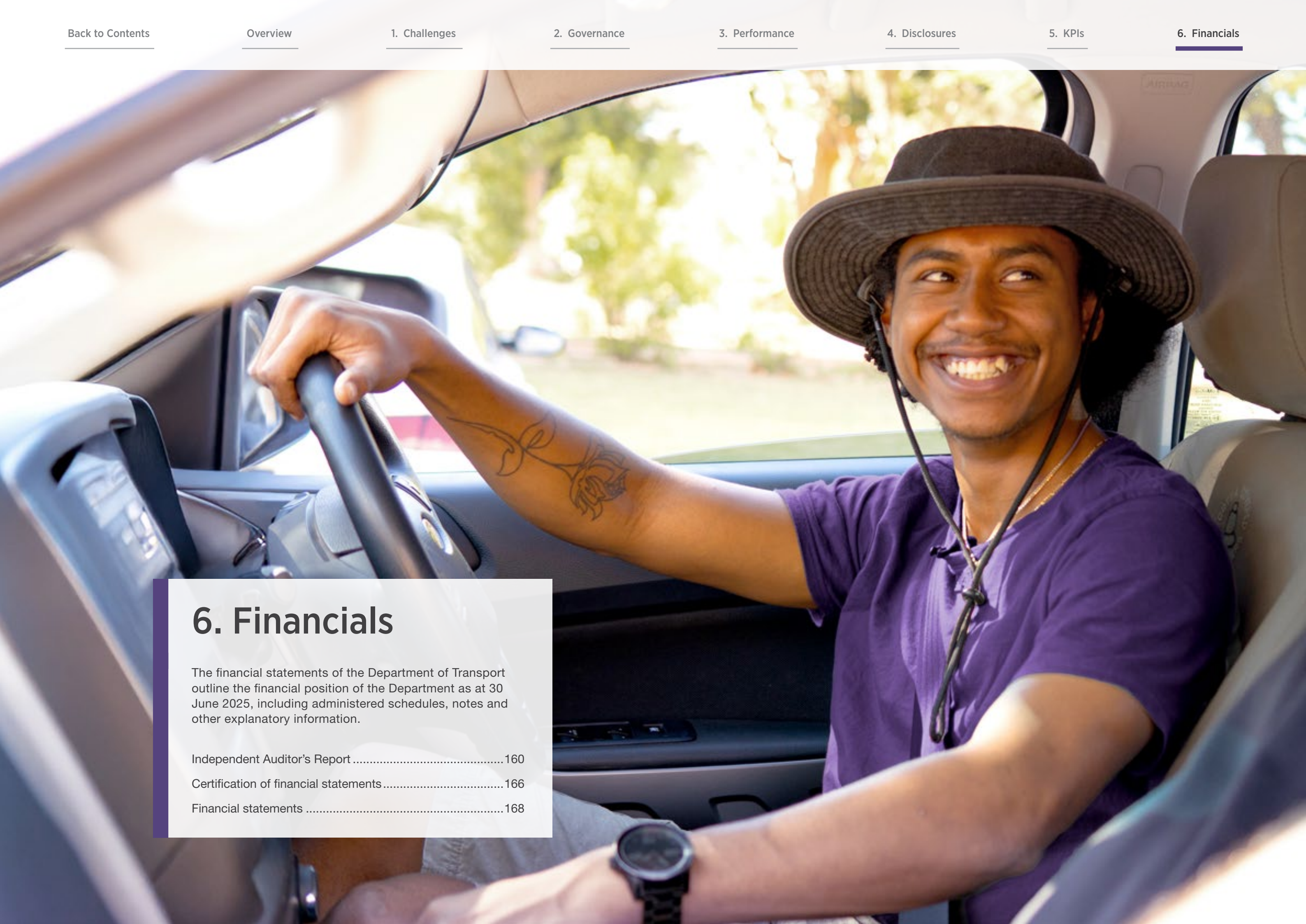


Reason for significant variance

There is no significant variance between the 2024-25 Target and 2024-25 Actual.

Variance between the 2023-24 Actual and the 2024-25 Actual

The decrease (-13.4 per cent) in the actual average cost per on-demand transport authorisation between 2023-24 and 2024-25 Actuals is due to growth in the authorisation volumes and more efficient use of existing resources. Staff were strategically reassigned to support priority initiatives without increasing overall FTE levels. In some cases, roles were filled on an acting basis without backfilling the original positions. While this approach helped reduce employment costs and supported the delivery of more authorisations at a lower average cost, it also required teams to carefully manage workloads to maintain service continuity.




6. Financials

The financial statements of the Department of Transport outline the financial position of the Department as at 30 June 2025, including administered schedules, notes and other explanatory information.

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Independent Auditor’s Report





Auditor General

INDEPENDENT AUDITOR’S REPORT

2025

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 (Department) which comprise:

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- administered schedules comprising the administered assets and liabilities as at 30 June 2025 and administered income and expenses by service for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Department for the year ended 30 June 2025 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer’s Instructions.

Basis for opinion

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

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

Responsibilities of the Director General for the financial statements

The Director General is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer’s Instructions
- such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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- In preparing the financial statements, the Director General is responsible for:
- assessing the entity’s ability to continue as a going concern
 - disclosing, as applicable, matters related to going concern
 - using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Department.

Auditor’s responsibilities for the audit of the financial statements

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

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

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor’s report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

Report on the audit of controls

Opinion

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

In my opinion, in all material respects, the controls exercised by the Department are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2025, and the controls were implemented as designed as at 30 June 2025.

The Director General’s responsibilities

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

Auditor General’s responsibilities

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

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Department for the year ended 30 June 2025 reported in accordance with the *Financial Management Act 2006* and the Treasurer’s Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Department for the year ended 30 June 2025 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Department’s performance and fairly represent indicated performance for the year ended 30 June 2025.

The Director General’s responsibilities for the key performance indicators

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

In preparing the key performance indicators, the Director General is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer’s Instruction 3 Financial Sustainability – Requirement 5: Key Performance Indicators.

Auditor General’s responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the 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 3 - Requirement 5 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

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

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

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

Other information

The Director General is responsible for the other information. The other information is the information in the entity’s annual report for the year ended 30 June 2025, but not the financial statements, key performance indicators and my auditor’s report.

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

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

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

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

This auditor’s report relates to the financial statements and key performance indicators of the Department of Transport for the year ended 30 June 2025 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 Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
9 September 2025

Certification of financial statements

For the financial year ended 30 June 2025

The accompanying financial statements of the Department of Transport have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2025 and the financial position as at 30 June 2025.

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
8 September 2025



Peter Woronzow
Director General
8 September 2025



Financial statements

Statement of Comprehensive Income for the year ended 30 June 2025

Department of Transport Statement of Comprehensive Income For the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expenses	3.1.1	217,135	177,955
Supplies and services	3.4	223,424	223,246
Depreciation and amortisation expenses	5.1-4	28,399	25,427
Accommodation expenses	3.4	21,436	20,014
Grants and subsidies	3.2	225,312	184,279
Finance costs	3.3	248	172
Other expenses	3.4	14,294	4,160
Total cost of services		730,248	635,253
Income			
Revenue			
User charges and fees	4.2	349,903	337,463
Sale of goods		35	40
Grants and contributions	4.3	11,359	4,636
Interest income		1,885	1,413
Other income	4.4	34,759	35,533
Total revenue		397,941	379,085
Total income		397,941	379,085
NET COST OF SERVICES		332,307	256,168
Income from State Government			
Service appropriation	4.1	159,331	153,062
Income from other public sector entities	4.1	105,103	76,728
Resources received free of charge	4.1	1,602	2,029
Royalties for Regions Fund	4.1	69,214	71,192
Total income from State Government		335,250	303,011
SURPLUS FOR THE YEAR		2,943	46,843
OTHER COMPREHENSIVE INCOME			
Items not reclassified subsequently to profit or loss			
Changes in asset revaluation surplus	9.9	131,147	18,349
Total other comprehensive income		131,147	18,349
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		134,090	65,192

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Department of Transport Statement of Financial Position As at 30 June 2025

	Notes	2025 \$'000	2024 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	7.1	282,007	228,186
Restricted cash and cash equivalents	7.1	441,551	527,664
Inventories	6.2	795	749
Receivables	6.1	23,739	13,006
Other current assets	6.4	6,114	5,086
Total current assets		754,206	774,691
Non-current assets			
Amounts receivable for services	6.3	390,256	365,353
Receivables	6.1	7,939	5,446
Property, plant and equipment	5.1	313,642	183,434
Infrastructure	5.2	369,274	288,209
Intangible assets	5.3	76,802	59,794
Right-of-use assets	5.4	3,638	4,078
Construction in progress	5.5	86,449	24,818
Total non-current assets		1,248,000	931,132
TOTAL ASSETS		2,002,206	1,705,823
LIABILITIES			
Current liabilities			
Payables	6.5	33,905	24,291
Contract liabilities	6.6	8,575	8,511
Employee related provisions	3.1.2	33,677	27,436
Lease liabilities	7.2	1,726	1,942
Other current liabilities	6.7	1,466	1,673
Total current liabilities		79,349	63,853
Non-current liabilities			
Employee related provisions	3.1.2	9,517	8,200
Contract liabilities	6.6	-	2,214
Lease liabilities	7.2	2,127	2,298
Total non-current liabilities		11,644	12,712
TOTAL LIABILITIES		90,993	76,565
NET ASSETS		1,911,213	1,629,258
EQUITY			
Contributed equity	9.9	1,093,834	945,969
Reserves	9.9	166,144	34,997
Accumulated surplus	9.9	651,235	648,292
TOTAL EQUITY		1,911,213	1,629,258

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

Department of Transport Statement of Changes in Equity

For the year ended 30 June 2025

	Notes	Contributed equity \$'000	Reserves \$'000	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2023		945,908	16,648	601,449	1,564,005
Surplus for the year		-	-	46,843	46,843
Other comprehensive income		-	18,349	-	18,349
Total comprehensive income for the year		-	18,349	46,843	65,192
Transactions with owners in their capacity as owners:	9.9				
Capital appropriations		41,854	-	-	41,854
Other contributions by owners					
- Regional Development Headworks Fund		7,043	-	-	7,043
- Department of Planning, Lands and Heritage		1,225	-	-	1,225
- Main Roads Western Australia to Westport		506	-	-	506
Distribution to owners					
- Department of Planning, Lands and Heritage		(1,567)	-	-	(1,567)
- Main Roads Western Australia		(45,000)	-	-	(45,000)
- Westport to Main Roads Western Australia		(4,000)	-	-	(4,000)
Total		61	-	-	61
Balance at 30 June 2024		945,969	34,997	648,292	1,629,258
Balance at 1 July 2024		945,969	34,997	648,292	1,629,258
Surplus for the year		-	-	2,943	2,943
Other comprehensive income		-	131,147	-	131,147
Total comprehensive income for the year		-	131,147	2,943	134,090
Transactions with owners in their capacity as owners:	9.9				
Capital appropriations		53,697	-	-	53,697
Other contributions by owners					
- Regional Development Headworks Fund		46,100	-	-	46,100
- Department of Planning, Lands and Heritage		88,103	-	-	88,103
- Main Roads Western Australia to Westport		2,452	-	-	2,452
Distribution to owners					
- Main Roads Western Australia		(35,000)	-	-	(35,000)
- Westport to Main Roads Western Australia		(7,487)	-	-	(7,487)
Total		147,865	-	-	147,865
Balance at 30 June 2025		1,093,834	166,144	651,235	1,911,213

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

Department of Transport Statement of Cash Flows

for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		134,221	130,388
Capital appropriations		53,697	41,854
Funds from other public sector agencies		96,640	80,039
Cash transferred from other agencies		48,553	7,549
Royalties for Regions Fund		69,214	71,192
Net cash provided by State Government		402,325	331,022
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(208,075)	(174,600)
Supplies and services		(226,904)	(223,642)
Finance costs		(248)	(172)
Accommodation		(21,230)	(19,925)
Grants and subsidies		(222,278)	(182,481)
GST payments on purchases		(53,184)	(42,939)
Other payments		(6,013)	(3,255)
Receipts			
Sale of goods		34	40
User charges and fees		349,531	336,780
Grants and contributions		11,359	4,717
Interest received		1,807	1,298
GST receipts on sales		11,251	10,225
GST receipts from taxation authority		37,294	35,472
Other receipts		33,702	39,529
Net cash used in operating activities	7.1.2	(292,954)	(218,953)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		(93,813)	(36,011)
Receipts			
Proceeds from sale of non-current assets		140	182
Net cash used in investing activities		(93,673)	(35,829)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Repayment of lease liabilities		(3,010)	(3,083)
Distribution to owners		(42,487)	(50,567)
Payment to accrued salaries account		(2,493)	(927)
Net cash used in financing activities		(47,990)	(54,577)
Net increase in cash and cash equivalents		(32,292)	21,663
Cash and cash equivalents at the beginning of the year		755,850	738,705
Adjustment for the reclassification of accrued salaries		-	(4,518)
Cash and cash equivalents at the end of the year	7.1.1	723,558	755,850

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

Department of Transport
Administered schedules
for the year ended 30 June 2025

Administered income and expenses by service

	Strategic Transport Policy and Integrated Planning		Driver and Vehicle Services		On-demand Transport		Total	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'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	-	-	5,526	8,552	-	-	5,526	8,552
Speed and red-light infringements	-	-	99,340	118,733	-	-	99,340	118,733
Final demand traffic infringements	-	-	2,858	2,936	-	-	2,858	2,936
Motor vehicle registrations								
Motor vehicle fees	-	-	65	113	-	-	65	113
Motor vehicle registrations	-	-	1,406,580	1,293,002	-	-	1,406,580	1,293,002
Vehicle Licence Duty	-	-	784,971	755,065	-	-	784,971	755,065
Third party motor vehicle insurance premiums	-	-	1,014,695	939,769	-	-	1,014,695	939,769
Catastrophic Injury Support Scheme	-	-	295,205	282,099	-	-	295,205	282,099
Service WA fees collected	-	-	69	64	-	-	69	64
NDIS worker screening application fees	-	-	1,837	2,420	-	-	1,837	2,420
Other Income	-	-	6,177	-	-	-	6,177	-
Total administered income	100	100	3,617,323	3,402,753	-	-	3,617,423	3,402,853
Expenses								
Transfer payments								
Consolidated account	-	-	2,233,210	2,075,540	8,405	-	2,241,615	2,075,540
Department of Local Government, Sport and Cultural Industries	-	-	65	113	-	-	65	113
Insurance Commission of Western Australia	-	-	1,309,900	1,221,868	-	-	1,309,900	1,221,868
WA Coastal Shipping Commission	100	100	-	-	-	-	100	100
Road Trauma Trust Account	-	-	72,557	101,809	-	-	72,557	101,809
Service WA payments	-	-	1,906	2,485	-	-	1,906	2,485
Other expenses	-	-	-	1,519	-	-	-	1,519
Total administered expenses	100	100	3,617,638	3,403,334	8,405	-	3,626,143	3,403,434

Department of Transport
Administered schedules
for the year ended 30 June 2025

Administered assets and liabilities

	2025 \$'000	2024 \$'000
Current assets		
Cash	18,652	25,508
Receivables ⁽ⁱ⁾	12,445	12,759
Total current assets	31,097	38,267
Total administered assets	31,097	38,267
Current liabilities		
Payables	8,102	7,366
Accruals and interest payable	10,051	9,238
Total current liabilities	18,153	16,604
Total administered liabilities	18,153	16,604

(i) Notes to the Schedule of Administered Items – Receivables

	2025 \$'000	2024 \$'000
Current receivables	22,727	29,670
Allowance for impairment of receivables	(10,282)	(16,911)
	12,445	12,759

Note 1 Basis of Preparation

The Department is a WA Government not-for-profit entity controlled by the State of Western Australia, which is the ultimate parent.

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

These annual financial statements were authorised for issue by the Accountable Authority of the Department on 8 September 2025.

Statement of compliance

The financial statements constitute general purpose financial statements that have been prepared in accordance with Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by Treasurer’s instructions. Several of these are modified by Treasurer’s instructions to vary application, disclosure, format and wording.

The *Financial Management Act 2006* (the Act) and Treasurer’s instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

The financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case, the different measurement basis is disclosed in the associated note. All values are rounded to nearest thousand dollars (\$’000).

Judgements and estimates

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

Accounting for Goods and Services Tax

Income, expenses, assets and liabilities 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 TI 8 – Requirement 8.1(i) 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.

Note 1 Basis of Preparation (continued)

Administered items

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

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

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

Note 2 Department outputs
How the Department operates

This section includes information regarding the 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 funded by user fees and charges determined by prevailing market forces and 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.

Notes to the Financial Statements

Department of Transport

2.2 Schedule of Income and Expenses by Service

For the year ended 30 June 2025

	Strategic Transport Policy & Integrated Planning		Driver and Vehicle Services		Maritime		On-demand Transport		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cost of services										
Expenses	34,505	29,782	141,613	109,775	35,038	32,411	5,979	5,987	217,135	177,955
Employee benefits expenses	43,874	58,288	112,449	100,028	64,553	62,520	2,548	2,410	223,424	223,246
Supplies and services	1,546	1,453	8,187	7,132	18,195	16,317	471	525	28,399	25,427
Depreciation and amortisation expenses	2,613	1,796	12,805	12,262	5,422	5,297	596	659	21,436	20,014
Accommodation expenses	128,928	104,927	68,741	53,278	4,073	5,589	23,570	20,485	225,312	184,279
Grants and subsidies	15	13	141	88	85	65	7	6	248	172
Finance costs	727	790	2,432	2,233	10,615	1,025	520	112	14,294	4,160
Other expenses	212,208	197,049	346,368	284,796	137,981	123,224	33,691	30,184	730,248	635,253
Total cost of services										
Income	59,081	55,972	236,555	232,479	43,917	39,674	10,350	9,338	349,903	337,463
User charges and fees	1	1	7	2	27	37	-	-	35	40
Sale of goods	9,465	1,850	1,894	1,663	-	1,123	-	-	11,359	4,636
Grants and contributions	312	245	1,223	863	293	258	57	47	1,885	1,413
Interest income	3,755	5,964	411	732	29,790	28,801	803	36	34,759	35,533
Other income	72,614	64,032	240,090	235,739	74,027	69,893	11,210	9,421	397,941	379,085
Total revenue										
Gains	-	-	-	-	-	-	-	-	-	-
Other gains	-	-	-	-	-	-	-	-	-	-
Total gains										
Total income	72,614	64,032	240,090	235,739	74,027	69,893	11,210	9,421	397,941	379,085
Net cost of services	139,594	133,017	106,278	49,057	63,954	53,331	22,481	20,763	332,307	256,168
Income from State Government										
Service appropriation	26,365	63,506	103,354	71,685	24,777	15,081	4,835	2,790	159,331	153,062
Income from other public sector entities	29,671	24,359	67,896	48,220	7,512	4,112	24	37	105,103	76,728
Resources received free of charge	265	353	1,039	1,243	249	365	49	68	1,602	2,029
Royalties for Regions Fund	29,033	34,959	40,137	34,285	34	1,935	10	13	69,214	71,192
Total income from State Government	85,334	123,177	212,426	155,433	32,572	21,493	4,918	2,908	335,250	303,011
Surplus/(deficit) for the year	(54,260)	(9,840)	106,148	106,376	(31,382)	(31,838)	(17,563)	(17,855)	2,943	46,843

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

Department of Transport

2.3 Schedule of Assets and Liabilities by Service

As at 30 June 2025

	Strategic Transport Policy & Integrated Planning		Driver and Vehicle Services		Maritime		On-demand Transport		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets										
Current assets	124,799	134,796	489,232	474,654	117,286	139,444	22,889	25,797	754,206	774,691
Non-current assets	206,506	162,017	809,545	570,505	194,074	167,603	37,875	31,007	1,248,000	931,132
Total assets	331,305	296,813	1,298,777	1,045,159	311,360	307,047	60,764	56,804	2,002,206	1,705,823
Liabilities										
Current liabilities	13,130	11,111	51,470	39,123	12,340	11,493	2,409	2,126	79,349	63,853
Non-current liabilities	1,927	2,212	7,553	7,788	1,811	2,289	353	423	11,644	12,712
Total liabilities	15,057	13,323	59,023	46,911	14,151	13,782	2,762	2,549	90,993	76,565
Net assets/liabilities	316,248	283,490	1,239,754	998,248	297,209	293,265	58,002	54,255	1,911,213	1,629,258

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	2025 \$'000	2024 \$'000
Employee benefits expenses	3.1.1	217,135	177,955
Employee related provisions	3.1.2	43,194	35,636
Grants and subsidies	3.2	225,312	184,279
Finance costs	3.3	248	172
Other expenditure	3.4	259,154	247,420

3.1.1. Employee benefits expenses

	2025 \$'000	2024 \$'000
Wages and salaries	193,577	158,644
Superannuation - defined contributions plans	21,585	17,433
Other related expenses	1,973	1,878
Total employee benefits expenses	217,135	177,955
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	392	373
Less: Employee contributions (per the statement of comprehensive income)	(174)	(165)
Net employee benefits	217,353	178,163

Employee benefits include wages, salaries and social contributions, accrued and paid leave entitlements and paid sick leave, and non-monetary benefits recognised under accounting standards other than AASB 16 (such as medical care, housing, cars and free or subsidised goods or services) for employees.

Superannuation is the amount recognised in profit or loss of the Statement of comprehensive income comprises employer contributions paid to the Gold State Super (concurrent contributions), the West State Super, other Government Employees Superannuation Board schemes or other superannuation funds.

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

	2025 \$'000	2024 \$'000
Current		
<u>Employee benefits provisions</u>		
Annual leave	13,474	10,999
Long service leave	19,551	15,902
Deferred salary scheme	255	218
	33,280	27,119
<u>Other provisions</u>		
Employment on-costs	386	314
Purchased leave	11	3
Total current employee related provisions	33,677	27,436

Non-Current

<u>Employee benefits provisions</u>		
Long service leave	9,399	8,098
	9,399	8,098
<u>Other provisions</u>		
Employment on-costs	118	102
Total non-current employee related provisions	9,517	8,200

Total employee related provisions

43,194	35,636
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Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the year the services are delivered.

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

	2025 \$'000	2024 \$'000
Within 12 months of the end of the financial year	11,050	9,105
More than 12 months after the end of the financial year	2,424	1,894
	13,474	10,999

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

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

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Department has the right to defer the settlement of the liability until the employee has completed the requisite years of service. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2025 \$'000	2024 \$'000
Within 12 months of the end of the financial year	5,858	5,223
More than 12 months after the end of the financial year	23,092	18,777
	28,950	24,000

The provision for long service leave is calculated at present value as the Department does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement and discounted using market yields at the end of the financial year on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

3.1.2 Employee related provisions (continued)

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

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses', Note 3.4 and are not included as part of the Department's 'employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

	2025	2024
	\$'000	\$'000
Carrying amount at start of year	416	436
Additional provisions recognised	91	29
Payments of economic benefits	(3)	(49)
Carrying amount at end of year	504	416

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

	2025	2024
	\$'000	\$'000
Active Traffic Management	2,250	2,250
Aviation (Public Air Route) Subsidies	1,500	1,178
Coastal Projects and Zone Management	1,428	3,679
Community Police	2,669	2,937
Driving Access and Equity Program ⁽ⁱ⁾	7,690	4,092
Fare Subsidies (Pensioners)	993	1,048
Fremantle Port Authority - Feasibility Studies	-	3,855
Fremantle Container Rail Subsidy	7,912	6,703
Future of Fremantle	-	1,312
Inner City Projects - CBD Transport Plan	1,493	3,735
Inter-Regional Flight Network Expansion	2,536	1,522
Kimberley Resilience Program - Aboriginal Community Airstrip Renewal Program	199	-
Marine Communications	791	769
National Transport Reforms	301	362
Outdoor Adventure Tourism Package	3,775	-
Passenger Transport Subsidy Scheme ⁽ⁱⁱ⁾	15,490	13,355
Public Transport Authority - Central Area Transit Bus Services ⁽ⁱⁱⁱ⁾	20,650	25,363
Public Transport Authority - Electric Buses and Depot Modifications ^(iv)	17,170	-
Public Transport Authority - Tunnel Monitoring System	1,957	3,173
Recreational Boat Facilities	804	1,142
Regional Airfare Zone Cap ^(v)	32,921	24,451
Regional Airport Development Scheme	359	1,590
Regional Airports - Pavement Upgrades	-	5,235
Regional Pensioner Travel Card ^(vi)	33,373	27,127
Student Fare Concessions	991	1,059
Taxi User Co-payment	5,883	4,649
Western Australian Bicycle Network (including Principal Shared Path Program) ^(vii)	12,802	23,927
Westport - Enabling Works ^(viii)	23,640	-
Wheelchair Accessible Vehicle - Vehicle Modification Grant	213	-
Zero Emission Vehicle Purchase Rebates ^(ix)	25,008	19,120
Other Grants and Subsidies	514	646
Total expense for services	225,312	184,279

Grants expenses are those transactions where the Department provides goods, services or assets without receiving equal value in return.

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

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

(i)

The Driving Access and Equity Program supports disadvantaged drivers through the entire licensing process to improve employment opportunities.

(ii)

The Passenger Transport Subsidy Scheme (PTSS) provides subsidised taxi travel to WA residents with permanent and severe disability that prevent them using conventional public transport services.

(iii)

The Central Area Transit (CAT) Bus Services grant provides disbursements for administering and operating the free Central Area Transit and the Free Transit Zone services in Perth.

(iv)

The Electric Buses and Depot Modifications grant is a reinvestment of Licensing Account funds to purchase electric buses and its associated charging infrastructure at Elizabeth Quay Bus Station.

(v)

The Regional Airfare Zone Cap initiative is to enable air travel to be more affordable to residents of regional Western Australia and increase liveability in the regions.

(vi)

The Regional Pensioner Travel Card, formerly known as Country Age Pension (CAP) Fuel Card Scheme, recognises that travel costs place a significant burden on country pensioners who do not have access to extensive public transport and who rely on private vehicle and/or taxi travel to access services, often far from their homes.

3.2 Grants and subsidies (continued)

- (vii) Western Australian Bicycle Network (including Principal Shared Path Program) is made up of three grant funding components, Principal Shared Path Expansion Program, Western Australian Bicycle Network Grants Program and Connecting Schools.
- (viii) Westport – Enabling Works is a grant for deploying an artificial reef in Cockburn Sound that is intended to enhance the existing habitat and health of the marine environment and recreational fishing for the long term.
- (ix) The Zero Emission Vehicle Purchase Rebates scheme is a financial incentive to encourage the take up of zero and low emission light vehicles (ZLEVs) and battery electric vehicles (EVs) as part of the Government's Clean Energy Car Fund.

3.3 Finance costs

	2025 \$'000	2024 \$'000
Lease interest expense	248	172
	248	172

3.4 Other expenditure

	2025 \$'000	2024 \$'000
Supplies and services ⁽ⁱ⁾		
Cloud services	8,731	7,680
Communications	16,871	14,173
Consultants and contractors	91,300	103,118
Consumables ⁽ⁱⁱ⁾	22,694	21,331
Commissions	49,620	44,898
Data processing	801	774
Drivers licence card production	1,430	1,299
Number plate production	5,465	5,134
Repairs and maintenance ⁽ⁱⁱⁱ⁾	22,904	21,411
Travel	1,905	1,823
Other	1,703	1,605
	223,424	223,246
Accommodation expenses		
Rentals	18,564	17,268
Cleaning	2,872	2,746
	21,436	20,014

	2025 \$'000	2024 \$'000
Other expenses ^(iv)		
Employment on-costs ^(v)	1,698	1,323
Audit cost ^(vi)	404	373
Catering	105	98
Corporate membership fees	232	329
Donations and sponsorships	21	54
Expected credit losses expense ^(vii)	160	677
Impairment losses	400	-
Loss on disposal of non-current assets ^(viii)	932	-
Storage and removal	702	279
Prior year construction in progress expensed	112	310
Return funding to Department of Treasury	-	626
Settlement expenses ^(ix)	5,665	-
Other ^(x)	3,863	91
	14,294	4,160

Total other expenditure

	259,154	247,420
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3.4 Other expenditure (continued)

- (i) Supplies and services are recognised as an expense in the financial year in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.
- (ii) Consumables expenses include short-term leases with a lease term of 12 months or less and low-value leases with an underlying value of \$5,000 or less.
- (iii) 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 2025 fee. See also note 9.8 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).
- (viii) Loss on disposal of non-current assets

	2025 \$'000	2024 \$'000
Net proceeds from disposal of non-current assets		
Property, plant and equipment	140	-
Infrastructure	-	-
Intangible assets	-	-
Carrying amount of non-current assets disposed		
Property, plant and equipment	(79)	-
Infrastructure	(146)	-
Intangible assets	(847)	-
Net loss on disposal of non-current assets	(932)	-

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

- (ix) Settlement expenses comprise a confidential settlement amount to terminate a long-term lease of land in order to pursue further development opportunities. There is also a partial award in an arbitration matter relating to a lease where paid rent is to be refunded.
- (x) Other expenses include claims regarding the payment of interest and costs incurred in arbitration matters.

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	2025 \$'000	2024 \$'000
Income from State Government	4.1	335,250	303,011
User charges and fees	4.2	349,903	337,463
Grants and contributions	4.3	11,359	4,636
Other income	4.4	34,759	35,533

4.1 Income from State Government

	2025 \$'000	2024 \$'000
Appropriations received during the year		
Service appropriation ^(a)	157,718	151,496
Amounts authorised by other statutes	1,613	1,566
	159,331	153,062
Income from other public sector entities during the year ^(b)		
Government grants and contributions	64,679	40,766
Service Level Agreements	2,759	2,444
Service Level Agreement - Shared IT	711	1,054
Service Level Agreement - WA Coastal Shipping Commission	70	66
Commissions - Insurance Commission of Western Australia	34,726	31,711
Commissions - Processing Application Fees	669	647
Net assets transferred in	1,489	40
	105,103	76,728
Resources received free of charge from other public sector entities ^(c)		
Department of Education		
- Provision of data	1	-
Department of Finance		
- Accommodation	640	664
Department of Planning, Lands and Heritage		
- Provision of data	9	40
Department of Primary Industries and Regional Development		
- Digital scanning	15	16
Department of Water and Environmental Regulation		
- Modelling services	-	1
Landgate		
- Provision of data	4	281
State Solicitor's Office		
- Legal services	427	236
Main Roads Western Australia		
- Accommodation	290	504
- Planning and technical support, sustainability advice	154	225
WA Treasury Corporation		
- Advisory services	62	62
	1,602	2,029

4.1 Income from State Government (continued)

	2025 \$'000	2024 \$'000
Royalties for Regions Fund ^(d)		
Regional Pensioner Travel Card	34,118	33,759
Carnarvon One Mile Jetty	-	1,500
Driver Access Equity Program	5,910	405
Drummond Cove Coastal Erosion	-	400
Kununurra-Halls Creek-Balgo Regular Passenger Transport	200	200
Regional Two-Zone Airfare Cap for Regional Residents	25,533	29,759
Warmun Airstrip Upgrade	-	5,000
WA Agricultural Supply Chain Improvement Activities	3,300	-
Other	153	169
	69,214	71,192
Total income from State Government	335,250	303,011

- (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** is 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** is 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 2025

	Budget Estimate \$'000	Additional funding \$'000	Revised Budget \$'000	Actual \$'000	Variance \$'000
DELIVERY OF SERVICES					
Item 87 Net amount appropriated to deliver services	120,147	37,571	157,718	157,718	-
Amount authorised by other statutes					
- Salaries and Allowances Act 1975	1,613	154	1,767	1,613	(154)
Total appropriations provided to deliver services	121,760	37,725	159,485	159,331	(154)
CAPITAL					
Item 154 Capital appropriations ^(a)	46,757	(6,580)	40,177	53,697	13,520
ADMINISTERED TRANSACTIONS					
Item 88 WA Coastal Shipping Commission	100	-	100	100	-
Total administered items	100	-	100	100	-
	168,617	31,145	199,762	213,128	13,366

(a) The variation is due to the funding provided by Treasury's Special Purpose Account for Climate Action and Digital Capability fund programs.

4.2 User charges and fees

	Notes	2025 \$'000	2024 \$'000
Boat registration fees		26,195	24,622
Small boat harbour fees		15,422	12,907
Other maritime fees		2,168	2,100
Motor drivers licence application fees		96,746	88,224
Motor vehicle recording, transfer, plate and inspection fees		134,214	139,200
Passenger transport vehicle fees		9,582	8,547
Perth parking licence fees	9.7	59,079	55,971
Other fees		6,497	5,892
		349,903	337,463

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 2024-25 Budget Statements, the Department retained \$398 million in 2024-25 (\$379 million in 2023-24) from the following.

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

4.3 Grants and contributions

	2025 \$'000	2024 \$'000
Indian Ocean Territories	1,894	1,663
Other Commonwealth grants	9,465	2,948
Other Grants	-	25
	11,359	4,636

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

	2025 \$'000	2024 \$'000
Rents and leases	20,589	20,026
Recoups of operating expenses ⁽ⁱ⁾	6,371	3,053
Gain on disposal of non-current assets ⁽ⁱⁱ⁾	-	9
Harbour utility charges	5,585	5,849
Other	2,214	6,596
	34,759	35,533

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

(i) Recoupment of operating activities is recognised when invoiced.

(ii) Gain on disposal of non-current assets

	2025 \$'000	2024 \$'000
Net proceeds from disposal of non-current assets		
Property, plant and equipment	-	200
Infrastructure	-	-
Intangible assets	-	-
Carrying amount of non-current assets disposed		
Property, plant and equipment	-	(144)
Infrastructure	-	-
Intangible assets	-	(47)
Net gain on disposal of non-current assets	-	9

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

Note 5 Key Assets

Assets the Department utilises for economic benefit or service potential

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

	Notes	2025 \$'000	2024 \$'000
Property, plant and equipment	5.1	313,642	183,434
Infrastructure	5.2	369,274	288,209
Intangible assets	5.3	76,802	59,794
Right-of-use assets	5.4	3,638	4,078
Construction in progress	5.5	86,449	24,818

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 2025								
Carrying amount at start of year	146,405	22,324	5,306	5,983	1,428	911	1,077	183,434
Additions	-	126	1,500	1,481	527	-	455	4,089
Revaluation (a) (c)	126,573	4,574	-	-	-	-	-	131,147
Disposals	-	-	-	(8)	-	-	(70)	(78)
Write-offs	-	-	-	-	-	-	-	-
Transfers (b)	350	(80)	-	(18)	-	-	-	252
Depreciation	-	(1,528)	(1,289)	(1,461)	(543)	(184)	(197)	(5,202)
Carrying amount at end of year	273,328	25,416	5,517	5,977	1,412	727	1,265	313,642
Gross carrying amount	273,328	25,419	17,771	17,458	6,032	1,790	4,424	346,222
Accumulated depreciation	-	(3)	(12,254)	(11,481)	(4,620)	(1,063)	(3,159)	(32,580)
Accumulated impairment losses	-	-	-	-	-	-	-	-

(a) The revaluation resulted in a large increase in the fair value of the Department's land due to Landgate reviewing and re-assessing the methodology to determine service capacity of the land. Refer to note 8.3.

(b) The Department of Planning, Lands and Heritage (DPLH) is the only Department with the power to transfer Crown land. The land is transferred from DPLH and the agency accounts for the transfer as a contribution by owner.

(c) Of this amount, \$2,298,000 relates to professional and project management fees, which are now included in the value of current use building assets under the current replacement cost basis as required by the prospective application of AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*.

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 2024								
Carrying amount at start of year	129,216	20,365	5,007	5,185	1,072	524	1,013	162,382
Additions	-	878	1,725	2,218	876	545	283	6,525
Revaluation	15,964	2,385	-	-	-	-	-	18,349
Disposals	-	-	-	(106)	(20)	(2)	(16)	(144)
Write-offs	-	-	-	-	-	-	-	-
Transfers ^(a)	1,225	-	-	5	-	10	25	1,265
Depreciation	-	(1,304)	(1,426)	(1,319)	(500)	(166)	(228)	(4,943)
Carrying amount at end of year	146,405	22,324	5,306	5,983	1,428	911	1,077	183,434
Gross carrying amount	146,405	22,373	16,348	16,214	5,852	1,803	4,492	213,487
Accumulated depreciation	-	(49)	(11,042)	(10,231)	(4,424)	(892)	(3,415)	(30,053)
Accumulated impairment losses	-	-	-	-	-	-	-	-

(a) The Department of Planning, Lands and Heritage (DPLH) is the only Department with the power to transfer Crown land. The land is transferred from DPLH and the agency accounts for the transfer as a contribution by owner.

5.1 Property, plant and equipment (continued)

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 2024 by the Western Australian Land Information Authority (Landgate). The valuations were performed during the year ended 30 June 2025 and recognised at 30 June 2025. In undertaking the revaluation, fair value was determined by reference to market value: \$2,833,000 (2024: \$2,745,000). 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 2024 by Landgate. The valuations were performed during the year ended 30 June 2025 and recognised at 30 June 2025. In undertaking the revaluation, fair value was determined by reference to market value: \$1,186,000 (2024: \$1,146,000). For the remaining balance, fair value of buildings was determined on the basis of current replacement cost.

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

In addition, for buildings under the current replacement cost basis, estimated professional and project management fees are included in the valuation of current use assets as required by AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*.

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

Information on fair value measurements is provided in note 8.3.

5.1 Property, plant and equipment (continued)

Derecognition

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

Asset revaluation surplus

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

5.1.1. Depreciation and impairment

Charge for the period

	2025 \$'000	2024 \$'000
Depreciation		
Buildings	1,528	1,304
Refurbishments, furniture and fittings	1,289	1,426
Plant and equipment	1,461	1,319
Computer hardware	543	500
Vehicles and vessels	381	394
	5,202	4,943

Finite useful lives

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

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

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

Impairment

	2025 \$'000	2024 \$'000
Impairment		
Buildings	-	110
	-	110

No surplus assets have been identified at 30 June 2025.

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

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

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

5.1.1 Depreciation and impairment (continued)

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

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

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

Please refer to note 5.3 for guidance in relation to the impairment assessment that has been performed for intangible assets.

5.2 Infrastructure

Reconciliation

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

	2025 \$'000	2024 \$'000
Carrying amount at start of year	288,209	274,048
Additions	5,597	24,678
Disposals	(146)	-
Transfers	87,833	113
Depreciation	(12,219)	(10,630)
Carrying amount at end of year	369,274	288,209
Gross carrying amount	575,166	482,258
Accumulated depreciation	(205,892)	(194,049)
Accumulated impairment losses		-
The carrying amounts of infrastructure comprises:		
Breakwaters and groynes	125,292	90,953
Wharves, jetties and boat pens	88,759	83,306
Navigation aids	9,961	7,566
Channel development and earthworks	77,573	37,350
Associated infrastructure ⁽ⁱ⁾	67,689	69,034
	369,274	288,209

(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

	2025 \$'000	2024 \$'000
Depreciation		
Infrastructure	12,219	10,630
	12,219	10,630

5.2.1. Depreciation and impairment (continued)

Finite useful lives

Infrastructure assets are predominantly maritime infrastructure assets.

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

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

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

5.3 Intangible assets

Reconciliation

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

	2025	2024
	\$'000	\$'000
Carrying amount at start of year	59,794	52,639
Additions	24,165	14,168
Disposals	(847)	(47)
Transfers	2,307	-
Impairment losses	(400)	-
Amortisation expense	(8,217)	(6,966)
Carrying amount at end of year ⁽ⁱ⁾	76,802	59,794
Gross carrying amount	165,135	143,500
Accumulated amortisation	(88,333)	(83,706)
Accumulated impairment losses	-	-

(i) Intangible assets comprise computer software and licences.

Initial recognition

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

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

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

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

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

5.3 Intangible assets (continued)

Subsequent measurement

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

Computer software

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

Software as a Service (SaaS) arrangements

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

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

5.3.1. Amortisation and impairment

Charge for the period

	2025	2024
	\$'000	\$'000
<u>Amortisation</u>		
Intangible assets	8,217	6,966
	8,217	6,966

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.

	2025	2024
	\$'000	\$'000
<u>Impairment</u>		
Intangible assets	400	-
	400	-

Impairment of intangible assets

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

The Department entered into an agreement to receive licensed material from another interstate government agency. This agreement included transferring a copy of the most up to date version of their mobile application to be used as the foundation for the Department's own mobile application.

While the entire iOS and Android application code was refactored into the Department's product, the application program interface (API) back end was not fully utilised and some features were not implemented.

As a result, an impairment loss of \$400,000 was recognised and the value of the intangible asset transferred reduced to its recoverable amount equating to its current replacement cost.

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 2025						
Carrying amount at start of year	41	663	164	1,478	1,732	4,078
Additions	-	335	606	292	1,099	2,332
Disposals	-	(11)	-	-	-	(11)
Depreciation	(3)	(566)	(637)	(959)	(596)	(2,761)
Carrying amount at end of year	38	421	133	811	2,235	3,638
Gross carrying amount	54	2,173	220	2,423	3,471	8,341
Accumulated depreciation	(16)	(1,752)	(87)	(1,612)	(1,236)	(4,703)
Accumulated impairment losses	-	-	-	-	-	-
	Land \$'000	Buildings \$'000	Plant and equipment \$'000	Computer hardware \$'000	Vehicles \$'000	Total \$'000
Year ended 30 June 2024						
Carrying amount at start of year	36	831	462	1,712	949	3,990
Additions	8	399	301	998	1,275	2,981
Disposals	-	-	-	-	(5)	(5)
Depreciation	(3)	(567)	(599)	(1,232)	(487)	(2,888)
Carrying amount at end of year	41	663	164	1,478	1,732	4,078
Gross carrying amount	54	2,085	2,716	4,610	2,688	12,153
Accumulated depreciation	(13)	(1,422)	(2,552)	(3,132)	(956)	(8,075)
Accumulated impairment losses	-	-	-	-	-	-

Initial recognition

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

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

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

The Department has leases for vehicles, office equipment, storage facilities, computer hardware and residential accommodation. The Department has also entered into Memorandum of Understanding Agreements with the Department of 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 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 Right-of-use assets (continued)

5.4.1. Depreciation and impairment

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets. If ownership of the leased asset transfers to the Department at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. Right-of-use assets are tested for impairment when an indication of impairment is identified.

As at 30 June 2025 there were no indications of impairment to right-of-use assets.

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:

	2025 \$'000	2024 \$'000
Depreciation expense of right-of-use assets	2,761	2,888
Lease interest expense	248	172
Short-term leases	91	79
Low-value leases	2,185	2,191
	5,285	5,330

The total cash outflow for leases was \$3.0 million (2024:\$3.1 million)

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in note 7.2.

5.5 Construction in progress

	2025 \$'000	2024 \$'000
At cost:		
Vehicles and vessels	2,068	316
Computer hardware	232	40
Buildings and refurbishments	2,235	487
Intangible assets	9,580	15,914
Infrastructure	72,334	8,061
	86,449	24,818

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

	2025 \$'000	2024 \$'000
Carrying amount at start of year	24,818	35,568
Expenditure during the year	94,820	33,752
Non-current assets commissioned during the year ⁽ⁱ⁾	(33,077)	(44,192)
Amounts expensed	(112)	(310)
Carrying amount at end of year	86,449	24,818

Assets under construction are not depreciated until commissioned.

(i) Amounts included within additions of property, plant and equipment \$3.3 million (2024: \$5.3 million), infrastructure \$5.6 million (2024: \$24.7 million) and intangible assets \$24.2 million (2024: \$14.2 million).

Note 6 Other assets and liabilities

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

	Notes	2025 \$'000	2024 \$'000
Receivables	6.1	31,678	18,452
Inventory	6.2	795	749
Amounts receivable for services	6.3	390,256	365,353
Other current assets	6.4	6,114	5,086
Payables	6.5	33,905	24,291
Contract liabilities	6.6	8,575	10,725
Other current liabilities	6.7	1,466	1,673
6.1 Receivables			
		2025 \$'000	2024 \$'000
<u>Current</u>			
Receivables		15,141	9,995
Allowance for impairment of receivables		(4,413)	(5,398)
		10,728	4,597
Goods and Services Tax receivable		12,463	7,794
Interest receivable		474	391
Staff debtors		74	51
Other debtors		-	173
Total current receivables		23,739	13,006
<u>Non-current</u>			
Accrued salaries account ⁽ⁱ⁾		7,939	5,446
Total non-current receivables		7,939	5,446
Total receivables		31,678	18,452

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

The Department recognises a loss allowance for expected credit losses (ECLs) on a receivable not held at fair value through profit or loss. The ECLs based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate. Individual receivables are written off when the Department has no reasonable expectations of recovering the contractual cash flows.

For trade receivables, the Department recognises an allowance for ECLs measured at the lifetime expected credit losses at each reporting date. The Department has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. Please refer to note 3.4 for the amount of ECLs expensed in this reporting period.

- (i) Accrued salaries account contains amounts paid annually into the Treasurer's special purpose account. It is restricted for meeting the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

6.1.1. Movement in the allowance for impairment of trade receivables

	Note s	2025 \$'000	2024 \$'000
Reconciliation of changes in the allowance for impairment of trade receivables:			
Opening Balance		5,398	4,612
Expected credit losses expense	3.4	160	677
Amount written off during the year		(1,307)	(47)
Recovered during the year		162	156
Balance at end of year		4,413	5,398

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

	2025 \$'000	2024 \$'000
Motor vehicle plates (at cost)	795	749
	795	749

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

6.3 Amounts receivable for services (Holding Account)

	2025 \$'000	2024 \$'000
Non-current	390,256	365,353
	390,256	365,353

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

	2025 \$'000	2024 \$'000
Prepayments	6,114	5,086
	6,114	5,086

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

	2025 \$'000	2024 \$'000
<u>Current</u>		
Trade payables	19,837	19,547
Accrued expenses	8,911	977
Accrued salaries	5,157	3,767
	33,905	24,291

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

	2025 \$'000	2024 \$'000
<u>Current</u>	8,575	8,511
Non-current	-	2,214
	8,575	10,725

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

6.6.1. Movement in contract liabilities

	2025 \$'000	2024 \$'000
Reconciliation of changes in contract liabilities		
Opening balance	10,725	11,084
Additions	2,079	3,858
Revenue recognised in the financial year	(4,229)	(4,217)
Balance at end of year	8,575	10,725

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

	2025 \$'000	2024 \$'000
<u>Current</u>		
Accruals	269	352
Other liabilities	1,197	1,321
	1,466	1,673

Note 7 Financing

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

	Notes
Cash and cash equivalents	7.1
Reconciliation of cash	7.1.1
Reconciliation of operating activities	7.1.2
Lease liabilities	7.2
Capital commitments	7.3

7.1 Cash and cash equivalents

7.1.1. Reconciliation of cash

	2025 \$'000	2024 \$'000
Cash and cash equivalents ⁽ⁱ⁾	282,007	228,186
	282,007	228,186

(i) Includes cash received as capital contributions remaining unspent at year-end of \$37.9 million (2024: \$23.8 million).

	2025 \$'000	2024 \$'000
Restricted cash and cash equivalents		
<u>Current</u>		
Perth Parking Licensing Account ⁽ⁱ⁾	163,402	183,094
Royalties for Regions ⁽ⁱⁱ⁾	10,427	21,515
Indian Ocean Territories Service Delivery Program ⁽ⁱⁱⁱ⁾	1,539	876
Commonwealth Paid Parental Leave Scheme ^(iv)	27	20
Westport Account ^(v)	266,156	322,159
Total current restricted cash	441,551	527,664
Total cash and cash equivalents	723,558	755,850

(i) Funds held in the special purpose account to meet the costs of administering the *Perth Parking Management Act 1999* (see note 9.7).

(ii) Funds committed to project and programs in WA regional areas.

(iii) Funds held to provide services to the Indian Ocean Territories (see note 9.11).

(iv) Funds to facilitate the access by eligible employees to Paid Parental Leave.

(v) Funds held in the special purpose account to facilitate strategic land acquisition and for other costs and acquisitions necessary for the delivery of the Westport enabling works program (see note 9.7).

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

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

	Notes	2025 \$'000	2024 \$'000
Net cost of services		(332,307)	(256,168)
Non-cash items:			
Depreciation and amortisation expense	5.1-4	28,399	25,427
Expected credit losses	3.4	160	677
(Gain)/Loss on disposal of non-current assets	3.4, 4.4	932	(9)
Resources received free of charge	4.1	1,602	2,029
(Increase)/decrease in assets:			
Current inventories		(46)	(111)
Current receivables ⁽ⁱ⁾		(2,723)	5,905
Other current assets		(1,028)	(534)
Increase/(decrease) in liabilities:			
Current payables ⁽ⁱ⁾		9,614	(2,784)
Contract liabilities		65	2,141
Current provisions		6,239	1,955
Other current liabilities		(206)	1,080
Non-current contract liabilities		(2,214)	(2,500)
Non-current provisions		1,317	1,011
Net GST receipts/payments ⁽ⁱⁱ⁾		4,639	(2,758)
Change in GST receivables/payables ⁽ⁱⁱⁱ⁾		(7,397)	5,686
Net cash used in operating activities		(292,954)	(218,953)

(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

	2025 \$'000	2024 \$'000
Current	1,726	1,942
Non-current	2,127	2,298
	3,853	4,240

Initial measurement

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

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

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

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

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

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

	2025 \$'000	2024 \$'000
Within 1 year	74,508	32,561
Later than 1 year and not later than 5 years	72,354	1,759
Later than 5 years	-	-
	146,862	34,320

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:

	2025 \$'000	2024 \$'000
Financial Assets		
Cash and cash equivalents	723,558	755,850
Financial assets at amortised cost ⁽ⁱ⁾	409,471	376,011
Total financial assets	1,133,029	1,131,861
Financial Liabilities		
Financial liabilities measured at amortised cost	39,224	30,204
Total financial liabilities	39,224	30,204

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

Notes to the Financial Statements

Department of Transport

8.1 Financial risk management (continued)

(c) Credit risk exposure

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

	Total \$'000	Current \$'000	Days past due				
			<30 days \$'000	31 - 60 days \$'000	61 - 90 days \$'000	>91 days \$'000	
30 June 2025	15,141 (4,413)	2.41% 10,530 (254)	28.23% 372 (105)	92.86% 266 (247)	47.50% 360 (171)	100.00% 3,613 (3,636)	
Expected credit loss rate							
Estimated total gross carrying amount at default							
Expected credit losses							
30 June 2024	9,995 (5,398)	2.75% 4,468 (123)	29.54% 308 (91)	100.00% 356 (356)	59.40% 133 (79)	100.00% 4,730 (4,749)	
Expected credit loss rate							
Estimated total gross carrying amount at default							
Expected credit losses							

Department of Transport

Notes to the Financial Statements

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				Maturity dates				
		Carrying amount \$'000	Fixed interest rate \$'000	Variable interest rate \$'000	Non-interest bearing \$'000	Nominal amount \$'000	Up to 1 month \$'000	1-3 months to 1 year \$'000	1-5 years \$'000	More than 5 years \$'000
30 June 2025										
<u>Financial Assets</u>										
Cash and cash equivalents	4.54	282,007	-	44,581	237,426	282,007	282,007	-	-	-
Restricted cash and cash equivalents		441,551	-	-	441,551	441,551	441,551	-	-	-
Receivables ⁽ⁱ⁾		19,215	-	-	19,215	19,215	11,277	-	7,938	-
Amounts receivable for services		390,256	-	-	390,256	390,256	-	-	390,256	-
		1,133,029	-	44,581	1,088,448	1,133,029	734,835	-	398,194	-
<u>Financial Liabilities</u>										
Payables		33,905	-	-	33,905	33,905	33,905	-	-	-
Lease liabilities	6.50	3,853	3,853	-	-	4,321	242	388	1,288	2,289
Other current liabilities		1,466	-	-	1,466	1,466	-	1,466	-	-
		39,224	3,853	-	35,371	39,692	34,147	1,854	2,289	114

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

Department of Transport

Notes to the Financial Statements

8.1 Financial risk management (continued)

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

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

	Weighted average effective interest rate %	Interest rate exposure				Maturity dates				
		Carrying amount \$'000	Fixed interest rate \$'000	Variable interest rate \$'000	Non-interest bearing \$'000	Nominal amount \$'000	Up to 1 month \$'000	1-3 months to 1 year \$'000	1-5 years \$'000	More than 5 years \$'000
30 June 2024										
<u>Financial Assets</u>										
Cash and cash equivalents	4.00	228,186	-	40,284	187,902	228,186	228,186	-	-	-
Restricted cash and cash equivalents		527,664	-	-	527,664	527,664	527,664	-	-	-
Receivables ⁽ⁱ⁾		10,658	-	-	10,658	10,658	5,212	-	5,446	-
Amounts receivable for services		365,353	-	-	365,353	365,353	-	-	365,353	-
		1,131,861	-	40,284	1,091,577	1,131,861	761,062	-	370,799	-
<u>Financial Liabilities</u>										
Payables		24,291	-	-	24,291	24,291	24,291	-	-	-
Lease liabilities	5.70	4,240	4,240	-	-	4,651	250	394	1,484	2,398
Other current liabilities		1,673	-	-	1,673	1,673	-	1,673	-	-
		30,204	4,240	-	25,964	30,615	24,541	2,067	1,484	2,398

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

8.1 Financial risk management (continued)

(e) Interest rate sensitivity analysis

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

	Carrying amount \$'000	- 100 point basis Surplus \$'000	Equity \$'000	+ 100 point basis Surplus \$'000	Equity \$'000
2025					
<u>Financial Assets</u>					
Cash assets	44,581	(446)	(446)	446	446
Total increase/(decrease)	44,581	(446)	(446)	446	446
2024					
<u>Financial Assets</u>					
Cash assets	40,284	(403)	(403)	403	403
Total increase/(decrease)	40,284	(403)	(403)	403	403

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 and the environment. Where sites are classified as contaminated or still under review – awaiting classification (AC), contaminated remediation required (CRR) or possibly contaminated investigation required – investigation required (PCIR), the Department may have a liability in respect of investigation or remediation expenses.

DWER records indicate that the Department currently has seven maritime facilities situated within sites classified as AC, CRR or PCIR. Contamination on two of the sites is awaiting classification and no sites are classified as CRR. In this regard the Department has a responsibility to investigate and manage possible contamination at five maritime facilities.

In the current financial year, the Department has undertaken an audit of contamination which included assessing the risk of impact to human health and the environment. In next financial year the Department will be undertaking work to determine where additional testing and/or remediation is required. This work 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 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
Assets measured at fair value					
2025					
Land	5.1	-	2,833	270,495	273,328
Buildings	5.1	-	1,186	24,230	25,416
		-	4,019	294,725	298,744

	Notes	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Fair value at end of year \$'000
Assets measured at fair value					
2024					
Land	5.1	-	2,745	143,660	146,405
Buildings	5.1	-	1,146	21,178	22,324
		-	3,891	164,838	168,729

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.

Valuation techniques to derive Level 2 and Level 3 fair values

Land and buildings (Level 2 fair values)

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

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

Land and buildings (Level 3 fair values)

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

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

The valuation methodology adopted by Landgate was revised to be based on a higher level of utility. Emphasis was placed on the assumptions of valuation inputs, with particular attention to the clarification issued in relation to highest and best use, including financially feasible concepts for public sector assets. A whole of State approach was implemented for all Level 3 valuations providing a comprehensive review of compliance. In regard to the Department's marinas and harbours, the fair value of the land component was reviewed in consideration of the service capacity provided including benefits via goods and services as well as land market movements between the revaluation periods. This included any residential, commercial, retail or other comparable utility services associated with the marina or boat harbour facility.

In applying updated assumptions, Landgate's changing practice relating to Level 3 valuations was conducted to verify the positions adopted about valuation type and property classification with the objective of ensuring consistency.

This change in valuation methodology has been applied prospectively from 1 July 2024 and has resulted in a significant land revaluation increment of \$126,573,000 recognised during the current accounting period.

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.

In addition, professional and project management fees estimated and added to the current replacement costs provided by Landgate for current use buildings represent significant Level 3 inputs used in the valuation process. The fair value of these assets will increase with a higher level of professional and project management fees.

Fair value measurements using significant unobservable inputs (Level 3)

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

	Land \$'000	Buildings \$'000	Total \$'000
2025			
Fair value at start of year	143,660	21,178	164,838
Additions	350	125	475
Revaluation increments/(decrements) recognised in Profit or Loss	-	-	-
Revaluation increments/(decrements) recognised in Other Comprehensive Income	126,485	4,443	130,928
Transfers from/(to) Level 2	-	-	-
Disposals	-	(79)	(79)
Depreciation expense	-	(1,437)	(1,437)
Fair value at end of year	270,495	24,230	294,725
Total gains or losses for the period included in profit or loss, under 'Other Gains'	-	-	-
2024			
Fair value at start of year	126,593	19,299	145,892
Additions	1,225	878	2,103
Revaluation increments/(decrements) recognised in Profit or Loss	-	-	-
Revaluation increments/(decrements) recognised in Other Comprehensive Income	15,766	2,226	17,992
Transfers from/(to) Level 2	76	-	76
Depreciation expense	-	(1,225)	(1,225)
Fair value at end of year	143,660	21,178	164,838
Total gains or losses for the period included in profit or loss, under 'Other Gains'	-	-	-

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 2025 \$ '000	Fair value 2024 \$ '000	Valuation technique(s)	Unobservable inputs
Land	270,495	143,660	Market approach	Selection of land with similar approximate utility
Buildings	24,230	21,178	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 Landgate and are determined by professionally qualified valuers.

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

Basis of valuation

In the absence of market-based evidence, due to the specialised nature of some land and buildings, these assets are valued at Level 3 of the fair value hierarchy on an existing use basis. The existing use basis recognises that restrictions or limitations have been placed on their use and disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held to deliver a specific community service as authorised by legislation. Many of the Department's land and building assets have a restricted use for maritime purposes under the Marine and Harbours Act.

The main Level 3 inputs used are derived and evaluated as follows:

Selection of land with restricted utility

Due to the restricted nature and unique characteristics of some land, there is no observable market evidence of sale prices. Fair values for restricted use land are determined by comparison with market evidence for land with low level utility and adjustments made to the price per square metre. Relevant comparators of land with low level utility are selected by Landgate.

Consumed economic benefit/obsolescence of assets

Represents the difference between the replacement cost of buildings and its current condition. This is estimated by Landgate.

Historical cost per square metre floor area

The cost of constructing specialised buildings are obtained from actual construction costs per square metre of other similar or reference buildings, historical building costs, quantity surveyors and standard rates from construction guides.

Note 9 Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Notes
Event occurring after the end of the reporting period	9.1
Services provided free of charge	9.2
Future impact of Australian Accounting Standards not yet operative	9.3
Key management personnel	9.4
Related party transactions	9.5
Jointly controlled assets	9.6
Special purpose accounts	9.7
Remuneration of auditors	9.8
Equity	9.9
Supplementary financial information	9.10
Indian Ocean Territories Service Level Agreement	9.11

9.1 Event occurring after the end of the reporting period

In March 2025, the Premier announced reforms to align the WA public service with the new Government’s priorities of a more resilient economy and a better way to build. The announcement included that, from 1 July 2025, the Department of Transport would be renamed as the Department of Transport and Major Infrastructure, and - within that - an Office of Major Infrastructure Delivery would be established to bring major project planning and delivery together. The change commenced on 1 July 2025 and is being progressively implemented.

This change is considered a non-adjusting subsequent event, as it occurred after the end of the reporting period and does not affect the financial position of the Department as at 30 June 2025. The financial effect of the above reforms is not presently determinable.

9.2 Resources provided free of charge

During the year the following resources were provided to other agencies free of charge for functions outside the normal operations of the Department:

		2025 \$’000	2024 \$’000
Department of Biodiversity, Conservation and Attractions	- Provision of compliance officer training	6	6
Department of Planning, Lands and Heritage	- Technical review and support, modelling services	46	37
Department of Primary Industries and Regional Development	- Technical functionality	33	31
Public Transport Authority	- Feasibility study	266	21
Main Roads Western Australia	- Provision of transport modelling	40	40
Department for Local Government, Sport and Cultural Industries	- Technical functionality	412	399
Department of Water and Environment Regulation	- Provision of compliance review for development proposals	25	-
South West Development Commission	- Provision of professional Service	100	-
		928	534

9.3 Future impact of Australian Accounting Standards not yet operative

The Department cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 *Application of Australian Accounting Standards* and Other Pronouncements or by an exemption from TI 1101. Where applicable, the Department 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 2025

AASB 2023-5	<i>Amendments to Australian Accounting Standards – Lack of Exchangeability</i>	
	This Standard amends AASB 121 and AASB 1 to require entities to apply a consistent approach to determining whether a currency is exchangeable into another currency and the spot exchange rate to use when it is not exchangeable.	
	The Standard also amends AASB 121 to extend the exemption from complying with the disclosure requirements for entities that apply AASB 1060 to ensure Tier 2 entities are not required to comply with the new disclosure requirements in AASB 121 when preparing their Tier 2 financial statements.	
	The Department has not assessed the impact of the Standard.	1 Jan 2025

Operative for reporting periods beginning on/after 1 Jan 2026

AASB 2024-2	<i>Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments</i>	
	This Standard amends AASB 7 and AASB 9 as a consequence of the issuance of Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7) by the International Accounting Standards Board in May 2024.	
	The Department has not assessed the impact of the Standard.	1 Jan 2026

AASB 2024-3	<i>Amendments to Australian Accounting Standards – Annual Improvements Volume 11</i>	
	This Standard amends AASB 1, AASB 7, AASB 9, AASB 10 and AASB 107 as a consequence of the issuance of Annual Improvements to IFRS Standards – Volume 11 by the International Accounting Standards Board in July 2024.	1 Jan 2026
	The Department has not assessed the impact of the Standard.	

Operative for reporting periods beginning on/after 1 Jan 2027

AASB 18(FP)	<i>Presentation and Disclosure in Financial Statements (Appendix D) [for for-profit entities]</i>	
	This Standard replaces AASB 101 with respect to the presentation and disclosure requirements in financial statements applicable to for-profit entities. This Standard is a consequence of the issuance of International Financial Reporting Standard 18 Presentation and Disclosure in financial Statements by the International Accounting Standards Board in April 2024.	
	This Standard also makes amendments to other Australian Accounting Standards set out in Appendix D of this Standard.	
	The Department has not assessed the impact of the Standard.	1 Jan 2027

9.3 Future impact of Australian Accounting Standards not yet (continued)

Operative for reporting periods beginning on/after 1 Jan 2028

AASB 2014-10	<p><i>Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i></p> <p>This Standard amends AASB 10 and AASB 128 to address an inconsistency between the requirements in AASB 10 and those in AASB 128 (August 2011), in dealing with the sale or contribution of assets between an investor and its associate or joint venture.</p> <p>There is no financial impact.</p>	1 Jan 2028
AASB 2024-4b	<p><i>Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]</i></p> <p>This Standard defers (to 1 January 2028) the amendments to AASB 10 and AASB 128 relating to the sale or contribution of assets between an investor and its associate or joint venture.</p> <p>The Standard also includes editorial corrections.</p> <p>There is no financial impact.</p>	1 Jan 2028
AASB 18(NFP /super)	<p><i>Presentation and Disclosure in Financial Statements (Appendix D) [for not-for-profit and superannuation entities]</i></p> <p>This Standard replaces AASB 101 with respect to the presentation and disclosure requirements in financial statements applicable to not-for-profit and superannuation entities This Standard is a consequence of the issuance of IFRS 18 Presentation and Disclosure in financial Statements by the International Accounting Standards Board in April 2024.</p> <p>This Standard also makes amendments to other Australian Accounting Standards set out in Appendix D of this Standard.</p> <p>The Department has not assessed the impact of the Standard.</p>	1 Jan 2028

9.4 Key management personnel

The Department has determined key management personnel to include Cabinet Ministers and senior officers of the Department. The Department does not incur expenditures to compensate Ministers and those disclosures may be found in the Annual Report on State Finances.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of the Department for the financial year are presented within the following bands:

Compensation band (\$)	2025	2024
600,001 - 650,000	1	-
550,001 - 600,000	-	1
500,001 - 550,000	-	-
450,001 - 500,000	-	-
400,001 - 450,000	3	1
350,001 - 400,000	1	2
300,001 - 350,000	-	1
250,001 - 300,000	4	1
200,001 - 250,000	8	12
150,001 - 200,000	3	-
100,001 - 150,000	2	-
50,001 - 100,000	-	1
0 - 50,000	1	1

The comparative movement in bands between the years is due to acting arrangements which can vary from year to year.

	2025	2024
	\$'000	\$'000
Short-term employee benefits	4,827	4,095
Post-employment benefits	601	541
Other long-term benefits	561	496
Termination benefits	-	-
Total compensation of senior officers	5,989	5,132

Total compensation includes the superannuation expense incurred by the Department in respect of senior officers.

9.5 Related party transactions

The Department is a wholly owned public-sector entity that is controlled by the State of Western Australia.

Related parties of the Department include:

- all Cabinet Ministers and their close family members, and their controlled or jointly controlled entities;
- all senior officers and their close family members, and their controlled or jointly controlled entities;
- other departments and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly owned public-sector entities);
- associates and joint ventures of a wholly owned public-sector entity; and
- the Government Employees Superannuation Board.

9.5 Related party transactions (continued)

Significant transactions with Government related entities

In conducting its activities, the Department is required to transact with the State and entities related to the State. These transactions are generally based on the standard terms and conditions that apply to all agencies.

Such transactions include:

	Notes	2025 \$'000
Income from State Government	4.1	335,250
Equity contributions	9.9	53,697
Superannuation payments (GESB portion)		14,176
Rentals payments to the Department of Finance (Government Office Accommodation and State Fleet)		12,581
Insurance payments to the Insurance Commission and the RiskCover fund		4,788
Remuneration for services provided by the Auditor General	9.8	384
Payments to the Department of Finance for repairs and maintenance		1,076
Payment for professional services to the Department of Treasury		1,021
Grants provided to Main Roads Western Australia for the WA Bicycle Network, National Transport Reforms, and Active Traffic Management		7,718
Payments to Main Roads Western Australia for marine, port, road, and rail infrastructure		22,515
Payments to Main Roads Western Australia for the Strategic Transport Modelling Review and technical work		2,536
Grants provided to the Public Transport Authority for Perth Bus System, Tunnel Monitoring System, and Inner City Projects		40,497
Rental payments to the Public Transport Authority		627
Contributions from Public Transport Authority for agricultural improvement		6,215
Grants provided to the Western Australia Police Force for marine communications	3.2	791
Provision of the Community Policing Program by the Western Australia Police Force	3.2	2,669
Contribution to the Western Australia Police Force for the support and maintenance of the WAPOL Biometric Facial Recognition System		291
Advisory services provided by the Water Corporation		816
Seawater desalination plant project managed by the Water Corporation		1,000
Marine and port infrastructure provided by the Department of Primary Industries and Regional Development		125
Grants provided to the Southern Ports Authority for vehicle and break bulk trade relocation		609
Recoupment of expenditure for Berths 1 and 2 from Fremantle Ports		139
Geospatial data from Landgate		50
Advisory services for the Trade Business Case, cost-benefit analysis, and financial modelling by the Western Australian Treasury Corporation		286
Payment for minor infrastructure works to Western Power		147
Recoupment of salary and wages for seconded employees from the Department of Local Government, Sport and Cultural Industry		55

Material transactions with related parties

Outside of normal citizen type transactions with the Department, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

9.6 Jointly controlled assets

The following represents the Department's 50% ownership interest in the Marine Operations Centre with the Department of Primary Industries and Regional Development. The 50% portion of jointly controlled assets are included in the financial statements.

	2025 \$'000	2024 \$'000
Non-current assets		
Property, plant and equipment	4,587	4,095
Infrastructure	2	13
Total assets	4,589	4,108

9.7 Special purpose accounts

Deposits - bonds

	2025 \$'000	2024 \$'000
Opening balance	3,922	3,629
Receipts		
Deposits	323	202
Interest	181	141
	504	343
Payments		
Refunds	(109)	(50)
	(109)	(50)
Closing balance	4,317	3,922

The account holds deposits as security for due and proper performance of contractual obligations by contractors and holders of lease agreements with the Department. These monies are held in a private trustee capacity by the Department and only reported in these notes to the financial statements.

Deposits – trade plates

	2025 \$'000	2024 \$'000
Opening balance	1,248	1,104
Receipts		
Deposits	130	196
	130	196
Payments		
Refunds	(41)	(52)
	(41)	(52)
Closing balance	1,337	1,248

The account holds deposits for motor vehicle trade plates. These monies are held in a private trustee capacity by the Department and only reported in these notes to the financial statements.

9.7 Special purpose accounts (continued)

Taxi Fare Evasion Recoupment Account

	2025 \$'000	2024 \$'000
Opening balance	1	1
Receipts credited to the suspense account	-	-
Refunds and subsequent allocations	-	-
Closing balance	1	1

The purpose of this account is to reimburse taxi drivers with monies collected from passengers who failed to pay their fare.

Perth Parking Licensing Account

	Notes	2025 \$'000	2024 \$'000
Opening balance		183,094	208,516
<u>Receipts</u>			
Licence fees	4.2	59,079	55,971
		59,079	55,971
<u>Payments</u>			
Grants payment to state government agencies		(77,028)	(75,786)
Grants to local government		(203)	(4,157)
Construction in progress		(50)	-
Employment costs		(939)	(838)
Supplies and services		(551)	(612)
		(78,771)	(81,393)
Closing balance		163,402	183,094

This account was established in July 1999 under the *Perth Parking Management Act 1999* to set aside funds to be used to encourage a balanced transport system for gaining access to the Perth city area. All licence fee revenue generated by the Perth Parking Levy is reinvested into transport services and infrastructure within the Perth Parking Management Area from which it is generated, to deliver a more balanced transport system, including the ongoing provision of the Perth CAT bus system, free public transport within the Free Transit Zone, an incident response service and clearway towing, and administration of the Act.

Westport Account

	Notes	2025 \$'000	2024 \$'000
Opening balance		322,158	336,382
<u>Receipts</u>			
Contributions from WA State and Commonwealth Government		10,530	506
		10,530	506
<u>Payments</u>			
Grants and subsidies		(23,640)	(6,175)
Distribution to owners - Main Roads Western Australia		(7,487)	(4,000)
Construction in progress		(5,339)	-
Employment costs		(2,426)	(113)
Supplies and services		(27,640)	(4,442)
		(66,532)	(14,730)
Closing balance		266,156	322,158

This account was established on 26 August 2021 under the *Financial Management Act 2006* to hold funds for purposes of strategic land acquisition for the Westport project and for other costs and acquisitions necessary for the delivery of the Westport enabling works program.

9.8 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit of the current financial year is as follows:

	2025 \$'000	2024 \$'000
Auditing the accounts, financial statements, controls and key performance indicators	384	352

The expense is included in Note 3.4 Other expenditure.

9.9 Equity

	2025 \$'000	2024 \$'000
Contributed equity		
Balance at start of the financial year	945,969	945,908
<i>Contribution by owners</i>		
Capital appropriations	53,697	41,854
Transfer of net assets		
- Regional Development Headworks Fund	46,100	7,043
- Department of Planning, Lands and Heritage	88,103	1,225
- Main Roads Western Australia to Westport	2,452	506
Total contribution by owners	190,352	50,628
<i>Distribution to owners</i>		
- Department of Treasury	-	(1,567)
- Main Roads Western Australia	(35,000)	(45,000)
- Westport to Main Roads Western Australia	(7,487)	(4,000)
	(42,487)	(50,567)
Balance at end of the financial year	1,093,834	945,969
Reserves		
<i>Asset revaluation surplus</i>		
Balance at start of the financial year	34,997	16,648
Net revaluation increments		
- Land	126,573	15,964
- Buildings	4,574	2,385
Balance at end of the financial year	166,144	34,997
Accumulated surplus		
Balance at start of the financial year	648,292	601,449
Result for the year	2,943	46,843
Balance at end of the financial year	651,235	648,292
Total equity at end of the financial year	1,911,213	1,629,258

9.10 Supplementary financial information

(a) Write-offs

	2025	2024
	\$'000	\$'000
(i) Bad Debts		
The Accountable Authority	55	47
The Treasurer	1,252	
	1,307	47

All the debts written off had previously been provided for.

	2025	2024
	\$'000	\$'000
(ii) Public Property		
The Accountable Authority	11	8
	11	8

(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

	2025	2024
	\$'000	\$'000
Gifts of public property provided by the Agency	-	-
	-	-

9.11 Indian Ocean Territories Service Level Agreement

The provision of services to the Indian Ocean Territories is recouped from the Commonwealth Government.

	2025	2024
	\$'000	\$'000
Balance at the start of the year	876	232
Receipts	1,951	1,752
Payments	(1,288)	(1,108)
Balance at the end of the year	1,539	876

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 2025, and between the actual results for 2025 and 2024 are shown below. Narratives are provided for key major variances which vary more than 10% of their comparative and are also more than 1% of the following as appropriate:

1. Estimate and actual results for the current year:
 - Total cost of Service of the annual estimates for the Statement of comprehensive income and Statement of cash flows (1% of \$840.2 million) i.e.\$8.40 million, and
 - Total Assets of the annual estimates for the Statement of financial position (1% of \$1,402 million) i.e. \$14.02 million.
2. Actual results between the current year and the previous year:
 - Total Cost of Service of the previous year for the Statement of comprehensive income and Statement of cashflow (1% \$635 million) i.e. \$6.35 million, and
 - Total Assets of the previous year for the Statement of financial position (1% of \$1,706 million) i.e. \$17.1 million.

10.1.1. Statement of Comprehensive Income Variances

	Variance Notes	Estimate 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2025 and 2024 \$'000
COST OF SERVICES						
Expenses						
Employee benefits expenses	1	219,501	217,135	177,955	(2,366)	39,180
Supplies and services	2	316,474	223,424	223,246	(93,050)	178
Depreciation and amortisation expenses		32,266	28,399	25,427	(3,867)	2,972
Accommodation expenses		21,904	21,436	20,014	(468)	1,422
Grants and subsidies	3	245,047	225,312	184,279	(19,735)	41,033
Finance costs		326	248	172	(78)	76
Other expenses	4	4,668	14,294	4,160	9,626	10,134
Total cost of services		840,186	730,248	635,253	(109,938)	94,995
Income						
Revenue						
User charges and fees		341,651	349,903	337,463	8,252	12,440
Sale of goods		43	35	40	(8)	(5)
Grants and contributions	5	39,301	11,359	4,636	(27,942)	6,723
Interest income		296	1,885	1,413	1,589	472
Other income		33,741	34,759	35,533	1,018	(774)
Total revenue		415,032	397,941	379,085	(17,091)	18,856
Gains						
Other gains		-	-	-	-	-
Total gains		-	-	-	-	-
Total income other than income from State Government		415,032	397,941	379,085	(17,091)	18,856
NET COST OF SERVICES		425,154	332,307	256,168	(92,847)	76,139
Income from State Government						
Service appropriation	6	135,790	159,331	153,062	23,541	6,269
Income from other public sector entities	7	92,865	105,103	76,728	12,238	28,375
Resources received free of charge		1,989	1,602	2,029	(387)	(427)
Royalties for Regions Fund	8	93,059	69,214	71,192	(23,845)	(1,978)
Total income from State Government		323,703	335,250	303,011	11,547	32,239
Surplus/(deficit) for the period		(101,451)	2,943	46,843	104,394	(43,900)
Other comprehensive income						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation reserve	9	-	131,147	18,349	131,147	112,798
Total other comprehensive income		-	131,147	18,349	131,147	112,798
Total comprehensive income/(loss) for the period		(101,451)	134,090	65,192	235,541	68,898

10.1.1 Statement of Comprehensive Income Variances (continued)

Major Variance Narratives for the Statement of Comprehensive Income

For the Statement of Comprehensive Income, narratives are provided for key major variances greater than 10% of the comparative and greater than 1% of the Total Cost of Service of the annual estimate for variance between estimate and actual (1% of \$840.2 million) i.e. \$8.40 million and Actual Total Cost of Service from previous year for comparison between current and previous year. (1% of 635.3 million) i.e.\$6.35 million.

1. Employee benefits expense

Current vs Prior Year Actuals (\$39.2 million increase)

The increase of \$39.2 million (22.0%) is predominantly due to an increase in Full Time Equivalents (FTEs) in 2025 for infringement processing and increase in staff to reduce wait times at service centres. Increases in wages costs in line with the public sector wages policy, the reclassification of frontline roles also contributed to the increase.

2. Supplies and services

Estimate vs Actual (\$93.0 million lower than estimated)

Supplies and services are under budget by \$93.0 million (29.4%) mainly due to project delays caused by scope changes and establishment of key contracts including Westport program (\$44.1 million); WA Supply Chain Improvements program (\$28.6 million); Infringement Processing Platform (\$2.7 million) and reduced need for technical and engineering advice for Metronet as the project entered the final stages of construction delivery (\$5.0 million).

3. Grants and subsidies

Current vs Prior Year Actuals (\$41.0 million increase)

The increase in Grants and subsidies in 2025 over 2024 by \$41.0 million (22.3%) is mainly due to Westport Program (\$18.5 million); increase in the uptake of Regional Airfare Zone Cap (\$8.5 million); Zero Emission Vehicles (ZEVs) (\$5.9 million) and greater demand in 2025 by Regional Pensioner Travel Card users (\$6.2 million) and Passenger Transport Subsidy Scheme users (\$2.0 million).

4. Other expenses

Estimate vs Actual (\$9.6 million greater than estimated)

Other expenses is greater than estimate by \$9.6 million (206.1%) primarily due to Settlement expenses to terminate a long-term lease of land in order to pursue further development and costs awarded against the Department in an arbitration matter.

Current vs Prior Year Actuals (\$10.1 million increase)

Other expenses is greater than estimate by \$10.1 million (243.5%) mainly due to Settlement expenses to terminate a long-term lease of land in order to pursue further development and costs awarded against the Department in an arbitration matter.

5. Grants and contribution

Estimate vs Actual (\$27.9 million less than estimated)

The decrease in Grant and contribution revenue by \$27.9 million (71.1%) is mainly due to the reflow of WA Agricultural Supply Chain Improvements to 2027 resulting in a reduction of \$31.9 million in Commonwealth grants in 2025. This is offset by an increase of Commonwealth funding for Inner City projects in 2025 as a result of delays and re-cashflow of projects from 2024 to 2025. (\$3.8 million).

Current vs Prior Year Actuals (\$6.7 million increase)

The increase in Grant and contribution revenue in 2025 over 2024 by \$6.7 million (145.0%) is primarily due to increase in Commonwealth funding for Inner City projects in 2025 (\$ 7.6 million). This is partially offset by cessation of Federal funding for Recreational Fishing and Camping Facilities program in 2024 (\$1.1 million).

10.1.1 Statement of Comprehensive Income Variances (continued)

6. Service appropriation

Estimate vs Actual (\$23.5 million greater than estimated)

Service appropriation increased in 2025 over 2024 by \$23.5 million (17.3%) mainly due to additional funding for Zero Emission Vehicle (ZEV) resulting from increased demand (\$9.5 million); increase to Passenger Transport Subsidy Scheme (PTSS) rebates due to continued growth in demand (\$6.8 million); release of funding from Treasury Administered Provisional account for Regional Airstrip Upgrades for Eucla and Ease Kimberley (\$5.9 million); increased funding for wages costs in line with the public sector wages policy; offset by a reduction of \$4.7 million due to delay in capital programs resulting in the change of depreciation and amortisation required across the Department.

7. Income from other public sector entities

Estimate vs Actual (\$12.2 million greater than estimated)

The Increase in Income from other public sector entities of \$12.2 million (13.2%) is predominantly due to additional funding for Driver Access Equity Program resulting from greater demand in the regional areas (\$5.1 million); funding from Road Safety Commission for Infringement Management Self Service Portal via DoT Direct and Enhanced Safe Driver Reward Scheme (\$2.7 million); increased commission revenue from Insurance Commission WA as a result of increased vehicle transaction volumes (\$1.9 million); and Disaster Recovery Funding via Department of Fire And Emergency Services for Bunbury Storm Surge Barrier Rock Protection Structure Repair (\$1.9 million).

Current vs Prior Year Actuals (\$28.4 million increase)

The Increase in income from other public sector entities of \$28.4 million (37.0%) compared to prior year is mainly attributable to additional funding from Road Safety Commission for Infringement Management Services (\$11.7 million); increased funding from Main Roads Western Australia for Principal Shared Paths (\$7.4 million); additional funding from Road Safety Commission for Driver Access and Equity Program in regional WA (\$3.6 million); funding from Asset Maintenance Fund for maintenance of Maritime Assets and Breakwater/Groyne repairs at various Maritime facilities (\$2.4 million); and Disaster Recovery funding via Department of Fire and Emergency Services for Bunbury Storm Surge Barrier Rock Protection Structure repair (\$1.9 million).

8. Royalties for Regions Fund

Estimate vs Actual (\$23.8 million less than estimated)

The decrease in funding from Royalties for Region Fund of \$23.8 million (25.6%) is mainly due to deferral of uncommitted underspend to 2026 to fund a 6 month extension of the Regional Airfare Zone Cap (\$10.9 million); re-cashflow of Regional Pensioner Travel Card funding from 2025 to address anticipated increase in demand and cost escalation in the outyears (\$6.0 million); deferral of Carnarvon One Mile Jetty to 2026 due to approval delays (\$4.1 million); and underspend in Drummond Cove Coastal Erosion (\$2.8 million).

9. Changes in asset revaluation reserve

Estimate vs Actual (\$131.1 million greater than estimate)

The \$131.1 million represents the increase in land and building revaluation increments. Land and buildings are reported at fair value with valuations provided by the Western Australian Land Information Authority (Landgate). Landgate has reviewed and re-assessed the methodology to determine service capacity of the land resulting in the increase.

Current vs Prior Year Actuals (\$112.8 million increase)

The increase of \$112.8 million (614.7%) relates to an increase in the valuation of the Department's land and building assets during 2025 (\$131.1 million) compared to 2024 (\$18.3 million).

10.1.2. Statement of Financial Position Variances

	Variance Notes	Estimate 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2025 and 2024 \$'000
ASSETS						
Current assets						
Cash and cash equivalents	1	119,210	282,007	228,186	162,797	53,821
Restricted cash and cash equivalents	2	222,772	441,551	527,664	218,779	(86,113)
Inventories		-	795	749	795	46
Receivables		27,649	23,739	13,006	(3,910)	10,733
Other current assets		5,190	6,114	5,086	924	1,028
Total current assets		374,821	754,206	774,691	379,385	(20,485)
Non-current assets						
Restricted cash and cash equivalents		5,477	-	-	(5,477)	-
Amounts receivable for services		390,995	390,256	365,353	(739)	24,903
Receivables		-	7,939	5,446	7,939	2,493
Property, plant and equipment	3	157,652	313,642	183,434	155,990	130,208
Infrastructure	4	239,535	369,274	288,209	129,739	81,065
Intangible assets	5	40,367	76,802	59,794	36,435	17,008
Right-of-use assets		5,489	3,638	4,078	(1,851)	(440)
Construction in progress	6	187,779	86,449	24,818	(101,330)	61,631
Total non-current assets		1,027,294	1,248,000	931,132	220,706	316,868
TOTAL ASSETS		1,402,115	2,002,206	1,705,823	600,091	296,383
LIABILITIES						
Current liabilities						
Payables		22,676	33,905	24,291	11,229	9,614
Contract liabilities		6,517	8,575	8,511	2,058	64
Employee related provisions		33,847	33,677	27,436	(170)	6,241
Lease liabilities		2,220	1,726	1,942	(494)	(216)
Other current liabilities		234	1,466	1,673	1,232	(207)
Total current liabilities		65,494	79,349	63,853	13,855	15,496
Non-current liabilities						
Employee related provisions		7,188	9,517	8,200	2,329	1,317
Contract liabilities		4,714	-	2,214	(4,714)	(2,214)
Lease liabilities		3,673	2,127	2,298	(1,546)	(171)
Total non-current liabilities		15,575	11,644	12,712	(3,931)	(1,068)
TOTAL LIABILITIES		81,069	90,993	76,565	9,924	14,428
NET ASSETS		1,321,046	1,911,213	1,629,258	590,167	281,955
EQUITY						
Contributed equity	7	847,195	1,093,834	945,969	246,639	147,865
Reserves	8	16,497	166,144	34,997	149,647	131,147
Accumulated deficit	9	457,354	651,235	648,292	193,881	2,943
TOTAL EQUITY		1,321,046	1,911,213	1,629,258	590,167	281,955

10.1.2 Statement of Financial Position Variances (continued)

For the Statement of Financial Position, narratives are provided for key major variances greater than 10% of the comparative and greater than 1% of the Total Assets of the annual estimates for variance between estimate and actual (1% of \$1,402 million) i.e.\$14.02 million; and Actual Total Assets from previous year for comparison between current and prior year (1% \$1,706 million) i.e.\$17.1 million.

1. Cash and cash equivalent

Estimate vs Actual (\$162.8 million greater than estimated)

Cash and cash equivalents increased by \$162.8 million (136.6%) mainly due to underspends in supplies and services, grants and delays in capital program.

Current vs Prior Year Actuals (\$53.8 million increase)

The increase in cash and cash equivalents in 2025 in comparison to 2024 by \$53.8 million (23.6%) is mainly timing difference of spend.

2. Restricted cash and cash equivalent

Estimated vs Actual (\$218.8 million greater than estimated)

Restricted Cash and cash equivalent is \$218.8 million (98.2%) greater than estimate mainly due to less than expected spend on the Westport Program.

Current vs Prior Year Actuals (\$86.1 million decrease)

Restricted Cash and Cash Equivalent compared to prior year is less by \$86.1 million (16.3%) mainly due to increased spend on the Westport Program.

3. Property plant and equipment

Estimated vs Actual (\$156.0 million greater than estimated)

The increase of \$156.0 million (99.0%) in property, plant and equipment is mainly a result of revaluation of land and building by \$130.2 million in 2025.

Current vs Prior Year Actuals (\$130.2 million increase)

The increase of \$130.2 million (71.0%) in property, plant and equipment over 2024 is mainly due to the increase in land and building revaluation increments from the prior year. Valuation is provided by the Western Australian Land Information Authority (Landgate).

4. Infrastructure

Estimate vs Actual (\$129.7 million greater than estimated)

Infrastructure is greater than the estimate by \$129.7 million (54.2%) predominantly due to the transfer of Spoilbank Marina in Port Hedland to the Department (\$87.8 million) and a number of major infrastructure projects finalised and commissioned in 2025 compensated by the reduction in the construction in progress.

Current vs Prior Year Actuals (\$81.1 million increase)

The increase to Infrastructure of \$81.1 million (28.1%) in 2025 compared to the prior year is mainly due to the transfer of Spoilbank Marina in Port Hedland to the Department on 1 July 2024 (\$87.8 million).

5. Intangibles assets

Estimate vs Actual (\$36.4 million greater than estimated)

Intangible Assets is greater than estimate by \$36.4 million (90.3%) mainly due to software projects finalised and commissioned in 2025 earlier than expected, compensated by a decrease in construction in progress.

10.1.2 Statement of Financial Position Variances (continued)

6. Construction in Progress

Estimate vs Actual (\$101.3 million less than estimated)

Construction in progress trailed estimate by \$101.3 million (54.0%) mainly due to a number of major infrastructure and software projects finalised and commissioned in 2025 as compensated by the increase in Infrastructure and Intangible assets.

Current vs Prior Year Actuals (\$61.6 million increase)

The increase of \$61.6 million (248.3%) in Construction in progress over 2024 is mainly due to continued spent on projects including Transforming Bunbury Waterfront - Stage 3 Project (\$47.5 million); Westport's Marine and Port Infrastructure program (\$7.3 million) and Ocean Reef Marina - Essential Operational Infrastructure - Phase 2A (\$4.4 million).

7. Contributed equity

Estimate vs Actual (\$246.6 million greater than estimated)

Contributed equity in 2025 exceeds budget by \$246.6 million (29.1%) mainly due to the reduction in distribution of equity relating to the Westport Account, transfer of Spoilbank Marina at Port Hedland to the Department in July 2024; and actual balance for 2024 not reflected in the estimates 2025, which were made before 2024 financial year ended.

Current vs Prior Year Actuals (\$147.9 million increase)

Contributed equity in 2025 exceed prior year by \$147.9 million (15.6%) mainly due to Contribution by Department of Planning, Land and Heritage for Spoilbank Marina (\$88.1 million,); Regional Development Headworks Fund (Department of Primary Industries and Regional Development) for Transforming Bunbury Waterfront Phase 3 (\$46.1 million); Capital Appropriation (\$53.7 million); contribution from Main Roads Western Australia to Westport Account (\$2.5 million) and offset by Distribution to Main Roads Western Australia for Causeway Pedestrian and Cyclist Bridge and land acquisitions for the Westport program (\$42.5 million).

8. Reserves

Estimate vs Actual (\$149.6 million greater than estimated)

The \$149.6 million represent the increase of \$131.1 million in property, plant and equipment revaluation and due to estimate not updated for last year’s revaluation increase of \$18.3 million.

Current vs Prior Year Actuals (\$131.1 million increase)

The \$131.1 million represent the net increase in land and building revaluation increments between current and prior year actuals.

9. Accumulated surplus

Estimate vs Actual (\$193.9 million greater than estimated)

Accumulated surplus in 2025 exceeds estimate by \$193.9 million (42.4%) due to lower net operating activities than expected in 2025, delayed and underspent capital programs for 2025, and actual 2024 cash surplus not reflected in the estimates, which were made before 2024 ended.

10.1.3. Statement of Cash Flows Variances

	Variance Notes	Estimate 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2025 and 2024 \$'000
Cash flows from State Government Receipts						
Service appropriation	1	106,336	134,221	130,388	27,885	3,833
Capital appropriations	2	64,498	53,697	41,854	(10,801)	11,843
Funds from other public sector agencies	3	93,529	96,640	80,039	3,111	16,601
Cash transferred from other agencies	4	47,138	48,553	7,549	1,415	41,004
Royalties for Regions Fund	5	93,059	69,214	71,192	(23,845)	(1,978)
Net cash provided by State Government		404,560	402,325	331,022	(2,235)	71,303
Utilised as follows:						
Cash flows from operating activities Payments						
Employee benefits	6	(217,121)	(208,075)	(174,600)	9,046	(33,475)
Supplies and services	7	(312,307)	(226,904)	(223,642)	85,403	(3,262)
Finance costs		(326)	(248)	(172)	78	(76)
Accommodation		(21,354)	(21,230)	(19,925)	124	(1,305)
Grants and subsidies	8	(245,047)	(222,278)	(182,481)	22,769	(39,797)
GST payments on purchases	9	(26,706)	(53,184)	(42,939)	(26,478)	(10,245)
Other payments		(7,393)	(6,013)	(3,255)	1,380	(2,758)
Receipts						
Sale of goods		43	34	40	(9)	(6)
User charges and fees		340,986	349,531	336,780	8,545	12,751
Grants and contributions	10	39,301	11,359	4,717	(27,942)	6,642
Interest received		296	1,807	1,298	1,511	509
GST receipts on sales		7,881	11,251	10,225	3,370	1,026
GST receipts from taxation authority	11	18,825	37,294	35,472	18,469	1,822
Other receipts		33,614	33,702	39,529	88	(5,827)
Net cash used in operating activities		(389,308)	(292,954)	(218,953)	96,354	(74,001)
Cash flows from investing activities Payments						
Purchase of non-current assets	12	(110,776)	(93,813)	(36,011)	16,963	(57,802)
Receipts						
Proceeds from sale of non-current assets		280	140	182	(140)	(42)
Net cash used in investing activities		(110,496)	(93,673)	(35,829)	16,823	(57,844)
Cash flows from financing activities Payments						
Repayment of lease liabilities		(2,652)	(3,010)	(3,083)	(358)	73
Distribution to owners	13	(124,421)	(42,487)	(50,567)	81,934	8,080
Payment to accrued salaries account		-	(2,493)	(927)	(2,493)	(1,566)
Net cash used in financing activities		(127,073)	(47,990)	(54,577)	79,083	6,587
Net increase/(decrease) in cash and cash equivalents	14	(222,317)	(32,292)	21,663	190,025	(53,955)
Cash and cash equivalents at the beginning of the period	15	569,776	755,850	738,705	186,074	17,145
Adjustment for the reclassification of accrued salaries		-	-	(4,518)	-	4,518
Cash and cash equivalents at the end of the period		347,459	723,558	755,850	376,099	(32,292)

10.1.3 Statement of Cash Flows Variances (continued)

Major Variance Narratives for the Statement of Cash Flows

For the Statement of cash flows, narratives are provided for key major variances greater than 10% of the comparative and greater than 1% of the Total Cost of Service of the annual estimate for variance between estimate and actual (1% of \$840.2 million) i.e. \$8.40 million and Actual Total Cost of Service from previous year for comparison between current and previous year. (1% of 635.3 million) i.e.\$6.35 million.

1. [Service appropriation.](#)

Estimate vs Actual (\$27.9 million greater than estimated)

Service Appropriation increased by \$27.9 million (26.2%) over estimate mainly attributed to additional funding for Zero Emission Vehicle (ZEV) due to increased demand (\$9.5 million); increase to Passenger Transport Subsidy Scheme (PTSS) rebates resulting from continued growth in demand (\$6.8 million); release of funding from Treasury Administered Provisional account for Regional Airstrip Upgrades for Eucla and East Kimberley (\$5.9 million); and increased funding for public sector employees resulting from the public sector wage policy.
2. [Capital appropriation](#)

Estimate vs Actual (\$10.8 million less than estimated)

Capital appropriation is \$10.8 million (16.8%) less than estimate mainly due to carryover and re-cashflow of various projects including Ocean Reef Marina's essential operating Infrastructure (\$4.8 million); Fremantle Fishing Boat Harbour Electrical Upgrade and Commercial Precinct Project (\$3.7 million) and Maritime Facilities Program (\$1.8 million).

Current vs Prior Year Actuals (\$11.8 million increase)

Capital appropriations increased in 2025 by \$11.8 million (28.3%) over 2024 mainly due to funding provided for the development of Phase 2A Essential Operational Marine Infrastructure at Ocean Reef Marina (\$7.3 million); Cyber Security Implementation Program (\$4.7 million); increase in Vessel Replacement Program (\$2.5 million); funding for replacement of electrical infrastructure at Fremantle Fishing Boat Harbour and commercial precinct (\$2.3 Million); offset by a reduction of \$5.3 million to reflect the completion of COVID 19 WA recovery Projects.
3. [Funds from other public sector agencies](#)

Current vs Prior Year Actuals (\$16.6 million increase)

Funds from other public sector agencies in 2025 is greater by \$16.6 million (20.7%) when compared to 2024 mainly due to funding from Road Safety Commission for Infringement Management Services (\$11.7 million); increased funding from Main Roads Western Australia for Principal Shared Paths (\$7.4 million); offset by reduction in funding for Driver Access and Equity program due to funding not received by year end (\$1.5 million).
4. [Cash transferred from other agencies](#)

Current vs Prior Year Actuals (\$41.0 million increase)

Cash transferred from agencies is \$41.0 million (543.2%) greater than prior year. This is predominantly due to the increase of funding from Royalties for Region for Transforming Bunbury's Waterfront Stage Three (\$39.1 million).
5. [Royalties for regions fund](#)

Estimate vs Actual (\$23.8 million less than estimated)

Receipts from the Royalties for Region Fund is \$23.8 million (25.6%) under estimates mainly due to deferral of uncommitted underspend to 2026 to fund a 6 month extension of the Regional Airfare Zone Cap (\$10.9 million); re-cashflow of Regional Pensioner Travel Card funding from 2025 to address anticipated increase in demand and cost escalation in the outyears (\$6.0 million); deferral of Carnarvon One Mile Jetty to 2026 due to approval delays (\$4.1 million); and underspend in Drummond Cove Coastal Erosion (\$2.8 million).

10.1.3 Statement of Cash Flows Variances (continued)

6. Employee benefits

Current vs Prior Year Actuals (\$33.5 million increase)

The increase of \$33.5 million (19.2%) is predominantly due to an increase in Full Time Equivalents in 2025 for infringement processing and increase in staff to reduce wait times at service centres. Increases in wages costs in line with the public sector wages policy, and the reclassification of frontline roles also contributed to the increase.

7. Supplies and services

Estimate vs Actual (\$85.4 million less than estimated)

Supplies and services are under budget by \$85.4 million (27.4%) mainly due to project delays caused by scope changes and establishment of key contracts including Westport program (\$44.1 million), WA Supply Chain Improvements program (\$28.6 million); Infringement Processing Platform (\$2.7 million) and reduced need for technical and engineering advice as the Metronet project entered the final stages of construction delivery (\$4.8 million).

8. Grants and subsidies

Current vs Prior Year Actuals (\$39.8 million increase)

The increase of \$39.8 million (21.8%) in 2025 when compared to 2024 is mainly due to Westport Program (\$18.5 million); increase in the uptake of Regional Airfare Zone Cap (\$7.2 million), Zero Emission Vehicles (\$5.9 million); greater demand in 2025 by Regional Pensioner Travel Card users (\$4.4 million); and greater demand in the Driver and Access Equity Program in 2025 (\$3.6 million).

9. GST payments on purchase

Estimate vs Actual (\$26.5 million greater than estimated)

The GST payment on purchases is greater than estimate by \$26.5 million (99.2%) mainly due to increased purchases of taxable goods and services in 2025 compared to prior years and therefore not adjusted in target.

Current vs Prior Year Actuals (\$10.2 million increase)

The GST payment on purchases is greater than prior year by \$10.2 million (23.9%). This is mainly due to increased purchases of taxable goods and services in 2025 compared to 2024.

10. Grants and contributions

Estimate vs Actual (\$27.9 million less than estimated)

Grant and contribution receipts reduced by \$27.9 million (71.1%) mainly due to the reflow of WA Agricultural Supply Chain Improvements to 2027 resulting in a reduction of \$31.9 million in Commonwealth grants in 2025. This is mainly offset by an increase of Commonwealth funding for Inner City Projects in 2025 as a result of delays and re-cashflow of projects from 2024 to 2025 (\$3.8 million).

Current vs Prior Year Actuals (\$6.6 million increase)

Grant and Contribution receipts increased by \$6.6 million (140.8%) over prior year primarily due to increased Commonwealth funding for Inner City projects in 2025 (\$ 7.6 million) and partially offset by cessation of Federal funding for Recreational Fishing and Camping Facilities program in 2024 (\$1.1 million).

11. GST receipts from taxation authority

Estimate vs Actual (\$18.5 million greater than estimated)

The GST receipts from taxation authority of \$18.5 million (98.1%) is greater than estimate mainly due to increased purchases of taxable goods and services in 2025 compared to prior years and therefore not adjusted in target.

10.1.3 Statement of Cash Flows Variances (continued)

12. Purchase of non-current physical assets

Estimate vs Actual (\$17.0 million less than estimated)

The underspend of \$17.0 million (15.3%) is mainly a result of deferral of Capital programs to 2026 and beyond due to unavoidable delays arising from protracted procurement activities, and resource restraints.

Current vs Prior Year Actuals (\$57.8 million increase)

The increase of \$57.8 million (160.5%) in 2025 when compared to the prior year is mainly due to continued project spend in Transforming Bunbury Waterfront - Stage 3 Project (\$47.5 million); Westport's Marine and Port Infrastructure program (\$7.3 million); and Ocean Reef Marina - Essential Operational Infrastructure - Phase 2A (\$4.4 million).

13. Distribution to owners

Estimate vs Actual (\$81.9 million less than estimated)

Distribution to owners is less than estimate by \$81.9 million (65.9%) mainly due to underspend in the Westport Office and supply chain initiatives funded from Westport Account (\$62.2 million); and payment to Main Roads Western Australia for Strategic land acquisition from the Westport Account less than anticipated in 2025 (\$22.5 million).

Current vs Prior Year Actuals (\$8.1 million decrease)

The decrease of \$8.1 million (16.0%) in comparing 2025 to 2024 is mainly due to completion of the Causeway Pedestrian and Cyclist Bridge resulting in less funding required from Perth Parking Management Account in 2025 (\$10.0 Million) offset by greater equity transfer in 2025 to Main Roads Western Australia for land acquisition from the Westport Special Purpose Account (\$3.5 million).

14. Net increase/(decrease) in cash and cash equivalents

Estimate vs Actual (\$190.0 million greater than estimated)

Net increase in cash and cash equivalents of \$190.0 million (85.5%) is mainly due to reduced net operating activities in 2025 (\$93.9 million); underspend in the Westport Office and supply chain initiatives funded from Westport Account (\$59.0 million); less than anticipated payment to Main Roads Western Australia for strategic land acquisition from the Westport Account (\$22.5 million); and underspend and deferral of capital programs to 2025 (\$16.9 million).

Current vs Prior Year Actuals (\$54.0 million decrease)

Net decrease in cash and cash equivalent of \$54.0 million (249.1%) in 2025 when compared to prior year is mainly attributable to increase in operating activities (\$76.5 million) and investing activities (\$57.8 million) during 2025. This is mainly offset by increase in cash provided by State Government in 2025 when compared to 2024 (\$71.3 million) and reduced funding provided to Main Road Western Australia on completion of the Causeway Bridge (\$10.0 million).

15. Cash and cash equivalent at the beginning of the period

Estimate vs Actual (\$186.1 million greater than estimated)

This relates to estimates not updated with the increase in cash for the previous year as the estimates for 2025 were made before finalisation of actuals for 2024

10.2 Explanatory statement for Administered Items

This explanatory section explains variations in the financial performance of the agency undertaking transactions that it does not control but has responsibility to government for detailed in the administrative schedules.

All variances between annual estimates and the actual results for 2025, and between the actual results for 2025 and 2024 are shown below.

Narratives are provided for key major variances which are more than 10% of the comparative and which are more than 1% of the Total Administered Income.

- a. Estimate and actual results for the current year:
 - 1% of Estimated Total Administered Income (1% of \$1.489 billion) i.e.\$14.89 million.
- b. Actual results between current year and the previous year:
 - 1% of previous year actual Total Administered Income (1% of \$3.403 billion) i.e. \$34.03 million

	Variance Notes	Estimate 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2025 and 2024 \$'000
Income						
For transfer to the Consolidated Accounts or Agencies						
Appropriations for transfer to the: Western Australian Coastal Shipping Commission		100	100	100	-	-
Infringements						
Plate and transfer infringements		9,327	5,526	8,552	(3,801)	(3,026)
Speed and red-light infringements		111,256	99,340	118,733	(11,916)	(19,393)
Final demand traffic infringements		2,256	2,858	2,936	602	(78)
Motor vehicle registrations						
Motor vehicle fees		114	65	113	(49)	(48)
Motor vehicle registrations		1,366,341	1,406,580	1,293,002	40,239	113,578
Vehicle Licence Duty	1	-	784,971	755,065	784,971	29,906
Third party motor vehicle insurance premiums	2	-	1,014,695	939,769	1,014,695	74,926
Catastrophic Injury Support Scheme	3	-	295,205	282,099	295,205	13,106
Service WA fees collected		-	69	64	69	5
NDIS worker screening application fees		-	1,837	2,420	1,837	(583)
Other income		-	6,177	-	6,177	6,177
Total administered income		1,489,394	3,617,423	3,402,853	2,128,029	214,570
Expenses						
Transfer payments						
Consolidated account	4	1,400,951	2,241,615	2,075,540	840,664	166,075
Department of Local Government, Sport and Cultural Industries		115	65	113	(50)	(48)
Insurance Commission of Western Australia	5	-	1,309,900	1,221,868	1,309,900	88,032
WA Coastal Shipping Commission		100	100	100	-	-
Road Trauma Trust Account	6	88,228	72,557	101,809	(15,671)	(29,252)
Service WA payments		-	1,906	2,485	1,906	(579)
Other expenses		-	-	1,519	-	(1,519)
Total administered expenses		1,489,394	3,626,143	3,403,434	2,136,749	222,709

10.2 Explanatory statement for Administered Items (Continued)

Major Estimate and Actual (2025) Variance Narratives

1. Vehicle Licence Duty

Estimated vs Actual (\$785.0 million greater than estimated)

Vehicle Licence duty revenue collected amounted to \$785.0 million and reflects the vehicle licence duty on motor vehicle registration collected on behalf of Revenue WA. This item is not reflected in the Department's budget statements.

2. Third party Motor Vehicle Insurance Premiums

Estimated vs Actual (\$1,014.7 million greater than estimated)

Third Party Motor Vehicle Insurance premiums totalled \$1,014.7 million collected on behalf of and transferred to Insurance Commission of Western Australia. This item is not reflected in the Department's budget statement.

3. Catastrophic Injury Support Scheme

Estimated vs Actual (\$295.2 million greater than estimated)

Catastrophic Injury Support Scheme totalled \$295.2 million collected on behalf of and transferred to Insurance Commission of Western Australia. This item is not reflected in the Department's budget statement.

4. Transfer Payment – Consolidated Account

Estimated vs Actual (\$840.7 million greater than estimated)

Consolidated account transfer payments exceeded estimates by \$840.7 million (60.0%) mainly due to vehicle licence duty on motor vehicle registrations collected on behalf of Revenue WA and transferred to the Consolidated Account. This item is not reflected in the Department's budget statement.

5. Transfer Payment – Insurance Commission of Western Australia

Estimated vs Actual (\$1,309.9 million greater than estimated)

Insurance Commission of Western Australia transfer payments exceed budget by \$1,309.9 million (100%) as this receipt is not reflected in the Department's budget statement. This amount relates to Third Party insurance premiums (\$1,014.7 million) and Catastrophic Injury Support Scheme (\$295.2 million) collected on behalf and transferred to Insurance Commission of Western Australia.

6. Transfer Payment – Road Trauma Trust Account

Estimated vs Actual (\$15.7 million greater than estimated)

Transfer Payment to Road Trauma Trust Account is \$15.7 million (17.8%) million less than estimate mainly due to the backlog in infringements to be processed and issued; notices active and awaiting payment from the community; and drivers now having access to enhanced payment options including Payment Extensions and Payment Instalment Plans which extend the time in which monies are received.



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