This document highlights a range of compelling and tangible examples of cross agency collaboration on some of Western Australia’s most significant transport projects, during 2017-18.
Looking back over the past year, I am especially proud of the increased collaboration and strengthened relationships between the portfolio agencies – the Department of Transport, Main Roads Western Australia and the Public Transport Authority.

I am also particularly pleased to share a number of significant milestones reached during the year on some of our key transport projects. In 2017-18 the portfolio has embraced its leading role in both the delivery of the Government’s significant METRONET program and development of the Westport Strategy.

Project offices have been established comprising expert teams drawn primarily from our transport agencies. These teams are working in a highly collaborative manner with other State Government departments and broader stakeholders to ensure we continue to work together to deliver the best outcomes for the Western Australian community.

As our State experiences a period of economic transition and our customers’ needs continue to evolve, it is more important than ever that we continue to maximise the value of every transport dollar we invest on behalf of the people of WA. We have achieved this throughout the past year as we continued to take a holistic view of the key role transport plays in our State’s economic growth. Specifically, we have focussed on the considerable benefits offered by a cohesive, integrated approach to the planning, investment and delivery of the transport system.

Our capacity to work collaboratively to offer the Government solutions demonstrates our commitment to supporting its Machinery of Government changes and Service Priority Review. These reforms will drive service improvements and cultural change, increase efficiency and heighten accountability for performance, and I look forward to bringing them to fruition.

This document highlights a range of compelling and tangible examples of cross agency collaboration on some of Western Australia’s most significant transport projects, like the execution of the multi-million dollar Optus Stadium transport solution.

Connecting People and Places also provides an overview of the Transport Portfolio’s operations; our major projects and achievements from the past financial year; and the objectives, trends and influences guiding our work in the future.

It is a testament to the fact that it is not the size of the project that matters, it is the benefit it delivers to the Western Australian community. It is connecting people with places, it is safety, convenience, comfort, employment, tourism opportunities and so much more.

Our customers and travellers who form our community are at the core of everything we do. Together, we will continue to keep the State moving by helping people get where they need to go as safely and efficiently as possible, and ensuring businesses are able to deliver billions of dollars in goods and services each year.

With approximately 60 per cent of the Government’s election commitments related to transport and the importance the Government has placed on the METRONET and Westport projects, we have certainly been entrusted with great responsibility.

I have every confidence that with our talented and dedicated teams we can deliver on this responsibility and more. I would like to thank all staff members across the Transport Portfolio for their efforts in 2017-18 and look forward to working together to make even more of a positive difference in 2018-19 and beyond.
ABOUT US

Our role
Western Australia needs a transport system that will continue to move people and freight safely, sustainably and efficiently, creating vibrant communities that are great places to live.

To do that we need to integrate and innovate. We need to think smarter about current systems and infrastructure, using technology to make it work harder and better for our customers. To achieve this the State’s three transport agencies work together to enhance the coordination and delivery of transport services.

By working together we ensure that the provision, operation and management of our transport system will continue to meet the needs of all Western Australians.

We work together to provide a world class transport system that is better connected, so no matter what form of transport you choose, whether it be walking, driving, flying, public transport or cycling, you will get to where you want to be safely and efficiently.
People
We recognise that achieving integrated transport solutions and services can only be realised through the talent and commitment of our people, allowing us to deliver great customer experiences and respond to business challenges and opportunities.

The following provides a snapshot of who makes up the portfolio team.

Finances
The Transport Portfolio is responsible for $66.3 billion of assets and administers a total budget of just under $4.9 billion including a capital expenditure of more than $1.6 billion.

The following is an overview of some of the key elements of our finances.

A detailed breakdown of each agency’s workforce and finances is available in their respective Annual Reports.
Performance
Timely, accurate and meaningful performance information is an essential part of good management and assists in ensuring accountability and transparency while aiding in good decision-making.

### CUSTOMER SATISFACTION

<table>
<thead>
<tr>
<th>Service</th>
<th>Result</th>
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</thead>
<tbody>
<tr>
<td>Roads</td>
<td>88</td>
</tr>
<tr>
<td>Trains</td>
<td>94</td>
</tr>
<tr>
<td>Buses</td>
<td>89</td>
</tr>
<tr>
<td>Ferries</td>
<td>99</td>
</tr>
<tr>
<td>Perth CAT Service</td>
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<tr>
<td>Cycleways</td>
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<td>Transwa</td>
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### SERVICE RELIABILITY

<table>
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<tr>
<td>Buses</td>
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<tr>
<td>Trains</td>
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<tr>
<td>Ferries</td>
<td>95</td>
</tr>
<tr>
<td>Road coaches</td>
<td>97</td>
</tr>
<tr>
<td>Journey time reliability roads</td>
<td>86</td>
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<tr>
<td>Congestion index</td>
<td>79</td>
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<tr>
<td>Waiting time standard for Metropolitan Area Taxis is met</td>
<td>91</td>
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<tr>
<td>Driver’s licence cards issued within 21 days of completed application</td>
<td>100</td>
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<tr>
<td>Regional airports receiving scheduled regular public transport air services</td>
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### SAFETY

<table>
<thead>
<tr>
<th>Measure</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle examinations completed in accordance with Australian Design Rules</td>
<td>95</td>
</tr>
<tr>
<td>Drivers licences issued complying with the Graduated Driver Training and Licensing System</td>
<td>94</td>
</tr>
<tr>
<td>Maritime infrastructure is fit for purpose when required</td>
<td>99</td>
</tr>
<tr>
<td>Incidents (accidents) on the water per 100 commercial vessels surveyed</td>
<td>4</td>
</tr>
<tr>
<td>Incidents (accidents) on the water per 10,000 registered recreational vehicles</td>
<td>9</td>
</tr>
</tbody>
</table>
OUR VISION

The Transport Portfolio influences and delivers the Government’s agenda by providing integrated transport solutions and services.

Our strategic direction includes six objectives to help drive and shape how we will achieve our vision.

- **Customer Focussed**
  We keep the customer at the centre of service delivery and decision-making

- **Sustainable Transport System**
  We deliver integrated, safe, efficient transport solutions

- **Innovative Solutions**
  We innovate to optimise our service delivery and infrastructure

- **Planning and Prioritisation**
  We plan holistically for a growing State

- **Optimising Investment**
  We maximise the benefits of every transport dollar

- **Collaborative Culture**
  We embrace collaboration to achieve better outcomes
The Director General of the Department of Transport concurrently holds the positions of Commissioner of Main Roads and Chief Executive Officer of the Public Transport Authority, the three agencies making up the Transport Portfolio. Richard Sellers is the appointed Director General and has overall responsibility for providing strategic direction and leadership across the Transport Portfolio. This includes working closely with our colleagues in various Port Authorities.

In September 2017 the Westport Taskforce was established to support the delivery of the Westport: Port and Environs Strategy. The Taskforce is undertaking a comprehensive review of infrastructure, land and transport networks around the Ports of Fremantle, Bunbury and Kwinana industrial area to deliver a sustainable and globally responsive long-term supply chain strategy to optimise freight, trade and logistics from Perth and the South West.

Looking ahead, the Transport Portfolio Governance Council endorsed structural changes to establish the Portfolio Strategic Projects Office, which strengthens our planning approach to projects and enables greater collaboration across agencies. Under the changes, set to take effect from 1 July 2018, the Department of Transport’s Policy, Planning and Investment and Transport Services divisions will also be brought together under one Managing Director role.
As the Director General Transport, Richard Sellers has overall responsibility for providing strategic direction and leadership to the Transport Portfolio. In performing this function Richard is supported by the Transport Portfolio Governance Council which comprises the Managing Directors, and other executives of each agency.
Richard Sellers
Director General
Richard was appointed Director General in September 2016. He has extensive experience in the public sector. His work on reform is widely recognised notably in his previous position as Director General – Department of Mines and Petroleum.

As Director General Transport, Richard has been integral in establishing the METRONET project, overseeing the State Government’s most significant integrated public transport plan. He has also played a key role in the creation of the Westport Project Office which will deliver a strategy to develop and grow the Port of Fremantle at the Inner and Outer Harbour, consider the required freight networks, and the opportunities for the Port of Bunbury to handle trade expansion and support growth of the WA economy.

Richard’s contribution to WA has been recognised by the Institute of Public Administration Australia (IPAA). In 2014 he was awarded IPAA’s WA Patron’s Award, and made a National Fellow at its annual conference in 2014.

Nina Lyhne
Managing Director Transport Services, Department of Transport
Nina was appointed Managing Director – Transport Services in January 2011. She previously held leadership positions across government in sectors ranging from trade and commerce to community development and occupational safety and health. In her current role Nina is responsible for the delivery of a wide range of transport services including driver and vehicle services, coastal infrastructure, marine safety and on-demand transport. She also oversees the provision of information technology, people and organisational development for the Department of Transport.

Steve Beyer
A/Managing Director Policy, Planning and Investment Department of Transport
Steve was appointed Acting Managing Director – Policy, Planning and Investment in February 2017. He has 30 years’ experience working across government and his team provides policy advice, strategic transport solutions and coordinated investment decisions to assist in the effective movement of people and goods. Steve is committed to defining and implementing priority transport projects and leading a unified approach to the planning and delivery of our transport system.

Peter Woronzow
A/Managing Director, Main Roads Western Australia
Peter was appointed Acting Managing Director of Main Roads in July 2016 and is responsible for the day-to-day operations of the agency. Peter manages strategic partnerships and develops relationships to deliver successful outcomes by drawing on extensive experience from roles across the organisation, including a term as Chief Financial Officer. He is a member of CPA Australia and is a Director on the Board of ARRB Group Ltd and Austroads Ltd.

Mark Burgess
Managing Director, Public Transport Authority
Mark was appointed Managing Director of the Public Transport Authority in 2010 and is responsible for the day-to-day operations of the agency. With 20 years’ experience in senior public transport roles in WA, Mark was Executive Director of the Transperth System, before moving to the Managing Director position. Prior to his public transport roles, Mark gained extensive logistics, transport and people management skills during 21 years in the Australian Army.

Anthony Kannis
Project Director, METRONET
Anthony was appointed Project Director of METRONET in June 2017. He has previously worked for various Government agencies including Treasury and Police. Anthony is responsible for leading the multi-agency team that will deliver the initial planning and development of METRONET projects to investment decision, while maintaining an overall program timeline and budget.

Nicole Lockwood
Independent Chair, Westport Taskforce
Nicole was appointed Chair of the Westport Taskforce in September 2017, bringing a wealth of experience from government and the private sector in the areas of urban renewal, infrastructure, freight and digital enablement. Nicole is Chair of the Freight and Logistics Council and MNG surveying, Deputy Chair of the Leadership WA Board, and a Board Member with Infrastructure Australia, Water Corporation and the Internet of Things Alliance.
STATE TRANSPORT PLANS

Perth and Peel@3.5 Million

Perth and Peel@3.5 Million is a strategic suite of documents which present a long-term growth strategy for land use and infrastructure provision for the Perth and Peel regions.

The suite includes four detailed sub-regional land use planning and infrastructure frameworks. These frameworks show what our city could look like in the future, how we can maintain our lifestyle and how we can accommodate a substantially increased population.

It is clear that we need to plan for a transport network that will drive urbanisation around infrastructure and enable high levels of accessibility for work, education and other activities.

A number of projects across the Transport Portfolio will support efficient and effective movement of people and freight that is integrated with land uses and links key economic and employment opportunities.

Western Australian Bicycle Network Plan

The Western Australian Bicycle Network Plan guides the expansion of metropolitan and regional cycling facilities across the State. The plan includes initiatives which cover a range of activities to efficiently provide a safe and sustainable cycling network which ties in with key destinations and public transport facilities.

Western Australian Regional Freight Transport Network Plan

The Western Australian Regional Freight Transport Network Plan is a comprehensive and integrated strategic plan for all modes of freight transport across regional WA. It articulates strategic planning, policy and capital project priorities to meet the freight transport demands of regional WA to 2031 (mainly outside of the Perth and Peel regions) across State roads, State-owned rail lines and ports. A more detailed assessment of priorities for the South-West is being undertaken through the Revitalising Agricultural Region Freight strategy, which is expected to be finalised in early 2019.

Western Australia State Aviation Strategy

The Western Australia State Aviation Strategy is aimed at supporting the economic and social development of WA through the provision of safe, affordable, efficient and effective aviation services and infrastructure. Following the Final Report of the Parliamentary Inquiry into Regional Airfares, released in late 2017 and as part of the supported recommendations arising from the inquiry, a review of the State Aviation Strategy has commenced.

On-demand Transport

The State Government announced a new direction for Western Australia’s on-demand transport industry, which will allow the industry to flourish and develop new innovative services for customers. The proposed changes will allow for flexibility that will benefit both passengers and service providers and allow for safer and more accessible taxi and charter services for the community.
We serve the community in many different ways. Transport is one of the most important community assets enabling access to education, employment and social opportunity through the efficient and reliable movement of people and goods.

The following snapshot shows some of the ways we serve the people of Western Australia.

- More than 18,500 km of roads and 243 km of shared cycling and pedestrian path
- 1,218 structures on the state road network, 935 on local government roads and 582 on private and other roads
- The Transperth rail network of 181 km of track and 71 stations on five lines
- The Transperth bus network made up of 11 geographic contract areas, a fleet of 1,483 buses, and 21 bus depots
- More than 139 million Transperth total boardings
- Transwa service links 240 regional locations to the Perth metropolitan area and many locations in between
- There are 153 TransRegional buses operating town and school bus services in 14 major regional towns as well as seven inter-town regional bus services
- More than 900 orange school bus services and contracts for students in rural areas and students attending special education facilities in the metro area
- 2.8 million SmartRider cards with 430,000 used each month and more than 850,000 SmartRider transactions on an average weekday
- 1,836,702 licensed drivers and 2,849,957 licensed vehicles
- 1,465 navigational aids and more than 1,500 active moorings
- 70,887 licensed on-demand transport drivers and 17,149 on-demand transport vehicles
- 245,000 licensed skippers and more than 99,000 registered boats
Social media and digital channels are an important tool in communicating with our customers and supporting service delivery and decision-making. Below is an overview of some of our popular channels.

<table>
<thead>
<tr>
<th>FACEBOOK PAGE NAME</th>
<th>FOLLOWING</th>
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<tbody>
<tr>
<td>Main Roads</td>
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<td>Transport WA (from March 2018)</td>
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<td>Marine Safety</td>
<td>3,344</td>
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<td>Marine Boatshead</td>
<td>630</td>
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<tr>
<td>Your Move</td>
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<td>Transperth</td>
<td>6,316</td>
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<td>METRONET (from November 2017)</td>
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<td>Forrestfield-Airport Link</td>
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<table>
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<tr>
<td>Forrestfield-Airport Link</td>
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<td>Main Roads</td>
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<table>
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<th>TWITTER HANDLE</th>
<th>FOLLOWERS</th>
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<tr>
<td>Main Roads – @Perth Traffic</td>
<td>63,076</td>
<td>9,541</td>
</tr>
<tr>
<td>Main Roads – @WA Roads</td>
<td>15,675</td>
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<tr>
<td>Transport – @TransportWAnews</td>
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<tr>
<td>Marine Safety WA – @MarineSafetyWA</td>
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<td>Transperth – @Transperth</td>
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<td>METRONET – @metronetperth (from November 2017)</td>
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<tr>
<th>WEBSITE</th>
<th>VIEWS</th>
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<tr>
<td>Main Roads</td>
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<tr>
<td>Transport</td>
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<td>Transperth</td>
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<td>Transwa</td>
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<td>PTA</td>
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<td>METRONET (from November 2017)</td>
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<tr>
<td>Forrestfield Airport Link</td>
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<table>
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<th>CALL CENTRE CONTACTS</th>
<th>CALLS REC’D</th>
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<tr>
<td>Main Roads</td>
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<tr>
<td>Transport</td>
<td>937,047</td>
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<tr>
<td>Transperth</td>
<td>691,239</td>
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<tr>
<td>Transwa</td>
<td>155,013</td>
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</table>
Perth’s Optus Stadium is a 60,000-seat, multi-purpose venue capable of hosting a diverse range of events. One of the most significant innovations for this venue has been to achieve a predominantly ‘public transport’ mindset, successfully catering for more than 50,000 people, in the face of Perth’s acknowledged private vehicle oriented culture. The high profile and political sensitivity of the stadium project, along with the huge public interest and the blockbuster early events, meant there was immense pressure on the Transport Portfolio to deliver.

The $399.9 million stadium transport solution has provided a world-class transport system to meet the needs of people attending stadium events. Since its opening earlier this year, the integrated train, bus, cycling and pedestrian solution has been proven to clear capacity crowds within an hour of an event finishing.

Great experiences are as much about the journey as the destination, and it’s clear this has been considered when developing the travel options. Whether it’s a picturesque walk across the iconic Matagarup Bridge, a bike ride through the lush native gardens surrounding the Stadium, an enjoyable cruise along our beautiful Swan River to Burswood Jetty, or a relaxed trip on the train to the landmark Perth Stadium Station, there are great options for all.

Prior to the stadium’s opening, there was some resistance from the public regarding the ‘no drop-offs’ policy, initiated to discourage event attendees from driving into the precinct. Since opening this has become a non-issue with attendees embracing the transport options available – a big step in the right direction in such a car-centric city.

Not only are the transport options plentiful, they are also convenient – proof we have achieved our goals. Underpinning the strategic Traffic Access Plan is the Operational Event Plan (OEP), developed by the Transport Portfolio partners, working collaboratively with relevant government and non-government entities. The OEP is the transport, traffic, cycling and pedestrian management solution to suit any type of event. The plan has been universally adopted to ensure we can achieve positive stadium traffic management outcomes.

Events are closely monitored and managed through the real-time operations teams in an on-site stadium Train Control Room, the Traffic Operations Centre, more recently the Road Network Operations Centre, in the Stadium Incident Room and by numerous on-ground responders. Collectively, they keep patrons’ safe and traffic moving.

Team members right across the organisation continue to rise to the occasion each and every week. As each event passes we learn more about how the public uses this precinct – knowledge that continually informs our planning and strategy to improve the experience.
Perth Stadium Station
With six platforms, two concourses and 11 lifts, Perth Stadium Station is the second biggest station on Perth's metro rail network.

East Perth Station
Upgraded to cater for the expected increase in patronage at the train station on stadium event days.

Perth Stadium Bus Station – 22 stands
Complements train services and has been carrying up to 18,000 passengers per event across eight suburban and one CBD route.

$5 million Burswood Jetty
Utilises the iconic Swan River as an alternate way to access the precinct.

Matagarup Bridge
The central bridge arch is 72 metres above the water at its highest point and the steel and concrete deck stretches 370 metres from bank to bank.

Cyclist and pedestrian options
Over 600 bike racks and several shared paths are within the precinct.
During 2017-18 we:

• Investigated opportunities to connect contact centre technologies to deliver a better customer service.
• Investigated opportunities for a shared portfolio Knowledge Management System.
• Developed a strategic communications plan to guide the delivery, distribution and management of information to the community.
• Improved safety for pedestrians in the CBD as part of the Traffic Signal Improvement Program, while minimising traffic impacts on buses.
• Changed the way Transwa communicates service delays to passengers, with SMS notifications allowing for automated updates for on-time running information.
• Developed accessibility initiatives and incorporated them into infrastructure projects throughout the State, to improve services provided to people with a disability.

In 2018-19 we will:

• Launch the My Say Transport collaboration and engagement hub.
• Establish a purpose-built space to facilitate opportunities for collaboration between multiple agencies and event organisers to manage real-time operations, events and incidents on the transport network.
• Investigate opportunities to establish a single access mechanism for licensing and permits.
• Establish regular Regional Transport Forums with the aim of enhancing customer experience, shared knowledge and creating strong and vibrant regions.
• Continue working on an upgrade to the Transperth app to show the real-time location of all bus services and real-time predictions for departure and arrival times.
• Trial Bring Your Own Device entertainment on Transwa road coach services.
• Trial free wi-fi on Perth’s public transport network.

We keep the customer at the centre of service delivery and decision-making.
Providing people with a variety of ways to arrive at their local train station is part of the portfolio’s holistic approach to transport.

Cycling to the station is one mode, which offers the additional benefits of reduced traffic and car park congestion. Providing facilities to cater specifically for cyclists at stations makes riding to the station an attractive option for commuters.

More than 3,300 bike parking spaces are provided across the Transperth network with about 70 per cent of these being secured within Lock and Ride bike shelters. Around 32,000 passengers have registered their SmartRider for use at one or more secure bike shelters.

The Bike Shelter Upgrade Program aims to meet the demands of customers by supplying additional bicycle parking at those train stations where it is needed most. The use of bicycle parking at train stations is monitored and upgrades are prioritised where usage is reaching capacity.

The upgrades include building new secure shelters, extending existing shelters and replacing u-rails with high density racks to increase capacity.

Where needed, additional CCTV security cameras and two-way intercom units are installed inside shelters to allow staff to communicate with users who may need help.

Shortly after Aubin Grove Station opened in April 2017, there was unprecedented demand for bicycle parking at the station. Under the Bike Shelter Upgrade Program, the initial 24 spaces were tripled to 76 spaces within the first six months to meet the demand from locals.

In the past financial year, 468 additional spaces have been added to the network at train stations on the Armadale, Midland, Joondalup and Mandurah Lines.

More information about the program can be found on the project webpage.
During 2017-18 we:

- Developed portfolio guidelines that will enable cross agency project teams to be formed.
- Delivered a range of integrated road, rail, ferry, cycling and pedestrian transport initiatives to support the successful opening and operation of the Perth Stadium.
- Completed works on the Nicholson Road Bridge (Canning Vale) which extends over the rail line, removing a rail level crossing and improving traffic flows and road and rail safety.
- Continued to deliver the Boosting Jobs and Busting Congestion priority projects.
- Completed construction of the NorthLink WA Southern Section including 6 km of shared cycle and pedestrian path.
- Completed the Mitchell Freeway extension (Burns Beach to Hester Avenue) which includes new interchanges, a bridge over the rail line, bus underpasses and shared cycle and pedestrian paths.

In 2018-19 we will:

- Deliver more than 100 safety upgrades worth $25 million on some of the State’s most dangerous sections of road. State Black Spot funding is going towards improvements.
- Continue construction of the NorthLink WA project.
- Deliver shared cycle and pedestrian paths to improve connectivity along the Midland and Fremantle lines.
- Continue to work with local government to roll-out the Safe Active Streets Program creating more inviting riding and walking environments for communities.
- Continue sealing and improvements on the Broome – Cape Leveque Road.
- Continue works on the Forrestfield Airport-Link.
- Continue to progress the delivery of the first stage of METRONET to connect suburbs, reduce road congestion and meet Perth’s future planning and transport needs.
After more than two years of design and construction, the southern section of NorthLink WA was completed while managing 70,000 vehicle movements along Tonkin Highway each day.

Now at freeway standard, the free-flowing link with six lanes between Guildford Road and Reid Highway is the first section of this $1.02 billion State and Federally funded initiative.

The southern section includes around six kilometres of shared path with local connections providing a safe and environmentally friendly way for cyclists and pedestrians to travel. The Hampton Park Primary School community is now using the new Tonkin Highway underpass, which features artwork created with the school’s 2017 final-year students.

The partnership with the contractor to develop a sustainability culture across the NorthLink WA southern section has delivered award-winning results. Setting and pursuing ambitious targets, the team worked together to achieve the highest WA score ever and the second-highest national Infrastructure Sustainability (IS) Council of Australia score for a transport infrastructure project.

They also won two 2017 Sustainability in Infrastructure Awards; the IS Impact Award, which recognises the project that exhibits the most outstanding leadership and greatest contribution to advancing infrastructure sustainability in Australasia and; the IS Outstanding Achievement Award for an IS certified project that has demonstrated the highest overall excellence and sustainability achievements.

Aiming to deliver a genuinely sustainable project, the southern section team embraced the sustainability challenge and used it as a catalyst to promote innovation across all areas of economic, environmental and social responsibility.

Further along Tonkin Highway the central section is taking shape with the design complete and construction works at the half-way mark. The four bridges and four underpasses that form part of this project are also taking shape and, when completed, will be the State’s largest interchange.

For the most up-to-date information and to see videos of progress along the entire NorthLink WA site visit the project webpage.
During 2017-18 we:

- Introduced real-time estimates of journey times on overhead electronic signs on freeways to inform motorists of traffic conditions ahead and reduce driver frustration.
- Delivered infrastructure projects from the Traffic Congestion Management Program.
- Progressed the Smart Freeways Intelligent Transport Systems Kwinana Northbound project shortlisting tenders.
- Continued the roll-out of the iAssess application for Practical Driving Assessments.
- Investigated initiatives to improve connectivity across agency IT systems and processes.
- Identified services across the portfolio and Government that can be delivered through the DoTDirect online platform.
- Signed up to the Sub-National Collaboration on Electric Vehicles Memorandum of Understanding.
- Commenced a trial to reduce speeds on the shared path network to improve safety for cyclists and pedestrians.

In 2018-19 we will:

- Commence delivery and construction of the Smart Freeways Kwinana Northbound project.
- Rollout “Addinsight” app broadcast capability to the general public alerting them to unexpected events on the transport network.
- Implement Selective Vehicle Detection at traffic signals for buses at priority locations.
- Continue to work on Traffic Signal Priority system to enable late running buses to receive green light traffic signal priority.
- Deliver the Your Move travel behaviour change program designed to change the travel behaviour of employees and householders in a new local government area.
- Develop phase one of an online Cycling Incident Reporting Facility to enable the community to record cycling incidents on the network in order to inform cycling planning decisions.
A practical cross agency initiative is providing WA skippers the opportunity to check their navigation system is working properly before heading out on the water.

In an Australian first, the Transport Portfolio worked collaboratively with the Surveying and Spatial Sciences Institute (SSSI), to implement the GPS Marker project, which allows skippers to validate their Global Positioning System (GPS) equipment using special markers and displayed coordinates at boat ramps and jetties.

WA’s vast coastline is difficult to navigate due to the limited number of reference points, particularly in remote areas. With the roll-out of the GPS Marker project mostly complete, skippers can have greater confidence in using their GPS to navigate safely. At 34 maritime facilities extending from Esperance to Derby, and including some yacht clubs in the metropolitan area, ‘cats-eyes’ markers, commonly used in road marking, have been positioned and engraved with a location code, in an area accessible to skippers either on the road, kerb or jetty.

On-site signage shows the coordinates for the marker, enabling skippers with built-in or portable GPS units to validate both the coordinates and display datum of their unit which can then be entered as waypoints.

Additional on-site information, paired with available coordinates and marker locations available online, means skippers have plenty of information to navigate. This initiative encourages skippers to use their GPS in conjunction with traditional charts to safely navigate their journey, particularly their return to dry land.
During 2017-18 we:

- Developed a coordinated approach to planning and engaging stakeholders associated with Activity Centres.
- Explored coordinated modelling, with alignment of key inputs and system parameters across all modes which will lead to one new transport model approach in the coming years.
- Progressed the Transport Data Survey Project to collect a representative sample of household travel behaviour data and commercial vehicle trip data to enable the updating of strategic transport models for the Perth metropolitan region.
- Provided a long term strategic assessment of freight railway capacity and identification of network ‘bottlenecks’.
- Commenced work on the development of the Revitalising Agricultural Region Freight Strategy identifying freight transport demands for western Mid-West, Wheatbelt, Great Southern and Southern Goldfields-Esperance agricultural regions.
- Undertook a review of heavy vehicle and freight functions to achieve better alignment.
- Established the Westport project office, bringing together officers from across the portfolio and other government agencies to pool expertise and experience to develop the Westport Strategy.

In 2018-19 we will:

- Undertake an operational review of the WA Heavy Vehicle Accreditation Scheme.
- Investigate and identify opportunities to align asset management practices across the Portfolio.
- Develop a strategic approach on how to meet environmental and road safety objectives in the Wheatbelt bringing together representatives from transport, road safety and environment for consideration by Government.
- Continue to progress the delivery of the first stage of METRONET to connect suburbs, reduce road congestion and meet Perth’s future planning and transport needs.
- Continue to contribute to a national regulatory framework to prepare for higher level automated vehicles expected to hit international markets as early as 2020.
- Commence consultation with local government to develop a long-term cycling network for the Perth and Peel regions.
- Finalise long-term regional cycling strategies for the Leeuwin-Naturaliste, Greater Geraldton and Bunbury-Wellington subregions.
- Complete the full reform of the on-demand transport industry and bring taxi and charter sectors under a single Act.
- Complete planning for inner suburbs light rail.

We plan holistically for a growing State
Investment in rail infrastructure has seen cities around the world thrive. Right here in Perth, in December 2007, the first train travelled from the CBD to Mandurah, connecting our southern suburbs with more sustainable transport options. It also helped transform established areas and create new communities as they grew around the rail infrastructure.

Fast forward to today, and METRONET is the next major investment in rail infrastructure since New MetroRail. It proposes to deliver approximately 72 kilometres of new passenger rail, up to 18 new stations and unlock more than 5,000 hectares of land for development.

Transport and land use planning have come together in one multi-agency office, setting METRONET off in the right direction to secure Perth’s growth and success in the future.

Representatives from across the Transport Portfolio are joined by those from other agencies, such as Department of Planning, Lands and Heritage, Department of Communities, LandCorp and Metropolitan Redevelopment Authority, in one office to work closely together to plan and deliver projects that ensure a high level of public transport service on day one of operations, encourage active transport options and improve connectivity across our city, while being flexible enough to meet future development.

In just one year the METRONET team has:
• Commenced tunnelling for the Forrestfield-Airport Link
• Completed Business Cases for the Yanchep Rail Extension and Thornlie-Cockburn Link
• Awarded major planning and engineering tenders
• Started early planning and stakeholder engagement for the Morley-Ellenbrook Line
• Completed technical options analysis and identified solutions for the Bayswater Station upgrade and Denny Ave level crossing removal
• Engaged with almost 16,000 people through community events, presentations and public information

It will be even busier in 2018-19 with many of the project’s business cases and project definition plans being developed.
Western Australia’s agriculture and food sector represents approximately 10 per cent of the State’s economy and continues to grow. WA commodities include grain, fertiliser, aglime, hay and livestock. There have been significant changes to the grain export industry in recent years and there is a strong need to identify initiatives to improve agricultural freight supply chains to increase WA’s global competitiveness and enhance road safety.

To address this need, in 2017-18 the Transport Portfolio initiated development of the Revitalising Agricultural Region Freight Strategy. The cross-agency strategy is being prepared in collaboration with the Department of Primary Industries and Regional Development.

It involves a holistic, multi-modal assessment recommending actions and projects to achieve regional economic growth, connected and continuous supply chains, seamless integration between road and rail, optimised infrastructure and policy environment, improved transport efficiency and improved road safety.

Collaboration has been key to ensure a balanced approach to developing the strategy with ongoing sharing of staff resources, skills, expertise and knowledge between the three portfolio agencies.

A comprehensive analysis of freight movements is underway, including transport network modelling and economic modelling. This will identify a series of potential infrastructure and non-infrastructure initiatives, which will be prioritised using assessment criteria that aligns with the strategy’s objectives.

Recommended actions and projects may include specific infrastructure upgrades, including road and rail, technological solutions and policy measures that will help make freight transport more productive, efficient, and safer in WA’s primary grain growing regions.

Significant stakeholder consultation was undertaken between May and July 2018 and involved 68 local governments and more than a dozen key organisations and peak industry bodies.

The final strategy is expected to be released in the first half of 2019.
During 2017-18 we:

- Presented a consolidated list of the highest priority investment proposals for submission to the Department of Treasury as part of the annual State Budget cycle.
- Sought further opportunities to enhance cost efficiency and effectiveness through co-location of regional offices.
- Combined Mitchell Freeway widening, and shared cycle and pedestrian path works to realise costs savings and limit disruption to the community.
- Updated and utilised a standard template for business case proposals.
- Continued to exploit synergies on adjacent projects to achieve related cost efficiencies.
- Investigated opportunities for transport related Big Data that leverages private sector expertise, learns from those that have gone before us and considers how others can use our data better.

In 2018-19 we will:

- Identify possible scenarios including indicators and signposts that would mark the potential for change in the investment strategy underpinning Portfolio Strategic Asset Planning.
- Build and identify a comprehensive picture of all data available across the portfolio and how that can be made more accessible, beginning with metropolitan land transport system data.
- Develop a Post Project Evaluation framework aligned with good practice from Infrastructure Australia, Australian Transport Assessment and Planning Guidelines, Infrastructure Sustainability Council of Australia and the future Infrastructure WA.
- Continue to ensure the consideration of land-use outcomes is embedded in the design of METRONET infrastructure to deliver outcomes that will cut congestion, reinvigorate suburbs, improve community outcomes and create jobs.
The Perth Area Travel Household Survey (PATHS) launched in May 2018, will see information collected from a total of approximately 7,000 households over four years. The purpose of the survey is to collect information about individual travel behaviours.

Information collected from the community will allow the Transport Portfolio to update its strategic transport models and create a new, integrated Perth Transport Model. These models are used to inform strategic transport planning, infrastructure and investment decision-making.

Householders across the Perth and Peel regions will be randomly selected to participate. Each year between 1,500 and 2,500 households will be selected. Each householder who takes part will be given a GPS device to carry for five days. In addition, one cohort of householders will receive a paper travel survey to complete about a nominated travel day. After five days of carrying the device, the second cohort of householders will be interviewed about their nominated travel day. This process aims to clarify unclear travel information and to compare cohorts.

Representatives door knocked during May 2018 to seek candidates, with the random selection process being a statistical procedure that aims to ensure we adequately represent the population.

Travel surveys are regularly conducted all over the world, including across Australia. In the past, surveys have predominantly been conducted by paper or online, where participants have relied on their memories to record travel trips.

As new technologies have become available, new ways of conducting travel surveys have been tested. The most recent research shows that Apps continue to be unreliable for the purposes of infrastructure investment. Dedicated GPS devices have proven to be more reliable and therefore earned interest from across industry.

GPS devices are being tested further in this survey and the findings will be of interest internationally. Based on success so far, the devices are likely to be adopted for travel surveys worldwide.

More information is available from the project webpage.
During 2017-18 we:

- Developed a Communications Strategy aimed at ensuring the right information travels to the right people at the right time to influence travel behaviour and journey decisions.
- Developed portfolio principles that will enable cross agency project teams to be formed.
- Adopted a standard operating environment across the portfolio where it delivers value for money.
- Shared and when possible harmonised corporate policies and guidelines.
- Held a Portfolio Leadership Forum to identify and explore new opportunities to work more closely in delivering our services to the community.

In 2018-19 we will:

- Continue to deliver 28 priority actions through cross-portfolio teams to work more closely in delivering our services to the community.
- Deliver the multiple actions identified in the Transport Portfolio Communications Strategy.
- Explore opportunities to build stronger relationships with local government building on the existing Regional Road Groups from a whole of transport perspective.
- Roll-out a pilot portfolio leadership program and coaching approach.
- Establish the Portfolio Strategic Projects Office to ensure holistic transport planning and service delivery.

COLLABORATIVE CULTURE

We embrace collaboration to achieve better outcomes

Approach

The Transport Portfolio Governance Council which meets monthly, serves as the Transport Portfolio’s executive committee, ensuring effective integration and coordination across the agencies. It comprises the Director General, the Managing Directors and the Chief Finance Officers from each agency, and the Director of the Office of the Director General. The Executive Directors from each agency’s human resource directorates have been invited as guests to attend most meetings in 2017-18.

One of the key functions of the Council is to set, monitor and make key decisions reviewing the strategic direction and priorities of the Portfolio, including accelerating cultural reforms to achieve better integration of holistic transport planning and delivery. In addition, the Council provides guidance and support to the Director General in the overall management of the Portfolio, achievement of the Service Priority Review outcomes and in providing advice and support to Government.

During 2017-18 we:

- Developed a Communications Strategy aimed at ensuring the right information travels to the right people at the right time to influence travel behaviour and journey decisions.
- Developed portfolio principles that will enable cross agency project teams to be formed.
- Adopted a standard operating environment across the portfolio where it delivers value for money.
- Shared and when possible harmonised corporate policies and guidelines.
- Held a Portfolio Leadership Forum to identify and explore new opportunities to work more closely in delivering our services to the community.
We began trialling full freeway closures for the completion of routine maintenance in late 2017. In March 2018, in collaboration with contractor DM Roads, we successfully completed a full closure of the Mitchell Freeway, over five nights, for routine maintenance works.

More than 280 people from nine organisations came together, working under one closure and one set of traffic management, coordinated by DM Roads’ Electrical Services team.

The full closure enabled all required maintenance activities on a section of freeway to be completed. This included drainage inspections and verification; vegetation maintenance; replacement of electric light units, lamps and gear trays; barrier repair works; line marking; and litter collection and roadside sweeping.

At the same time, we were able to take advantage of the closure to complete essential barrier and vegetation works along the rail corridor.

Completing routine maintenance works during a full closure had significant safety benefits for workers, who otherwise face numerous hazards and near misses when members of the public enter or drive unsafely near worksites. Full closures almost completely remove this risk and ensure workers can concentrate on the task at hand, thereby improving productivity.

Full closures also significantly reduce the impact on the travelling public. If completed under standard traffic management, these works would have required the freeway to be closed for 38 nights, as opposed to just five.

In addition, the financial benefit is notable, resulting in savings of almost $200,000 – funds that have been reinvested into the maintenance budget to ensure our roads remain safe, efficient and reliable.

The success of these works has led to plans for full freeway closures to be used as our standard approach for freeway maintenance.
Transport infrastructure and associated technology is constantly evolving. New trends are emerging and, even as we start to understand and respond to what this technology means for us, our State and nationally, it continues to change. The work being done by the Westport Taskforce is just one way we are exploring and applying new knowledge and techniques to meet our changing environment.

Western Australia has the potential to be Australia’s main trade gateway to Asia. We have the closest proximity to some of Australia’s largest trading partners in China, India, Indonesia, Vietnam and Thailand, all with growing populations and increasing demand. Australia’s economy relies heavily on primary industry exports including oil and gas, iron ore, minerals and food products (meat/livestock, grain, wine and boutique foods such as crayfish and truffles), much that is produced in WA.

Meanwhile, emerging industries such as lithium and energy minerals, defence and tourism require new facilities.

With the Government’s priority to plan for the long-term future of Fremantle Port, there exists a window for WA to capitalise on this opportunity by designing and building a world-leading freight, trade and logistics hub near Perth to cater for the next 50 to 100 years.

To build a sustainable and globally responsive supply chain, comprehensive research and planning must be undertaken to deliver a robust, evidence-based strategy that has the support of government, industry, investors and the community. This is what the Westport Taskforce is doing.

Formed in September 2017 and led by Independent Chair Nicole Lockwood, the Taskforce includes specialist, multi-disciplinary personnel drawn from all levels of government, industry, academia, environmental and community groups.

Throughout the planning process, the Taskforce has engaged with stakeholders and the community to ensure the project best serves the State.

A comprehensive analysis of existing research paired with new research and consultation with experts at home and abroad informs the Westport: Port and Environs Strategy. This strategy, due at the end of 2019, will provide recommendations on the future of the Port of Bunbury, the Inner Harbour at Fremantle, and the possible development of the Outer Harbour at Kwinana.
### FACTS AND FIGURES

#### General State Information

<table>
<thead>
<tr>
<th></th>
<th>WA</th>
<th>Australia</th>
<th>WA (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area (square km)</td>
<td>2,526,646</td>
<td>7,688,126</td>
<td>32.9</td>
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<tr>
<td>Population</td>
<td>2,558,951</td>
<td>24,210,809</td>
<td>10.6</td>
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<tr>
<td>Annual vehicle kms travelled (100 million VKT)</td>
<td>296.1</td>
<td>2,543.5</td>
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<tr>
<td>Road length excluding Department of Biodiversity, Conservation and Attractions roads (kms)</td>
<td>147,321</td>
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<td>N/A</td>
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<tr>
<td>Fatalities (for calendar year 2017)</td>
<td>161</td>
<td>1,227</td>
<td>13.1</td>
</tr>
<tr>
<td>Serious injuries (for calendar year 2017)</td>
<td>1,433</td>
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#### Road Classification (as at 30 June 2018)

<table>
<thead>
<tr>
<th>Road Classification</th>
<th>Unsealed</th>
<th>Total (km)</th>
<th>Sealed (%)</th>
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<tbody>
<tr>
<td>National Land Transport Routes</td>
<td>0</td>
<td>5,120</td>
<td>100</td>
</tr>
<tr>
<td>Highways</td>
<td>108</td>
<td>5,902</td>
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<tr>
<td>Main Roads</td>
<td>776</td>
<td>7,507</td>
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<tr>
<td>Sub-Total</td>
<td>884</td>
<td>18,529</td>
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<td>Local Roads regularly maintained</td>
<td>88,311</td>
<td>127,765</td>
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<tr>
<td>Local Roads not regularly maintained</td>
<td>970</td>
<td>1,027</td>
<td>6</td>
</tr>
<tr>
<td>Sub-Total</td>
<td>89,281</td>
<td>128,792</td>
<td>31</td>
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<tr>
<td>Roads managed by Department of Biodiversity, Conservation and Attractions</td>
<td>37,975</td>
<td>38,333</td>
<td>1</td>
</tr>
</tbody>
</table>

#### Total WA Road Network

- 128,140 km
- 185,654 km
- 31%

### General information from across the Portfolio

- 1,218 structures on the State road network and a further 935 on local government roads
- Transperth (metro) rail network 180.8 kms of track and 72 stations on five lines
- 30 maritime facilities
- 1 road tunnel
- 1,023 traffic signals on the road network
- 1,500 active moorings
- 1,450 boat pens
- 1,465 navigational aids
- 300 Transperth railcars
- 1,483 Transperth buses
- 21 Transperth bus depots
- 2 Transperth ferries
- 23 Transwa road coaches
- 14 Transwa railcars
- 3 safe active streets
- Transwa service links 240 regional locations to the Perth metropolitan area (and locations in between)
- 153 TransRegional buses operating town and school bus services in 14 major regional towns as well as seven inter-town regional bus services
- 400 CCTV cameras on roads and more than 15,000 across the public transport network
- 243 kms of shared cycling and pedestrian path
- More than 900 orange school bus services and contracts for students in rural areas, and students attending special education facilities in the metro area
- 2.8 million SmartRider cards in circulation with 430,000 used each month
- 27,814 heavy vehicle permits issued
- 12,700km of coastline
- 139,847 million Transperth total boardings
- 483 railway level crossings across the freight network with active control (lights and boom gates) and a further 844 railway level crossings with passive control (stop, give way, non-operational)
- 1,836,702 licensed drivers
- 2,849,957 licensed vehicles
- 99,000 registered boats
- 245,000 licensed skippers
- 850,000 SmartRider transactions on an average weekday
- 450 boat pens, and 915 maritime assets across the State
- 7,697,566 driver and vehicle services transactions
- 103,484 Practical Driving Assessments conducted
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