



Government of **Western Australia**
Department of **Transport**

Empowering a
thriving community

2023-24 Annual Report



Hint: tap the coloured tabs across the top of the pages for quick access to all Sections.

About this report

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Statement of Compliance

For the year ended
30 June 2024

To the Hon. Rita Saffioti MLA, Deputy Premier; Minister for Transport and the Hon. David Michael MLA Minister for Ports; Minister Assisting the Minister for Transport

In accordance with section 63 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to Parliament, the Annual Report of the Department of Transport for the financial year ended 30 June 2024.

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

Peter Woronzow
Director General – Transport
17 September 2024

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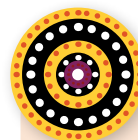




Acknowledgment of Country

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

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



Artwork: "Songlines"

The artwork is one of a series of collaborative artworks by Deanne Tann, Sister Kate's Home Kids Aboriginal Corporation and Department of Transport employees following Cultural Awareness Training workshops.

It depicts a place of belonging in country (Boodja); interspersed with cultural and spiritual contours within the land, reflecting Cultural Songlines that are invisible to the eye but are paramount to cultural understandings of Aboriginal people's connection of their family groups and their communities to their 'place'.

Though the piece is not specific to any one Aboriginal group or their countries (place of belonging), it is a representation of cultural and spiritual lore, protocols, and practices — all meaningful concepts of First People's cultural knowledge and their spiritual world views.



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Overview

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About us

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

We put our 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, shared paths and waterways.

As part of the Transport Portfolio we proudly work together with our agency 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.

This is DoT video

To view: go to link, or scan QR code.
transport.wa.gov.au/thisisdot



Our purpose

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

Wherever you're going in WA, we'll help you get there.

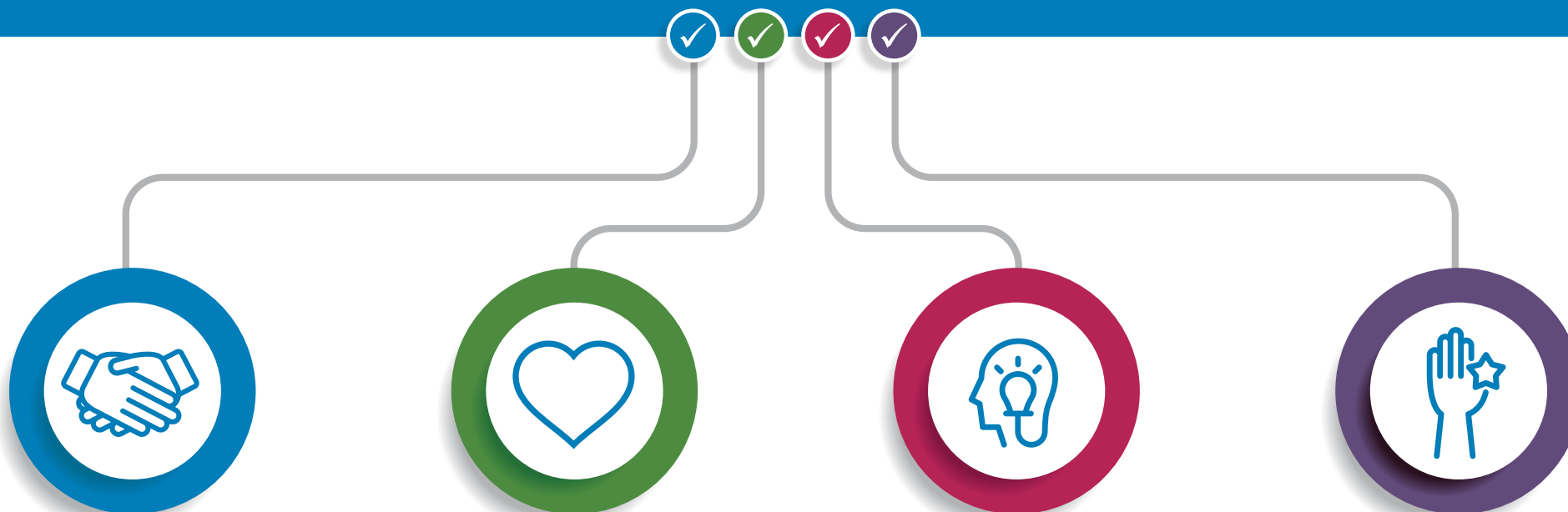
We help people to participate in activities that enrich their lives, connect them to family and friends and support their community.

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

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

Our values

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



Collaboration

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

Wellbeing

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

Adaptability

Responding to the changing needs of our community, we are curious, try new things and support each other to grow. 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](#) clearly sets the direction for our business, enabling us to service the WA community with effective and customer focused transport solutions and services.

We refreshed our Strategic Intent in September 2023 to provide our people with greater clarity and easier recall of our strategic focus areas and their guiding principles.

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

Together with our Transport Portfolio partners – Main Roads and the Public Transport Authority – we have had another year of excellent progress in delivering projects and services to stimulate economic growth, improve infrastructure and services, create jobs, recognise and celebrate heritage and culture, and support a connected, resilient, safe and sustainable transport system.

Each year it gives me great pleasure to share and acknowledge some of our significant achievements from across the Portfolio.

In early 2023 the Kimberley region was affected by catastrophic flooding, prompting the creation of an infrastructure resilience program. The first of its kind in Western Australia, the program is investing in projects to build infrastructure resilience, protect supply chains and improve emergency responsiveness in the region. The program's first project – the new Fitzroy River Bridge – was completed six months ahead of schedule in December 2023 reconnecting the East and West Kimberley, just 11 months after the old bridge was destroyed by flooding.

In 2023-24 we continued to improve connectivity for our regional and remote communities through the Regional Airfare Zone Cap scheme. Since its inception in July 2022, over 361,000 capped fares have been flown, making air travel more accessible and affordable for residents in the regions. The scheme's impact was further recognised with an additional \$64.6 million funding committed in the 2024-25 State Budget.

In December 2023, a \$5 million upgrade of the Warmun Airstrip from gravel to a sealed runway was completed, providing local communities with year-round access to essential air services. Additionally, 17 more regional and remote airports will share \$3 million in grants from the Regional Airports Development Scheme to improve their airport facilities.

Western Australia also welcomed new regional airline, Nexus, which is operating larger, modern aircraft on the expanded Inter-Regional Flight Network between Geraldton, Karratha, Port Hedland and Broome.

The life-changing Driving Access and Equity Program has made great strides in supporting disadvantaged people across the Kimberley, Pilbara, Gascoyne, Mid West and Goldfields-Esperance regions to overcome barriers and obtain a driver's licence, leading to improved employment and social outcomes. In 2024, a two-year metropolitan pilot with the McGovern Foundation commenced and the grants program will expand into the Great Southern and South West regions.

Important regional rail freight infrastructure upgrades continued as part of the \$200 million Agricultural Supply Chain Improvements Program, helping move more grain to port via rail. In addition, the \$113 million Hedland Road and Rail Safety Improvement Program was delivered by Main Roads and BHP to improve road safety and transport efficiency for the community.

In other parts of the Portfolio, METRONET, the single largest investment in public transport for Perth, entered its final 18 months of delivery, having achieved several key milestones during the year. METRONET is creating long-term legacies for communities across Perth through its Gnarla Biddi Aboriginal Engagement Strategy, Sustainability Strategy and Public Art Strategy, which combine to incorporate local history, culture and identity in planning and design, while meeting current and future community transport needs.

The project has also brought train manufacturing back to WA through the local production of new C-Series trains. In 2023-24, two new trains were received by the PTA, with another five either in testing or production at the Bellevue Manufacturing Facility. The inaugural passenger journey of the first locally-built C-Series train was undertaken in April, representing significant progress towards modernising Perth’s transit network.

In November 2023, the unveiling of the preferred design by Westport to move container trade from Fremantle to Kwinana, marked a major milestone for the project which will support trade expansion and the Western Australian economy for the next century.

The Albany Ring Road, Main Roads largest road project in the Great Southern opened in May 2024 diverting heavy vehicles around Albany improving safety and efficiency. The road has been named Menang Drive in recognition of the area’s Traditional Owners, the Menang Noongar people.

The Causeway Pedestrian and Cyclist Bridges Project is taking shape and will be a welcome addition to ease growing pressure on the paths of the existing Causeway Bridge, which are used by more than 3,000 cyclists and pedestrians daily.

The Tonkin Gap Project is nearing completion, introducing additional traffic lanes between Dunreath Drive and Collier Road. More than 3.1 km of new and enhanced Principal Shared Paths have been added, offering significant upgrades for cyclists, pedestrians, and kayakers with a new mountain bike skills area, a pump track and beach access for kayakers.

The rise in the number of deaths on our roads is of great concern to all of us. The Western Australian Government has committed to continuing its significant road safety investment focusing on the sealing of road shoulders and installation of audible edge and centre lines as part of the \$1 billion Regional Road Safety Program.

The Portfolio remains on track to achieve our five-year Aboriginal participation and engagement targets over to 2026. To date, we’ve awarded almost \$617.4 million in contracts to Aboriginal businesses toward our target of \$700 million. We’ve reached 2.4 million of the targeted 3.5 million work hours for Aboriginal people through capital works, services and maintenance programs.

We are contributing to the WA Government’s goal to reduce public sector emissions by 80 per cent by 2030. Our agencies have determined a 2019-20 baseline and are identifying opportunities for emissions reduction. Over the next year, a Portfolio Environmental, Social and Governance (ESG) Strategy will be developed to help realise our vision for a better future through connected, resilient, safe and sustainable transport solutions. This year, our agencies and major project offices continued to prioritise sustainable practices including incorporating recycled materials and progressing water wise outcomes

As we reflect on the past 12 months, we look ahead to further opportunities following a record investment of \$13.8 billion in transport infrastructure projects and initiatives in the coming years announced in the State Budget. Additional transport infrastructure projects including port, road, rail and maritime will support jobs and economic growth aiding trade and tourism, reducing congestion and better connecting our state.

Our achievements have been made possible through the dedication and effort of staff from across the Portfolio. I thank and congratulate everyone for contributing to delivering our vision for the Western Australian community.



Peter Woronzow
Director General – Transport

Executive summary

Managing Director’s introduction

Our purpose to empower a thriving Western Australian community is guided by our three strategic pillars: Community, Solutions and People. We provide transport solutions, services and amenities supporting connected communities, promoting liveability, wellbeing and helping to keep Western Australia’s economy strong.

The past year has delivered opportunities, challenges and successes for DoT. Our people have shown great commitment, adaptability and care to help keep our community connected and safe on WA’s roads, waterways, shared paths and online. In 2023-24, we continued to make a real impact for the community we serve, helping create a better future for all Western Australians.



Overcoming challenges

Increased demand for licensing services, particularly practical driving assessments (PDAs), vehicle and driver licence transfers and proof of identity checks saw increased customer wait times across our metropolitan driver and vehicle services (DVS) centres.

Contributing factors included increased interstate and overseas migration to WA; learner drivers being underprepared for their PDA leading to test failures and repeated attempts; a tight labour market impacting recruitment; and low customer awareness of DoT transactions that could be done online.

DoT responded to these challenges by introducing several initiatives. To improve PDA availability, we opened a dedicated driver assessment centre in Joondalup in November 2023, recruited additional driver assessors and improved our online booking system.

Since opening, our Joondalup centre has employed 18 new assessors, issued 5,229 new learner’s permits, conducted 8,679 computer-based theory and hazard perception tests and processed 3,709 interstate and overseas driver licence transfers. Over 9,500 PDAs have been delivered and more than 34,000 financial transactions have been conducted.

As a result, the total number of car and motorbike PDAs undertaken by DoT in 2023-24 increased by 14 per cent, from 110,873* PDAs in 2022-23 to 126,428*.

Customer wait times at our metropolitan centres were reduced by introducing an eight-week blitz from June 2024 where City West, Cannington and Mirrabooka DVS centres opened on Saturdays.

WA’s current tight labour market has affected the recruitment of skilled employees, particularly in frontline customer service roles and in some regional areas. In response, we implemented targeted recruitment campaigns and highlighted the benefits of working in DoT through our employee value proposition. We continue to strive for customer service excellence in these challenging economic conditions.

* Total number of C and R class PDAs conducted for metro and regional locations.





Delivering benefits for our community

The past 12 months have seen an unprecedented period of change for marine safety in WA. New safety equipment requirements for recreational vessels became law in September 2023, followed by a staged introduction of new marine drug and alcohol laws in November. Safety equipment regulations were also updated, making it mandatory to carry a lifejacket for every person on board.

The passing of the Western Australian Marine Amendment Bill 2023 will further prioritise safety and save lives by introducing on-water drug or alcohol testing for skippers.

DoT has played a pivotal role in delivering stage 3.1 of the \$78.1 million Transforming Bunbury's Waterfront Project. This included the expansion of the trailer parking space, building new toilet amenities and changing land and seabed tenures to expand the harbour. This significant waterfront upgrade is set to revitalise local coastal areas and provide the necessary infrastructure to boost WA's marine and tourism sectors

The Regional Airfare Zone Cap scheme continued to make air travel for regional residents more affordable by capping return airfares to Perth. Since commencing, 361,414 capped fare flights have been taken by regional residents to stay connected to family, friends and essential services in Perth.

The expanded Inter-Regional Flight Network, supported by a \$4 million State Government investment over four years, commenced in July 2023 with Nexus Airlines operating flights between Geraldton, Karratha, Port Hedland and Broome. In 2023-24, there were approximately 10,000 passenger movements on the network, improving connectivity and liveability in regional WA.

We continued to deliver rail freight infrastructure as part of the \$200 million Agricultural Supply Chain Improvements (ASCI) program. During 2023-24, ASCI upgrades to the Brookton and Broomehill rail sidings were completed, enabling faster loading of longer grain trains. Construction has commenced on upgrades to the Cranbrook and Konnongorring rail sidings.

We collaborated with the Kimberley Ports Authority (KPA) to facilitate its initial application to the Australian Government to expand the port of Broome's First Point of Entry status. The application was approved in February 2024 paving the way for increased import capability and processing of cruise vessel passenger baggage. We continued to support Westport advance the State Government's Westport planning initiative, to shift container trade from Fremantle to Kwinana.

We understand the transformative impact that obtaining a driver's licence can have on a person's life. In 2023-24, we continued to support disadvantaged regional and remote residents through the entire licensing process through our Driving Access and Equity Program (DAEP).

The 2024-25 State Budget included a further \$15.7 million commitment to enable DAEP to continue operating in existing areas and expand into the Great Southern and South West regions. We will also run a two-year metro-based pilot in partnership with the McGovern Foundation.

We are contributing to the electrification of transport through our Zero Emissions Vehicle Rebate Scheme, which provides a one-off rebate of \$3,500 on an eligible electric vehicle purchase. We have administered over \$24 million in rebates and with a further \$5.2 million allocated to the scheme in the 2024-25 State Budget, it is expected that up to 11,500 rebates could be paid before the scheme is due to conclude on 10 May 2025.

Our Urban Mobility team has collaborated with the Public Transport Authority and METRONET to encourage the community along the Armadale line to walk, wheel or ride for short local trips while the rail line is shut for its transformation. The Armadale Line Active Travel project is providing support for active travel in collaboration with the Town of Victoria Park and the cities of Canning, Gosnells and Armadale, as well as the Department of Education.

Following a review led by DoT in consultation with the State Government, City of Perth and other stakeholders, the commencement of the new *Perth Parking Management Act 2024*, will see greater flexibility to fund projects that improve the social, economic and environmental outcomes for Perth's city centre.



Building our culture and recognising excellence

As a major public sector employer, we strive to reflect the diversity of the community we serve. Our concerted efforts to encourage a positive and inclusive workplace culture were reflected in our third Barrett Values Survey, conducted in September 2023, which saw an above average participation rate of 61 per cent.

The results showed a positive change since 2021, with our people conveying a good sense of connection to their work and expressing confidence in DoT's strategic direction. We refreshed our employee recognition program, demonstrating our ongoing commitment to celebrate the outstanding contributions of our people. We communicated our People Value Proposition to potential and current employees to promote the transformative impact of our work on people's lives and encourages them to 'be part of something real'.



Record investment for a bright future

Our achievements in 2023-24 were made possible by the commitment and dedication of motivated people focused on delivering sustainable transport solutions and community-centric services for all Western Australians. The 2024-25 State Budget allocated DoT more than \$500 million in funding and will see the continuation of this commitment.

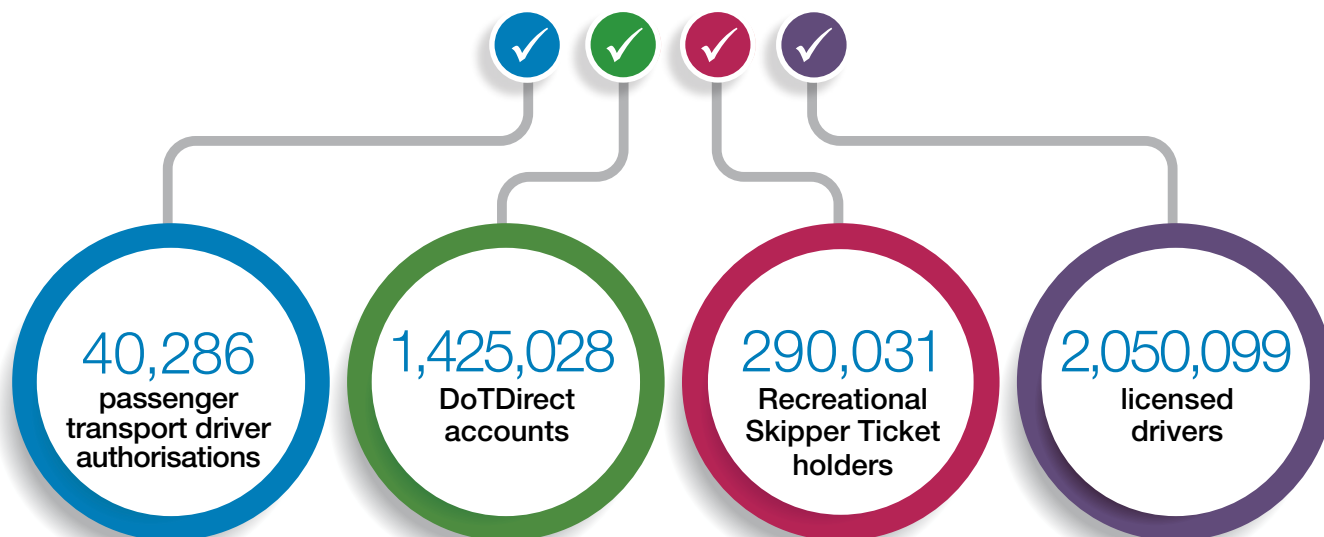
This is the largest amount ever allocated to our organisation in a single budget. Around \$200 million will support new projects spanning the next four years and around \$300 million will support ongoing projects. This unprecedented investment and public trust in DoT underscores the role we will continue to play in creating jobs, boosting the economy and empowering thriving communities across WA.

Sincerely,

Iain Cameron PSM
Managing Director
Department of Transport

2023-24 at a glance

Our customer milestones

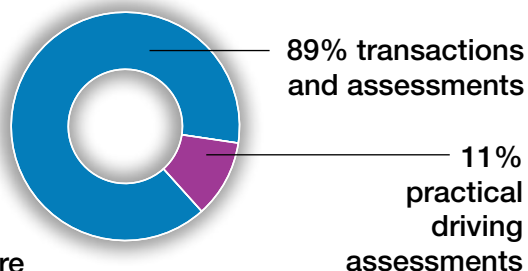


Our driver vehicle licensing centres provided advice, assessments and support

1,325,933 transactions and assessments

126,428 car and motorbike PDAs undertaken

21 regional and metro centres, including the Joondalup Driver Assessment Centre



We are making boating safer

Historic passing of the Western Australian Marine Amendment Bill 2023 to give WA authorities the power to test skippers for alcohol or drugs.

Read more on [page 58.](#)

We are transforming WA's ports and coastlines

\$3.6m

grant funding allocated to protect WA's coastline.

Read more on [page 66.](#)

\$13.5m

partnership between Westport and the Western Australian Marine Science Institution to deliver a comprehensive research program in Cockburn Sound.

Read more on [page 57.](#)

At a glance — in regional and remote WA

We invested in regular and affordable air services



361,414

zone cap flights flown between 1 July 2022 and 30 June 2024.

\$64.6m

in funding committed to continue the Regional Airfare Zone Cap scheme.

Read more on [page 52.](#)



\$600m+

invested or allocated by the State Government towards expanding regional and metro shared path networks since 2017.

Read more on [page 42.](#)



\$175k

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

Read more on [page 70.](#)

We helped disadvantaged Western Australians get a driver's licence

The Driving Access and Equity Program has seen:

24 not-for-profit local government and Aboriginal community-controlled organisations deliver the program.

936 disadvantaged regional and remote residents obtain a driver's licence since 2022.

\$15.7m committed to expanding the program into the Great Southern and South West regions and deliver a Perth metro pilot in 2024-25.

Read more on [page 71.](#)

We delivered safe paths and encouraged active transport



\$2.1m

to improve walking and riding infrastructure across the City of Karratha.

Read more on [page 42.](#)

We improved access to services in regional and remote WA

194 logbooks issued

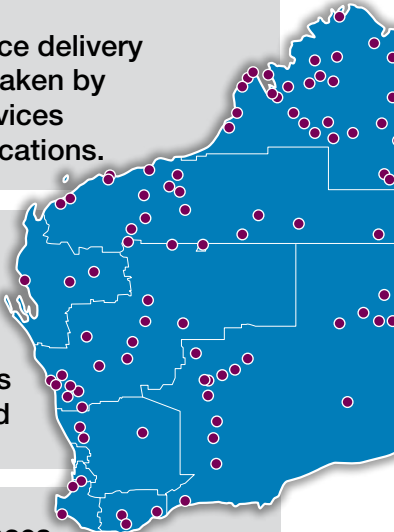
416 learner's permits issued/reissued

238 mobile service delivery visits undertaken by Remote Services across 73 locations.

898 theory and practical driving assessments administered

378 driver's licences issued/reissued

3,835 customers assisted



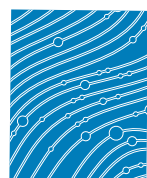
Financial summary

Some key financial targets and outcomes in 2023-24.

2023-24 Actual results versus budget targets

Total cost of services

Target (\$'000)
715,019



Actual (\$'000)
635,253

Variation (\$,000)
(79,766) ▼

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

Net cost of services

Target (\$'000)
315,132



Actual (\$'000)
256,168

Variance (\$,000)
(58,964) ▼

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

Total equity

Actual (\$'000)
1,629,258



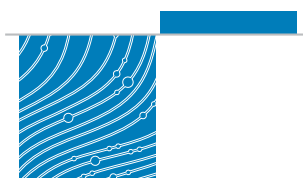
Target (\$'000)
1,383,349

Variance (\$,000)
245,909 ▲

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

Net increase (increase) in cash held

Actual (\$'000)
21,663



Target (\$'000)
(\$141,908)

Variance (\$,000)
163,571 ▲

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

Approved Full Time Equivalent (FTE)

Target
1,591



Actual
1,557

Variance
(34) FTE ▼

The actual paid FTE is lower than the target mainly due to the timing of recruitment.

See [pages 86 - 170](#) for full financial statements

Performance summary



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

See 'Framework to guide our approach' on [page 37](#).



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

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

See full KPIs on [page 171](#).

Key

 Target

 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%	18.6%
Percentage of regional Local Government Areas (LGAs) that have access to regular public transport air services between the LGA and Perth.	91.4%	91.5%

Service 1: Strategic transport policy and integrated planning

Efficiency KPIs	Target	Actual
Average cost per hour for strategic policy development and integrated transport planning	\$157.47	\$131.95

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%	98.0%
Percentage of driver licences issued that comply with the Graduated Driver Training and Licensing System (Safe Drivers)	100.0%	99.0%
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	\$20.74	\$18.41
Average cost per vehicle inspection performed by Vehicle Examination Centres	\$172.65	\$200.78
Average cost per vehicle inspection delivered through Authorised Inspection Stations	\$194.72	\$183.23
Average cost per driver assessment	\$128.02	\$114.91

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%	96.3%
Percentage of time maritime infrastructure is fit for purpose when required	100%	95.3%
Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels	9.0	11.5
Percentage of audited authorised on-demand booking services compliant with safety requirements	60.0%	34.1%

Key

-  Target
-  Desired result
-  Undesired result

Service 3: Maritime

Efficiency KPIs	Target	Actual
Average cost per day for planning, delivery, and management of a maritime asset	\$84.74	\$86.74
Average cost of managing waterways, safety and compliance – per registered recreational vessel	\$180.19	\$192.51
Cost to maintain Marine Pollution Response preparedness per registered vessel	\$45.33	\$50.04

Service 4: On-demand Transport

Efficiency KPIs	Target	Actual
Cost per On-demand Transport Authorisation	\$132.71	\$120.42



2

Significant challenges

Demand for practical driving assessments continued to challenge DoT	22
Recruitment challenges in competitive labour market	23
Helping ease demand on DoT licensing centres	24
Relief for cost of living pressures	24



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

DoT provided essential services in 2023-24 to meet challenges that significantly impacted the Western Australian community.

Demand for practical driving assessments continued to challenge DoT

DoT faced challenges this year due to the continued high demand for practical driving assessments (PDAs), which peaked in 2023.

Several factors have contributed to this high demand, including a 3.3 per cent increase* in international and interstate migration into WA. This saw over 90,000* additional people moving to the state, which while having net positive impacts on the economy, puts pressure on government services, including the need for driver licence practical assessments.

Coupled with this high demand from migration was the continued under-preparedness of learner drivers to take the PDA, leading to test failures and repeated attempts, as well as a tight labour market impacting driver assessor recruitment.

In response, DoT introduced several initiatives to improve availability, including the opening of a dedicated driver assessment centre in Joondalup, ongoing recruitment for more driver assessors and further improvements to the PDA booking system to improve fairness, including the introduction of two factor authentication to prevent automated software from bulk booking assessments.

As a result of these initiatives, the number of car and motorbike PDAs that were undertaken where there was a completed test increased from 110,873 PDAs in 2022-23 to 126,428 across metropolitan and regional WA, an increase of 14 per cent.

DoT continues to monitor PDA availability and focus on improving learner driver preparedness through an education campaign titled 'Smart Lane' that was launched in mid-2024.



* Figures to 31 December 2023

Recruitment challenges in competitive labour market

DoT faced challenges in recruiting skilled employees for roles across all directorates this year, due to Western Australia's low unemployment rate.

In May 2024, WA's unemployment rate fell to 3.6 per cent, sustaining at historic low levels for the second longest period in recorded history of available Australian Bureau of Statistics data.

To meet community demand for DoT services, the Department implemented a targeted recruitment campaign for specialist and non-specialist roles throughout 2023-24.

The tight labour market contributed to difficulties in recruiting new employees, including replacing several experienced Maritime engineers who had taken opportunities elsewhere.

Working with DoT's People and Culture team, the Maritime directorate implemented a new pool recruitment strategy to seek replacement engineers with a range of experience and skills to deliver DoT's significant coastal infrastructure projects.

Service delivery across Driver and Vehicle Services (DVS) centres was also impacted by ongoing challenges to fill driver assessor and customer service officer vacancies across metro and regional centres, with it proving particularly difficult to recruit and retain employees in regional locations.

To overcome these challenges, DoT focused on three key areas: evaluating organisational culture with an employee survey, enhancing employee recognition, and creating a strategy to keep and recruit employees in a competitive labour market.



Read more on how DoT is building a capable and future ready workforce on [page 79.](#)

Helping ease demand on DoT licensing centres

Over the past year, metropolitan DVS centres have experienced high demand, resulting in longer wait times for services.

The high level of interstate and international migration into WA increased demand for DoT's general licensing services. Many new residents needed to attend centres in person to transfer their driver and vehicle licences from other jurisdictions or apply for occupational licences, such as National Disability Insurance Scheme worker screening or in the passenger transport industry.

The impact of third party data breaches has also eroded some community confidence in online transactions, bringing customers back into DVS centres to perform simple transactions.

In June, DoT launched an eight-week blitz in an effort to reduce customer wait times, with three DVS centres in City West, Cannington, and Mirrabooka opening on Saturdays to process driver and vehicle transactions.

DoT will continue to investigate ways to improve service, including extended trading hours where feasible, continued targeted recruitment, and building community awareness about digital and alternative solutions to attending a DVS centre.

Relief for cost of living pressures

During the 2023-24 period, a total of 8,573 customers, both new and existing, chose the one-month renewal option for light vehicle registrations through DoTDirect. Despite being 532 less than the previous year at 9,105, it continues to reflect the enduring effect of cost of living challenges faced by many of DoT's customers.


The one-month payment option, which was introduced in addition to the existing 3-month, 6-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 addition to the new payment option, eligible Western Australian households accessed a range of subsidies, providing financial relief and more affordable transport options.

We also administered \$27,127,149 to recipients of the Department of Primary Industries and Regional Development's Regional Pensioner Travel Card (formally known as the Country Age Pension Fuel Card Scheme).

These measures demonstrate DoT's commitment to supporting the community and helping customers manage the impact of cost of living pressures.



\$15.5m

transport related subsidies for pensioners, students and other concession card holders were administered by DoT in 2023-24.





3

Governance

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Enabling legislation

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

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 Act:

- *Marine Safety (Domestic Commercial Vessel National Law Application) Act 2023*

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

- *Port Authorities Act 1999*



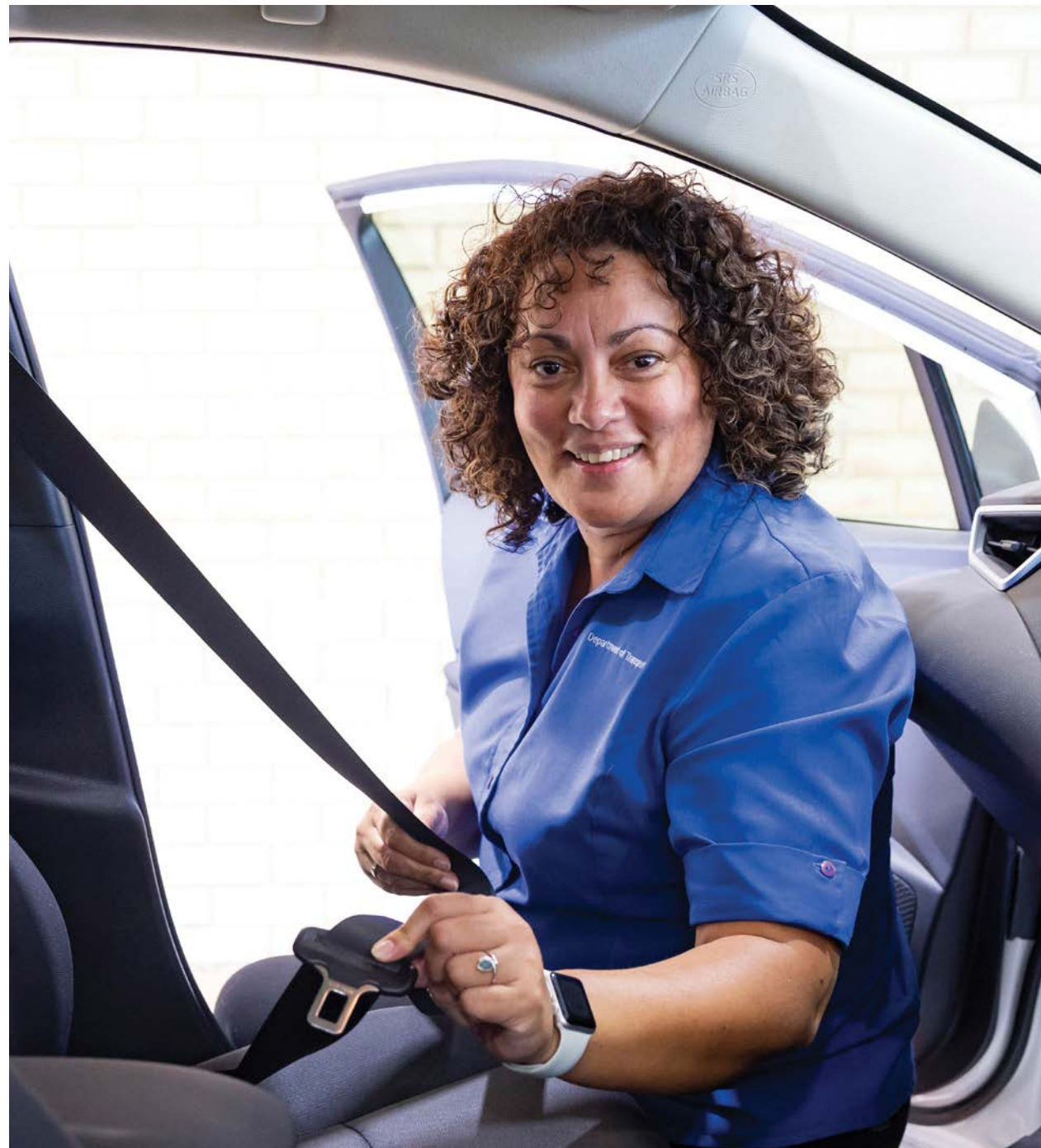
Responsible Ministers

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

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

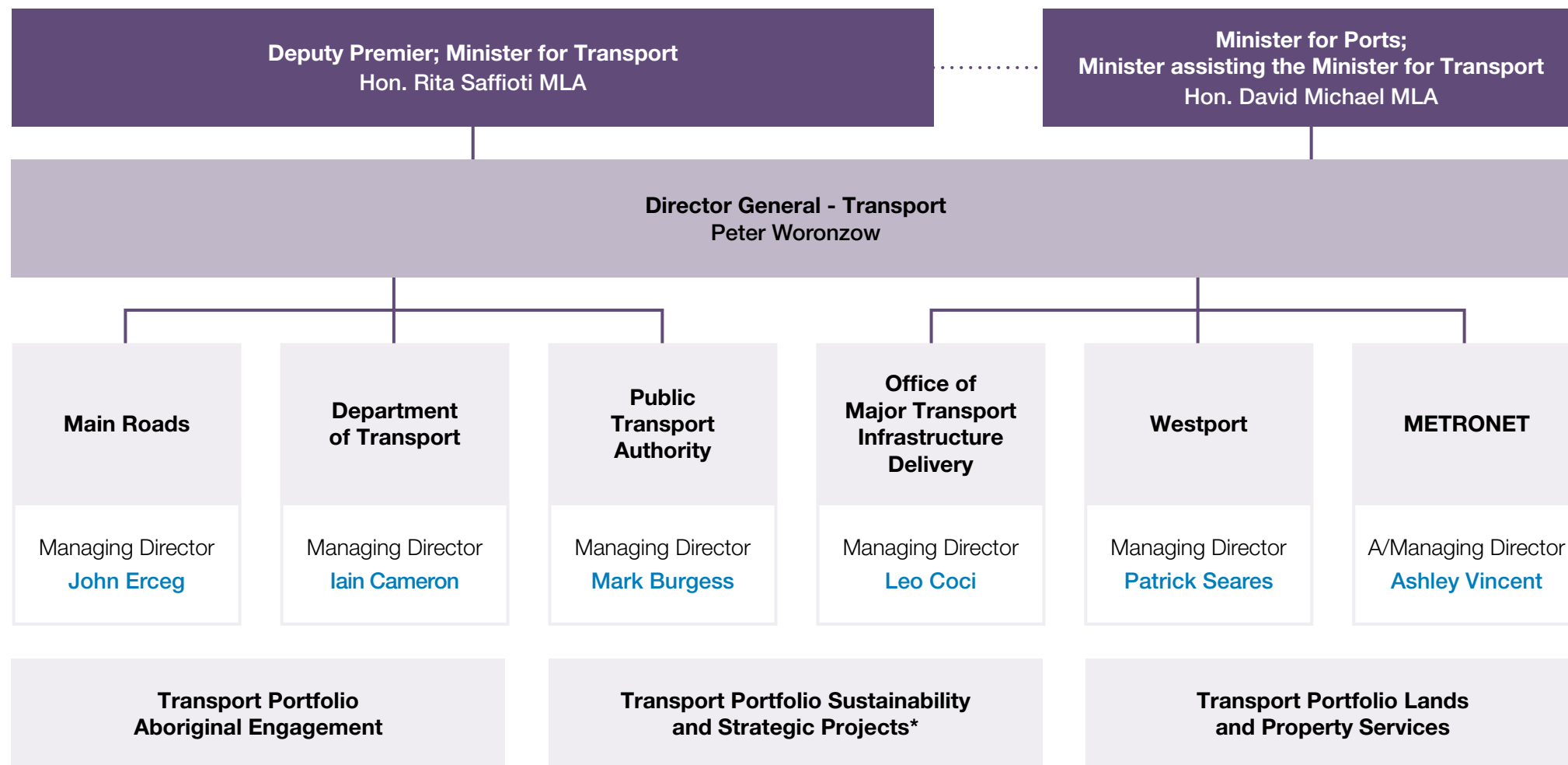
Other legislation affecting the functions and operation of DoT include:

- *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*





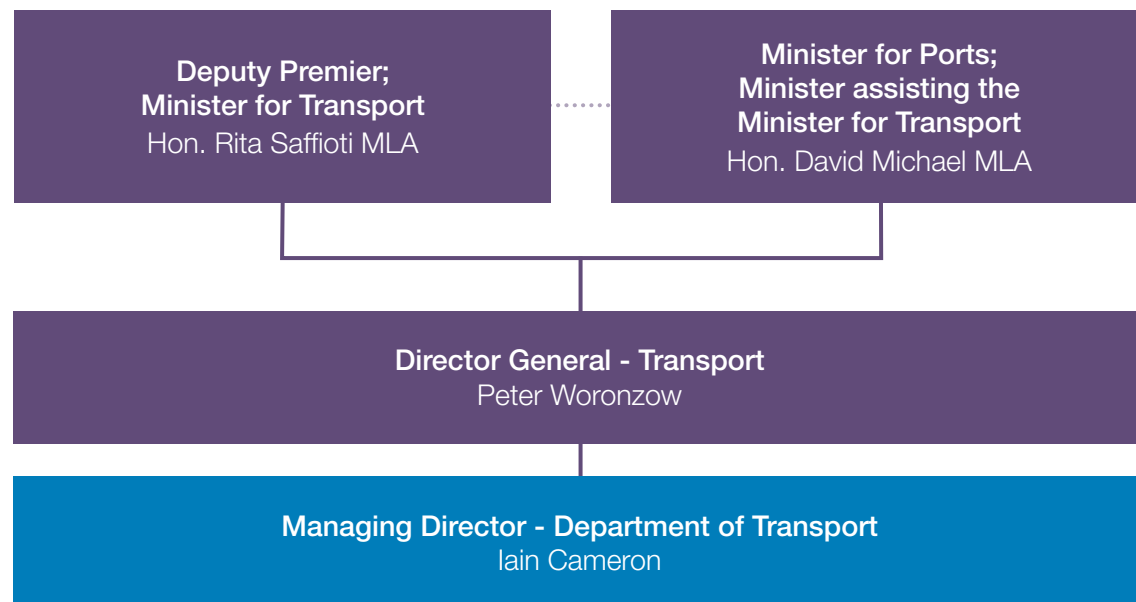
Transport Portfolio organisational structure



Notes: *The Portfolio Strategic Projects Office changed its name to Transport Portfolio Sustainability and Strategic Projects in February 2024.



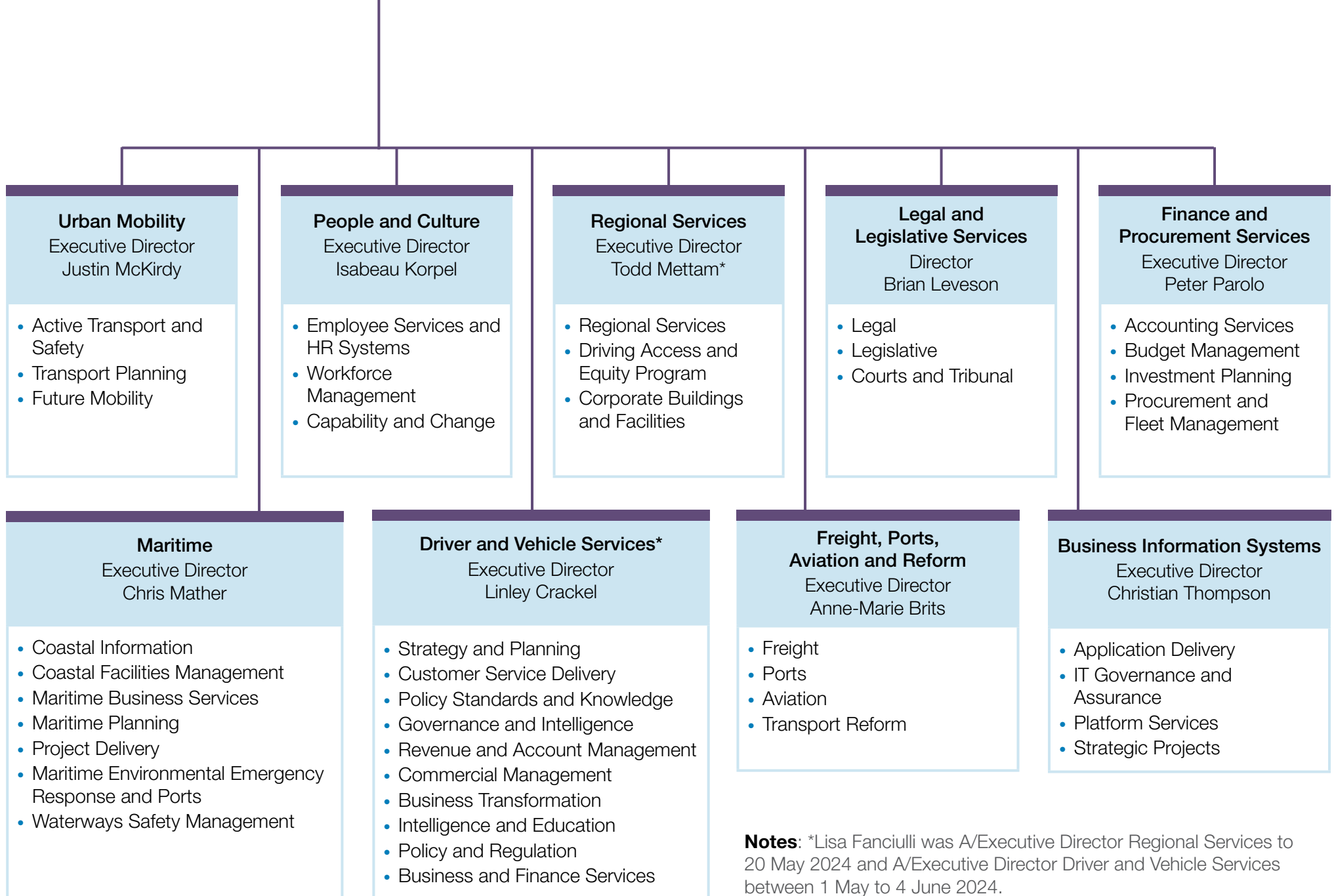
DoT organisational structure



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

Office of the Director General
Executive Director — Kate Wang

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



DoT Corporate Executive





Peter Woronzow

Director General

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



Iain Cameron PSM

Managing Director

Iain was appointed Managing Director in 2018. He has over 40 years of public service experience, achieving results for the community in education, public health, drug strategy, transport, roads and safety. As Managing Director, Iain is responsible for the wide range of projects, infrastructure, regulatory functions, and services that DoT provides to enable a thriving community. Iain works to achieve better outcomes for the community 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; ministerial and government business; governance and audit; and executive services activities since late 2014, ensuring strong coordination and collaboration across DoT and the Transport Portfolio. With over 30 years of experience in the State Government, Kate has held senior policy and project roles in a variety of agencies and ministerial offices, contributing to multiple portfolios including transport, commerce and education.



"Our Corporate Executive team's combined skills and experience significantly enhance the delivery of specialist transport services in Western Australia."

Peter Woronzow



"I am honoured to belong to a leadership team that is committed to creating positive change for its people and community."

Iain Cameron PSM



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 for the transformation program 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.



Christian Thompson
Executive Director
Business Information
Systems

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



Linley Crackel
Executive Director
Driver and Vehicle
Services

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



Justin McKirdy
Executive Director
Urban Mobility

Justin provides leadership in transport planning to achieve a transport system that is coordinated, safe and efficient 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.



Chris Mather
Executive Director
Maritime

Chris has over 26 years' experience working in State Government agencies across key areas such as conservation, education, compliance, planning and emergency response. He joined DoT in 2014 in the role of Director Waterways Safety, 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 to the Western Australian community.



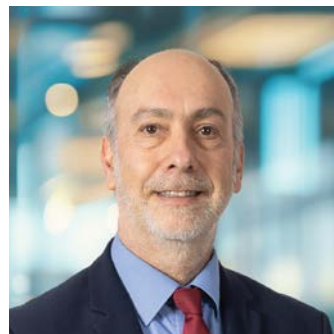
Isabeau Korpel
Executive Director
People and Culture

Isabeau has over 20 years' experience in executive positions within private and public sectors. She has led and managed teams within the human resources environment, taking responsibility for culture and organisational transformation. As Executive Director, her focus is on ensuring that every employee belongs, can perform at their best and feels their actions make a difference to the community.



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

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



Brian Leveson
Director
**Legal and Legislative
Services**

Brian has more than 30 years' legal experience and originally practised as a human rights lawyer in South Africa before emigrating to Australia in 2002. While initially serving as a ministerial advisor, he requalified as a solicitor. Brian has been Director of the Legal and Legislative Services division for 13 years, during which time DoT has played an important role in significant legislative reform initiatives.



Todd Mettam
Executive Director
Regional Services
(from May 2024)

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.



Lisa Fanciulli
Acting Executive Director
Regional Services
(until May 2024)

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

Achieving our State Government Goals

Aligned with our Strategic Intent 2023-25, our three strategic priorities – Solutions, Community and People – guide us to achieve our purpose of empowering a thriving community and support three State Government Goals:

1.

WA Jobs Plan:

Diversifying the WA economy, creating local jobs for the future.

2.

Safe, Strong and Fair Communities:

Supporting our local and regional communities to thrive.

3.

Investing in WA's Future:

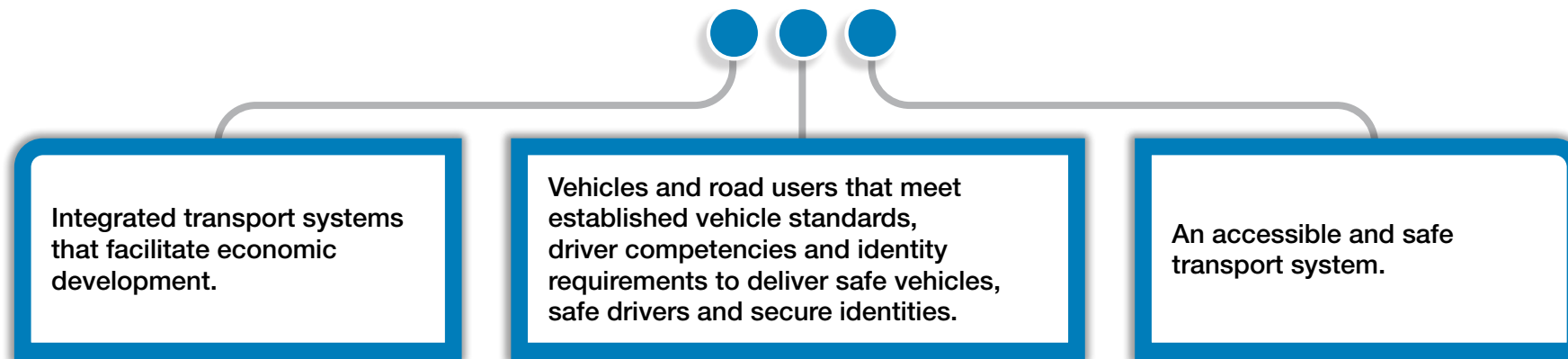
Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.



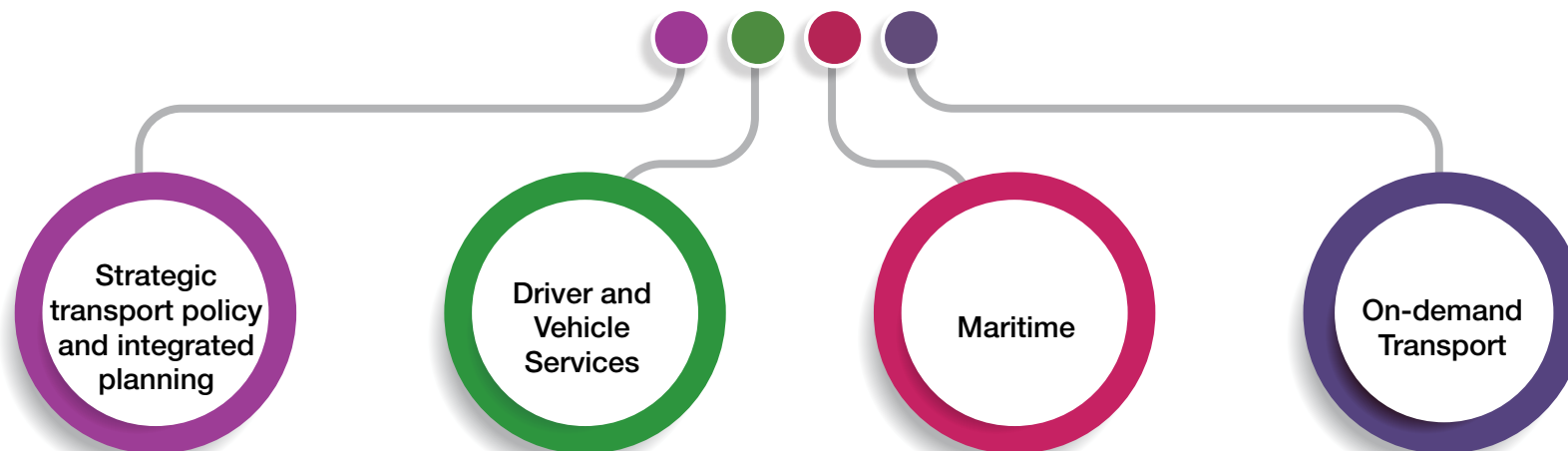
Framework to guide our approach

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



There were no changes to the Department's outcome-based management framework for 2023-24.



Measuring our success

DoT applies efficiency and effective key performance indicators (KPIs) within an Outcome Based Management framework to measure achievements against 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 KPIs

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

- 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

- **Service 2:** average Cost per Vehicle and Driver Transaction
- **Service 2:** average Cost per Vehicle Inspection Performed by Vehicle Examination Centres
- **Service 2:** average Cost per Vehicle Inspection Delivered Through Authorised Inspection Stations
- **Service 2:** 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 KPIs

- **Service 3:** average cost per day for planning, delivery, and management of a maritime asset
- **Service 3:** average cost of managing waterways, safety and compliance – per registered recreational vessel.
- **Service 3:** cost to Maintain Marine Pollution Response Preparedness per Registered Vessel
- **Service 4:** cost per On-demand Transport Authorisation



4

Performance

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Strategic priority one: sustainable transport solutions

Through DoT's directorates — Urban Mobility, Freight, Ports, Aviation and Reform, Westport and Maritime, we support the State Government Goal: WA Jobs Plan - diversifying the WA economy, creating local jobs for the future — by delivering on outcomes aligned to our first strategic priority.



Outcome 1:

Integrated transport systems that facilitate economic development



Outcome 3:

An accessible and safe transport system



Urban Mobility

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

Encouraging active travel in Perth city

New and upgraded walking, wheeling, riding and public transport infrastructure has been developed through partnership with the Australian and State Governments to help connect people to major destinations in the Perth CBD, including Kings Park, the Swan River, RAC Arena, Northbridge and Claisebrook Cove.

Spring Street Bike Connection was completed in August 2023, providing protected bike lanes for people riding and reducing traffic with modified lane allocations on Mounts Bay Road.

The Kings Park Road Shared Path was completed in January 2024 with renewed vegetation, lighting and provision for CCTV, providing safer and more active transport options for people to access the CBD from the western suburbs.

The RAC Arena Bike Connection is nearing completion, creating a safer environment for people walking and riding along Wellington Street.

Construction of the new Causeway Pedestrian and Cyclist Bridges continues and is expected to be completed late 2024. The new bridges will completely separate path users from traffic, providing a six metre wide segregated path connecting the Victoria Park foreshore with Heirisson Island and Perth’s CBD at Point Fraser.

Forty federation-style bus stops and shelters are being upgraded to allow universal access for people with disability who reside in or visit the CBD and are due for completion in September 2024.

DoT will continue working with key project partners to deliver new active transport infrastructure on Wittenoom Street, Riverside Drive and Aberdeen Street during 2024-25.



Active travel milestone for Pilbara City

As part of the WA Bicycle Network Grants Program, DoT collaborated with the City of Karratha to reach a significant milestone in walking and riding connectivity for the region.

The Dampier Road project, completed in April at a cost of \$1.2 million, has delivered a 1.17 km section of shared path, providing the final piece of the puzzle in an 18 km primary cycle network loop around the city.

The walking and riding network provides safer and easier access to schools, parks, shops and tourism

attractions, and supports social interaction and physical activity.

The network connects the Karratha urban area and Dampier, where the road carries high volumes of heavy, fast-moving traffic.

Since 2017, the State Government has invested or allocated more than \$600 million towards expanding WA's shared path network, making active travel a convenient, accessible and more accepted form of travel throughout WA.

\$2.1m+

State Government investment into walking and riding infrastructure across the City of Karratha through its regional grants program.

▼ Image credit: City of Karratha



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

The Department of Transport has consulted with the City of Perth and other key stakeholders on a range of Perth Parking Fund initiatives in 2023-24.

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

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

Initiatives that have been funded from the Perth Parking Levy in 2023-24 include:

- CAT bus
- Free Transit Zone
- Electric CAT buses and charging infrastructure at Elizabeth Quay
- Tunnel monitoring
- Active traffic monitoring
- Inner City Projects (including - new Causeway Pedestrian and Cyclist Bridges and Kings Park Road Shared Path).

Encouraging active travel in the community

While the Armadale Line Transformation is underway, DoT is partnering with METRONET and the PTA to encourage the community to walk, wheel or ride for short local trips, through the Armadale Line Active Travel (ALAT) project.

Collaborating with the Town of Victoria Park and the cities of Canning, Gosnells and Armadale, as well as the Department of Education, DoT is providing support for active travel in the community.

Through the established Your Move program, DoT is providing intensive support to 14 schools along the Armadale line to encourage whole-of-school active travel behaviour change.

The ALAT project benefits the community by building capacity, creating opportunities and motivating people to try active travel such as walking, wheeling or riding, and in turn reduces congestion, construction related travel impacts and potentially changes habits in the long-term.



Key achievements in 2023-24 included:

- 12 bespoke school access guides printed for families showing safe routes to school;
- 29 students participated in the Bike Rescue Program, refurbishing 45 bikes for themselves and others;
- 390 students engaged in bike education, including free bike safety checks;
- 12 teachers attended cycling education accreditation courses;
- 54 students attended Your Move leadership labs; and
- all Your Move schools participated in Active Travel to School days.

The wider community also benefited through the delivery of initiatives including:

- 20,000 new large-scale active travel maps distributed with hundreds more viewed online;
- six METRONET Armadale Line Transformation community information sessions supported by DoT; and
- eight hours of free bike checks at temporary bus interchanges and local events to encourage bike use.

Armadale Line Active Travel video

To view: go to link, or scan QR code.
transport.wa.gov.au/Armadale-line



Safely connecting schools and neighbourhoods

Safe active streets are relatively new to WA, but are used across the world to create safer shared spaces to encourage people to walk, wheel and ride more often.

The Ruislip Street Safe Active Street (SAS) project was completed in March 2024, in collaboration with the Town of Cambridge, marking the end of DoT's SAS pilot program.

The newly designed and constructed 4.4 km SAS includes traffic calming treatments along Ruislip, Northwood and Woolwich streets and reduced speed limits to 30 km/h, promoting a safer road environment to walk, wheel and ride.

With a focus on connecting people to local destinations, the Town of Cambridge community has benefitted from safer routes to several local parks and two primary schools.

Students from West Leederville Primary School, parents and community members celebrated the project's completion as part of National Ride to School Day in March 2024.

Early evaluation from the SAS pilot program has shown an increase in people walking and riding throughout local neighbourhoods, a 22 per cent decrease in vehicle counts, and 85th percentile vehicle speeds decreased by 7 km/h along SAS routes.

Evaluation of the eight pilot SAS projects is ongoing, with the final program evaluation report due in 2024-25.

Case study

Active travel project gets south-east locals moving

Lathlain Primary School is one of 14 schools signed up to receive intensive support as part of the [Armadale Line Active Travel](#) project.

Already an active [Your Move](#) participant, Lathlain Primary School realised many benefits through its engagement with the project, including receiving bike education for all Year 6 students, a Safe Routes to School Guide, upgraded bike racks and commencing a parent led bike bus.

Lathlain Primary School Your Move Champion, Deputy Principal Nick Vuckovic said the Your Move program helped to connect the school to its local community more than ever over the past nine months.

“The program has enabled the school to achieve Double Platinum accreditation, giving everyone in the school community a fantastic sense of ownership and responsibility,” he said.

“This has helped make real change so that students and parents alike can feel safe, confident, and happy on their journey to and from school.”

The ALAT project has successfully implemented the Your Move behaviour change program, engaging local communities and promoting active travel for local trips. The success of the program at Lathlain Primary School serves as an example of the positive impact the program can have on the community.

- 

Read more

 - transport.wa.gov.au/Armadale-line
 - yourmove.org.au/schools/

▼ Lathlain Primary School children and parents



Award winning infrastructure for Geraldton

DoT has been working with the City of Greater Geraldton, delivering priority projects from the Geraldton 2050 Cycling Strategy, including the Railway Street SAS in Bluff Point and the Chapman Road Shared Path which connects Drummond Cove to Corallina Quays.

These projects were finalists for three 2023-24 Institute of Public Works Engineering Australasia WA awards, recognising new infrastructure providing safer routes and connections.

Opened in 2022, the Railway Street SAS project won two awards: the Sarkis Petrossian Award for Innovative Practice in Traffic Safety Management and the Best Public Works Project valued at less than \$2 million (regional).

As the first SAS in regional WA, the Railway Street project connects two schools and a recreational reserve to the bike network and has shown a 10 per cent decrease in vehicle speeds and a 33 per cent decrease in vehicle volumes. There has been a corresponding increase in people walking and riding.

The Chapman Road project was completed in 2024 and was also a finalist at the awards. The shared path has garnered significant community support and improved safety and accessibility between Glenfield and the Geraldton CBD.

Since completion, high numbers of riders, runners and gopher users access the Glenfield shopping district via this path.

The local bike shop has reported over 25 per cent of its business now comes from this area.

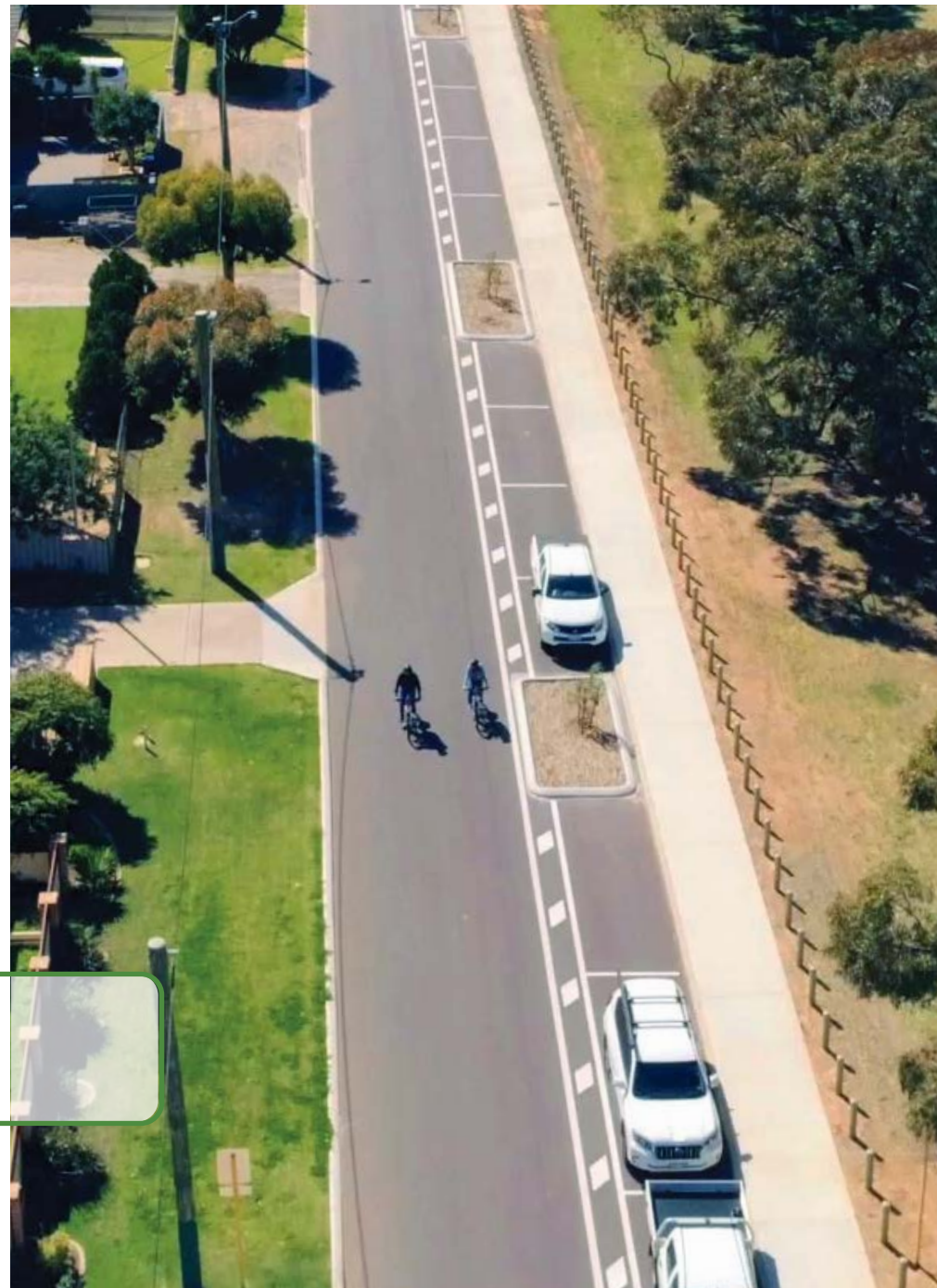
Both projects contribute significantly to expanding the cycling network in Geraldton.

The Geraldton 2050 Cycling Strategy will be reviewed in 2024-25, with new priority projects identified.



Railway Street video

To view: go to link, or scan QR code.
transport.wa.gov.au/geraldtonawards





Designing an accessible bike network

Supporting the vision of creating a bike network that is accessible, safe and attractive for everyone, DoT developed and released the [All Ages and Abilities Contextual Guidance](#) in December 2023.

The guidance is part of a suite of documents that provide guidelines for planning, design and delivery of bicycle infrastructure across WA.

It helps transport planners, designers and engineers understand the needs and preferences of the broadest spectrum of bike riders and select and design facilities that offer a low stress and high comfort experience.

Vibrant, bike-friendly communities are known to support physical and social activity and attract businesses and tourism, contributing to local economies and community health.

The suite of guidance documents will continue to expand to include local bike planning and safe active streets, which are currently in development. Early work has also commenced on guidance for bike lanes and network amenity, such as wayfinding.



Read more at

transport.wa.gov.au/atpdg

DoT leading action on eRideables

Since they were legalised in WA in 2021, eRideables have increased in popularity due to the convenient and active mode of transport they provide for short-to-medium trips that generate no tail-pipe emissions.

DoT led the work to amend the *Road Traffic Code 2000* and continues to collaborate with our Transport Portfolio partners (Main Roads WA and the Public Transport Authority (PTA) and other agencies to encourage responsible use of eRideables as part of a sustainable mobility mix.

The use of private and hired eScooters has surged, with four metropolitan local governments and many large regional areas now hosting devices for hire. During this period, DoT, our portfolio partners and other agencies have continued to monitor, assess and respond to new challenges for safer use, storage and charging of the devices amidst their rising popularity.

eRideables are used for many purposes, including commuting to work or places of study. This raises issues about safe storage and charging at destinations, given the small but significant risk of battery fires.

DoT has collaborated with our portfolio partners to examine options for employees who bring eRideables to the office. This work has culminated in the drafting of guidelines for safer storage and charging, which encourages eRideable use for commuting.

Updated legislation for managing parking in Perth

The new *Perth Parking Management Act 2024* was assented to on 7 March 2024, updating legislation that was first introduced in the late 1990s to tackle growing traffic congestion in Perth’s city centre.

The new Act will better cater for the changing city environment, reduce risks, improve administrative processes and provide greater certainty to stakeholders. It will also expand the purposes for which revenue can be used to fund city activation.

The updated and modernised legislation streamlines business practices and increases certainty and clarity for stakeholders in the city, including property owners and developers.

The new legislation also provides greater flexibility to fund projects that improve social, economic and environmental outcomes for Perth’s city centre, while continuing to play a key role in mitigating the growth of private car trips and traffic congestion in the central area.

The Perth Parking Management Bill 2023 was introduced into Parliament in late 2023 and passed in 2024. While the new Act requires new regulations to be enacted to commence in full, changes to allow more flexible use of the licensing revenue have already come into effect.

Work is now underway on the development of new regulations and parking policy to support the updated legislation.

Freight, Ports, Aviation and Reform

The FPAR 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 to meet ‘Outcome 1: integrated transport systems that facilitate economic development’ and help deliver on DoT’s strategic priority regarding sustainable transport solutions.

Port of Broome expanded border services a step closer

During the year, DoT worked with the Kimberley Ports Authority (KPA) to successfully progress its application to expand border service capabilities at the Port of Broome. In collaboration with industry stakeholders and the Australian Government, DoT facilitated KPA’s initial application to expand the port’s First Point of Entry (FPOE) status to allow containers and general goods to be imported and cruise vessel passenger baggage to be processed.

This critical application stage was approved by the Australian Government on 15 February 2024.

Expanding import capability through the Port of Broome strengthens the state’s supply chain and reduces reliance on road transport from distant ports such as Fremantle.

The project will provide an economic boost to the Kimberley through increased employment and business development opportunities, including international cruise tourism.

DoT will continue to liaise with KPA, the Australian Government and other stakeholders to progress the next stage. This will involve the design and commission of security and biosecurity infrastructure to enable the port to comply with new entry requirements.



Four-year funding to help protect port assets

In 2022, Ports WA and DoT established the Ports Funding Working Group to improve the process of funding ports' sustaining capital expenditure and ensure better life-cycle management of the state's port assets.

The group is chaired by the Fremantle Port Authority, coordinated by DoT and comprises high level representatives from port authorities, the Department of Treasury and the office of the Minister for Ports.

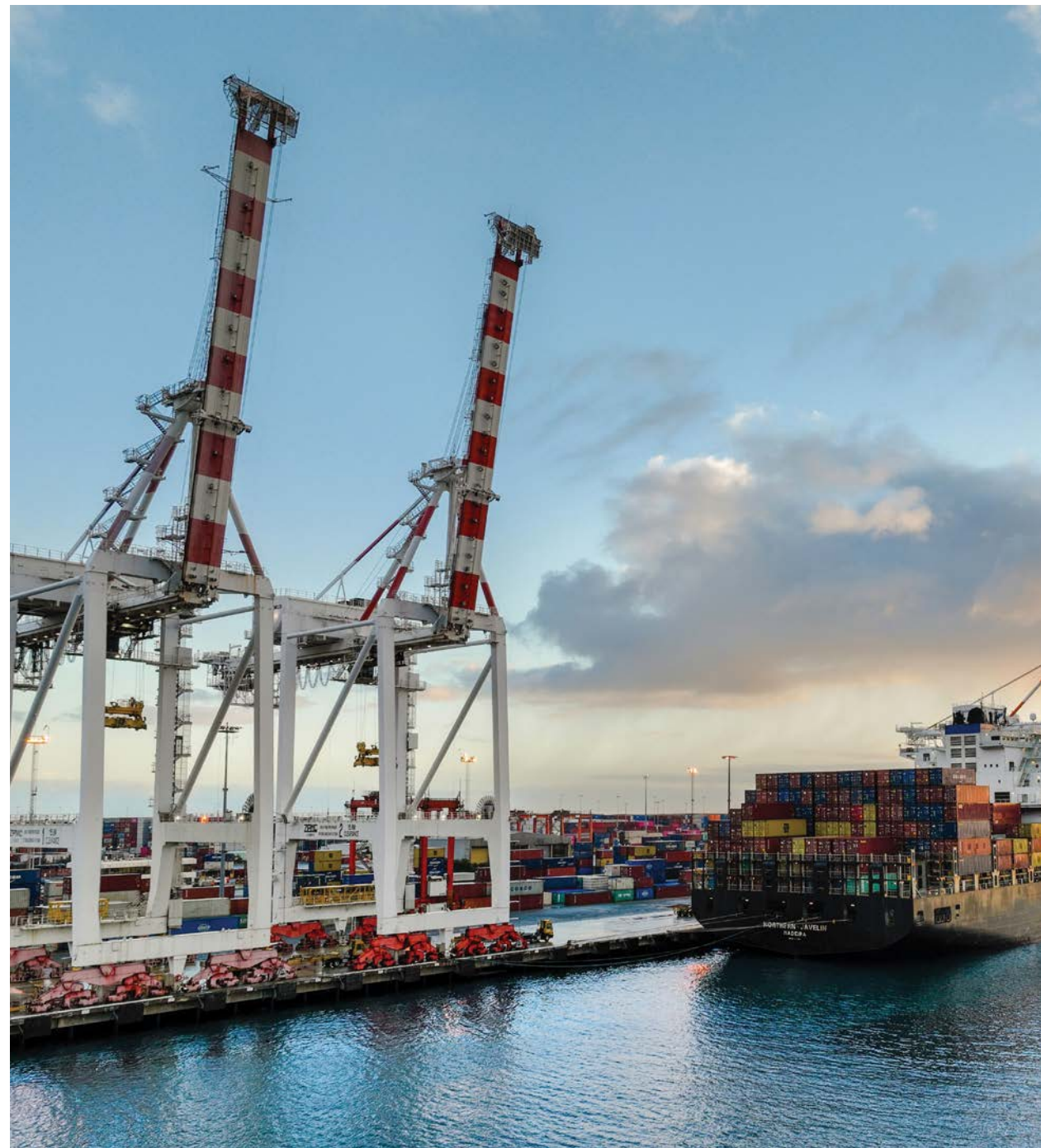
In May 2024, a major objective of the working group was achieved with the State Government endorsing a new, more flexible approach to fund sustaining capital expenditure through the budget process and approving \$84.3 million of sustaining capital works funding for WA's five port authorities over the 2024-25 to 2027-28 budget period.

DoT worked with the port authorities to develop and introduce the new funding approach and coordinated each port's budget submissions, as well as an overall submission to the State Government on the change.

With some of WA's major port infrastructure between 50 to 100 years old, the importance of maintaining a strong and productive asset base is essential for WA port authorities to deliver on their objectives.

As well as improving asset management practices, the sustaining capital program will allow better alignment with Strategic Asset Plans and the *Port Authorities Act 1999*.

The sustaining capital allocation will be reviewed by the State Government in two years to determine whether the funding is sufficient and has contributed to an improvement in asset condition and quality across all WA ports.





Incentive encourages switch from road to rail

Moving freight by rail rather than road improves efficiency, safety and sustainability and reduces the number of heavy vehicles transporting containers on arterial roads connecting to the Port of Fremantle.

To increase the proportion of container freight on rail, the State Government continues to provide a \$50 subsidy for eligible containers transported to and from the port and has committed to a target of moving 20 per cent of all freight through the Fremantle Inner Harbour, via rail.

During the year, DoT worked with Intermodal Link Services (ILS), the operator of the North Quay rail terminal at the Port of Fremantle, to encourage uptake of the subsidy which is passed on directly by ILS to companies using rail.

Several uncontrollable factors affected the movement of freight by rail this year, including a fire at a rail customer's site, disrupting trade flow into North Quay for several weeks. A lower-than-expected agricultural harvest in 2023, cybersecurity issues, industrial action by stevedores and lines closed for maintenance also impacted movements.

As a result, in 2023-24 the proportion of freight on rail moved through Fremantle Inner Harbour was 18.6 per cent. The subsidy supported the movement of 160,000 twenty-foot equivalent units by rail and removed the equivalent of 107,000 one-way truck movements.

The subsidy is expected to exceed the 20 per cent target in 2024-25 with the opening of the new Kenwick Intermodal Terminal in 2024. The facility will receive customers from a new catchment area, specifically Jandakot and Canning Vale, which will also be eligible for the container subsidy.

◀ Kenwick Intermodal Terminal construction



Rail upgrades on track to support agricultural regions

The Transport Portfolio continued delivering rail freight infrastructure upgrades jointly funded by the Australian and State Governments through the \$200 million Agricultural Supply Chain Improvements (ASCI) program.

The program aims to improve the efficiency of key WA agricultural supply chains by moving more grain to port via rail to meet market demand and support grower returns.

Transporting grain by rail also decreases the number of trucks on roads, reducing emissions and road maintenance costs and improving the liveability of regional communities.

Co-operative Bulk Handling (CBH) is investing in the program alongside the State Government, with the Transport Portfolio also collaborating with rail network manager Arc Infrastructure.

Significant achievements in 2023-24 included the completion of upgrades to the Brookton and Broomehill rail sidings to improve supply chain efficiency by enabling the quicker loading of longer grain trains.

Construction also began on upgrades to the Cranbrook and Konnongorring rail sidings, and a detailed assessment of the technical costs and economic benefits of recommissioning a section of the Narrogin-Kulin-Wickepin Tier 3 rail lines was completed.

Future ASCI milestones include finalising the Cranbrook and Konnongorring upgrades, construction starting on the Moora rail siding upgrade, and preparing detailed designs for program line upgrades.

◀ Broomehill barrel installation

ASCI Brookton Rail Siding video

To view: go to link, or scan QR code.

<https://bit.ly/brookton>



Expanded Inter-Regional Flight Network takes off

In July 2023, the first flights took off on the expanded Inter-Regional Flight Network (IRFN) operated by new WA regional airline, Nexus Airlines, supported by a \$4 million investment by the State Government over four years to 2027.

DoT played a key role in facilitating the investment and leading negotiations between the State Government, the airline and local councils serviced by the expanded route.

The IRFN operates between Geraldton, Karratha, Port Hedland and Broome, saving regional residents time and money by allowing them to fly direct between regional areas, without having to travel through Perth.

The \$4 million investment enabled the expansion of the route to include direct flights between Geraldton and Karratha and an upgrade from a nine-seat aircraft to a 76-seat aircraft, providing the opportunity for increased passenger comfort and reduced airfares.

The initiative supports the Government’s ongoing focus on improving the liveability of regional WA through lower airfares and improved service connectivity and encourages new business and tourism opportunities for the Mid West, Pilbara and Kimberley regions.

Between July 2023 and June 2024, there were over 10,000 passenger movements on the network.

Nexus Airlines has exclusive rights to operate regular public transport services on the route under a Deed of Agreement with the State Government who, through DoT, will continue to monitor route performance to ensure community needs are met.

Launch of Nexus Airlines video

To view: go to link, or scan QR code.

transport.wa.gov.au/nexusnews



Regional Airfare Zone Cap Scheme continues to soar

The Regional Airfare Zone Cap (RAZC) scheme is improving connectivity and liveability in regional WA by providing regional residents with access to capped airfares for personal travel to and from Perth.

Managed by DoT, the scheme has continued to make flights more affordable for regional residents by capping the cost of return airfares to Perth at either \$199 or \$299 one-way for personal travel.

Since the Australian-first scheme was established on 1 July 2022, more than 361,000 of the capped fares were used to 30 June 2024, easing cost of living pressures on regional people and helping them stay connected to social networks and essential services in Perth.

The scheme operates through a partnership between DoT and six airlines: Airnorth, Qantas, Rex, Skippers Aviation, Virgin Australia and Nexus Airlines. It is available to travellers across 18 regional locations, with Karratha, Port Hedland, Kalgoorlie and Broome seeing the highest usage of the scheme to date.

By making air travel to Perth more affordable, the initiative has also played a key role in supporting economic development and job creation in the regions, helping to build stronger regional communities.

The RAZC scheme is a flagship State Government initiative and delivers on an election commitment to make air travel in the regions more affordable. In recognition of its importance, an additional \$64.6 million was committed to the scheme in the 2024-25 State Budget. This investment will enable thousands more regional people to manage the cost of flying to and from Perth. DoT will conduct a review of the scheme in 2024-25.

Regional Airfare Zone Cap scheme video

To view: go to link, or scan QR code.

transport.wa.gov.au/razcnews



Case Study

Airstrip upgrade keeps Madeline's community connected

A \$5 million project to upgrade the airstrip at the remote Aboriginal community of Warmun has ensured residents are connected year-round to life-saving medical services, as well as educational, social and business opportunities.

Community Chair Madeline Purdie said the project, which was led by DoT and delivered by Main Roads, had given the community confidence they would not be isolated during the wet season.

"When the runway was gravel, the wet season turned it to mud and it wasn't safe for planes to land, so if there was an emergency it was a real problem for our people," she said.

"Now it's sealed, the Royal Flying Doctor Service and other planes that bring in doctors or specialists can land safely after wet weather."

Madeline said DoT and Main Roads worked closely with the community on the project and residents were grateful to be involved.

**Community Chair Madeline Purdie at
Warmun Airstrip ►**

“ The Community Council is
delighted with the way the
airstrip upgrade turned out.
It's good for the community
and something that we're
really proud of. ”

Madeline Purdie, Community Chair



DoT puts WA ‘on track’ for a safe and efficient rail sector

The *Rail Safety National Law Application Act 2024* marks a significant achievement for DoT in the WA rail sector’s journey to align with all other states and territories in the national scheme for rail safety regulation. The WA Parliament passed the Bill in March 2024 and, when operational later in the year, will apply the national rail safety law to WA more effectively, resulting in a seamless regime of rail safety regulation across Australia.

The new Act will:

- bring into force eight legislative packages that were passed by South Australia since 2015, bringing WA up to date with other jurisdictions;
- ensure WA keeps pace with changes to the national law, resulting in consistency across Australia;
- provide greater certainty to the rail industry, the national regulator and the Australian Transport Safety Bureau;
- reduce the compliance cost burden on rail operators across jurisdictions and make rail safer, more efficient and productive;
- support many of the objectives of the National Rail Action Plan to create a more sustainable, productive, safe and seamless rail system for Australia’s 29 separate rail networks with three railway gauges, 11 separate signalling systems and many different standards and working rules; and
- encourage rail to be more competitive with road transport to provide sustainable transport solutions to businesses and consumers.

The next step is to draft new local alcohol and drug testing regulations so that the operational parts of the *Rail Safety National Law Application Act 2024* can commence later in 2024.

The new laws mark another milestone in DoT’s commitment, along with our Transport Portfolio partners Main Roads and the PTA, to improving rail safety.



Rail safety workers

Shaping the future of automated vehicles in Australia

The State Government, through DoT, is collaborating with the Australian Government, the National Transport Commission (NTC) and other states and territories to develop a comprehensive legislative framework to facilitate automated vehicles to be safely deployed on Australian roads.

In the past year, progress has been made in agreeing policy on a range of matters to inform the drafting instructions for the development of the proposed Automated Vehicles Safety Law that will be enacted by the Federal Parliament.

DoT made a significant contribution to the development of policy through its Automated Vehicles Reform team. The team undertook analysis and drew on the experience and advice of members of the Connected and Automated Vehicles Working Group, that was established by DoT to provide road safety, enforcement of road rules, vehicle and driver licensing and emergency response perspectives.

DoT also participated in an NTC and Australian Government-led public and industry consultation which included a focus on unresolved policy issues.

Laws are not yet in place to allow the deployment and safe operation of automated vehicles on Australian roads, although trials can be approved in limited, controlled and exceptional circumstances. The introduction of automated vehicles has the potential to reduce road trauma, improve social outcomes and boost productivity.

Strengthening protections for independent owner-drivers

Following on from amendments to the *Owner-Drivers (Contracts and Disputes) Act 2007* that strengthened protections for independent owner-drivers of heavy vehicles and their hirers from 1 June 2023, DoT has been investigating expanding the protections of the Act to owner-drivers of light vehicles, e-bikes and bicycles who work in the light freight sector, including those in the burgeoning gig economy.

In January 2024, DoT published a Consultation Regulatory Impact Statement, setting out options for the proposed reforms. The feedback received from stakeholders will help DoT provide further advice to the Minister Assisting the Minister for Transport to progress a Decision Regulatory Impact Statement to formalise the preferred option to progress stage two of these important reforms.

Empowering drone operators to take flight

Drones and other advanced air mobility devices are rapidly advancing and becoming integrated into society. However, with this increased uptake comes the need for community education to ensure the safety of people, property and other aircrafts.

Laws and regulations set by Civil Aviation Safety Authority, together with state and local governments regulations, restrict drone flights in certain areas. Violating these restrictions can result in fines and legal consequences.

To help drone operators understand the relevant laws and their obligations, DoT assisted in the development of a local drone rules map. This free and easy-to-access interactive map displays local drone regulations for parks and correctional facilities throughout Australia.

The drone map went live on the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA) website on 29 February 2024. By providing free and easy access to this information in one location, the map helps increase awareness of regulations and where drones can and cannot be flown.

In 2024-25, DoT will continue to work in partnership with DITRDCA on national drone regulation initiatives, exploring methods to promote the safe and responsible use of drones throughout our state.





Westport preferred design flythrough video

To view: go to link, or scan QR code.

westport.wa.gov.au/preferred-design/



Westport

Westport is the State Government’s planning program to move container trade from Fremantle to Kwinana. This includes planning a new port, the connected road and rail freight system and logistics operations.

Preferred design unveiling a major milestone for Westport

The unveiling of the preferred design for Westport in November 2023, marked a major milestone for the program, which will support trade and the Western Australian economy for the next century.

The design includes:

- new port facilities in the Kwinana Outer Harbour;
- road upgrades along Anketell Road, Kwinana Freeway and Roe Highway.
Ultimately, the Anketell-Thomas Road Freight Corridor will connect the port with Tonkin Highway;
- upgrades to the existing freight rail network between Kwinana and Cockburn, connecting the port with logistic hubs in Kenwick, Kewdale and Forrestfield; and
- a new shipping channel to accommodate larger ships.

Design concepts were assessed against a range of criteria including environmental, long-term sustainability, efficiency of the supply chain network and port, and financial value to the State and local economies. Westport engaged extensively with leading experts in engineering, marine science, sustainability and transport to develop and review design options. The design also considered important sites identified from Noongar cultural mapping and more than 600 community interviews.

Westport has committed to planning, building and operating the most sustainable port in Australia, supporting the long-term health of Cockburn Sound. In line with this commitment, planning is also being informed by Westport’s \$13.5 million partnership with the Western Australian Marine Science Institution, which resulted in moving the port footprint one kilometre south to avoid any direct impact to existing seagrass beds in Cockburn Sound.

In March 2024, Westport commenced the environmental impact assessment process, referring the proposed marine and landside port infrastructure to the Western Australian Environmental Protection Authority. The proposal will be subject to public environmental review, expected in 2025.

Westport will submit a business case with design and timing recommendations to the State Government in mid-2024. The program’s business case will address 12 major infrastructure projects associated with the new port and other drivers.

Progress on Westport enabling works

As part of the State Government’s Westport program, DoT has been tasked with managing enabling work projects, which includes investigating the relocation of non-container trades from the Fremantle Inner Harbour.

During the year, DoT conducted a detailed assessment of relocation options for non-container trades, including engagement with impacted industries and comprehensive engineering studies on shortlisted options for roll-on roll-off and break-bulk trades.

Maritime

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

Unprecedented period of change for boating safety laws

New safety equipment requirements for recreational vessels in WA became law in September 2023, quickly followed by the start of a staged introduction of new marine drug and alcohol laws in November 2023.

Together, the law reforms represent a period of significant change in recreational boating laws designed to increase safety and save lives on the water.

As a result of the first comprehensive review of safety equipment requirements for recreational vessels in 30 years, skippers are now required to carry an appropriate lifejacket for each person on board when on the water.

The successful passage of the Western Australian Marine Amendment Bill 2023 provided stronger on-water laws that, for the first time, give WA authorities the power to test mariners for alcohol or drugs.

In the past seven years, there have been 57 on-water fatalities in WA, the same number as the previous 12 years combined.

The average number of deaths per year has risen to 7.1 over the past decade, a significant increase from the previous average of 4.5.

The reforms include prescribed limits for blood alcohol content and illicit drug presence for skippers, aligning with the rules on the road.

The new testing powers were proclaimed in May 2024, enabling the WA Police Force to undertake on-water post incident testing following marine incidents. It is anticipated that DoT will commence on-water preventative testing in late 2024, ahead of the summer boating season

DoT and the WA Police Force have worked collaboratively to develop laws to enable the testing of skippers for alcohol and drugs.

The changes to safety equipment laws for recreational vessels also include the compulsory wearing of a lifejacket (level 100) when more than 400 metres offshore in unprotected waters for children aged between one and 12 years and for everyone on board when the vessel is less than 4.8 metres in length.

A second phase of new safety equipment laws that will apply to paddlers, windsurfers and kite surfers are due to be introduced in the second half of 2024.

At a glance

September 2023

The Western Australian Marine Amendment Bill 2023 provided stronger on-water laws giving WA authorities the power to test mariners for alcohol or drugs.

May 2024

New testing powers enabled the WA Police Force to undertake on-water post incident testing following marine incidents.

Late 2024

- On-water preventative testing anticipated.
- Phase 2: New safety equipment laws that will apply to paddlers, windsurfers and kite surfers are due to be introduced.

Master plans shape iconic harbours

Aspirational master plans are guiding investment and revitalisation of key waterfronts, including at Fremantle Fishing Boat Harbour, Hillarys Boat Harbour and Exmouth Marina.

The Ministers launched the Fremantle Harbours Master Plan in September 2023, providing a development blueprint for government and private investment for up to 40 years. The State Government also committed funding of up to \$4.5 million to improve walking and riding links to the harbour precinct and construct a new arrival zone with end-of-trip facilities near Bathers Beach.

In 2023-24, DoT completed improvements in the southern part of Fremantle Fishing Boat Harbour, including the replacement of Jetty 3, pedestrian access and landscape improvements along Capo D'Orlando Drive and reclaiming land for the construction of a new penholder facility.

DoT also commenced planning to deliver key transformational projects arising from the master plan, including the proposed relocation of the boat lifter facility to the southern part of the harbour.

DoT continued to progress the implementation planning for a major precinct upgrade at Hillarys Boat Harbour and advancing studies for the Exmouth Boat Harbour master plan.

DoT will continue to engage with key stakeholders next year to progress the implementation of the master plans and planning for key transformational projects.

▼ Fremantle Fishing Boat Harbour



Bunbury's waterfront transformation project makes great progress

DoT is playing a pivotal role in the delivery of \$78.1 million in works as part of Stage 3.1 of the Transforming Bunbury's Waterfront project.

The project, led by the South West Development Commission, has seen close collaboration between DoT and the Commission, as well as other project partners DevelopmentWA, Southern Ports Authority and the City of Bunbury, to create vibrant shorelines for the local community and deliver infrastructure to stimulate marine and tourism industries.

\$3.2 million of upgrades

to the public boat ramp and trailer parking were completed along with the commissioning of a new \$400,000 toilet block in September 2023.

Results from DoT's work on Transforming Bunbury's Waterfront in 2023-24 included the completion of detailed dredging and design for the new northern breakwater, progression of civil and services design across the harbour precincts, completion of detailed design and delivery of trailer park reconstruction, completion and installation of new CCTV security cameras at the boat ramp trailer park, and completion of detailed design and delivery of an ablutions block, delivered by a local Aboriginal business.

Additionally, DoT called for expressions of interest in the development of key sites on the western side of Casuarina Boat Harbour for a boat lifting marine service and repair precinct and a future boat stacking operation. A preferred developer has been selected and lease agreement terms are being developed.

The project is intended to revitalise a key regional facility, improving public amenity and providing opportunity for commercial development and activity.

With DoT as a delivery partner, the project is making great progress, boosting the local community and economy.

Casuarina Boat Harbour





Hillarys Boat Harbour jetty upgrades completed

In April 2024, DoT completed the last stage of the \$10 million project to replace jetties A, F, G, H and J at Hillarys Boat Harbour.

The works were part of an ongoing program of metropolitan jetty upgrades, representing the final stage of a pen replacement program that commenced in 2006.

Assessed to be in poor condition and 15 years past their original design life, a jetty replacement and reconfiguration was required to address safety concerns and to meet user needs and expectations.

The upgrades at Hillarys Boat Harbour provided an opportunity to use WA-made floating jetties following a collaboration with local suppliers. The floating modules, fendering and aluminium frames for the new jetties were 100 per cent manufactured in WA with the aluminium used also sourced from WA and other Australian mills.

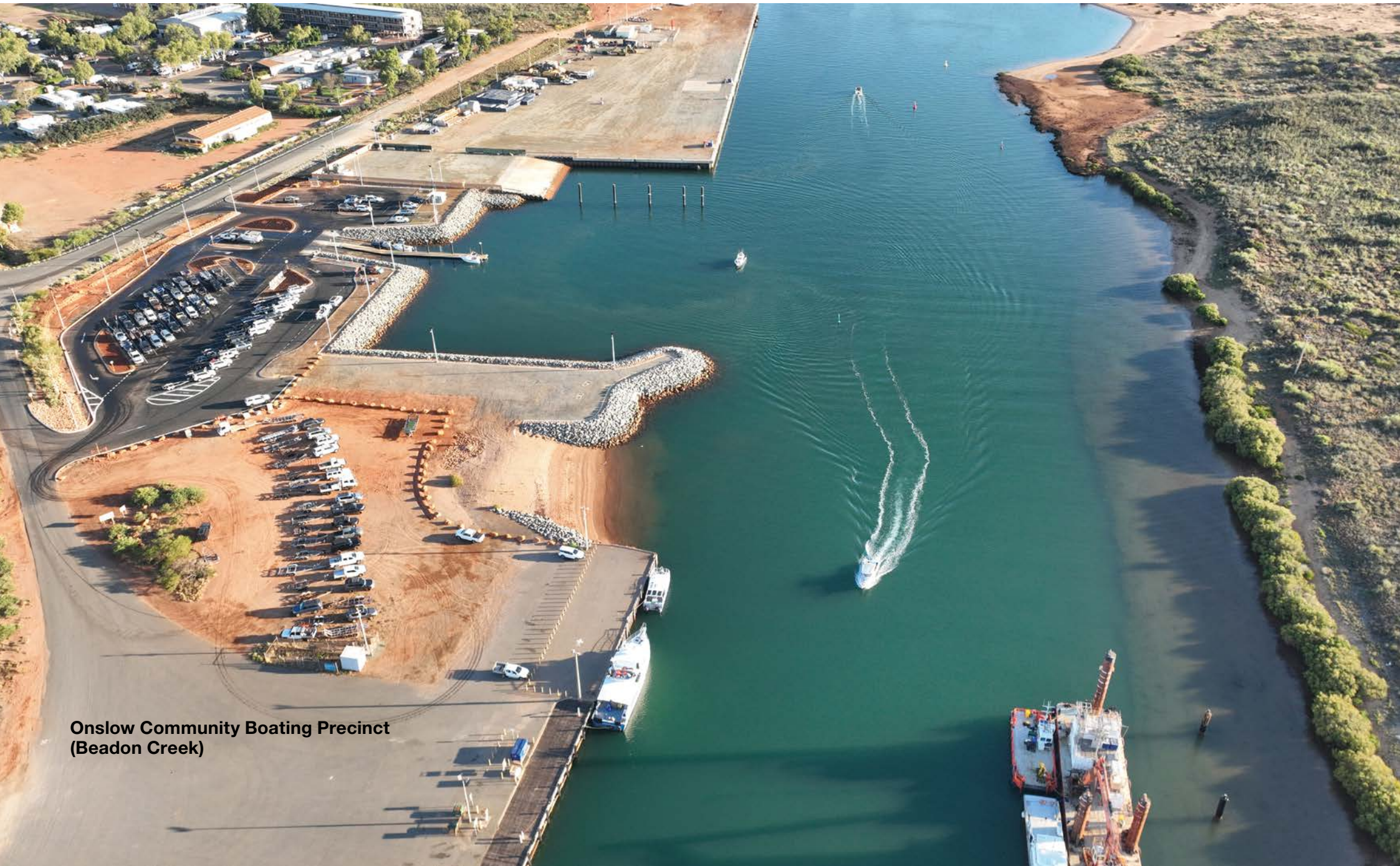
The project was a significant part of DoT's capital works program, providing contemporary facilities benefitting the boating community.

Interesting facts

An estimated 320 tonnes of steel piles, 51 tonnes of aluminium for pontoon frames and 1,985 square metres of pontoons were used to deliver this project.

84 per cent of the contract spend was in metropolitan WA with the remaining balance spent interstate and overseas.

The head contractor engaged 18 subcontractor personnel, including four apprentices and trainees, to deliver this project.



**Onslow Community Boating Precinct
(Beadon Creek)**

Ocean access restored at Carnarvon’s Fascine

A multifaceted project to improve ocean access at Carnarvon’s Fascine waterway was completed in 2023-24, with dredging and stabilisation of the sand spit.

In August 2020, DoT was allocated \$7 million as part of the WA Recovery Plan to resolve the access issues to the fascine entryway.

Following a three-year program of engineering and environmental studies, a one-off remedial dredging and sand spit stabilisation project was announced by the State Government in March 2023, at a cost of approximately \$3 million.

DoT, in collaboration with Maritime Constructions, mobilised a dredge vessel from South Australia to undertake the project, which commenced in mid-2023.

The project was completed in mid-December 2023, with vessel access to the Carnarvon Yacht Club restored. A total of 150,000 cubic metres of material was dredged and used to rebuild the dune system on the sand spit, reinstating safe passage for boats and preventing waves from overtopping the spit. Additional stabilisation measures were implemented, including sand fencing, direct seeding and the application of hydromulch.

As part of the works, DoT secured an opportunity for Aboriginal employment for the sand spit stabilisation works via Garli Pty Ltd, valued at approximately \$1 million.

Looking ahead, the Shire of Carnarvon has responsibility for an ongoing monitoring and maintenance program, focused on nurturing the health of the dune system and ensuring its long-term sustainability.



Improved boating precinct for Onslow

DoT, in collaboration with the Shire of Ashburton, has completed the first stage of improvements to the Onslow Community Boating Precinct.

The development of the new precinct improves the recreational boating experience for visitors to the region and the local community, promotes the growth of tourism and charter operations in Onslow and ensures safer boating practices in the area.

The final work on the first stage of the precinct, including car park asphaltting, kerbing, line marking, landscaping, toilets and a new fish cleaning station, was completed in August 2023.

In April 2024, as part of the State Government’s Outdoor Adventure Tourism package, funding was announced for Stage 2 of the precinct development featuring up to 12 new floating boat pens for both commercial and recreational use, a car park extension, additional landscaping and upgrades to electrical, water and firefighting services.

Planning will commence next year with further detailed design and procurement processes, with works due to commence in 2025-26.

Work is also underway to transition the Port of Onslow from DoT to the Pilbara Ports Authority, an outcome of the 2010 Western Australian Ports Governance Review to bring all ports under the *Port Authorities Act 1999*.

◀ Carnarvon sand spit



Port Hedland Spoilbank Marina transitions to DoT management

As construction of the impressive Spoilbank Marina at Port Hedland continued through 2023 and 2024, DoT is prepared to assume operational management of the facility from 1 July 2024.

In August 2023, it was determined that DoT would own and operate the waterside components of the marina with the transfer of land and seabed vesting from the Pilbara Ports Authority to the Minister for Transport.

The marina precinct is expected to be fully operational in September 2024 providing modern, state-of-the-art facilities that rate amongst the best on the coastline.

Once completed, DoT will manage and maintain the marina basin, the navigational channel with its navigational aids, boat ramp, boat pens and the public jetty.

The new larger boat ramp, opened in January 2024, is accessible at all tides and together with the new boat pens, significantly improves access and safety for the boating community.

The marina will be a new marine hub for the local community and visitors to enjoy.

Spoilbank Marina - Destination WA

To view: go to link, or scan QR code.

<https://bit.ly/spoilbank>



Scheme improves recreational boating facilities

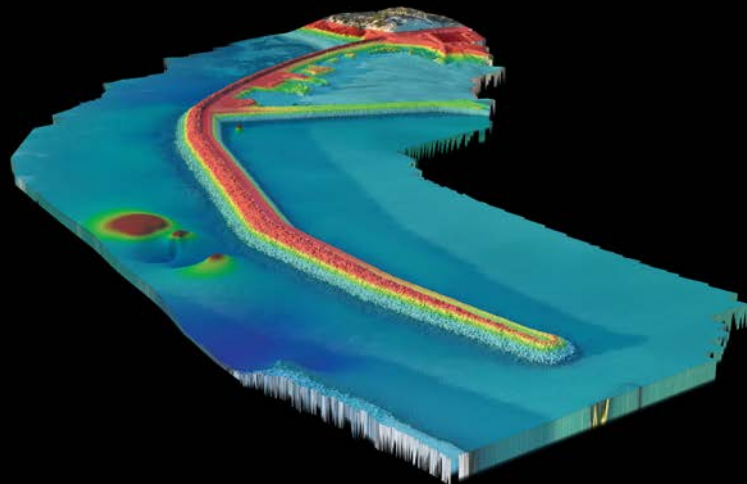
Improved recreational boating infrastructure was delivered, in partnership with eligible authorities, through the Recreational Boating Facilities Scheme (RBFS) in 2023-24. Administered by DoT, the RBFS is primarily funded through recreational boat registration fees.

The RBFS provides grants to eligible authorities for the planning and construction of public boating infrastructure benefitting the recreational boating community. Since 1998, the RBFS has supported 471 projects over 28 grant rounds, totalling up to \$51.4 million.

In 2023-24, the RBFS allocated \$2.73 million in funding to seven projects:

- City of Rockingham – Palm Beach boat ramp upgrade - \$750,000;
- DoT – existing Denham boat ramp jetty upgrade and increased overall length of boat ramp – \$750,000;
- Shire of Wyndham, East Kimberley – replacement of the northern boat ramp at Wyndham boat launching facility – \$746,250;
- DoT – replacement of Bandy Creek Boat Harbour launch ramp fixed finger jetty with a floating pontoon – \$303,481;
- Shire of Derby – planning study to resolve tidal and siltation issues at Derby Recreational and Emergency Sea Rescue boat ramps – \$104,383;
- Shire of Ravensthorpe – planning study to assess suitability of boat launching at Hopetoun main beach, Masons Bay and Starvation Bay – \$45,000; and
- Shire of Murray – planning study at Batavia Quays to provide engineering drawings and a detailed cost estimate for a future boat ramp upgrade – \$37,500.

The RBFS will continue in 2024-25.



Drone image of Ocean Reef Marina

DoT trials drone technology for maritime surveying

During 2023-24, DoT commenced trialling the use of drones and state-of-the-art technology to improve the effectiveness and efficiency of various maritime surveying activities.

DoT conducted surveys for monitoring coastal erosion, project evaluation and planning, monitoring coastal infrastructure and gathering topographic data for numerical modelling.

The use of drone-mapping techniques provides enhanced visualisation of data over traditional survey techniques, with high-resolution aerial imagery and the production of 3D models of surveyed locations.

The use of a real time kinetic drone, piloted by a suitably qualified operator, enables DoT to quickly cover large areas, capturing vast amounts of data in a short period. This is expected to reduce fieldwork time while maintaining a high level of accuracy.

The efficiencies gained using drones are expected to support sustainable transport solutions, particularly through the effective and timely provision of information for planning activities.

Several drone mapping projects were successfully completed in 2023-24, including a survey of recent works at Ocean Reef Marina and the collection of elevation data for a groyne in Dawesville.

Looking ahead, DoT’s Maritime Hydrographic Surveying team will procure a drone and LiDAR system, which will be used to capture high-quality point data that can penetrate vegetation cover to produce a Digital Terrain Model.

To enable DoT to maintain a future ready set of skills for what is an emerging application of prevailing technologies, further development and training for operators is currently being evaluated and scheduled for the next financial year.

Maritime commercial leasing policy and guidelines under review

DoT commenced a review of its current policy and guidelines used to administer and manage commercial leases at its marinas, boat harbours and coastal facilities.

The revised guidelines will provide clear guidance to lessees on what the Department will consider in determining the best approach to managing leases.

The update of the policy and guidelines supports the efforts of the Transport Portfolio Lands and Property Services branch that was established in July 2022 to provide high-capacity and effective land administration services, commercial leasing activities and manage the portfolio’s corporate buildings and facilities.

300+
commercial and retail lessees are supported by 34 DoT operated boat harbours and maritime facilities along the coast.

The lessees operate a range of commercial ventures, servicing tourism, recreational and industry activities that benefit the community.

As part of the review, the commercial leasing policy, information and guidelines were updated and provided to head lessees for comment and feedback via an online survey. The responses will be considered in the preparation of the final documents, which are intended to provide increased confidence to the commercial sector looking to invest in our state’s harbour and maritime facilities.

CoastWA: a strategic response to coastal erosion

DoT, in partnership the Department of Planning, Lands and Heritage (DPLH), continued to deliver the CoastWA program, a strategic response to coastal erosion and inundation.

Funded by \$33.5 million over five years to 2025-26, the program provides funding and support to local coastal managers to prepare Coastal Hazard Risk Management and Adaption Plans, collect metocean and bathymetric data and deliver priority implementation actions.

A large portion of the CoastWA funding is allocated to DoT-administered grant programs, including the Hotspot Coastal Adaptation and Protection Fund and the Coastal Adaptation and Protection grants program. In 2023-24 \$3.6 million in CoastWA grants was made available for coastal planning and management.

These programs provide funding for coastal erosion hotspot sites and for coastal managers to undertake projects associated with identifying and adapting to coastal hazards.

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

To ensure a whole-of-government approach to the management of coastal erosion and inundation is implemented, DoT participates in the Coastal Management Advisory Group, a cross-government working group chaired by DPLH.

The CoastWA program is approaching the end of its third year. Its many 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, is also being undertaken, assisting local coastal managers in designing appropriate measures to combat erosion issues at each location.

Additional funding for Woodman Point Ammo Jetty project

DoT has been working closely with the Department of Biodiversity, Conservation and Attractions, the City of Cockburn and other key stakeholders to progress the replacement of the Woodman Point Ammo Jetty.

A working group, guided by over 1,000 public submissions, numerous stakeholder workshops and technical experts, has developed a preferred concept for the jetty, which was announced by the State Government in July 2022.

Originally built in 1903, the jetty is a popular location for recreational fishing, scuba diving and swimming. However, the jetty is well beyond its intended useful life and was identified by DoT as critical on the Maritime Critical Condition Asset List, requiring prompt action.

The State Government committed a further \$9.1 million to the project through the Outdoor Adventure tourism package announced in April 2024, nearly doubling the original funding of \$9.69 million and ensuring that the Woodman Point Ammo Jetty project preserves this popular Perth metropolitan location and recognises the jetty's significant heritage.

Throughout 2023-24, the design was developed in readiness for the construction tender process, with Aboriginal heritage and other relevant approvals being progressed. Next steps will include the completion of the detailed design for the request for tender process, which will be put to a shortlist of three, allowing the construction contract to be awarded in 2024-25.

▼ "Woodman Point Ammo Jetty" - artist's impression



Strategic priority two: community-centric services

Through DoT's Driver and Vehicle Services, we support the State Government Goal: Safe, strong and fair communities — developing healthy and resilient communities — by delivering on outcomes aligned with our second strategic priority.



Outcome 2:

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



Driver and Vehicle Services

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

Dedicated driver assessment centre meets community demand

To meet increased community demand for practical driving assessments (PDAs), particularly in Perth’s northern suburbs, DoT opened the Joondalup Driver Assessment Centre in November 2023.

The site, previously the Joondalup DVS centre, was repurposed into a dedicated facility to deliver the transactions that learner drivers need to complete their journey to become safe, skilled and licensed drivers. The centre also caters for interstate and international driver’s licence holders who want to obtain a licence in Western Australia.

DoT is required by law to test the ability of new and transferring licence holders from non-recognised countries, as well those with medical referrals, to drive safely without supervision.

The Joondalup Driver Assessment Centre has been instrumental in increasing the availability of PDAs and has been well-received by the community.

Since opening, the centre has employed 18 new driver assessors, issued 5,229 new learner’s permits, conducted 8,679 computer-based theory and hazard perception tests and processed 3,709 interstate and overseas driver’s licence transfers.

In addition, 9,520 PDAs have been delivered, representing seven per cent of the yearly total of 126,428* PDAs, and more than 34,000 financial transactions have been conducted.

*C and R class PDAs conducted in metro and regional areas.

PlatesWA delivers for community and industry

The sale of optional plates to the community, which has seen a significant increase in recent years, did not abate in 2023-24.

A total of 36,942 optional and personalised number plates were purchased, with more than 31 per cent from the popular platinum series.

DoT has continued to introduce significant improvements to its processes and products for PlatesWA customers and stakeholders.

Working closely with industry partners, DoT enhanced the PlatesWA website, making it more user-friendly.

In addition to attending community events to raise awareness and sell optional plates, DoT also adopted a more sustainable and eco-friendly solution for digitally printing plates.

The new process eliminates the use of solvent-based inks and other chemicals, improving production time and product consistency and supporting the creation of multi-colour, high-graphic and complex optional plate designs.

DoT also introduced a six-month trial with selected dealerships to improve the delivery of state and platinum plates. During this period, dealerships were provided with sufficient stock to promptly license and deliver vehicles to customers. In response to positive feedback from participating dealerships, the Motor Trade Association of WA and DoT’s own DVS centres, the trial will continue next year.

Looking ahead, DoT will continue to monitor the trial results, working closely with the community and industry to deliver products and processes that reflect customer needs.

Funding boost for Zero Emission Vehicle Rebate Scheme

As part of the 2024-25 State Budget, the State Government allocated a further \$5.2 million for the Zero Emission Vehicle (ZEV) Rebate Scheme to meet expected additional demand.

The scheme was introduced by the State Government in May 2022 to incentivise buyers to purchase a new ZEV, stimulating demand and increasing the overall stock of these vehicles.

A rebate of \$3,500 is provided to eligible vehicle owners of first-time registered ZEV cars, utes and vans that were purchased for a dutiable value of \$70,000 or less and powered by batteries or hydrogen fuel cells.

Since the introduction of the scheme, DoT has paid over \$24.6 million in rebates and with the additional funding, the scheme will continue to 10 May 2025 and now provide for around 11,500 rebate applications.

With the number of applications steadily increasing since its inception, a total of 6,183 applications were received in 2023-24. Applications paid in the first six months totalled 2,408, with 3,055 applications paid in the second six-month period up to June 2024.

The electrification of transport is an essential part of the State Government’s Climate Policy to achieve net zero greenhouse gas emissions by 2050. The ZEV Rebate Scheme aligns WA with other Australian jurisdictions in providing an incentive to encourage the purchase of zero emission or electric vehicles.

In 2023-24 Zero Emission Vehicle Rebate Scheme delivered:

Service	Quantity
Applications received	6,183
Applications paid	5,463
Total amount paid	\$19,120,500
Phone enquiries	119
Email enquiries	505
Website visits	77,572



Zero emission light vehicle data supports change

To support the increasing use of electric vehicles, it is important for state energy providers to know where they are registered to plan for current and future power infrastructure needs.

This year, DoT produced quarterly reports on the number of electric vehicle licensed, including postcode information to identify where vehicles were registered.

23,125 electric vehicles
were registered in WA in June 2024,
compared to 11,147 in June 2023,
an increase of 107 per cent.

Communities are embracing new zero and low emission technologies and DoT’s reporting connects government, industry and interest groups with essential data to assist the continuous improvement of services to the community.

DoT informs infrastructure development decisions while also ensuring the information is presented in a way to protect data privacy.

A high level summary of WA’s low and zero emission light vehicle fleet has been provided to relevant government, industry and interest groups for each quarter of the 2023-24 financial year.

In 2024-25, DoT will continue its collaborative efforts to improve the quarterly report and make its content more readily accessible to stakeholders and the public.

Grant scheme improves wheelchair access in the regions

DoT awarded \$175,000 to wheelchair taxi operators in 2023-24 as part of the Regional Wheelchair Accessible Vehicle (WAV) Taxi Service Grant Scheme, aimed at expanding wheelchair accessible taxi services across regional WA.

Grants of up to \$65,000 are available to support the establishment of new WAV taxi services in towns where none exist, while grants of up to \$45,000 are available to support existing taxi service providers in replacing an ageing WAV taxi or purchasing an additional WAV taxi vehicle to meet demand.

Following a review of the first year of the scheme in 2022-23, this year's approach allowed more than one grant to be awarded in regions with multiple towns, broadening the range of potential taxi services that can access the grant.

Three grants were awarded in 2023-24. South West Taxis in Margaret River and Derby Taxi Service in the Kimberley received grant funding to establish wheelchair accessible taxi services where none previously existed. Albany Wheelchair Taxis was also awarded a grant as part of the Great Southern and Goldfields-Esperance round, to increase its fleet to help meet growing demand for wheelchair taxi services in the area.

The grant is part of DoT's commitment to encouraging safe, reliable and sustainable transport options in regional WA, enabling local operators to connect people with disabilities to their communities, supporting wellbeing and social inclusion.

Looking ahead, DoT will continue to review available services to meet demand in the regions, engaging with local operators and their community.



Driving Access and Equity Program continues to improve lives

The Driving Access and Equity Program (DAEP) continued to support disadvantaged regional and remote residents through the entire licensing process to improve connection to people, places, culture, healthcare, education and employment.

The program has partnered with 24 not-for-profit local government and Aboriginal community-controlled organisations to assist disadvantaged people overcome barriers, including limited access to a vehicle, supervisor, driving instructors or funds to obtain a driver's licence due to barriers including income, employment status, literacy and geographic location.

3,500+ participants
from 84 locations across the Kimberley, Pilbara, Mid West, Gascoyne and Goldfields-Esperance regions have been assisted to participate in the licensing process, resulting in over 936 driver's licences being obtained since 2022.

Over 170 participants have reported that they have found employment or progressed their career since getting their licence.

An evaluation of the program conducted in July 2023 reported an overwhelmingly positive response from participants, providers and stakeholders, demonstrating the program continues to address very real social issues and impacts positively on individuals and their broader social networks.

DAEP grant-funded projects have also supported over 70 people to attend driving instructor training and supervision sessions, with 52 people licensed as driving instructors, facilitating over 12,000 hours of supervised driving. Forty-four vehicles for learner driver training and instruction were also purchased.

The program has seen some regional communities have access to a driving instructor for the first time, including Ardyaloon in the Kimberley, Meekatharra in the Mid West and Marble Bar in the Pilbara.

An amount of \$15.7 million announced in the 2024-25 State Budget will see DoT continue DAEP in existing regions, expand into the Great Southern and South West for the first time and run a metro pilot alongside the McGovern Foundation for the next two years.



Driving Access and Equity Program video
 To view: go to link, or scan QR code.
transport.wa.gov.au/daep





Community education program for seniors

During 2023-24 DoT piloted an education program to show older Western Australians how they could renew their licences online if they chose not to visit a centre or post office in person, by using DoT's online account, DoTDirect.

The aim of the program was to reduce wait times at DoT's call and service centres, while helping to raise awareness of the benefits of conducting simple transactions online, rather than in person.

Data collected by the DVS team identified that DoT's online services were underutilised, with many customers preferring to conduct transactions in person rather than online, despite the availability of simple and secure transactions online via DoTDirect.

People residing in lifestyle villages were identified as a consumer group who could benefit from in-person instruction to improve their uptake of DoTDirect.

The program, which commenced in February 2024, provided residents of lifestyle villages aged 55 and over with workshops, teaching them how to use DoTDirect, register for one-month renewal direct debit options and navigate DoT's online platforms.

Almost 98 per cent of residents signed up for a DoTDirect account to transact online rather than calling or attending a DVS centre, making the pilot program a success.

As a result, DoT will continue to review the outcomes of further educational initiatives to help reduce customer wait times and meet community expectations.

◀ **DoT's Johnson Nguyen with RAAFA Rockingham Lifestyle Village resident Stella Turner**

TAFE partnership supports adult migrant students

DoT continued to partner with North Metropolitan TAFE in 2023-24 to provide work placement opportunities for nine adult migrant students undertaking the Settlement Language Pathways to Employment and Training program.

The program assists people from non-English speaking backgrounds to gain experience in Australian workplaces and overcome the ‘local experience needed’ barrier to employment.

In 2023-24, six highly skilled students with bilingual or trilingual ability were hosted at metropolitan DVS centres in Cannington, Innaloo and Butler.

The student placements proved to be mutually beneficial for DoT employees and the TAFE migrant students who brought their culturally diverse experiences and skills into the workplace.

Migrant students receiving the opportunity to work in an Australian organisation are honing and increasing their knowledge and skill sets to be more confident and competitive when applying for employment. Supporting TAFE’s program to help migrants settle into their new life in Australia reflects DoT’s commitment to workplace diversity and inclusion.

Warakurna community benefits from collaboration

In early May 2024, the remote Western Australian community of Warakurna was cut off from accessing essential licensing services due to heavy rainfall and poor road conditions.

In response, DoT’s Perth-based Remote and Mobile Services team collaborated with the Department of Justice’s Registry of Births, Deaths and Marriages to ensure the team’s visit to Warakurna could go ahead and the community was able to access a range of government services at one time.

The team also worked closely with a representative from the Nintirriwa yurritjinalKitjalu mutuka project, which is grant-funded by DoT’s DAEP and the local Ngaanyatjarra Lands Community Development Program office, to coordinate service delivery to the community during the three-day visit.

With a driver’s licence a necessity in regional and remote WA, Warakurna and surrounding communities were able to access essential licensing services through this collaborative approach.

63 customers

from across the Ngaanyatjarra Lands were assisted by the DoT team, administering 16 theory tests, undertaking 16 PDAs, issuing/reissuing/transferring 17 driver’s licences and issuing/reissuing 19 learner’s permits.



DoT’s Remote and Mobile Services Warakurna visit
To view: go to link, or scan QR code.
<https://bit.ly/Warakurna>



Case Study

Erica's journey to get her driver's licence

Warakurna resident, Erica, had been struggling to get her driver's licence and change her name for the past five years.

She faced barriers such as licence suspension, transaction fees and service availability, until she was finally able to access the combined services of DoT and the Registry of Births, Deaths and Marriages, on a combined service trip in May 2024.

During this visit, with encouragement and support from DoT's Remote and Mobile Services team leader Helen, Erica had her photo card and name change documentation processed and then successfully passed both her oral theory test and PDA.

"Erica's driver's licence gives her the freedom to travel around the Ngaanyatjarra Lands, where Warakurna is located," Helen said.

"With her determined approach and the support of the Ngaanyatjarra Lands Community Development Program, Erica finally succeeded in getting her licence, after a long five-year wait.

“ Erica’s experience highlights the benefits of government departments and local organisations working together to bring accessible and affordable services to remote communities, like Warakurna. ”

Helen from DoT and client Erica ►



Access and inclusion focus

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

DoT delivers on its commitment through the Transport Portfolio Disability Access and Inclusion Plan and DoT’s Reconciliation Action Plan.

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.

Our Transport Portfolio Disability Access and Inclusion Plan

Developed in collaboration with Main Roads and the PTA, DoT continues to implement the Transport Portfolio Disability Access and Inclusion Plan (DAIP) 2022-2027.

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

Key achievements in 2023-24 included:

- DoT continues to encourage and support the provision of wheelchair accessible taxi services in regional Western Australia through administration of the Regional (WAV) Taxi Service Grant Scheme, with \$260,000 dedicated to grants per annum. Read more on [page 70](#).
- In February 2024, DoT partnered with Medibank to host an online 'Neurodiversity in the Workplace' webinar. Over 90 employees tuned in to gain a deeper understanding of neurodiversity, encourage adaptability and to explore the possibilities that inclusion of people experiencing neurodiversity in the workplace brings.
- Further improvements to digital accessibility have been made to a range of DoT’s webpages, including the removal of PDF content where possible, the use of descriptive hyperlinks and plain language and minimising the use of acronyms and jargon. Digital accessibility specialists GrackleDocs (formerly AbleDocs) will continue to assist with the remediation of inaccessible website PDFs.



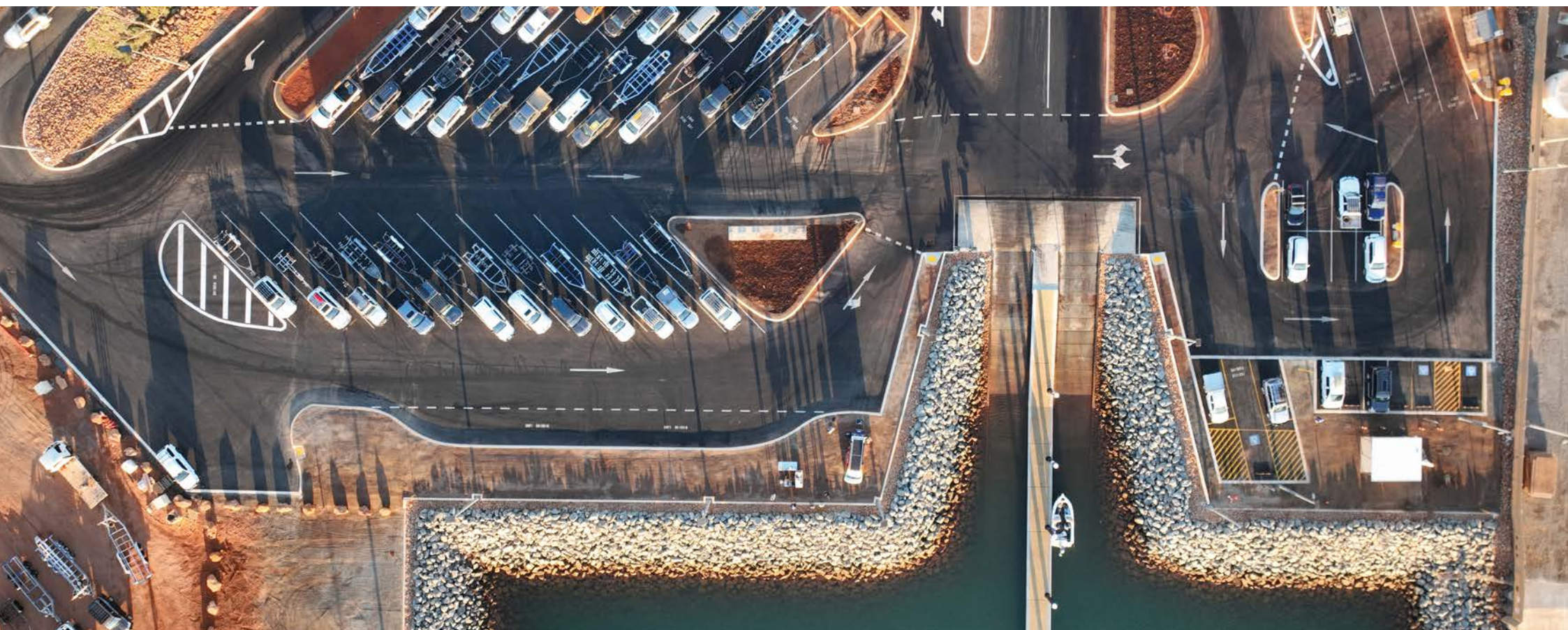
- DoT released the All Ages and Abilities Contextual Guidance in December 2023 which provides guidelines for planning, designing and delivering an accessible and safe bike network. Read more on [page 47](#).
- Accessibility improvements continue to be made at DoT's maritime infrastructure, including:
 - an accessible floating finger jetty and dedicated ACROD parking bays as part of the new Onslow Community Boating Precinct (Stage 1), including an ACROD bay large enough to accommodate a car and boat trailer. Read more on [page 63](#).

- completion of new accessible toilets at Casuarina Boat Harbour boat ramp as part of the Transforming Bunbury's Waterfront Stage 3.1 project. Read more on [page 60](#).
- Consultation was undertaken with stakeholders such as Fishability (representing fishers with disability) and Superfins (a swimming club for people with disability) to inform concept designs for a future fishing platform on the upcoming northern breakwater, as part of the Transforming Bunbury's Waterfront Stage 3.1 project.

- DoT identified an opportunity for partnering with Australian Disability Enterprises, for the management of inbound driver and vehicle services mail. The closed tender process ended in February 2024 and is currently being finalised, with the intention of having the preferred provider operating by mid-2024.

Looking forward, DoT will continue to progress the range of actions identified in the supporting implementation plan.

▼ **Aerial view of new Onslow Community Boating Precinct.**



Our Reconciliation Action Plan

DoT's vision for reconciliation is to empower Aboriginal people 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 people and businesses to access jobs and contracts.

Key achievements in 2023-24 included:

- Release of Westport's second Noongar opportunities actions report, which tracks progress against the co-designed Noongar Opportunities Strategy. The report highlights include completion of Cultural and Spiritual values mapping for the Westport footprint. This was completed by nine knowledge holders identified by Westport's Noongar Advisory Group, and Winyama, an Aboriginal-owned and operated business specialising in location intelligence.
- Planning for an Aboriginal Participation Framework for construction has commenced and consultation will continue to focus on the Noongar and Aboriginal workforce, training and education.
- DoT employees participated in the Transport Portfolio Meet the Buyer and Supplier Forum in November 2023. The forum aimed to connect Aboriginal businesses with contractors in the road, ports, marine and rail sectors to increase Aboriginal participation in the transport sector.



Westport's Noongar Advisory Group and Westport staff.

- The Transport Portfolio Land and Property Services and Transport Portfolio Aboriginal Engagement teams moved into their new office in February 2024, named Bidi Katadjin, which translates to "Pathway to Knowledge". Moodjar Consultancy was engaged to provide advice on the naming of the office spaces to support achievement of a culturally inclusive workspace that recognises the Whadjuk Noongar people's strong connection to the area.
- Three Aboriginal organisations received Regional Airports Development Scheme approved grants totalling \$269,395 (ex GST) in 2023-24.
- Main Roads, in collaboration with DoT, completed the sealing of the Warmun airstrip at a total cost of \$5.25 million, boosting the safety of flights into the region.
- During NAIDOC Week 2023 and National Reconciliation Week 2024, DoT employees attended a range of events, including the Walk for Reconciliation at Boorloo (Perth), where participants walked together in solidarity.
- Seven Aboriginal organisations were engaged to deliver learner's permit theory testing across the Kimberley, Pilbara and Mid West, on behalf of DoT, during 2023-24. A further four organisations in the Perth metropolitan area, Wheatbelt, Great Southern, Peel and South West regions assisted Aboriginal people as part of their theory testing program. Read more on [page 71](#).

NAIDOC Week 2023 Interagency event ►



Strategic priority three: capable and future ready organisation

Building a capable, values-driven and future ready organisation

To meet our third strategic priority, DoT continued to build its workforce capacity and capability by implementing initiatives that support a values-driven and high performing workforce.

This year's key focus areas included evaluating organisational culture with an employee survey, enhancing employee recognition and creating a strategy to retain and recruit employees in a competitive labour market.



“By building our organisational capability and capacity we can continue to adapt and succeed in a fast-changing world.”

Isabeau Korpel
Executive Director People and Culture



Our employee values survey

DoT facilitated its third organisational-wide Barrett Values Survey in September 2023, achieving a 61 per cent participation rate.

Through the survey, DoT is measuring its cultural entropy score to track the progress of its cultural journey. Results showed a positive change since 2021, indicating that DoT is furthering its transformation into a values-driven organisation.

Employees communicated a good sense of connection to their work and confidence in DoT's current direction. Internal relationships appear strong, as people work well together and strive to deliver high standards to serve the community. Currently, employees strongly favour the values of teamwork, balance (home/work), accountability and collaboration.

There was a call to further strengthen the values of accountability, continuous improvement and transparency, as well as a focus on employees' holistic needs including employee fulfillment, engagement and recognition.

Business area specific results were shared with the respective leadership teams who led communication to unpack the results with their teams. In addition, DoT invited representatives from each business area to participate in a values hackathon where organisational results were unpacked, and solutions to strengthen our workplace culture were co-designed. Themes from the session will guide the cultural work going forward.

Part of building a values-driven culture is the continuation of DoT's values-driven leadership program which commenced in 2021, creating leadership alignment across the organisation. In 2023, 25 participants completed the program which included workshops, 360-degree leadership assessments and individual and group coaching sessions.

Recognising our employees

DoT continued to prioritise employee recognition through our refreshed recognition program, reflecting our commitment to honouring outstanding contributions that align with our purpose, strategic intent and values. The program creates a culture of appreciation and gratitude by:

- placing importance on personal connections and building relationships through recognition;
- focusing on intrinsic motivation by providing meaningful feedback and public acknowledgement;
- taking ownership of recognition and actively appreciating employees' efforts and achievements; and
- promoting an inclusive culture that values the diverse contributions and talents of all team members, regardless of their role or level.

Our People Value Proposition

DoT developed a People Value Proposition (PVP) in 2023-24 to help promote the organisation as an employer of choice. The PVP highlights DoT's commitment to its employees, which in turn supports its attraction and retention strategies. The PVP showcases offerings that are most important to employees and creates a sense of connection, provides growth, prioritises wellbeing and celebrates DoT's purpose to empower a thriving community. Our PVP is helping potential and current employees understand the transformative impact of DoT's work on people's lives and encourages them to 'be part of something real'.



Case Study

Desiré’s instant connection to DoT

Desiré was instantly drawn to the impactful work that DoT delivers during a presentation given by Isabeau Korpel, DoT’s Executive Director of People and Culture at her university.

“As a student at the University of WA completing my Master of Human Resource Management and Employee Relations, Isabeau’s words really resonated with me. So, when the opportunity came about to be part of her People and Culture team, I didn’t hesitate,” Desiré said.

“My work background is seemingly unconventional. Prior to joining DoT, I was sailing around the world as a chief stewardess on board a 90-metre superyacht. My transition ashore was fuelled by my purpose to foster a meaningful and psychologically safe career for myself and others.

“I joined DoT in 2022 as a project officer, then transitioned to a workforce advisory role and now I am a HR consultant where I have led the development of DoT’s People Value Proposition.

“As a true millennial, career mobility is important to me and at DoT I have had the opportunity to explore an adventurous career. The People Value Proposition strongly speaks to my own experience of real connection, growth, wellbeing and purpose.”



Learning and development at DoT

In our endeavour to be a capable and future ready organisation, DoT prides itself on ensuring all employees have the right skills and capabilities to undertake their roles and fulfil DoT’s objectives.

During 2023-24, 53 per cent of all learning and development courses undertaken by our employees related to compliance and equal employment opportunity, representing a nine per cent increase from the previous year. These included courses in integrity, workplace behaviour and cultural awareness.

A further 27 per cent of courses completed focused on DoT information systems, security awareness and finance and procurement best practice, helping to support our organisational commitment to security and excellence in processes.

Workplace health, safety and wellbeing accounted for four per cent of courses completed in 2023-24 and covered a wide range of learnings, critical to upholding high standards, in accordance with health, safety and wellbeing legislation. These included the introduction of psychological safety, a key element of new legislation introduced in 2023.

The remaining 16 per cent of courses completed linked to management and leadership, inclusion and diversity, technical competencies, soft skills, personal and professional development, building excellence and a continued emphasis on strengthening our learning culture at DoT.

Throughout 2023-24, 227 employees developed a deeper understanding of DoT and had the opportunity to meet our executive leaders at the ‘Welcome to DoT’ induction days. DoT introduced

a new digital platform to start onboarding and ‘preboard’ new employees as soon as they accept a job offer. Providing an engaging onboarding experience helps DoT build its desired culture and retain people. Our new employees can start their new role with confidence and a better understanding of our values and organisation, with 445 employees having taken part in this new practice.

During this period, DoT also introduced Learning 4U, an online learning library of over 80,000 courses, for employees to engage in bite-sized learning to develop skills needed to deliver our strategic intent and support their career aspirations and development.



15,723 courses
were registered as complete
through myJourney in 2023-24

▼ 2023 People Managers Program graduates



Focus on leadership

We recognised the wealth of leadership talent at DoT, investing in several respected learning and development programs from across the State.

Through competitive application processes, two of our employees were selected to participate in the Rising Leadership Program at Leadership WA. One senior leader was successful in securing a place in the Public Sector Commission’s Elev8 program, and two senior managers were accepted into the Department of Fire and Emergency Services Graduate Certificate in Leadership and Management delivered at Murdoch University.

DoT’s People Managers Program continued to support our leaders in adopting behaviours and mindsets that propel individuals and teams toward success.

During this period, 40 new participants commenced the program and 34 individuals graduated with a Certificate IV in Leadership and Management. The graduate program evaluation shows the greatest benefit is the opportunity to learn with peers and address common business challenges together.

Embedding a diverse and inclusive culture

During 2023-24, we continued to advance our commitment to inclusion and diversity through targeted initiatives outlined in our refreshed Workforce Inclusion and Diversity Plan 2024-2026, fostering a workplace that promotes and values inclusion.

Key achievements in 2023-24 included:

Cultural and reconciliation events

DoT actively participated in National Reconciliation Week (NRW) and NAIDOC Week events and acknowledged National Sorry Day, demonstrating strong leadership and commitment to reconciliation. Participation included co-hosting joint agency events, attending the NRW virtual breakfast, the Walk for Reconciliation and a joint agency NAIDOC Week event. These activities raised awareness and respect for Traditional Owners and celebrated our diverse workforce.

Our workforce, comprising employees from 86 countries, celebrated Harmony Week, Lunar New Year, Ramadan, Easter, Eid al-Fitr and Diwali. These celebrations fostered a sense of belonging and connection within DoT.

Inclusion and diversity education

DoT offered the Diversity Council Australia's (DCA's) 'Unconscious Bias' training to all people managers, enhancing understanding of biases and strategies for a diverse workplace to build a safe and inclusive work environment. The new Appropriate Workplace Behaviour course was launched as mandatory learning, covering bullying, discrimination and harassment essentials.

Our membership with the DCA further supports employees through access to workshops and resources on diversity and inclusion topics.

DoT employees attending the NRW walk in Perth ►



Pathways for youth

DoT strengthened collaboration with universities and TAFEs this year, which resulted in 17 students gaining opportunities to work in the public sector. This doubled the number of business areas engaged in paid internships compared to the previous year. DoT also attended the Curtin University Careers Day fair as an exhibitor, engaging with prospective graduate interns in the spatial

science, geospatial technology, GIS mapping, information cartography and hydrographic surveying fields.

Additionally, nine students were given two-week placements through the Settlement Language Pathways to Employment and Training Program.

DoT also hosted two Solid Futures Aboriginal trainees and supported three previous trainees with securing ongoing permanent roles.

In support of the development of our young people, 12 participants attended the 2024 IPAA Young Professionals Conference to explore the theme ‘The power is you: aspire and achieve’, aiming to motivate and encourage young professionals to take the next steps in their career.

▼ 2024 IPAA Young Professionals conference





Women-centric development opportunities

DoT has prioritised development opportunities for women, ensuring their professional growth and leadership within the organisation. Ten women leaders attended the 2023 IPAA Women in Public Sector Leadership Conference in September 2023.



Employee networks growth

Employee networks are voluntary and employee-led groups designed to serve the needs of under-represented employee groups and create a more inclusive workplace.

Two DoT employee networks have seen significant growth:

- DoT’s LGBTQIA+ employee network, the Pride Reach Out Group, celebrated its second year with over 50 members throughout metropolitan and regional locations. DoT was represented for the first time at Albany Pride Festival 2024, promoting DoT’s updated change of identity forms and the new Pride Plates series which resulted from a collaboration with Pride WA.

- DoT’s Aboriginal employee network, the Yarning Circle, has grown to 12 members from metropolitan and regional locations who meet every two months, focusing on creating employment opportunities for young Aboriginal people in the regions. The Yarning Circle supported Solid Futures Aboriginal trainees transitioning into permanent employment at DoT and informed the celebration and recognition of significant events such as NRW and NAIDOC Week.

Three new employee networks emerged at DoT in 2023-24:

- Empower HER, which held its inaugural event during the week of International Women's Day in March 2024, with over 30 attendees.
- The Neurodiversity at DoT employee network, formed in response to ‘Autism in the Workplace’ workshops, and provides a safe forum for neurodiverse employees to connect and support each other.
- DoT’s Young Professionals Network (YPN) emerged in response to a WA Youth Week online forum and hosted its first event in May 2024. With strong executive advocacy and an enthusiastic working group, the YPN will continue to grow.

Collaboration with Autism WA

Employees participated in tailored workshops to promote equal employment opportunities for neurodiverse people through our ongoing collaboration with Autism WA.



5

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Independent Auditor's Report



Auditor General

INDEPENDENT AUDITOR'S REPORT

2024

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 2024, 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 2024 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 of Transport for the year ended 30 June 2024 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 necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material 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 of Transport. The controls exercised by the Department of Transport are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Department of Transport are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2024, and the controls were implemented as designed as at 30 June 2024.

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 of Transport for the year ended 30 June 2024 reported in accordance with *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 of Transport for the year ended 30 June 2024 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 2024.

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 904 Key Performance Indicators.

Auditor General's responsibilities

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

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

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

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

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

Other information

The Director General is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2024, 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 2024 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
 16 September 2024



Certification of financial statements

For the financial year ended 30 June 2024

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 2024 and the financial position as at 30 June 2024.

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
13 September 2024

Peter Woronzow
Director General
13 September 2024

Financial Statements

Statement of Comprehensive Income

For the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expenses	3.1.1	177,955	167,011
Supplies and services	3.4	223,246	182,578
Depreciation and amortisation expenses	5.1-4	25,427	24,352
Accommodation expenses	3.4	20,014	18,004
Grants and subsidies	3.2	184,279	144,271
Finance costs	3.3	172	120
Other expenses	3.4	4,160	4,317
Total cost of services		635,253	540,653
Income			
Revenue			
User charges and fees	4.2	337,463	314,729
Sale of goods		40	38
Grants and contributions	4.3	4,636	7,330
Interest income		1,413	794
Other income	4.4	35,533	31,035
Total revenue		379,085	353,926
Gains			
Other gains	4.5	-	1,601
Total gains		-	1,601
Total income		379,085	355,527
NET COST OF SERVICES		256,168	185,126

	Notes	2024 \$'000	2023 \$'000
Income from State Government			
Service appropriation	4.1	153,062	139,438
Income from other public sector entities	4.1	76,728	74,259
Resources received free of charge	4.1	2,029	2,082
Royalties for Regions Fund	4.1	71,192	50,911
Total income from State Government		303,011	266,690
SURPLUS FOR THE YEAR		46,843	81,564
OTHER COMPREHENSIVE INCOME			
<i>Items not reclassified subsequently to profit or loss</i>			
Changes in asset revaluation surplus	9.9	18,349	10,187
Total other comprehensive income		18,349	10,187
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		65,192	91,751

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

Statement of Financial Position

As at 30 June 2024

	Notes	2024 \$'000	2023 \$'000
ASSETS			
<i>Current assets</i>			
Cash and cash equivalents	7.1	228,186	180,037
Restricted cash and cash equivalents	7.1	527,664	554,149
Inventories	6.2	749	638
Receivables	6.1	13,006	24,323
Other current assets	6.4	5,086	4,552
Total current assets		774,691	763,699
<i>Non-current assets</i>			
Restricted cash and cash equivalents	7.1	-	4,519
Amounts receivable for services	6.3	365,353	342,678
Receivables	6.1	5,446	-
Property, plant and equipment	5.1	183,434	162,382
Infrastructure	5.2	288,209	274,048
Intangible assets	5.3	59,794	52,639
Right-of-use assets	5.4	4,078	3,990
Construction in progress	5.5	24,818	35,568
Total non-current assets		931,132	875,824
TOTAL ASSETS		1,705,823	1,639,523

	Notes	2024 \$'000	2023 \$'000
LIABILITIES			
<i>Current liabilities</i>			
Payables	6.5	24,291	27,075
Contract liabilities	6.6	8,511	6,370
Employee related provisions	3.1.2	27,436	25,480
Lease liabilities	7.2	1,942	2,450
Other current liabilities	6.7	1,673	592
Total current liabilities		63,853	61,967
<i>Non-current liabilities</i>			
Employee related provisions	3.1.2	8,200	7,188
Contract liabilities	6.6	2,214	4,714
Lease liabilities	7.2	2,298	1,649
Total non-current liabilities		12,712	13,551
TOTAL LIABILITIES		76,565	75,518
NET ASSETS		1,629,258	1,564,005
EQUITY			
Contributed equity	9.9	945,969	945,908
Reserves	9.9	34,997	16,648
Accumulated surplus	9.9	648,292	601,449
TOTAL EQUITY		1,629,258	1,564,005

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

Statement of Changes in Equity

for the year ended 30 June 2024

	Notes	Contributed equity \$'000	Reserves \$'000	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2022		973,690	6,461	519,885	1,500,036
Surplus for the year		-	-	81,564	81,564
Other comprehensive income		-	10,187	-	10,187
Total comprehensive income for the year		-	10,187	81,564	91,751
Transactions with owners in their capacity as owners:	9.9				
Capital appropriations		46,612	-	-	46,612
Other contributions by owners					
- Regional Development Headworks Fund		2,959	-	-	2,959
Distribution to owners					
- Main Roads Western Australia		(15,000)	-	-	(15,000)
- Westport to Main Roads Western Australia		(62,353)	-	-	(62,353)
Total		(27,782)	-	-	(27,782)
Balance as at 30 June 2023		945,908	16,648	601,449	1,564,005

Statement of Changes in Equity For the year ended 30 June 2024 (continued)

	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 as at 30 June 2024		945,969	34,997	648,292	1,629,258

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

Statement of Cash Flows for the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000		Notes	2024 \$'000	2023 \$'000
CASH FLOWS FROM STATE GOVERNMENT				CASH FLOWS FROM INVESTING ACTIVITIES			
Service appropriation		130,388	118,337	Payments			
Capital appropriations		41,854	46,612	Purchase of non-current assets		(36,011)	(43,667)
Funds from other public sector agencies		80,039	92,483	Receipts			
Cash transferred from other agencies		7,549	2,959	Proceeds from sale of non-current assets		182	353
Royalties for Regions Fund		71,192	50,911	Net cash used in investing activities		(35,829)	(43,314)
Net cash provided by State Government		331,022	311,302	CASH FLOWS FROM FINANCING ACTIVITIES			
Utilised as follows:				Payments			
CASH FLOWS FROM OPERATING ACTIVITIES				Repayment of lease liabilities		(3,083)	(2,849)
Payments				Distribution to owners		(50,567)	(77,353)
Employee benefits		(174,600)	(164,672)	Payment to accrued salaries account		(927)	-
Supplies and services		(223,642)	(173,533)	Repayment of Treasurers Advance		-	(9,460)
Finance costs		(172)	(120)	Net cash used in financing activities		(54,577)	(89,662)
Accommodation		(19,925)	(18,000)	Net increase in cash and cash equivalents		21,663	20,399
Grants and subsidies		(182,481)	(143,094)	Cash and cash equivalents at the beginning of the year		738,705	718,306
GST payments on purchases		(42,939)	(36,462)	Adjustment for the reclassification of accrued salaries		(4,518)	-
Other payments		(3,255)	(3,520)	Cash and cash equivalents at the end of the year	7.1.1	755,850	738,705
Receipts							
Sales		40	43				
User charges and fees		336,780	313,461				
Grants and contributions		4,717	7,248				
Interest received		1,298	569				
GST receipts on sales		10,225	8,087				
GST receipts from taxation authority		35,472	25,444				
Other receipts		39,529	26,622				
Net cash used in operating activities	7.1.2	(218,953)	(157,927)				

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

Administered schedules for the year ended 30 June 2024

Administered income and expenses by service

	Strategic Transport Policy and Integrated Planning		Driver and Vehicle Services		On-demand Transport		Total	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Income								
For transfer to the Consolidated Accounts or Agencies								
Appropriations for transfer to the:								
WA Coastal Shipping Commission	100	100	-	-	-	-	100	100
Infringements								
Plate and transfer infringements	-	-	8,552	8,438	-	-	8,552	8,438
Speed and red-light infringements	-	-	118,733	122,182	-	-	118,733	122,182
Final demand traffic infringements	-	-	2,936	2,961	-	-	2,936	2,961
On-demand Transport Levy	-	-	-	-	-	412	-	412
Motor vehicle registrations								
Motor vehicle fees	-	-	113	123	-	-	113	123
Motor vehicle registrations	-	-	1,293,002	1,204,719	-	-	1,293,002	1,204,719
Vehicle Licence Duty	-	-	755,065	674,729	-	-	755,065	674,729
Third party motor vehicle insurance premiums	-	-	939,769	885,406	-	-	939,769	885,406
Catastrophic Injury Support Scheme	-	-	282,099	273,994	-	-	282,099	273,994
Service WA fees collected	-	-	64	66	-	-	64	66
NDIS worker screening application fees	-	-	2,420	3,590	-	-	2,420	3,590
Total administered income	100	100	3,402,753	3,176,208	-	412	3,402,853	3,176,720

Administered income and expenses by service (continued)

	Strategic Transport Policy and Integrated Planning		Driver and Vehicle Services		On-demand Transport		Total	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Expenses								
Transfer payments								
Consolidated account	-	-	2,075,540	1,904,263	-	3,379	2,075,540	1,907,642
Department of Local Government, Sport and Cultural Industries	-	-	113	123	-	-	113	123
Insurance Commission of Western Australia	-	-	1,221,868	1,159,399	-	-	1,221,868	1,159,399
WA Coastal Shipping Commission	100	100	-	-	-	-	100	100
Road Trauma Trust Account	-	-	101,809	103,847	-	-	101,809	103,847
Service WA payments	-	-	2,485	3,657	-	-	2,485	3,657
Other expenses	-	-	1,519	2,975	-	-	1,519	2,975
Total administered expenses	100	100	3,403,334	3,174,264	-	3,379	3,403,434	3,177,743

Administered assets and liabilities

	2024 \$'000	2023 \$'000
Current assets		
Cash	25,508	23,618
Receivables ⁽ⁱ⁾	12,759	13,340
Total current assets	38,267	36,958
Total administered assets	38,267	36,958
Current liabilities		
Payables	7,366	6,302
Accruals and interest payable	9,238	8,412
Total current liabilities	16,604	14,714
Total administered liabilities	16,604	14,714

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

	2024 \$'000	2023 \$'000
Current receivables	29,670	28,980
Allowance for impairment of receivables	(16,911)	(15,640)
	12,759	13,340

Notes to the Financial Statements

Note 1 Basis of Preparation

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

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

These annual financial statements were authorised for issue by the Accountable Authority of the Department on 13 September 2024.

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

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

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

Note 1 Basis of Preparation (continued)

Contributed equity

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

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

Administered items

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

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

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



Note 2 Department outputs

How the Department operates

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

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

2.1 Department objectives

Mission

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

The Department is 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.

2.2

Schedule of Income and Expenses by Service

For the year ended 30 June 2024

	Strategic Transport Policy and Integrated Planning		Driver and Vehicle Services		Maritime		On-demand Transport		Total	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Cost of services	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses										
Employee benefits expenses	29,782	25,899	109,775	104,406	32,411	31,912	5,987	4,794	177,955	167,011
Supplies and services	58,288	39,012	100,028	85,330	62,520	55,403	2,410	2,833	223,246	182,578
Depreciation and amortisation expenses	1,453	1,191	7,132	6,848	16,317	15,814	525	499	25,427	24,352
Accommodation expenses	1,796	852	12,262	11,232	5,297	5,295	659	625	20,014	18,004
Grants and subsidies	104,927	80,105	53,278	37,889	5,589	7,634	20,485	18,643	184,279	144,271
Finance costs	13	9	88	55	65	52	6	4	172	120
Other expenses	790	1,757	2,233	1,534	1,025	728	112	298	4,160	4,317
Total cost of services	197,049	148,825	284,796	247,294	123,224	116,838	30,184	27,696	635,253	540,653
Income										
User charges and fees	55,972	53,465	232,479	215,928	39,674	37,741	9,338	7,595	337,463	314,729
Sale	1	1	2	4	37	33	-	-	40	38
Grants and contributions	1,850	4,314	1,663	1,114	1,123	1,902	-	-	4,636	7,330
Interest income	245	127	863	492	258	149	47	26	1,413	794
Other income	5,964	128	732	2,165	28,801	28,688	36	54	35,533	31,035
Total revenue	64,032	58,035	235,739	219,703	69,893	68,513	9,421	7,675	379,085	353,926
Gains										
Other gains	-	258	-	996	-	295	-	52	-	1,601
Total gains	-	258	-	996	-	295	-	52	-	1,601
Total income	64,032	58,293	235,739	220,699	69,893	68,808	9,421	7,727	379,085	355,527
Net cost of services	133,017	90,532	49,057	26,595	53,331	48,030	20,763	19,969	256,168	185,126

2.2 Schedule of Income and Expenses by Service

For the year ended 30 June 2024 (continued)

	Strategic Transport Policy and Integrated Planning		Driver and Vehicle Services		Maritime		On-demand Transport		Total	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Income from State Government										
Service appropriation	63,506	22,438	71,685	86,722	15,081	25,741	2,790	4,537	153,062	139,438
Income from other public sector entities	24,359	20,190	48,220	41,247	4,112	12,782	37	40	76,728	74,259
Resources received free of charge	353	335	1,243	1,295	365	384	68	68	2,029	2,082
Royalties for Regions Fund	34,959	19,119	34,285	31,744	1,935	37	13	11	71,192	50,911
Total income from State Government	123,177	62,082	155,433	161,008	21,493	38,944	2,908	4,656	303,011	266,690
Surplus/(deficit) for the year	(9,840)	(28,450)	106,376	134,413	(31,838)	(9,086)	(17,855)	(15,313)	46,843	81,564

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

2.3 Schedule of Assets and Liabilities by Service

As at 30 June 2024

	Strategic Transport Policy and Integrated Planning		Driver and Vehicle Services		Maritime		On-demand Transport		Total	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Assets										
Current assets	134,796	124,569	474,654	472,085	139,444	142,346	25,797	24,699	774,691	763,699
Non-current assets	162,017	140,934	570,505	544,710	167,603	161,682	31,007	28,498	931,132	875,824
Total assets	296,813	265,503	1,045,159	1,016,795	307,047	304,028	56,804	53,197	1,705,823	1,639,523
Liabilities										
Current liabilities	11,111	9,731	39,123	37,609	11,493	12,659	2,126	1,968	63,853	61,967
Non-current liabilities	2,212	2,542	7,788	9,824	2,289	671	423	514	12,712	13,551
Total liabilities	13,323	12,273	46,911	47,433	13,782	13,330	2,549	2,482	76,565	75,518
Net assets/liabilities	283,490	253,230	998,248	969,362	293,265	290,698	54,255	50,715	1,629,258	1,564,005

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	2024 \$'000	2023 \$'000
Employee benefits expenses	3.1.1	177,955	167,011
Employee related provisions	3.1.2	35,636	32,668
Grants and subsidies	3.2	184,279	144,271
Finance costs	3.3	172	120
Other expenditure	3.4	247,420	204,899

3.1.1 Employee benefits expenses

	2024 \$'000	2023 \$'000
Wages and salaries	158,644	149,238
Termination benefits	-	153
Superannuation - defined contributions plans	17,433	15,672
Other related expenses	1,878	1,948
Total employee benefits expenses	177,955	167,011
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	373	320
Less: Employee contributions (per the statement of comprehensive income)	(165)	(156)
Net employee benefits	178,163	167,175

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 GSS (concurrent contributions), the WSS, other GESB 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

Current

Employee benefits provisions

	2024 \$'000	2023 \$'000
Annual leave	10,999	9,881
Long service leave	15,902	15,057
Deferred salary scheme	218	182
Total current employee related provisions	27,119	25,120

Other provisions

Employment on-costs	314	340
Purchased leave	3	20

Total current employee related provisions

Non-Current

Employee benefits provisions

Long service leave	8,098	7,092
Total non-current employee related provisions	8,098	7,092

Other provisions

Employment on-costs	102	96
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Total non-current employee related provisions

Total employee related provisions

	2024 \$'000	2023 \$'000
Total employee related provisions	35,636	32,668

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:

Within 12 months of the end of the financial year
More than 12 months after the end of the financial year

	2024 \$'000	2023 \$'000
Within 12 months of the end of the financial year	9,105	8,215
More than 12 months after the end of the financial year	1,894	1,666
Total	10,999	9,881

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:

Within 12 months of the end of the financial year
More than 12 months after the end of the financial year

	2024 \$'000	2023 \$'000
Within 12 months of the end of the financial year	5,223	4,909
More than 12 months after the end of the financial year	18,777	17,240
Total	24,000	22,149

3.1.2 Employee related provisions (continued)

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.

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’.

	2024 \$'000	2023 \$'000
Carrying amount at start of year	436	415
Additional/(reversals of) provisions recognised	29	23
Payments/Other sacrifices of economic benefits	(49)	(2)
Carrying amount at end of year	416	436

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

	2024 \$'000	2023 \$'000
Active Traffic Management	2,250	2,250
Aviation (Public Air Route) Subsidies	1,178	1,608
Bicycle Boulevards	-	1,340
Clean Energy Car Fund - Purchase Rebate ⁽ⁱ⁾	19,120	5,523
Coastal Projects and Zone Management	3,679	4,776
Community Police	2,937	2,728
Country Age Pension Fuel Card Scheme ⁽ⁱⁱ⁾	27,127	27,543
Driving Access and Equity for Learners Drivers	4,092	2,767
Fare Subsidies (Pensioners)	1,048	1,070
Fremantle Port Authority - Feasibility Studies	3,855	-
Fremantle Container Rail Subsidy ⁽ⁱⁱⁱ⁾	6,703	5,910
Future of Fremantle	1,312	1,423
Inter-Regional Flight Network Expansion	1,522	-
Marine Communications	769	736
National Transport Reforms	362	336
Perth City Deal CBD Transport Plan ^(iv)	3,735	7,239
Public Transport Authority - CAT Bus Services ^(v)	25,363	20,210
Recreational Boat Facilities	1,142	1,541
Regional Airfare Zone Cap for Regional Residents ^(vi)	24,451	13,943
Regional Airport Development Scheme	1,590	671
Regional Airports - Pavement Upgrades	5,235	-
Student Fare Concessions	1,059	1,082
Taxi User Co-payment ^(vii)	4,649	3,948
Taxi User Subsidy Scheme ^(vii)	13,355	11,973
Public Transport Authority Tunnel Monitoring System (PTA) ^(viii)	3,173	2,410
Western Australian Bicycle Network ^(ix)	23,927	22,319
Other Grants and Subsidies	646	925
Total expense for services	184,279	144,271

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) A rebate to encourage the take up of zero and low emission light vehicles (ZLEVs) and in particular battery electric vehicles (EVs).
- (ii) The Country Age Pension Fuel Card Scheme provides support for the transport needs of eligible pensioners in regional areas.
- (iii) A subsidy provided to help reduce total costs associated with moving containers by rail, making it more competitive with road in an effort to increase the proportion of container freight on rail in and out of the Inner Harbour.
- (iv) Grants paid under the Perth City Deal CBD Transport Plan funded by way of a joint initiative between the State, Commonwealth and City of Perth (see [note 9.7](#)).
- (v) The Central Area Transit (CAT) bus services grant provides for disbursements made to the Public Transport Authority from the Perth Parking Licensing Account for administering and operating the free Central Area Transit and the Free Transit Zone services in Perth (see [note 9.7](#)).
- (vi) The Regional Airfare Zone Cap (RAZC) allows WA regional residents to access a capped airfare for personal travel on eligible routes to and from Perth.
- (vii) The Taxi User Co-payment and Taxi User Subsidy schemes provides taxi travel at a reduced rate for people who have a severe and permanent disability that prevent them using conventional public transport services.

3.2 Grants and subsidies (continued)

- (viii) The purpose of this grant to the Public Transport Authority (PTA), funded from the Perth Parking Licensing Account, is to invest in a Tunnel Monitoring System for the protection of PTA underground assets at Perth City Link (see [note 9.7](#)).
- (ix) The Western Australian Bicycle Network grants program provides funding for the design and implementation of bicycle network infrastructure and programs in accordance with State Government priorities set out in the Western Australian Bicycle Network Plan. The expense incorporates multiple activities, including the WA Bicycle Network local government grants program \$19.1 million (2023: \$11.3 million), and Principal Shared Paths funding \$4.8 million (2023: \$11.0 million).

3.3 Finance costs

Lease interest expense

2024 \$'000	2023 \$'000
172	120
172	120

3.4 Other expenditure**Supplies and services ⁽ⁱ⁾**

	2024 \$'000	2023 \$'000
Cloud services	7,680	6,256
Communications	14,173	12,444
Consultants and contractors	103,118	77,987
Consumables ⁽ⁱⁱ⁾	21,331	17,821
Commissions	44,898	39,574
Data processing	774	758
Drivers licence card production	1,299	1,217
Number plate production	5,134	4,251
Repairs and maintenance ⁽ⁱⁱⁱ⁾	21,411	19,240
Travel	1,823	1,712
Other	1,605	1,318
	223,246	182,578

Accommodation expenses

Rentals	17,268	15,342
Cleaning	2,746	2,662
	20,014	18,004

3.4 Other expenditure (continued)

	2024 \$'000	2023 \$'000
Other expenses ^(iv)		
Employment on-costs ^(v)	1,323	698
Audit cost ^(vi)	373	358
Catering	98	74
Corporate membership fees	329	497
Donations and sponsorships	54	37
Expected credit losses expense ^(vii)	677	274
Loss on disposal of non-current assets ^(viii)	-	434
Storage and removal	279	107
Prior year construction in progress expensed	310	-
Return funding to Department of Treasury	626	1,600
Other	91	238
	4,160	4,317
Total other expenditure	247,420	204,899

- (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 2024 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.

	2024 \$'000	2023 \$'000
Net proceeds from disposal of non-current assets		
Property, plant and equipment	-	343
Infrastructure	-	-
Intangible assets	-	-
Carrying amount of non-current assets disposed		
Property, plant and equipment	-	(469)
Infrastructure	-	(223)
Intangible assets	-	(85)
Net gain/(loss) on disposal of non-current assets	-	(434)

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 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	2024 \$'000	2023 \$'000
Income from State Government	4.1	303,011	266,690
User charges and fees	4.2	337,463	314,729
Grants and contributions	4.3	4,636	7,330
Other income	4.4	35,533	31,035
Other gains	4.5	-	1,601

4.1 Income from State Government

	2024 \$'000	2023 \$'000
Appropriations received during the year		
Service appropriation ^(a)	151,496	138,539
Amounts authorised by other statutes	1,566	899
	153,062	139,438
Income from other public sector entities during the year ^(b)		
Government grants and contributions	40,766	38,939
Service Level Agreements	2,444	4,135
Service Level Agreement - Shared IT	1,054	1,163
Service Level Agreement		
- WA Coastal Shipping Commission	66	64
Commissions		
- Insurance Commission of Western Australia	31,711	29,453
Commissions - Processing Application Fees	647	505
Assets transferred in	40	-
	76,728	74,259

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

	2024 \$'000	2023 \$'000
Department of Finance		
- Accommodation	664	660
Landgate		
- Provision of data	281	364
State Solicitor's Office		
- Legal services	236	324
Main Roads Western Australia		
- Accommodation	504	288
- Planning and technical support, sustainability advice	225	16
WA Treasury Corporation		
- Advisory services	62	275
Department of Planning, Lands and Heritage		
- Provision of data	40	73
Department of Primary Industries and Regional Development		
- Digital scanning	16	15
Department of Water and Environmental Regulation		
- Advisory	-	2
- Modelling services	1	65
	2,029	2,082

4.1 Income from State Government (continued)

	2024 \$'000	2023 \$'000
Royalties for Regions Fund ^(d)		
Country Age Pension Fuel Card Scheme	33,759	31,600
Derby-Broome Air Services	-	1,336
Driver Access Equity Program	405	-
Drummond Cove Coastal Erosion	400	-
Kununurra-Halls Creek-Balgo Regular Passenger Transport	200	-
Regional Two-Zone Airfare Cap for Regional Residents	29,759	17,783
Regional Pensioner Travel Card	5,000	-
Carnarvon One Mile Jetty	1,500	-
Other	169	192
	71,192	50,911
Total income from State Government	303,011	266,690

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

4.1 Income from State Government (continued)**Summary of consolidated account appropriations**

For the year ended 30 June 2024

	2024 Budget Estimate \$'000	2024 Supplementary Funding \$'000	2024 Revised Budget \$'000	2024 Actual \$'000	2024 Variance \$'000
DELIVERY OF SERVICES					
Item 87 Net amount appropriated to deliver services	153,240	(1,951)	151,289	151,496	207
Amount authorised by other statutes					
- <i>Salaries and Allowances Act 1975</i>	901	665	1,566	1,566	-
Total appropriations provided to deliver services	154,141	(1,286)	152,855	153,062	207
CAPITAL					
Item 146 Capital appropriations ^(a)	35,920	(8,285)	27,635	41,854	14,219
ADMINISTERED TRANSACTIONS					
Item 88 WA Coastal Shipping Commission	100	-	100	100	-
Total administered items	100	-	100	100	-
	190,161	(9,571)	180,590	195,016	14,426

(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	2024 \$'000	2023 \$'000
Boat registration fees		24,622	23,296
Small boat harbour fees		12,907	12,429
Other maritime fees		2,100	1,969
Motor drivers licence application fees		88,224	81,461
Motor vehicle recording, transfer, plate and inspection fees		139,200	129,871
Passenger transport vehicle fees		8,547	6,846
Perth parking licence fees	9.7	55,971	53,462
Other fees		5,892	5,395
		337,463	314,729

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 2023-24 Budget Statements, the Department retained \$379 million in 2023-24 (\$354 million in 2022-23) from the following:

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

4.3 Grants and contributions

	2024 \$'000	2023 \$'000
Indian Ocean Territories	1,663	1,114
Other Commonwealth grants	2,948	5,309
Local Government grants	-	750
Other Grants	25	157
	4,636	7,330

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

	2024 \$'000	2023 \$'000
Rents and leases	20,026	20,268
Recoups of operating expenses ⁽ⁱ⁾	3,053	3,852
Gain on disposal of non-current assets ⁽ⁱⁱ⁾	9	-
Harbour utility charges	5,849	5,480
Other	6,596	1,435
	35,533	31,035

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.

4.4 Other income (continued)

(ii) Gain on disposal of non-current assets

	2024 \$'000	2023 \$'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/(loss) 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.

4.5 Other gains

	2024 \$'000	2023 \$'000
Impairment losses reversed – Land	-	1,601
	-	1,601

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

Note 5 Key Assets

Assets the Department utilises for economic benefit or service potential

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

		2024 \$'000	2023 \$'000
	Notes		
Property, plant and equipment	5.1		162,382
Infrastructure	5.2		274,048
Intangible assets	5.3		52,639
Right-of-use assets	5.4		3,990
Construction in progress	5.5		35,568

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 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 ^(a)	15,964	2,385	-	-	-	-	-	18,349
Impairment losses reversed	-	-	-	-	-	-	-	-
Disposals	-	-	-	(106)	(20)	(2)	(16)	(144)
Write-offs	-	-	-	-	-	-	-	-
Transfers ^(b)	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 revaluation resulted in a large increase in the fair value of the Department’s land partly due to the Western Australian Land Information Authority (Landgate) classifying all Reserves within the Crown land system as low restricted, high value based on higher utility. This methodology was updated in the current financial year from the previous assessment which had categorised some of the properties as high restricted, low value based on lower utility.
- (b) The Department of Planning, Lands and Heritage (DPLH) is the only Department with the power to transfer Crown land. The land is transferred from DPLH and the agency accounts for the transfer as a contribution by owner.

5.1 Property, plant and equipment (continued)

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

(a) Reversal of previous revaluation decrements recognised in profit and loss.

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 2023 by the Western Australian Land Information Authority (Landgate). The valuations were performed during the year ended 30 June 2024 and recognised at 30 June 2024. In undertaking the revaluation, fair value was determined by reference to market value: \$2,745,000 (2023: \$2,622,000). 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 2023 by the Western Australian Land Information Authority (Landgate). The valuations were performed during the year ended 30 June 2024 and recognised at 30 June 2024. In undertaking the revaluation, fair value was determined by reference to market value: \$1,146,000 (2023: \$1,066,000). 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 the Western Australian Land Information Authority (Landgate) and recognised annually to ensure that the carrying amount does not differ materially from the asset’s fair value at the end of the financial year.

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

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

Derecognition

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

Asset revaluation surplus

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

5.1.1 Depreciation and impairment

Charge for the period

	2024 \$'000	2023 \$'000
Depreciation		
Buildings	1,304	1,118
Refurbishments, furniture and fittings	1,426	1,311
Plant and equipment	1,319	1,258
Computer hardware	500	698
Vehicles and vessels	394	440
	4,943	4,825

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

Impairment
Buildings

2024 \$'000	2023 \$'000
110	-
110	-

A building in Bunbury sustained significant damage during several extreme weather events to hit the region in early June 2024. The asset has been estimated to have no recoverable amount. Given the building is carried at a revalued amount, an impairment loss of \$110,000 has been accounted for as a revaluation decrease. Refer [note 5.1](#).

No surplus assets have been identified at 30 June 2024.

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

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

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

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

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

5.1.1 Depreciation and impairment (continued)

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:

	2024 \$'000	2023 \$'000
Carrying amount at start of year	274,048	258,971
Additions	24,678	25,715
Disposals	-	(223)
Transfers	113	18
Depreciation	(10,630)	(10,433)
Carrying amount at end of year	288,209	274,048
Gross carrying amount	482,258	459,386
Accumulated depreciation	(194,049)	(185,338)
Accumulated impairment losses	-	-
The carrying amounts of infrastructure comprises:		
Breakwaters and groynes	90,953	92,043
Wharves, jetties and boat pens	83,306	74,740
Navigation aids	7,566	7,736
Channel development and earthworks	37,350	37,890
Associated infrastructure ⁽ⁱ⁾	69,034	61,639
	288,209	274,048

- (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

Depreciation
Infrastructure

2024 \$'000	2023 \$'000
10,630	10,433
10,630	10,433

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

Finite useful lives

Infrastructure assets are predominantly maritime infrastructure assets.

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

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

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

5.3 Intangible assets

Reconciliation

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

	2024 \$'000	2023 \$'000
Carrying amount at start of year	52,639	47,559
Additions	14,168	11,366
Disposals	(47)	(85)
Amortisation expense	(6,966)	(6,201)
Carrying amount at end of year ⁽ⁱ⁾	59,794	52,639
Gross carrying amount	143,500	130,075
Accumulated amortisation	(83,706)	(77,436)
Accumulated impairment losses	-	-

(i) Intangible assets comprise computer software and licences.

5.3 Intangible assets (continued)

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.

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

Amortisation
Intangible assets

	2024 \$'000	2023 \$'000
	6,966	6,201
	6,966	6,201

As at 30 June 2024 there were no indications of impairment to intangible assets.

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

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

Impairment of intangible assets

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

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



5.4 Right-of-use assets

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

	Land \$'000	Buildings \$'000	Plant and equipment \$'000	Computer hardware \$'000	Vehicles \$'000	Total \$'000
Year ended 30 June 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	-	-	-	-	-	-
Year ended 30 June 2023						
Carrying amount at start of year	39	1,031	860	2,784	857	5,571
Additions	-	343	162	279	552	1,336
Disposals	-	(14)	-	-	(10)	(24)
Depreciation	(3)	(529)	(560)	(1,351)	(450)	(2,893)
Carrying amount at end of year	36	831	462	1,712	949	3,990
Gross carrying amount	47	1,951	2,415	5,460	1,895	11,768
Accumulated depreciation	(11)	(1,120)	(1,953)	(3,748)	(946)	(7,778)
Accumulated impairment losses	-	-	-	-	-	-

5.4 Right-of-use assets (continued)

Initial recognition

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

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

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

The Department has 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.

5.4.1 Depreciation and impairment

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

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

	2024 \$'000	2023 \$'000
Depreciation expense of right-of-use assets	2,888	2,893
Lease interest expense	172	120
Short-term leases	79	51
Low-value leases	2,191	1,888
	5,330	4,952

The total cash outflow for leases was \$3.1 million (2023: \$2.8 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

At cost:

Vehicles and vessels

Computer hardware

Buildings and refurbishments

Intangible assets

Infrastructure

	2024 \$'000	2023 \$'000
	316	284
	40	609
	487	4,788
	15,914	14,165
	8,061	15,722
	24,818	35,568

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

	2024 \$'000	2023 \$'000
Carrying amount at start of year	35,568	32,897
Expenditure during the year	33,752	44,408
Non-current assets commissioned during the year	(44,192)	(41,737)
Amounts expensed	(310)	-
Carrying amount at end of year	24,818	35,568

Assets under construction are not depreciated until commissioned.



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	2024 \$'000	2023 \$'000
Receivables	6.1	18,452	24,323
Inventory	6.2	749	638
Amounts receivable for services	6.3	365,353	342,678
Other current assets	6.4	5,086	4,552
Payables	6.5	24,291	27,075
Contract liabilities	6.6	10,725	11,084
Other current liabilities	6.7	1,673	592

6.1 Receivables

	2024 \$'000	2023 \$'000
<u>Current</u>		
Receivables	9,995	17,930
Allowance for impairment of receivables	(5,398)	(4,612)
	4,597	13,318
Goods and Services Tax receivable	7,794	10,513
Interest receivable	391	274
Staff debtors	51	54
Other debtors	173	164
Total current receivables	13,006	24,323
<u>Non-current</u>		
Accrued salaries account ⁽ⁱ⁾	5,446	-
Total non-current receivables	5,446	-
Total receivables	18,452	24,323

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.

- (i) Accrued salaries account contains amounts paid annually into the Treasurer's special purpose account. It is restricted for meeting the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account. The account has been reclassified from 'Cash and cash equivalents' to 'Receivables' as it is considered that funds in the account are not cash but a right to receive the cash in future.

6.1.1 Movement in the allowance for impairment of trade receivables

	2024 \$'000	2023 \$'000
Reconciliation of changes in the allowance for impairment of trade receivables:		
Opening Balance	4,612	4,709
Expected credit losses expense	677	274
Amount written off during the year	(47)	(489)
Recovered during the year	156	118
Balance at end of year	5,398	4,612

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

Motor vehicle plates (at cost)

2024 \$'000	2023 \$'000
749	638
749	638

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

6.3 Amounts receivable for services (Holding Account)

Non-current

2024 \$'000	2023 \$'000
365,353	342,678
365,353	342,678

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

Prepayments

2024 \$'000	2023 \$'000
5,086	4,552
5,086	4,552

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

Current

Trade payables

Accrued expenses

Accrued salaries

2024 \$'000	2023 \$'000
19,547	22,715
977	1,093
3,767	3,267
24,291	27,075

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

Current

Non-current

2024 \$'000	2023 \$'000
8,511	6,370
2,214	4,714
10,725	11,084

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

6.6.1 Movement in contract liabilities**Reconciliation of changes in contract liabilities**

Opening balance

Additions

Revenue recognised in the financial year

Balance at end of year

	2024 \$'000	2023 \$'000
Opening balance	11,084	4,681
Additions	3,858	10,653
Revenue recognised in the financial year	(4,217)	(4,250)
Balance at end of year	10,725	11,084

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 liabilitiesCurrent

Accruals

Other liabilities

	2024 \$'000	2023 \$'000
Accruals	352	320
Other liabilities	1,321	272
	1,673	592



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	2024 \$'000	2023 \$'000
Net cost of services		(256,168)	(185,126)
Non-cash items:			
Depreciation and amortisation expense	5.1-4	25,427	24,352
Expected credit losses	3.4	676	274
(Gain)/Loss on disposal of non-current assets	3.4, 4.4	(9)	434
Resources received free of charge	4.1	2,029	2,082
Other gains	4.5	-	(1,601)
(Increase)/decrease in assets:			
Current inventories		(111)	(25)
Current receivables ⁽ⁱ⁾		5,905	(11,076)
Other current assets		(534)	(207)
Increase/(decrease) in liabilities:			
Current payables ⁽ⁱ⁾		(2,784)	10,532
Contract liabilities		2,141	1,690
Current provisions		1,955	789
Other current liabilities		1,080	76
Non-current contract liabilities		(2,500)	4,714
Non-current provisions		1,011	870
Net GST receipts/payments ⁽ⁱⁱ⁾		(2,758)	(2,931)
Change in GST receivables/payables ⁽ⁱⁱⁱ⁾		5,687	(2,774)
Net cash used in operating activities		(218,953)	(157,927)

(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

Current
Non-current

2024 \$'000	2023 \$'000
1,942	2,450
2,298	1,649
4,240	4,099

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:

Within 1 year
Later than 1 year and not later than 5 years
Later than 5 years

2024 \$'000	2023 \$'000
32,561	32,754
1,759	991
-	12
34,320	33,757

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](#) 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).

8.1 Financial risk management (continued)

(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:

	2024 \$'000	2023 \$'000
<u>Financial Assets</u>		
Cash and cash equivalents	755,850	738,705
Financial assets at amortised cost ⁽ⁱ⁾	376,011	356,488
Total financial assets	1,131,861	1,095,193
<u>Financial Liabilities</u>		
Financial liabilities measured at amortised cost	30,204	31,767
Total financial liabilities	30,204	31,767

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



8.1 Financial risk management (continued)

(c) Credit risk exposure

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

	Days past due					
	Total \$'000	Current \$'000	<30 days \$'000	31-60 days \$'000	61-90 days \$'000	>91 days \$'000
30 June 2024						
Expected credit loss rate		2.75%	29.54%	100.00%	53.80%	100.00%
Estimated total gross carrying amount at default	9,995	4,468	308	356	133	4,730
Expected credit losses	(5,398)	(123)	(91)	(356)	(79)	(4,749)
30 June 2023						
Expected credit loss rate		1.83%	22.56%	66.00%	41.21%	100.00%
Estimated total gross carrying amount at default	17,930	8,915	2,853	184	1,489	4,489
Expected credit losses	(4,610)	(124)	(644)	(121)	(184)	(3,537)

8.1 Financial risk management (continued)

(d) Liquidity risk and Interest rate exposure

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

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

		Interest rate exposure				Maturity dates					
	Weighted average effective interest rate %	Carrying amount \$'000	Fixed interest rate \$'000	Variable interest rate \$'000	Non-interest bearing \$'000	Nominal amount \$'000	Up to 1 month \$'000	1 to 3 months \$'000	3 months to 1 year \$'000	1 to 5 years \$'000	More than 5 years \$'000
30 June 2024											
Financial Assets											
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	-
Financial Liabilities											
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	125
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	125

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

8.1 Financial risk management (continued)**(d) Liquidity risk and Interest rate exposure (continued)**

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

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

8.1 Financial risk management (continued)

(e) Interest rate sensitivity analysis

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

		-100 point basis		+100 point basis	
	Carrying amount \$'000	Surplus \$'000	Equity \$'000	Surplus \$'000	Equity \$'000
2024					
Financial Assets					
Cash assets	40,284	(403)	(403)	403	403
Total increase/(decrease)	40,284	(403)	(403)	403	403
2023					
Financial Assets					
Cash assets	33,994	(340)	(340)	340	340
Total increase/(decrease)	33,994	(340)	(340)	340	340



8.2 Contingent assets and liabilities

Contaminated sites

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

DWER records indicate that the Department has eight maritime facilities that include sites classified as ‘possibly contaminated – investigation required’ or ‘contaminated-remediation required’. Contamination on two of the sites is the financial responsibility of another party because of agreements relating to change of land management. In this regard the Department has a responsibility to investigate, manage and remediate possible contamination at six maritime facilities.

In the current financial year, the Department has undertaken an audit of contamination including a risk assessment of contamination adversely impacting human health, the environment and environmental values. In next financial year the Department will be funding additional work associated with formulating management plans to determine where additional testing and/or remediation is required to ensure safety to human health and the environment. 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
Recurring fair value measurements Year ended 30 June 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
Recurring fair value measurements Year ended 30 June 2023					
Land	5.1	-	2,623	126,593	129,216
Buildings	5.1	-	1,066	19,299	20,365
		-	3,689	145,892	149,581

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

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

8.3 Fair value measurements (continued)

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).

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.

8.3 Fair value measurements (continued)

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
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
Disposals	-	-	-
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'	-	-	-

	Land \$'000	Buildings \$'000	Total \$'000
2023			
Fair value at start of year	117,492	17,305	134,797
Additions	-	897	897
Revaluation increments/(decrements) recognised in Profit or Loss	1,601	-	1,601
Revaluation increments/(decrements) recognised in Other Comprehensive Income	7,500	2,446	9,946
Transfers from/(to) Level 2	-	-	-
Disposals	-	(337)	(337)
Depreciation expense	-	(1,012)	(1,012)
Fair value at end of year	126,593	19,299	145,892
Total gains or losses for the period included in profit or loss, under 'Other Gains'	1,601	-	1,601

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 2024 \$'000	Fair value 2023 \$'000	Valuation technique(s)	Unobservable inputs
Land	143,660	126 593	Market approach	Selection of land with similar approximate utility
Buildings	21,178	19 299	Current replacement cost	Consumed economic benefit/obsolescence of asset Historical cost per square metre floor area (m ²)

Valuation processes

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

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

Basis of valuation

In the absence of market-based evidence, due to the specialised nature of some land and buildings, these assets are valued at Level 3 of the fair value hierarchy on an existing use basis. The existing use basis recognises that restrictions or limitations have been placed on their use and disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held to deliver a specific community service as authorised by legislation. Many of the Department's land and building assets have a restricted use for maritime purposes under the *Marine and Harbours Act 1981*.

The main Level 3 inputs used are derived and evaluated as follows:

Selection of land with restricted utility

Due to the restricted nature and unique characteristics of some land, there is no observable market evidence of sale prices. Fair values for restricted use land are determined by comparison with market evidence for land with low level utility and adjustments made to the price per square metre. Relevant comparators of land with low level utility are selected by the Western Australian Land Information Authority (Landgate).

Consumed economic benefit/obsolescence of assets

Represents the difference between the replacement cost of buildings and its current condition. This is estimated by the Western Australian Land Information Authority (Landgate).

Historical cost per square metre floor area (m²)

The cost of constructing specialised buildings are obtained from actual construction costs per square metre of other similar or reference buildings, historical building costs, quantity surveyors and standard rates from construction guides.

Note 9 Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Notes
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

The following is a summary of events occurring after the end of the reporting period.

Transfer of assets

On 1 July 2024, in accordance with the boundaries outlined in Deposited Plan 424409, the Department has been transferred control of the Spoilbank Marina in Port Hedland (previously with the Pilbara Ports Authority), in particular:

- the creation of a new boat harbour (*Shipping and Pilotage Act 1967*);
- the change in the port boundary (*Port Authorities Act 1999*);
- the vesting of the area in the Minister for Transport (*Marine and Harbours Act 1981*); and
- provision for boat pens in the Spoilbank Marina in the *Jetties Regulations*.

This transfer increases the value of Property, plant and equipment and Infrastructure assets and a corresponding increase in Contributed equity in the range of \$90 million. Final asset values including land are not known at the report issue date.

A further, minor transfer (Stage 2) relating to Spoilbank Marina is expected in the future that will finalise the transfer of responsibility to the Department.

Contract awarded

On 1 July 2024, a \$69.2 million contract was awarded for the construction of a new northern breakwater at Bunbury's Casuarina Boat Harbour, clearing the way for work to start in August 2024. The 460 metre long breakwater will create sheltered harbour waters, underpinning the rejuvenation of the harbour as a regional hub for the marine industry and deliver a significant community asset. This is the largest contract awarded in Stage 3.1 of the Transforming Bunbury's Waterfront (TBW) project.

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:

		2024 \$'000	2023 \$'000
Department of Biodiversity, Conservation and Attractions	- Provision of compliance officer training	6	1
Department of Planning, Lands and Heritage	- Technical review and support, modelling services	37	62
Department of Primary Industries and Regional Development	- Technical functionality	31	30
Department of Primary Industries and Regional Development	- Provision of compliance officer training	-	1
Public Transport Authority	- Feasibility study	21	29
Main Roads Western Australia	- Provision of transport modelling	40	-
Department for Local Government, Sport & Cultural Industries	- Technical functionality	399	289
Department for Local Government, Sport & Cultural Industries	- Provision of compliance officer training	-	1
Department of Jobs, Tourism, Science and Innovation	- Panel member on interview panel	-	2
Australian Federal Police	- Provision of compliance officer training	-	1
		534	416

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 Agency plans to apply the following Australian Accounting Standards from their application date.

Operative for reporting periods beginning on/after 1 Jan 2024

		Operative for reporting periods beginning on/after
AASB 2020-1	<p><i>Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current</i></p> <p>This Standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current.</p> <p>There is no financial impact.</p>	1 Jan 2024
AASB 2022-5	<p><i>Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback</i></p> <p>This Standard amends AASB 16 to add measurement requirements for sale and leaseback transactions that satisfy the requirements in AASB 15 to be accounted for as a sale.</p> <p>There is no financial impact.</p>	1 Jan 2024
AASB 2022-6	<p><i>Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants</i></p> <p>This Standard amends AASB 101 to improve the information an entity provides in its financial statements about liabilities arising from loan arrangements for which the entity's right to defer settlement of those liabilities for at least twelve months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement.</p> <p>The Standard also amends an example in Practice Statement 2 regarding assessing whether information about covenants is material for disclosure.</p> <p>There is no financial impact.</p>	1 Jan 2024

9.3 Future impact of Australian Accounting Standards not yet operative (continued)

		Operative for reporting periods beginning on/after
AASB 2022-10	<p><i>Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities</i></p> <p>This Standard amends AASB 13 for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. Specifically, it provides guidance on how the cost approach is to be applied to measure the asset’s fair value, including guidance on the nature of costs to include in the replacement cost of a reference asset.</p> <p>As such, for non-financial assets measured by the cost approach, professional and management fees are to be included in the replacement cost of a reference asset (that are currently excluded by the valuer). This is likely to increase the fair value of those assets (and a corresponding increase in other comprehensive income accumulated in revaluation surplus).</p>	1 Jan 2024
AASB 2023-1	<p><i>Amendments to Australian Accounting Standards – Supplier Finance Arrangements</i></p> <p>This Standard amends: (a) AASB 107; and (b) AASB 7 as a consequence of the issuance of International Financial Reporting Standard Supplier Finance Arrangements (Amendments to IAS 7 and IFRS 7) by the International Accounting Standards Board in May 2023.</p> <p>There is no financial impact.</p>	1 Jan 2024
Operative for reporting periods beginning on/after 1 Jan 2025		
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 two standards.</p> <p>The Agency has not assessed the impact of the Standard.</p>	1 Jan 2025
AASB 2021-7C	<p><i>Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections</i></p> <p>This Standard further defers (to 1 January 2025) the amendments to AASB 10 and AASB 128 relating to the sale or contribution of assets between an investor and its associate or joint venture. The standard also includes editorial corrections.</p> <p>The Agency has not assessed the impact of the Standard.</p>	1 Jan 2025

9.3 Future impact of Australian Accounting Standards not yet operative (continued)

		Operative for reporting periods beginning on/after
AASB 2023-5	<p><i>Amendments to Australian Accounting Standards – Lack of Exchangeability</i></p> <p>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.</p> <p>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.</p> <p>The Agency has not assessed the impact of the Standard.</p>	1 Jan 2025
Operative for reporting periods beginning on/after 1 Jan 2026		
AASB 2022-9	<p><i>Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector</i></p> <p>This Standard amends AASB 17 and AASB 1050 to include modifications with respect to the application of AASB 17 by public sector entities.</p> <p>This Standard also amends the following Standards to remove the temporary consequential amendments set out in AASB 2022-8 since AASB 4 and AASB 1023 do not apply to public sector entities for periods beginning on or after 1 July 2026: (a) AASB 1; (b) AASB 3; (c) AASB 5; (d) AASB 7; (e) AASB 9; (f) AASB 15; (g) AASB 119; (h) AASB 132; (i) AASB 136; (j) AASB 137; (k) AASB 138; (l) AASB 1057 and (m) AASB 1058</p> <p>The Agency has not assessed the impact of the Standard.</p>	1 Jan 2026

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 (\$)	2024	2023
550,001 - 600,000	1	-
500,001 - 550,000	-	1
450,001 - 500,000	-	-
400,001 - 450,000	1	-
350,001 - 400,000	2	3
300,001 - 350,000	1	1
250,001 - 300,000	1	1
200,001 - 250,000	12	9
150,001 - 200,000	-	2
100,001 - 150,000	-	1
50,001 - 100,000	1	-
0 - 50,000	1	-

The comparative movement in bands between the years is due to acting arrangements which can vary from year to year.

	2024 \$'000	2023 \$'000
Short-term employee benefits	4,095	3,751
Post-employment benefits	541	474
Other long-term benefits	496	434
Termination benefits	-	-
Total compensation of senior officers	5,132	4,659

Total compensation includes the superannuation expense incurred by the Department in respect of senior officers.

9.5 Related party transactions

The Department is a wholly owned public-sector entity that is controlled by the State of Western Australia.

Related parties of the department include:

- all Cabinet Ministers and their close family members, and their controlled or jointly controlled entities;
- all senior officers and their close family members, and their controlled or jointly controlled entities;
- other departments and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly owned public-sector entities);
- associates and joint ventures of a wholly owned public-sector entity; and
- the Government Employees Superannuation Board (GESB).

9.5 Related party transactions (continued)**Significant transactions with Government related entities**

In conducting its activities, the Department is required to transact with the State and entities related to the State. These transactions are generally based on the standard terms and conditions that apply to all agencies.

Such transactions include:

	Notes	2024 \$'000
Income from State Government	4.1	303,011
Equity contributions	9.9	41,854
Superannuation payments (GESB portion)		12,544
Rental payments to the Department of Finance (Government Office Accommodation and State Fleet)		12,682
Insurance payments to the Insurance Commission and RiskCover fund		4,027
Remuneration for services provided by the Auditor General	9.8	352
Payments for repairs and maintenance to the Department of Finance		1,430
Transfer of excess funding to the Department of Treasury	3.4	626
Western Australian Bicycle Network, National Transport Reforms, CBD Transport Plan grants provided to Main Roads Western Australia		11,580
Payments for Strategic Transport Modelling Review, Technical work undertaken for Westport Project to Main Roads Western Australia		6,207
Central Area Transit (CAT) bus service, Tunnel Monitoring System and Perth City Deals grants provided to Public Transport Authority of Western Australia		29,969
Marine Communications and Community Police grants provided to Western Australia Police Service		3,706
Transfer of excess funding to the Western Australia Police Service		65
Advisory services provided from Water Corporation		120
Future of Fremantle grants provided to Western Australian Planning Commission	3.2	1,312
Vehicles and Break Bulk Trade Relocation, Bulk Jetty Relocation, Kwinana Bulk Berth grants provided to Fremantle Ports	3.2	3,855
Payment of professional services to Department of Premier and Cabinet		95
Payment of professional services to Fremantle Ports		145
Recoup salary and wages for seconded employees from Rottnest Island Authority		63

9.5 Related party transactions (continued)

Material transactions with related parties

Outside of normal citizen type transactions with the Department, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

9.6 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.

	2024 \$'000	2023 \$'000
Non-current assets		
Property, plant and equipment	4,095	4,023
Infrastructure	13	24
Total assets	4,108	4,047

9.7 Special purpose accounts

	2024 \$'000	2023 \$'000
Deposits - bonds		
Opening balance	3,629	3,506
Receipts		
Deposits	202	221
Interest	141	81
	343	302
Payments		
Refunds	(50)	(179)
	(50)	(179)
Closing balance	3,922	3,629

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.

9.7 Special purpose accounts (continued)**Deposits - trade plates**

	2024 \$'000	2023 \$'000
Opening balance	1,104	988
Receipts		
Deposits	196	164
	196	164
Payments		
Refunds	(52)	(48)
	(52)	(48)
Closing balance	1,248	1,104

The account holds deposits for motor vehicle trade plates. These monies are held in a private trustee capacity by the Department and only reported in these notes to the financial statements.

Taxi Fare Evasion Recoupment Account

	2024 \$'000	2023 \$'000
Opening balance	1	-
Receipts credited to the suspense account	-	1
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	2024 \$'000	2023 \$'000
Opening balance		208,516	191,879
Receipts			
Licence fees	4.2	55,971	53,462
		55,971	53,462
Payments			
Grants payment to state government agencies		(75,786)	(32,484)
Grants to local government		(4,157)	(2,954)
Employee costs		(843)	(874)
Supplies and services		(612)	(513)
		(81,398)	(36,825)
Closing balance		183,089	208,516

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.

9.7 Special purpose accounts (continued)**Westport Account**

	2024 \$'000	2023 \$'000
Opening balance	336,382	399,250
Receipts		
Contributions from WA State and Commonwealth Government	506	-
	506	-
Payments		
Grants and subsidies	(6,175)	(415)
Distribution to owners - Main Roads Western Australia	(4,000)	(62,353)
Other expenditure	(4,555)	(100)
	(14,730)	(62,868)
Closing balance	322,158	336,382

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:

	2024 \$'000	2023 \$'000
Auditing the accounts, controls, financial statements and key performance indicators	352	320

The expense is included in [note 3.4](#) Other expenditure.

9.9 Equity**Contributed equity**

Balance at start of the financial year	945,908	973,690
<i>Contribution by owners</i>		
Capital appropriations	41,854	46,612
Transfer of net assets		
- Regional Development Headworks Fund	7,043	2,959
- Department of Planning, Lands and Heritage	1,225	-
- Main Roads Western Australia to Westport	506	-
Total contribution by owners	50,628	49,571
<i>Distribution to owners</i>		
- Department of Treasury	(1,567)	-
- Main Roads Western Australia	(45,000)	(15,000)
- Westport to Main Roads Western Australia	(4,000)	(62,353)
	(50,567)	(77,353)
Balance at end of the financial year	945,969	945,908

Reserves*Asset revaluation surplus*

Balance at start of the financial year	16,648	6,461
Net revaluation increments/(decrements)		
- Land	15,964	7,639
- Buildings	2,385	2,548
	34,997	16,648

Balance at end of the financial year**Accumulated surplus**

Balance at start of the financial year	601,449	519,885
Result for the year	46,843	81,564
Balance at end of the financial year	648,292	601,449
Total equity at end of the financial year	1,629,258	1,564,005

9.10 Supplementary financial information

(a) Write-offs

	2024 \$'000	2023 \$'000
(i) Bad Debts		
The Accountable Authority	47	489
	47	489

All the debts written off had previously been provided for.

	2024 \$'000	2023 \$'000
(ii) Public Property		
The Accountable Authority	8	2
	8	2

(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

	2024 \$'000	2023 \$'000
Gifts of public property provided by the Agency	-	8
	-	8

9.11 Indian Ocean Territories Service Level Agreement

The provision of services to the Indian Ocean Territories is recouped from the Commonwealth Government.

	2024 \$'000	2023 \$'000
Balance at the start of the year	232	155
Receipts	1,752	1,154
Payments	(1,108)	(1,077)
Balance at the end of the year	876	232



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 2024, and between the actual results for 2024 and 2023 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:

- Estimate and actual results for the current year:
 - Total cost of Service of the annual estimates for the Statements of comprehensive income and Statement of cash flows (1% of \$715,019,000) i.e.\$7.15 million, and
 - Total Assets of the annual estimates for the Statement of financial position (1% of \$1,442,992,000) i.e. \$14.43 million.
- 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% \$540,653,000) i.e. \$5.41 million, and
 - Total Assets of the previous year for the Statement of financial position (1% of \$1,639,523,000) i.e. \$16.4 million.

10.1.1 Statement of Comprehensive Income Variances

	Variance Notes	Estimate 2024 \$'000	Actual 2024 \$'000	Actual 2023 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2024 and 2023 \$'000
COST OF SERVICES						
Expenses						
Employee benefits expenses		192,639	177,955	167,011	(14,684)	10,944
Supplies and services	1	252,358	223,246	182,578	(29,112)	40,668
Depreciation and amortisation expenses		28,351	25,427	24,352	(2,924)	1,075
Accommodation expenses		18,753	20,014	18,004	1,261	2,010
Grants and subsidies	2	215,512	184,279	144,271	(31,233)	40,008
Finance costs		197	172	120	(25)	52
Other expenses		7,209	4,160	4,317	(3,049)	(157)
Total cost of services		715,019	635,253	540,653	(79,766)	94,600
Income						
Revenue						
User charges and fees		321,559	337,463	314,729	15,904	22,734
Sale of goods		96	40	38	(56)	2
Grants and contributions	3	48,138	4,636	7,330	(43,502)	(2,694)
Interest income		296	1,413	794	1,117	619
Other income		29,798	35,533	31,035	5,735	4,498
Total revenue		399,887	379,085	353,926	(20,802)	25,159
Gains						
Other gains		-	-	1,601	-	(1,601)
Total gains		-	-	1,601	-	(1,601)
Total income other than income from State Government		399,887	379,085	355,527	(20,802)	23,558
NET COSTS OF SERVICES		315,132	256,168	185,126	(58,964)	71,042

10.1.1 Statement of Comprehensive Income Variances (continued)

	Variance Notes	Estimate 2024 \$'000	Actual 2024 \$'000	Actual 2023 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2024 and 2023 \$'000
Income from State Government						
Service appropriation		154,141	153,062	139,438	(1,079)	13,624
Revenue from digital capability fund		-	-	-	-	-
Revenue from climate action fund		-	-	-	-	-
Income from other public sector entities	4	68,834	76,728	74,259	7,894	2,469
Resources received free of charge		1,989	2,029	2,082	40	(53)
Royalties for Regions Fund	5	60,763	71,192	50,911	10,429	20,281
Total income from State Government		285,727	303,011	266,690	17,284	36,321
Surplus/(deficit) for the period		(29,405)	46,843	81,564	76,248	(34,721)
Other comprehensive income						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation reserve	6	-	18,349	10,187	18,349	8,162
Total other comprehensive income		-	18,349	10,187	18,349	8,162
Total comprehensive income/(loss) for the period		(29,405)	65,192	91,751	94,597	(26,559)

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 \$715.0 million) i.e. \$7.15 million and Actual Total Cost of Service from previous year for comparison between current and previous year. (1% of \$540.1 million) i.e. \$5.41 million.

1. Supplies and services

Estimate vs Actual (\$29.1 million lower than estimated)

Supplies and services are under budget by \$29.1 million (11.5%) mainly due to WA Agricultural Supply Chain Improvement Package Budget funding allocated to 2026-27. This is a result of the need to conduct further consultations, progress work on the prioritisation and planning of projects to deliver high grain tonnages to port for export, difficulty in recruiting consultants to commence design work and the necessity for environmental approvals.

Current vs Prior Year Actuals (\$40.7 million increase)

The increase in supplies and services in 2024 in comparison to 2023 by \$40.7 million (22.3%) is primarily due to increased costs associated with the Westport Program (\$8.0 million); cloud transition and Cyber Security programs (\$5.8 million), agent fees and commissions associated with the increased Authorised Inspection Services (\$5.3 million); increased dredging costs resultant from mobilisation and establishment of a new dredging contractor for Maritime (\$5.3 million); continued coordination of Metronet (\$4.8 million) and general cost escalations.

2. Grants and subsidies

Estimate vs Actual (\$31.2 million lower than estimated)

The decrease in Grants and Subsidies by \$31.2 million (14.5%) is mainly due to carryover of Electric Buses and Depot Modification Grant to Public Transport Authority (PTA) to 2024-25 (\$18.9 million); transfer of Kenwick Intermodal Terminal project to PTA (\$10.0 million); and delays in the Inner-City Projects (\$5.8 million).

Current vs Prior Year Actuals (\$40.0 million increase)

The increase in Grants and Subsidies in 2024 over 2023 by \$40.0 million (27.7%) is due to an increase in the uptake of Zero Emission Vehicles (ZEVs) (\$13.6 million); Regional Two Zone Airfare Zone Cap (\$10.5 million); commencement of the Warmun Airstrip Upgrade to enable Royal Flying Doctor Service in 2024 (\$5.2 million); increased cost associated with Electric Buses program and Depot Modification in 2024 (\$5.0 million) and greater demand in 2024 by TUSS users (\$2.0 million).

3. Grants and contributions

Estimate vs Actual (\$43.5 million lower than estimated)

The decrease in Grant and Contribution revenue by \$43.5 million (90.4%) is mainly due to the commonwealth grant for WA Agricultural Supply Chain (\$33.2 million funding allocation to 2026-27 and a reduction of \$5 million Commonwealth funding for Kenwick Intermodal Terminal resulting from the transfer of the project to PTA; and a reduction of Commonwealth funding for Inner City Projects as a result of delays and cashflow of projects to the forward estimate years (\$6.9 million).

10.1.1 Statement of Comprehensive Income Variances (continued)

4. Income from other public sector entities

Estimate vs Actual (\$7.9 million increase)

Increase of \$7.9 million (11.5%) in Other Revenue from Government is mainly due to the Office of Road Safety funding for Infringement Management Reform Program (\$4.7 million); increased funding from Main Roads WA and PTA for the Metronet Transport Infrastructure Information Campaign (\$1.5 million); and funding received in 2024 for Australind Jetty Replacement Works (\$1.6 million).

5. Royalties for Region Fund

Estimate vs Actual (\$10.4 million increase)

The increase in funding from the Royalties for Region Fund is \$10.4 million (17.2%) is mainly due to increased funding to address increased demand for Regional Two Zone Airfare Zone Cap fares (\$7.3 million); cost escalation relating to the Warmun Airstrip Upgrade (\$2.7 million).

Current vs Prior Year Actuals (\$20.3 million increase)

The increase in funding from the Royalties for Region Fund in 2024 over 2023 by \$20.3 million (39.8%) is mainly for the Regional Two Zone Airfare Zone Cap (\$12.0 million); work on the Warmun Airstrip Upgrade that commenced in 2024 (\$5.0 million) and increased cost to deliver the Regional Pensioner Travel card (\$2.2 million).

6. Changes in asset revaluation reserve

Estimate vs Actual (\$18.3 million increase)

The \$18.3 million represents the increase in land and building revaluation increments from the previous year. Land and buildings are reported at fair value with valuations provided by the Western Australian Land Information Authority (Landgate).

Current vs Prior Year Actuals (\$8.2 million increase)

The increase of \$8.2 million (80.1%) relates to an increase in the valuation of the Department's land and building assets during 2024 (\$18.3 million) compared to 2023 (\$10.2 million).



10.1.2 Statement of Financial Position Variances

	Variance Notes	Estimate 2024 \$'000	Actual 2024 \$'000	Actual 2023 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2024 and 2023 \$'000
ASSETS						
Current assets						
Cash and cash equivalents	1	97,157	228,186	180,037	131,029	48,149
Restricted cash and cash equivalents	2	377,733	527,664	554,149	149,931	(26,485)
Inventories		-	749	638	749	111
Receivables	3	30,273	13,006	24,323	(17,267)	(11,317)
Other current assets		4,958	5,086	4,552	128	534
Total current assets		510,121	774,691	763,699	264,570	10,992
Non-current assets						
Restricted cash and cash equivalents		4,586	-	4,519	(4,586)	(4,519)
Amounts receivable for services		362,550	365,353	342,678	2,803	22,675
Receivables		-	5,446	-	5,446	5,446
Property, plant and equipment	4	147,340	183,434	162,382	36,094	21,052
Infrastructure	5	218,120	288,209	274,048	70,089	14,161
Intangible assets		45,733	59,794	52,639	14,061	7,155
Right-of-use assets		6,429	4,078	3,990	(2,351)	88
Construction in progress	6	148,113	24,818	35,568	(123,295)	(10,750)
Total non-current assets		932,871	931,132	875,824	(1,739)	55,308
TOTAL ASSETS		1,442,992	1,705,823	1,639,523	262,831	66,300

10.1.2 Statement of Financial Position Variances (continued)

	Variance Notes	Estimate 2024 \$'000	Actual 2024 \$'000	Actual 2023 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2024 and 2023 \$'000
LIABILITIES						
<i>Current liabilities</i>						
Payables		13,901	24,291	27,075	10,390	(2,784)
Contract liabilities		1,858	8,511	6,370	6,653	2,141
Employee related provisions		30,772	27,436	25,480	(3,336)	1,956
Lease liabilities		2,169	1,942	2,450	(227)	(508)
Other current liabilities		214	1,673	592	1,459	1,081
Total current liabilities		48,914	63,853	61,967	14,939	1,886
<i>Non-current liabilities</i>						
Employee related provisions		6,317	8,200	7,188	1,883	1,012
Contract liabilities		-	2,214	4,714	2,214	(2,500)
Lease liabilities		4,412	2,298	1,649	(2,114)	649
Total non-current liabilities		10,729	12,712	13,551	1,983	(839)
TOTAL LIABILITIES		59,643	76,565	75,518	16,922	1,047
NET ASSETS		1,383,349	1,629,258	1,564,005	245,909	65,253
EQUITY						
Contributed equity		878,602	945,969	945,908	67,367	61
Reserves	7	6,460	34,997	16,648	28,537	18,349
Accumulated surplus	8	498,287	648,292	601,449	150,005	46,843
TOTAL EQUITY		1,383,349	1,629,258	1,564,005	245,909	65,253

10.1.2 Statement of Financial Position Variances (continued)
Major variance Narratives for the Statement of Financial Position

For the Statement of Financial Position, narratives are provided for key major variances greater than 10% of the comparative and greater than 1% of the Total Assets of the annual estimates for variance between estimate and actual (1% of \$1,443 million) i.e.\$14.43 million; and Actual Total Assets from previous year for comparison between current and prior year (1% of \$1,640 million) i.e.\$16.4 million.

1. Cash and cash equivalent

Estimate vs Actual (\$131.0 million greater than estimated)

Cash and cash equivalents increased by \$131.0 million (134.9%) due mainly to underspends in supplies and services, grants and delays in the capital programs in 2024.

Current vs Prior Year Actuals (\$48.1 million increase)

The increase in cash and cash equivalent in 2024 in comparison to 2023 by \$48.1 million (26.7%) is mainly due to operational surplus for 2024.

2. Restricted cash and cash equivalent

Estimated vs Actual (\$149.9 million greater than estimated)

Restricted Cash and cash equivalents are greater than estimate by \$149.9 million (39.7%) mainly due to slower than expected land acquisition funded from Westport Special Purpose Account.

3. Receivables

Current vs Prior Year Actuals (\$17.3 million decrease)

Receivables are less than estimate by \$17.3 million (57.0%) due to overall aging of debtors reducing.

4. Property, plant and equipment

Estimate vs Actual (\$36.1 million increase)

The increase of \$36.1 million (24.5%) in property, plant and equipment is result of revaluation of land and building by \$18.3 million and due to estimate not updated for last year’s revaluation.

Current vs Prior Year Actuals (\$21.1 million increase)

The increase of \$21.1 million (13.0%) in property, plant and equipment over 2023 is mainly due to revaluation of land and building by \$18.3 million in 2024.

5. Infrastructure

Estimate vs Actual (\$70.1 million increase)

Infrastructure is greater than the estimate by \$70.1 million (32.1%) mainly due to a number of major infrastructure projects finalised and commissioned in 2024 as compensated by the reduction in the construction in progress.

6. Construction in progress

Estimate vs Actual (\$123.3 million decrease)

Construction in progress trailed estimate by \$123.3 million (83.2.%) mainly due to several major infrastructure and software projects finalised and commissioned in 2024 as compensated by the increase in Infrastructure and Intangible assets.

7. Reserves

Estimate vs Actual (\$28.5 million increase)

The \$28.5 million represent the increase of \$18.3 million in property, plant and equipment revaluation and due to estimate not updated for last year’s revaluation increase of \$10.2 million.

Current vs Prior Year Actuals (\$18.3 million increase)

The \$18.3 million represent the net increase in land and building revaluation increments between current and prior year actuals.

8. Accumulated surplus

Estimate vs Actual (\$150.0 million greater than estimated)

Accumulated surplus in 2024 exceeds estimate by \$150.0 million (30.1%) mainly due to lower net operating activities than expected in 2024, delayed and underspent capital programs for 2024, and actual 2023 cash surplus not reflected in the estimates, which were made before 2023 ended.

10.1.3 Statement of Cash Flows Variances

	Variance Notes	Estimate 2024 \$'000	Actual 2024 \$'000	Actual 2023 \$'000	Variance between estimate and actual \$'000	Variance between actual results for 2024 and 2023 \$'000
Cash flows from State Government						
Receipts						
Service appropriation	1	129,435	130,388	118,337	953	12,051
Capital appropriations	2	54,799	41,854	46,612	(12,945)	(4,758)
Funds from other public sector agencies	3	69,676	80,039	92,483	10,363	(12,444)
Cash transferred from other agencies	4	18,993	7,549	2,959	(11,444)	4,590
Royalties for Regions Fund	5	60,763	71,192	50,911	10,429	20,281
Net cash provided by State Government		333,666	331,022	311,302	(2,644)	19,720
Utilised as follows:						
Activities						
Payments						
Employee benefits		(190,983)	(174,600)	(164,672)	16,383	(9,928)
Supplies and services	6	(248,690)	(223,642)	(173,533)	25,048	(50,109)
Finance costs		(197)	(172)	(120)	25	(52)
Accommodation		(18,753)	(19,925)	(18,000)	(1,172)	(1,925)
Grants and subsidies	7	(215,512)	(182,481)	(143,094)	33,031	(39,387)
GST payments on purchases	8	(26,706)	(42,939)	(36,462)	(16,233)	(6,477)
Other payments		(8,888)	(3,255)	(3,520)	5,633	265
Receipts						
Sales		96	40	43	(56)	(3)
User charges and fees		320,717	336,780	313,461	16,063	23,319
Grants and contributions	9	48,138	4,717	7,248	(43,421)	(2,531)
Interest received		296	1,298	569	1,002	729
GST receipts on sales		7,881	10,225	8,087	2,344	2,138
GST receipts from taxation authority	10	18,825	35,472	25,444	16,647	10,028
Other receipts	11	29,731	39,529	26,622	9,798	12,907
Net cash used in operating activities		(284,045)	(218,953)	(157,927)	65,092	(61,026)

10.1.3 Statement of Cash Flows Variances (continued)

	Variance Notes	Estimate 2024 \$'000	Actual 2024 \$'000	Actual 2023 \$'000	Variance between estimate and actual \$'000	Variance between actual results for 2024 and 2023 \$'000
Cash flows from investing activities						
Payments						
Purchase of non-current assets	12	(63,010)	(36,011)	(43,667)	26,999	7,656
Receipts						
Proceeds from sale of non-current assets		307	182	353	(125)	(171)
Net cash used in investing activities		(62,703)	(35,829)	(43,314)	26,874	7,485
Cash flows from financing activities						
Payments						
Repayment of lease liabilities		(2,797)	(3,083)	(2,849)	(286)	(234)
Distribution to owners	13	(126,029)	(50,567)	(77,353)	75,462	26,786
Payment to accrued salaries account		-	(927)	-	(927)	(927)
Receipt of Treasurers Advances	14	-	-	(9,460)	-	9,460
Net cash used in financing activities		(128,826)	(54,577)	(89,662)	74,249	35,085
Net increase/(decrease) in cash and cash equivalents	15	(141,908)	21,663	20,399	163,571	1,264
Cash and cash equivalents at the beginning of the period	16	621,384	738,705	718,306	117,321	20,399
Adjustment for the reclassification of accrued salaries		-	(4,518)	-	(4,518)	(4,518)
Cash and cash equivalents at the end of the period		479,476	755,850	738,705	276,374	17,145

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 \$715.0 million) i.e. \$7.15 million and Actual Total Cost of Service from previous year for comparison between current and previous year. (1% of 540.1 million) i.e. \$5.41 million.

1. Service appropriation

Current vs Prior Year Actuals (\$12.1 million increase)

Service Appropriation increase in 2024 by \$12.1 million (10.2%) over 2023 mainly due to the increase of Zero Emission Vehicles Purchase rebates over 2023 (\$15.4 million); and increase in funding over 2023 to Westport Office and Enabling works (\$5.2 million); this is mainly offset by the removal of 2022-23 funding for Driver Access and Equity program (\$7.0 million) and removal of funding in 2024 of the ICT Disaster Emergency Funding (\$1.8 million).

2. Capital appropriation

Estimate vs Actual (\$12.9 million decrease)

Capital appropriations is \$12.9 million (23.6%) less than estimate mainly due to the carryover of capital fund for Fremantle Fishing Boat Harbour and Commercial Precinct to 2025 (\$6.2 million); underspend and deferral to forward estimates years of Digital Capability Funded programs such as Taxi User Subsidy Reform Project, Cloud Transition and Log on Log Off program (\$4.0 million) ; DVS Reform Program re-cashflow to 2026 due to delayed procurement activities, unforeseen circumstances - Optus/Latitude Data Breach (\$2.0 million); reassignment of Information and Communication Infrastructure funding from capital to recurrent (\$1.4 million). This decrease has been mainly offset by increase in funding for System Enhancement costs arising from the Optus Data Breach (\$0.5 million) and Hillary Boat Harbour - Jetties F, G, H and J re-cashflow (\$0.5 million).

3. Funds from other public sector agencies

Estimate vs Actual (\$10.4 million increase)

Funds from other public sector agencies is above estimated by \$10.4 million (14.9%) mainly due to funding from Office of Road Safety for Infringement Management Reform Program (\$4.7 million); increased funding from Main Roads WA and PTA for the Metronet Transport Infrastructure Information Campaign (\$1.5 million); and funding received in 2024 for Australind Jetty Replacement Works (\$1.6 million).

Current vs Prior Year Actuals (\$12.4 million less)

Funds from Other Public Sector agencies in 2024 is less by \$12.4 million (-13.5%) when compared to 2023 mainly due to funding from Main Roads WA for Principal Shared Paths of \$35.9 million received in 2023 that included 2022 funding of \$14.8 million.

4. Cash transferred (to)/from other agencies

Estimate vs Actual (\$11.4 million decrease)

Cash transferred from agencies is below estimated by \$11.4 million (-60.2%). This is mainly due to the deferral of the Transforming Bunbury Waterfront Stage 3 Phase 1 to 2025.

5. Royalties for regions fund

Estimate vs Actual (\$10.4 million increase)

Receipts from the Royalties for Region Fund is \$10.4 million (17.2%) over estimates mainly due to increased funding to address increased demand for Regional Two Zone Airfare Zone Cap fares (\$7.3 million); cost escalation relating to the Warmun Airstrip Upgrade (\$2.7 million) and increased cost to deliver the Country Age Pension Fuel Card Scheme (\$0.8 million).

Current vs Prior Year Actuals (\$20.3 million increase)

Receipts from the Royalties for Region Fund increased in 2024 by \$20.3 million (39.8%) mainly due to funding for the Regional Two Zone Airfare Zone Cap (\$12 million); work on the Warmun Airstrip Upgrade commenced in 2024 (\$5.0 million); increased cost to deliver the Regional Pensioner Travel card (\$2.2 million); and new receipts from Royalties for Region fund for Driving Access and Equity program (\$0.4 million).

10.1.3 Statement of Cash Flows Variances (continued)

6. Supplies and services

Estimate vs Actual (\$25.0 million less than estimated)

Supplies and Services are under budget by \$25.0 million (10.1%) mainly due to WA Agricultural Supply Chain Improvement Funds was deferred to 2026-27.

Current vs Prior Year Actuals (\$50.1 million increase)

Supplies and services increased in 2024 by \$50.1 million (28.9%) is primarily due to increased costs associated with the Westport Program, continued coordination of Metronet, cost in relation to cloud transition and Cyber Security programs, agent fees and commissions associated with the increased Authorised Inspection Services and increase dredging costs resultant from mobilisation and establishment of a new dredging contractor for Maritime, and general cost escalations.

7. Grants and subsidies

Estimate vs Actual (\$33.0 million less than estimated)

Underspend in Grants and Subsidies compared to 2024 estimate of \$33.0 million (15.3%) is mainly due to carryover of Electric Buses and Depot Modification Grant to PTA (\$18.9 million) to 2024-25, transfer of Kenwick Intermodal Terminal project to PTA (\$10.0 million); and delays in the Inner-City Projects (\$5.8 million).

Current vs Prior Year Actuals (\$39.4 million increase)

The increase of \$39.4 million (27.5%) in 2024 when compared to 2023 is due to an increase in the uptake of Zero Emission Vehicles (ZEVs) (\$13.6 million); Regional Two Zone Airfare Zone Cap (\$10.5 million); commencement of the Warmun Airstrip Upgrade to enable Royal Flying Doctor Service in 2024 (\$5.2 million); increased cost associated with Electric Buses program and Depot Modification in 2024 (\$5.0 million) and greater demand in 2024 by TUSS users (\$2.0 million).

8. GST payments on purchases

Estimate vs Actual (\$16.2 million greater than estimated)

The GST payment on purchases is greater than estimate by \$16.2 million (60.8%) mainly due to increased purchases of taxable goods and services in 2024 compared to prior years and therefore not adjusted in target.

Current vs Prior Year Actuals (\$6.5 million increase)

The GST payment on purchases is greater than prior year by \$6.5 million (17.8%). This is mainly due to increased purchases of taxable goods and services in 2024 compared to 2023.

9. Grants and contributions

Estimate vs Actual (\$43.4 million less than estimated)

Grant and Contribution receipts reduced by \$43.4 million (90.2%) mainly due to the commonwealth grant for WA Agricultural Supply Chain (\$33.2 million) funding allocated to 2026-27 and a reduction of \$5 million Commonwealth funding for Kenwick Intermodal Terminal resulting from the transfer of the project to PTA: and a reduction of Commonwealth funding for Inner City Projects because of delays and cashflow of projects to the forward estimate years (\$6.9 million).

10. GST receipts from taxation authority

Estimate vs Actual (\$16.6 million greater than estimated)

The GST payment on purchases is greater than estimate by \$16.6 million (88.4%) mainly due to increased purchases of taxable goods and services in 2024 compared to prior years and therefore not adjusted in target.

Current vs Prior Year Actuals (\$10.0 million increase)

The GST payment on purchases is greater than prior year by \$10.0 million (39.4%). This is mainly due to increased purchases of taxable goods and services in 2024 compared to 2023.

10.1.3 Statement of Cash Flows Variances (continued)

11. Other receipts

Estimate vs Actual (\$9.8 million greater than estimated)

Other receipts increased by \$9.8 million (33.0%) over the estimate mainly due to recoup for overpayment from prior year (\$5.7 million); increase to seabed leases and land rental (\$2.3 million).

Current vs Prior Year Actuals (\$13.0 million increase)

Other receipts are \$12.9 million (48.5%) greater in 2024 when compared to 2023. This is mainly due to the recoup for overpayment from prior year (\$5.3 million); increase in seabed leases and land rental (\$3.4 million); and recoups for payment related to sand bypassing (\$2.4 million).

12. Purchase of non-current assets

Estimate vs Actual (\$27.0 million less than estimated)

The underspend of \$27.0 million (42.8%) is mainly a result of deferral of Capital programs to 2025 and beyond due to unavoidable delays arising from protracted procurement activities, supply delays of Information Technology and resource restraints.

Current vs Prior Year Actuals (\$7.7 million decrease)

The decrease of \$7.7million (17.5%) in 2024 when compared to the prior year is mainly due to reduced spend in the Maritime Facilities Program (\$7.1 million); completion of the Onslow Community Boating Precinct (\$3.7 million); reduced spend in DVS Reform Program (\$1.8 million) and Maritime Covid Recovery programs (\$1.4 million). This is offset by increases relating to Infringement Management Self Service Portal via DoT Direct (\$3.2 million) and Taxi User Subsidy Scheme Digital Solution (\$2.9 million).

13. Distribution to owners (other payments)

Estimate vs Actual (\$75.5 million less than estimated)

The Distribution to Owners is less than estimate by \$75.5 million (60%) mainly due to the payment to Main Roads WA for Strategic land acquisition from the Westport SPA less than anticipated in 2024 (\$105.0 million), offset by greater than estimated payment to MRWA for the Causeway Bridge and Inner-City Project due to changes to cashflows of the programs (\$27.0 million).

Current vs Prior Year Actuals (\$26.8 million decrease)

The decrease of \$26.8 million (\$34.6%) in comparing 2024 to 2023 is mainly due to less than expected equity transfer to Main Roads WA for land acquisition from the Westport Special Purpose Account.

14. Receipt of Treasurers Advances

Current vs Prior Year Actuals (\$9.5 million decrease)

The difference of \$9.5 million represents the repayable Treasurer Advance of \$9.5 million received in 2022. In 2021-22 budget process, the Expenditure Review Committee approved this amount to meet a short -term shortfall in revenue for the Principal Shared Path program. This \$9.5 million was repaid in 2023.

15. Net increase/(decrease) in cash and cash equivalents

Estimate vs Actual (\$163.6 million greater than estimated)

Net increase in cash and cash equivalents of \$163.6 million (115.3 %) is mainly due to reduced net operating activities in 2024 (\$64.0 million); less than anticipated payment to Main Roads WA for strategic land acquisition from the Westport SPA (\$105.0 million) underspend and deferral of capital programs to 2025 (\$27.0 million); this is offset by greater than estimated payment to MRWA for the Causeway Bridge and Inner City Project due to changes to cashflows of the programs (\$27.0 million) and less than estimated funding from government (\$3.0 million).

16. Cash and cash equivalent at the beginning of the period

Estimate vs Actual (\$117.3 million greater than estimated)

This relates to estimates not updated with the increase in cash for the previous year as the estimates for 2024 were made before finalisation of actuals for 2023.

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 2024, and between the actual results for 2024 and 2023 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 \$1.378 billion) i.e. \$13.78 million.
- (b) Actual results between current year and the previous year:
- 1% of previous year actual Total Administered Income (1% of \$3.18 billion) i.e. \$31.77 million.



10.2 Explanatory statement for Administered Items (continued)

	Variance Notes	Estimate 2024 \$'000	Actual 2024 \$'000	Actual 2023 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2024 and 2023 \$'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		8,688	8,552	8,438	(136)	114
Speed and red-light infringements	1	103,635	118,733	122,182	15,098	(3,449)
Final demand traffic infringements		2,757	2,936	2,961	179	(25)
On-demand Transport Levy		-	-	412	-	(412)
Motor vehicle registrations						
Motor vehicle fees		183	113	123	(70)	(10)
Motor vehicle registrations		1,262,971	1,293,002	1,204,719	30,031	88,283
Vehicle Licence Duty	2	-	755,065	674,729	755,065	80,336
Third party motor vehicle insurance premiums	3	-	939,769	885,406	939,769	54,363
Catastrophic Injury Support Scheme	4	-	282,099	273,994	282,099	8,105
Service WA fees collected		-	64	66	64	(2)
NDIS worker screening application fees		-	2,420	3,590	2,420	(1,170)
Total administered income		1,378,334	3,402,853	3,176,720	2,024,519	226,133

10.2 Explanatory statement for Administered Items (continued)

	Variance Notes	Estimate 2024 \$'000	Actual 2024 \$'000	Actual 2023 \$'000	Variance between actual and estimate \$'000	Variance between actual results for 2024 and 2023 \$'000
Expenses						
Transfer payments						
Consolidated account	5	1,297,444	2,075,540	1,907,642	778,096	167,898
Department of Local Government, Sport and Cultural Industries		183	113	123	(70)	(10)
Insurance Commission of Western Australia	6	-	1,221,868	1,159,399	1,221,868	62,469
WA Coastal Shipping Commission		100	100	100	-	-
Road Trauma Trust Account	7	80,607	101,809	103,847	21,202	(2,038)
Service WA payments		-	2,485	3,657	2,485	(1,172)
Other expenses		-	1,519	2,975	1,519	(1,456)
Total administered expenses		1,378,334	3,403,434	3,177,743	2,025,100	225,691

10.2 Explanatory statement for Administered Items (continued)

Major Estimate and Actual (2024) Variance Narratives
Major Variance Narratives for administered expenses and income

For the Schedule of administered expenses and income, Narratives are provided for key major variances 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 \$1.378 billion) i.e.\$13.78 million.
- (b) Actual results between current year and the previous year:
- 1% of previous year actual Total Administered Income (1% of \$3.18 billion) i.e. \$31.77 million

1. Speed and Red-light Infringement

Estimated vs Actual (\$15.1 million greater than estimated)

Speed and red-light infringement fines are \$15.1 million (14.6%) greater than estimate due to the number of infringements issued and processed was higher than expected.

2. Vehicle Licence Duty

Estimated vs Actual (\$755.1 million greater than estimated)

Vehicle Licence duty revenue collected amounted to \$755.1 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.

Current vs Prior Year Actuals (\$80.3 million increase)

Vehicle Licence Duty revenue increased by \$80.3 million (11.9%) primarily attributed to increase in both the new and used vehicle sales combined with higher sale prices of vehicles (both new and used) in 2024 compared to the prior year.

3. Third party Motor Vehicle Insurance Premiums

Estimated vs Actual (\$939.8 million greater than estimated)

Third Party Motor Vehicle Insurance premiums totalled \$939.8 million collected on behalf and transferred to Insurance Commission of Western Australia. This item is not reflected in the Department’s budget statement.

4. Catastrophic Injury Support Scheme

Estimated vs Actual (\$282.1 million greater than estimated)

Catastrophic Injury Support Scheme totalled \$282.1 million collected on behalf and transferred to Insurance Commission of Western Australia. This item is not reflected in the Department’s budget statement.

5. Transfer Payment – Consolidated Account

Estimated vs Actual (\$778.1 million greater than estimated)

Consolidated account transfer payments exceeded estimates by \$778.1 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.

6. Transfer Payment – Insurance Commission of Western Australia

Estimated vs Actual (\$1,221.9 million greater than estimated)

Insurance Commission of Western Australia transfer payments exceed budget by \$1,221.9 million (100%) as this receipt is not reflected in the Department’s budget statement. This amount relates to Third Party insurance premiums (\$939.8 million) and Catastrophic Injury Support Scheme (\$282.1 million) collected on behalf and transferred to Insurance Commission of Western Australia.

7. Transfer Payment – Road Trauma Trust Account

Estimated vs Actual (\$21.2 million greater than estimated)

Transfer Payment to Road Trauma Trust Account is \$21.2 million (26.3%) million greater than estimate due to number of infringements issued and processed was higher than expected.

6

Key
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Indicators

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Certification of Key Performance Indicators

for the year ended
30 June 2024

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 2024.



Peter Woronzow

Accountable Authority

13 September 2024



Key Performance Indicators

for the year ended 30 June 2024

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, and 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.

Key Performance Indicators (continued)

Departmental desired outcomes	Effectiveness indicators	Departmental services	Efficiency indicators
Outcome 3: An accessible and safe transport system	Percentage of time maritime infrastructure is fit for purpose when required. Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels. Percentage of wheelchair accessible vehicle taxi journeys carrying passengers in wheelchairs which meet the waiting time standard. Percentage of audited authorised on-demand booking services compliant with safety requirements.	Service 3: Maritime	Average cost per day for planning, delivery, and management of a maritime asset. Average cost of managing waterways, safety and compliance – per registered recreational vessel. Cost to maintain Marine Pollution Response preparedness per registered vessel.
		Service 4: On-demand Transport	Cost per on-demand transport authorisation.

Explanation for significant variances

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

Effectiveness indicators

Outcome 1: Integrated transport systems that facilitate economic development

DoT develops, integrates and regulates Western Australia’s transport systems and infrastructure, which is integral to servicing the state’s business and social communities.

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

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

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

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

This indicator measures the percentage of containers transported on rail to and from Fremantle’s 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 the 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 variance between the 2023-24 Target and the 2023-24 Actual was due to a series of one-off issues that impacted the freight on rail statistics. These issues included industrial action at Fremantle Ports in late 2023 to early 2024, a cyber-attack on one of the stevedores (DP World), a fire at a rail customer’s site disrupting trade flow for several weeks, a reduced Western Australia grain harvest during December 2023, and the temporary closure of a major rail line for maintenance.

The variance between the 2023-24 Actual and the 2022-23 Actual was due to the above one-off issues that occurred in 2023-24.

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

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

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

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

Throughout 2023–24, regional Western Australian communities were supported by RPT air services operated by seven airlines on 20 air routes, providing essential connectivity for 23 regional cities and towns. Notably, 18 of these routes offer direct connectivity to Perth and are served by six airlines.

Reason for variance

There was no significant variance between the 2023-24 Target and the 2023-24 Actual or between the 2022-23 Actual and the 2023-24 Actual.



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 2022-23. 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 2024, represents population change between the year June 2022 to June 2023).

Effectiveness indicators

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

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

Driver's licence and learner's permit applicants must establish their identity in compliance with the *Road Traffic (Authorisation to Drive) Act 2008* and the *Road Traffic (Authorisation to Drive) Regulations 2014* before a licence or permit will be issued.

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

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

DoT measures its effectiveness in meeting this outcome through the:

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



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

The Australian Design Rules (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 2023-24 Target and the 2023-24 Actual or between the 2022-23 Actual and the 2023-24 Actual.



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

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

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

Year		%
2023-24 Actual		99.0 %
2023-24 Target		100.0 %
2022-23 Actual		97.5 %
2021-22 Actual		98.0 %
2020-21 Actual		99.8 %

Reason for significant variance

There was no significant variance between the 2023-24 Target and the 2023-24 Actual or between the 2022-23 Actual and the 2023-24 Actual.



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

Part of DoT’s commitment to secure identities is via the provision of WA Driver’s Licences, 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

There was no significant variance between the 2023-24 Target and the 2023-24 Actual or between the 2022-23 Actual and the 2023-24 Actual.



Effectiveness indicators

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 effectiveness 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; and
- percentage of time maritime infrastructure is fit for purpose when required.

Safety

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



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

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.



Reason for significant variance

There was no significant variance between the 2023-24 Target and the 2023-24 Actual or between the 2022-23 Actual and the 2023-24 Actual.

Booking type	Period	Target time
Pre-booked	Peak	5 min
Pre-booked	Off-peak	5 min
ASAP	Peak	20 min
ASAP	Off-peak	15 min

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 2023-24.

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 2023-24 Target and the 2023-24 Actual or between the 2022-23 Actual and the 2023-24 Actual.



Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels

This indicator measures the effectiveness of DoT’s safety initiatives on recreational boating behaviour.

The data for this indicator is sourced from DoT’s recreational vessel registration and the marine incidents database. It is calculated by dividing the number of incidents by the number of registered recreational vessels (expressed as a rate per ten thousand vessels).

Under the *Navigable Waters Regulations 1958*, all vessels that have a motor or have the capacity to have a motor fitted, must be registered to operate on navigable waters in WA. In addition, it is a requirement under the *Western Australian Marine Act 1982* for people to report any accident or incident that results in serious injury or death, or the vessel being damaged enough to make it unseaworthy or unsafe.

A reduction in the rate of incidents per registered recreational vessel indicates that the safety outcome is being met in relation to recreational boating.

Reason for significant variance

The increase in reported incidents from the 2022-23 Actual to the 2023-24 Actual, and between the 2023-24 Target and the 2023-24 Actual, can be attributed to insurers now requiring vessel owners to provide a DoT Marine Incident Report when making a claim. Previously, marine insurers did not require this report to process claims. DoT has actively encouraged insurers to require this evidence to increase reporting.

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



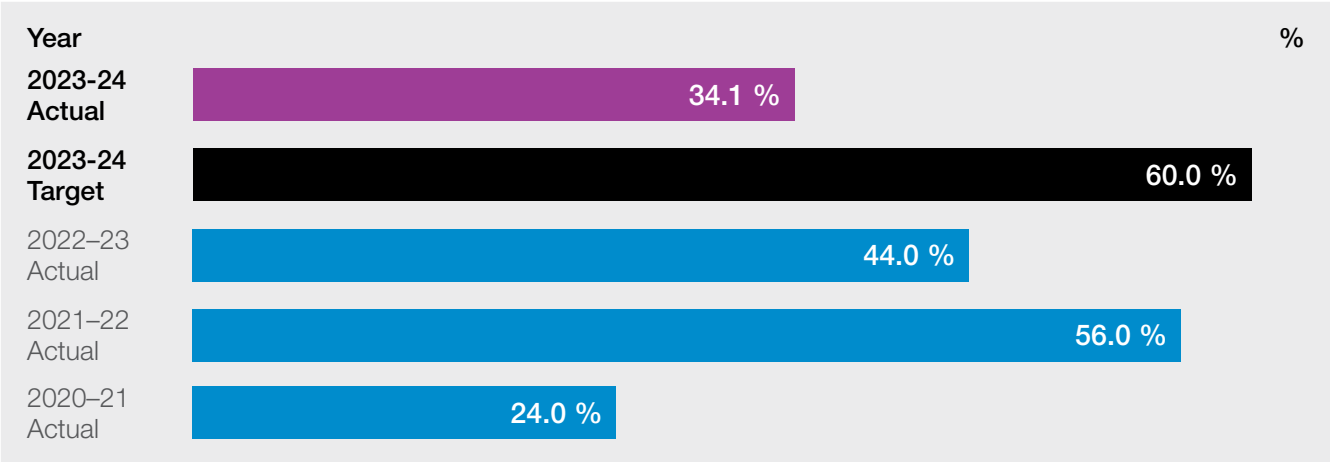
Percentage of audited authorised on-demand booking services compliant with safety requirements

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 percentage of audited authorised on-demand booking services found to be in compliant safety requirements in 2023-24 was below both the target for 2023-24 and the actual performance for 2022-23. This decrease is attributed to common non-compliance with safety management systems (SMS). Audit targets are proportionally and randomly selected on a rotational basis across different fleet categories, excluding any On-Demand Booking Services (ODBS) that were audited in the past year.

A significant majority of ODBS (91 per cent) operate with fleets of fewer than five vehicles. These smaller operators often lack the resources and technological support that larger operators possess, leading to simpler operations with less maturity and limited ability to develop their safety management systems.

Efforts to enhance the sophistication and skills of smaller operators has not produced the anticipated improvements in SMS quality and compliance with audits. While the SMS of these smaller operators may lack some sophistication, the industry recognises the importance of safe journeys for both drivers and customers. Therefore, the focus in 2024-25 will be on strengthening the quality assurance around their safety practices.

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	2023-24 \$'000	2022-23 \$'000	2021-22 \$'000
Grant and subsidies and other grant related expense adjustments	184,281	146,956	126,069
Non-core operation	105,047	67,669	59,074
Total non-reportable cost	289,328	214,625	185,143

For example, non-core operation costs include functions that are not directly related to the reportable KPIs, such as all costs associated with administering grants and subsidies and specific projects that can have project-specific efficiency measures.

The significant increase in the grant and subsidies costs in 2023-24 is due to Regional Airfare Zone Cap grants and Regional Pensioner Travel Card Administration, and CAT Bus Services.

The non-core operations cost increased in 2023-24 compared to 2022-23. This increase is mainly driven by Westport and METRONET.

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

Service 1: Strategic transport policy and integrated planning

This service contributes to the provision of leadership for strategic management, development and protection of economic nodes and networks through the provision of a range of services including:

- analysis, planning and implementation of urban infrastructure projects and models to manage future travel demands;
- strategic policy development that supports the achievement of sustainable, effective and practical solutions for Western Australian transport networks and addresses capacity issues;
- policy advice and strategic transport solutions to government;
- representation and negotiation, on behalf of the State Government, at national level transport-related forums to produce positive outcomes that promote and protect Western Australian interests;
- program management and delivery of major intermodal infrastructure planning and development activities that assists in economic development;
- quality assurance and assessment of the return on investment for government funds in transport projects; and
- monitoring industry and public demand-growth to provide best practice transport channels and access which alleviated environmental impacts.

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



Reason for significant variance

The decrease between the 2023-24 Target and the 2023-24 Actual is predominantly due to a decrease in costs (-16.5 per cent), driven by carryovers associated with the Inner City Deal², Principal Shared Path Program and WA Bicycle Network program.

The increase between the 2022-23 Actual and the 2023-24 Actual reflects a cost increase (+17.3 per cent) attributed to supplies and services, specifically related to WestCycle, QEII and Aboriginal Cultural Centre, and the successful recruitment efforts that filled numerous vacant positions throughout the 2023-24 period (+10 per cent).

2 Formally known as the Perth City Deal

Service 2: Driver and Vehicle Services

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

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

Average cost per vehicle and driver transaction

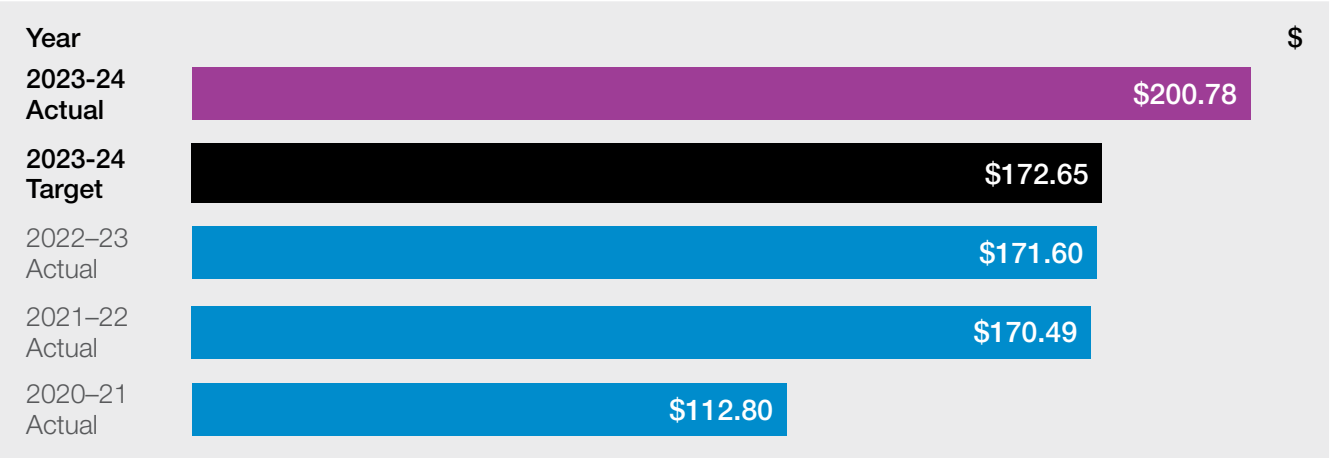


Reason for significant variance

The decrease in the actual average cost per vehicle and driver transaction in 2023-24 compared to the 2023-24 target was primarily due to underspend from budget (-6.6 per cent), vacant positions that were not able to be filled across DoT over the duration of the financial year largely attributed to challenging employment markets, despite DoT’s efforts to attract and retain staff. Additionally, an increase in vehicle license transactions (+5.3 per cent) driven by the growth in registered vehicles further impacted this KPI variance.

There was no significant variance between the 2022-23 Actual and 2023-24 Actual.

Average cost per vehicle inspection performed by Vehicle Examination Centres



Reason for significant variance

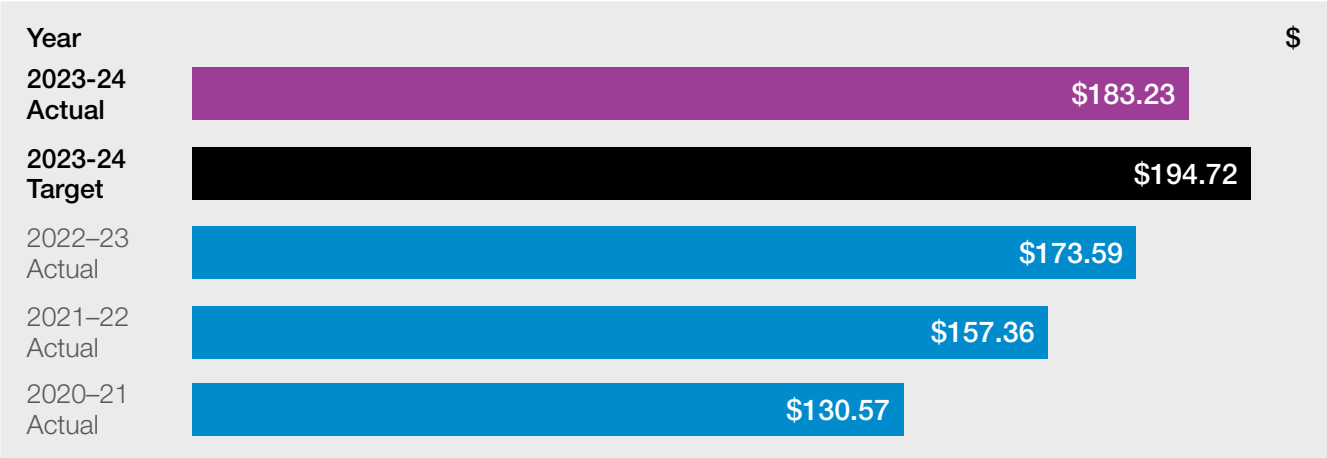
The variance increase between the unit cost for the 2023-24 Budget Target and the 2023-24 Actual is primarily due to a decrease in vehicle inspection transactions (-22.4 per cent). Reduced demand in the industry-based new vehicle inspections and lower volume in the tow truck and bus inspections at the DVS Kelmscott Examination Centre also contributed to this variance increase.

The variance increase between the 2022-23 Actual and 2023-24 Actual is due to reduced vehicle inspection transactions (-10.7 per cent), driven by lower demand in new industry-based and unlicensed vehicle inspections.

Note: Industry-based new vehicles refer to those that require inspections because they are considered high-risk and complex and require specialised examinations.



Average cost per vehicle inspection delivered through Authorised Inspection Stations



Reason for significant variance

The reduction between the 2023-24 Target and the 2023-24 Actual is attributed to sustained high demand for light vehicle (vehicle with a Gross Vehicle Mass 4.5 tonne or less) inspections (+10.1 per cent). This increase reflects the growth in the number of light vehicle licence transfers from interstate, necessitating inspections before granting a WA vehicle license, as well as the number of passenger transport vehicle applications, requiring mandatory inspections before submitting the application.

The increase between the 2022-23 Actual and the 2023-24 Actual was primarily due to an average 4 per cent increase in commission rates paid to the Authorised Inspection Stations (AISs), combined with higher demand for vehicle inspections (+6.8 per cent).

Average cost per driver assessment



Reason for significant variance

The reduction between the 2023-24 Target and the 2023-24 Actual was primarily due to an increase in practical driver assessments (+13.2 per cent). This was driven by a rise in the WA population, leading to more driver's licence applications, and enhanced Driver and Vehicle Services (DVS) capability through the recruitment of additional Driver Assessors and expansion of Driver Assessment Centre facilities through the opening of the Joondalup Driver Assessment Centre.

There was no significant variance between the 2022-23 Actual and 2023-24 Actual.

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 and marine pilots;
- regulation and administration of marine operations, including on-water compliance and marine safety education;
- planning, building and managing new and existing land and water-based facilities for community use 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

There was no significant variance between the 2023-24 Target and 2023-24 Actual.
There was no significant variance between the 2022-23 Actual and 2023-24 Actual

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

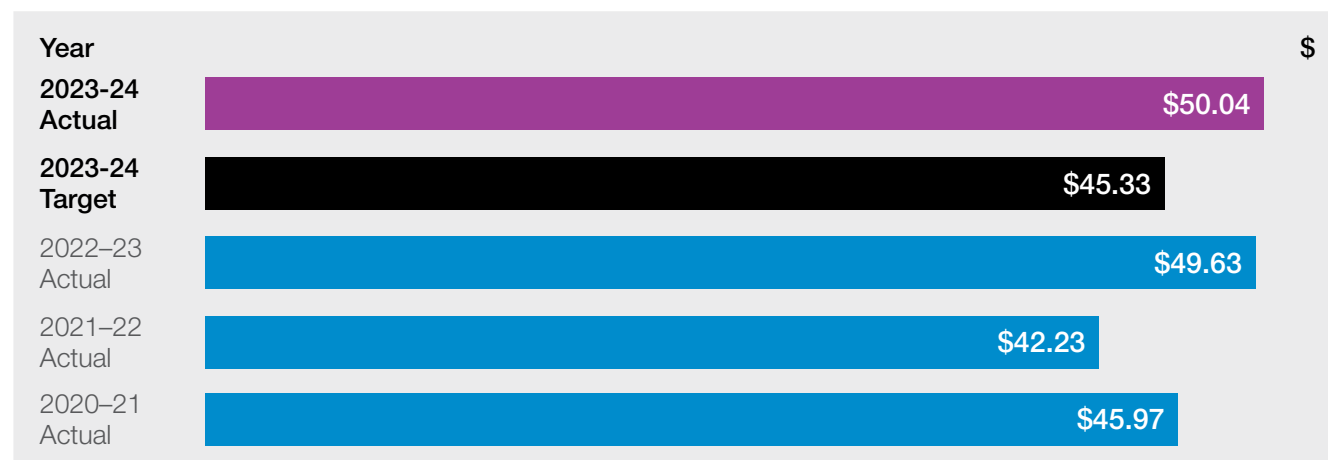


Reason for significant variance

The increase between the 2023-24 Target and the 2023-24 Actual was primarily due to overestimations regarding the renewal of registrations by all registered vessel owners (-1.5 per cent), as well as expectations of volume growth based on a five-year trend. Additionally, there was an increase in costs associated with unplanned work in repairs and maintenance for navigational safety (+5.3 per cent).

There was no significant variance between the 2022-23 Actual and 2023-24 Actual.

Cost to maintain Marine Pollution Response preparedness per registered vessel



Reason for significant variance

The increase between the 2023-24 Target and the 2023-24 Actual was largely driven by higher expenses incurred for travel, training and unforeseen costs associated with Oil Spill Response Coordination (+8.8 per cent). These expenditures reflect Maritime's efforts to strengthen the capacity and capabilities to fulfill commitments to the Hazard Management Agency regarding Maritime Environment Emergency Response.

There was no significant variance between the 2022-23 Actual and 2023-24 Actual.

Service 4: On-demand Transport

This service provides a regulatory environment that encourages competition and innovation in the on-demand transport industry to deliver safe, accessible and efficient on-demand transport services for our community through:

- administering authorisations for on-demand booking services, regular passenger transport services, passenger transport vehicles and passenger transport drivers;
- education, communication and compliance activities to support operators to understand their obligations and responsibilities under the *Transport (Road Passenger Services) Act 2018*;
- monitoring industry performance through data and risk analysis; and
- supporting government planning and policy development for on-demand transport services.

This service also administers a range of grants and travel subsidies to support accessible transport across the state, including the:

- Taxi User Subsidy Scheme;
- Student Travel Subsidy Scheme; and
- Pensioner Annual Free Trip Scheme.

Cost per On-demand Transport Authorisation



Reason for significant variance

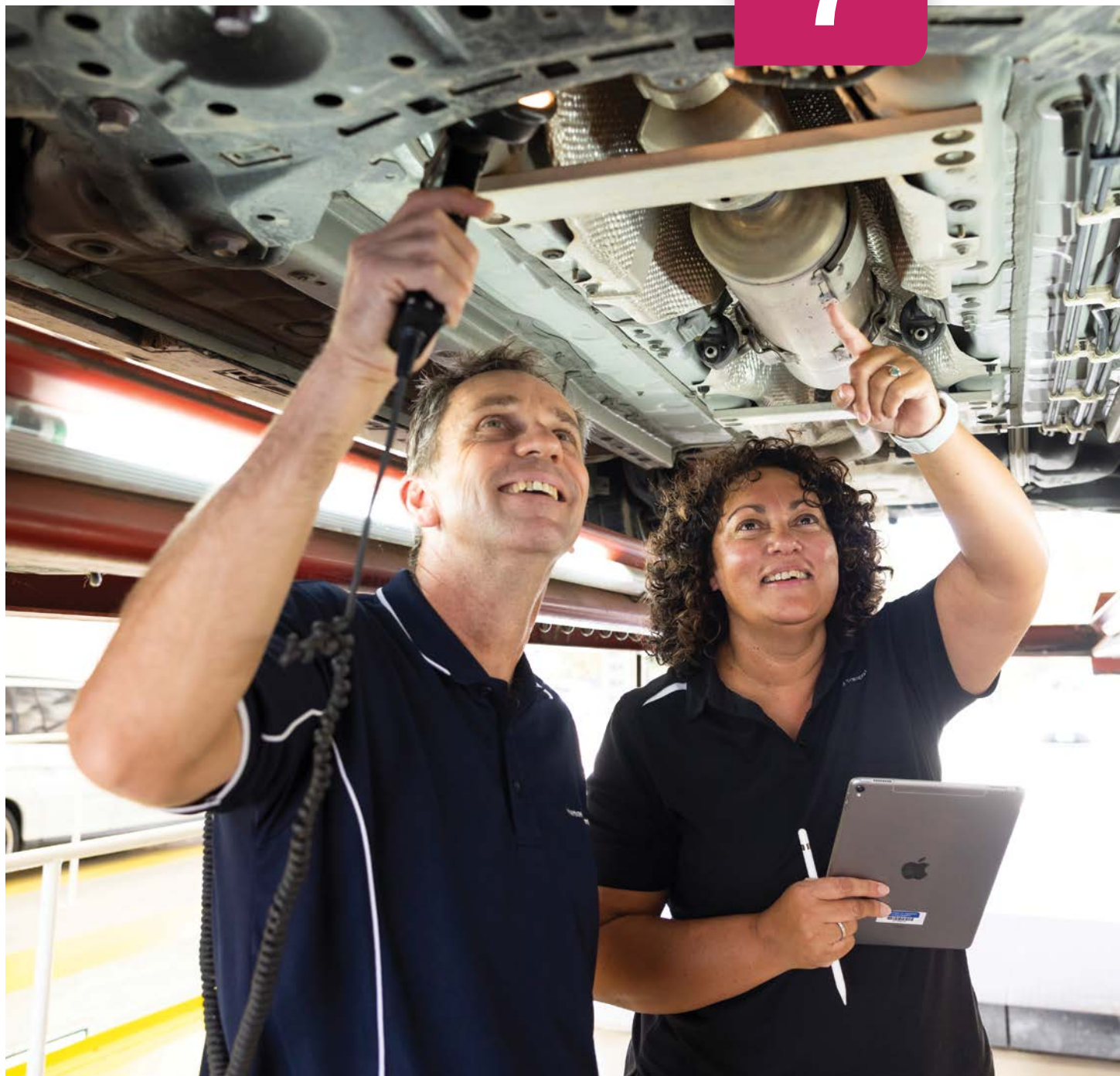
The decrease between the 2023-24 Target and the 2023-24 Actual was primarily attributed to operational cost savings from the reduction of Full-Time Equivalents (FTEs), contractor costs, and increased efficiencies through amalgamation with Driver and Vehicle Services (DVS) (-6.9 per cent).

The decrease between the 2022-23 Actual and the 2023-24 Actual was predominantly due to significant increases in passenger transport driver (PTD) and passenger transport vehicle (PTV) authorisations (+14.2 per cent). This rise may be attributed to an increase in overseas migration to WA, with many new PTD applications from drivers transferring their licences from other countries. Additionally, the surge could be linked to the high cost of living, prompting more individuals to seek employment in the passenger transport industry as a way to supplement their family income.

7

Disclosures and compliance

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Ministerial directives

No ministerial directives were received during the 2023-24 financial year.

Other financial disclosures

Pricing policies of services provided

DoT reviews its fees and charges annually to reflect, where legally permissible, full cost recovery in the provision of its services in accordance with *Treasurer's Instructions 810 - Review of Fees and Charges* and *Department of Treasury's Costing and Pricing Government Services*.

The following gazettes contain variations to DoT's fees and charges for the 2023-24 financial year:

- *Western Australia Government Gazette No 58 dated 19 May 2023*



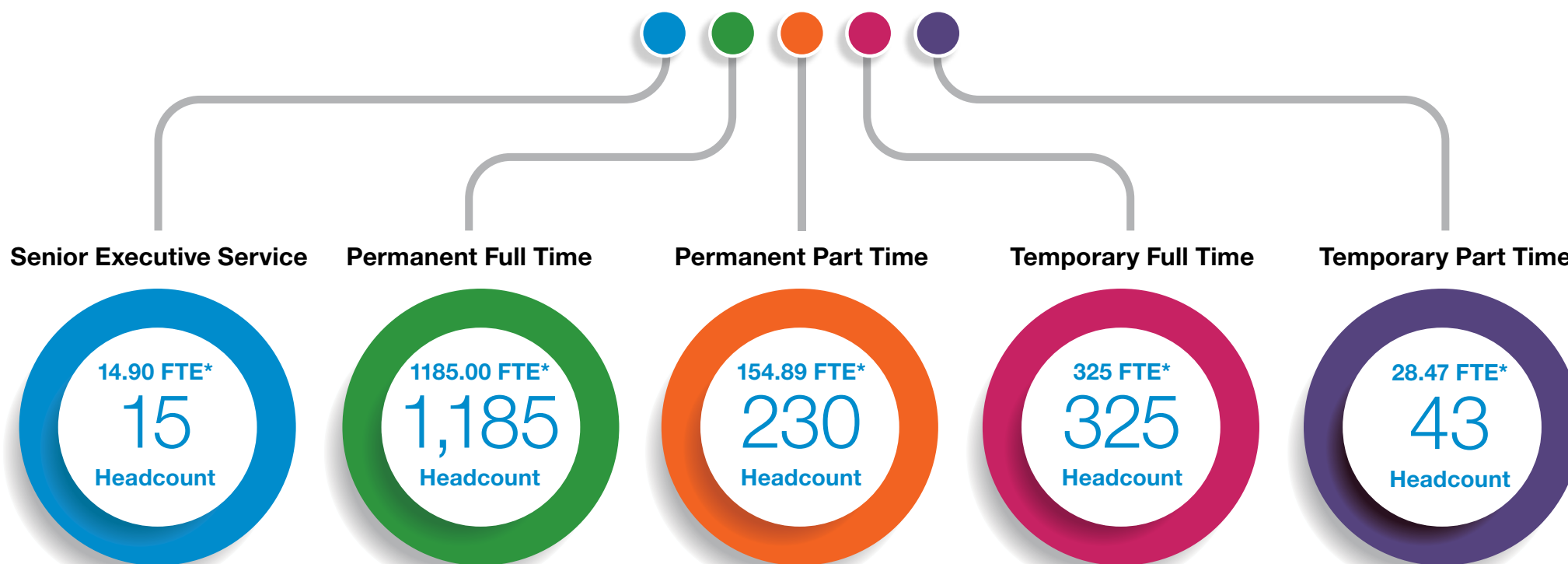
Employment statistics

Total DoT employees

1,708.26 FTE

1,798

Headcount



*FTE: Full Time Equivalent

Freedom of information

DoT’s Freedom of Information (FOI) Coordinator is the initial contact point for all FOI related matters. In accordance with the *Freedom of Information Act 1992* (the Act), DoT is required to deal with FOI access applications within 45 days of receipt, unless an extension of time is negotiated. The average time to process applications in 2023-24 was 9.88 days.

FOI fees and charges

Fees and charges are set under the *Freedom of Information Act 1992*. Apart from the application fee for non-personal information, all charges are discretionary. Details of fees and charges are listed below:

Application	Amount
Personal information about applicant	No fee
Application fee (for non-personal information)	\$30.00
Charge for time taken dealing with the application	\$30.00 per hour
Charge for access time supervised by staff	\$30.00 per hour
Charges for photocopying	\$30.00 per hour for staff time and 20 cents per copy
Preparing a copy of a tape, film or computerised information, or arranging delivery, packaging and postage of documents	Actual cost

Rights of review

The *Freedom of Information Act 1992* allows dissatisfied applicants to request an internal review of the initial decision made by DoT. In accordance with section 40 of the Act, a request for an internal review must be received, in writing within 30 days of the date of the initial decision.

Following an internal review, if the applicant still disagrees with the Department’s decision, they may lodge a complaint with the Office of the Information Commissioner for an external review of the department’s decision. Such applications must be submitted within 60 days from the date of internal review decision.

No fees or charges apply to internal or external reviews.

2023-24 statistics

In 2023-24, 381 new valid FOI applications were received. Of these, eight applications were transferred in full to another agency and 49 applications were withdrawn by the applicant. A further nine applications were carried over from the previous year.

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.

Application	Total
Carried Over	9
Received	381
Total handled	390
- Total Finalised	380
- Carried Forward	10

Applications decided in year	Personal information	Non-personal information	Total
Full Access	31	64	95
Edited Access	14	24	38
Deferred Access	0	0	0
Section 26 Refused Access*	17	28	45
Access Refused	3	18	21
Withdrawn	6	43	49
Processed outside FOI Act **	68	64	132
Total decisions	139	241	380
Internal Reviews	1	2	3
External Reviews	0	1	1

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

** Applications processed outside the *Freedom of Information Act 1992* directly by Business Units.

Customer feedback

DoT values customer feedback to assist in improving service delivery to meet the changing needs of the Western Australian community. DoT'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).

During the month of May, positive feedback from customers visiting our DVS centres outweighed complaints for the first time in our corporate memory. Most feedback related to the friendly, helpful and warm reception members of the community received at our DVS centres. Also recognised were the professionalism and efficiency of our service, the knowledge of our employees and their ability to problem solve and communicate clearly, and the ability of driving assessors to help PDA candidates feel at ease, be supportive and provide clear instructions. This is testament to our frontline employees who have faced increased demand for our services with unwavering commitment and hard work to serve the community.

In 2023-24 customer feedback was managed through three feedback systems:

- Customer Feedback System
- Ministerial Workflow System
- Correspondence Workflow System

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

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

Type of Feedback	Number received	Percentage
Complaints (including repeated complaints)	2,547	76.28%
Compliments	137	4.10%
General feedback (includes feedback, information and suggestions)	655	19.62%
Total customer feedback	3,339	

A breakdown of customer feedback received by business area in 2023-24 is shown below:

Business area/Branch	Complaints	Feedback, information, suggestions and compliments	Total customer feedback by percentage
Driver and Vehicle Services	2,082	667	82.33%
Maritime	86	63	4.46%
Regional Services	60	16	2.28%
Other**	319	46	10.93%
Total customer feedback	2,547	792	
	3,339		

**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 2023-24, 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 2023-24 are detailed in the following table.

Incomplete capital projects

Project Name	Expected Year of Completion	Capital Expenditure up to 30/06/2024 \$'000	Estimated Capital Cost to Complete \$'000	Estimated Total Capital Cost of Project \$'000
Transforming Bunbury's Waterfront Stage 3 Phase 1	2026-27	5,610	72,490	78,100
Redevelopment of Woodman Point Jetty	2025 26	2,235	16,555	18,790
On-demand Transport - TUSS Reform Program	2024 25	4,917	5,856	10,773
Fremantle Fishing Boat Harbour and Commercial Precinct - Replacement of Electrical Infrastructure	2025 26	1,493	8,807	10,300
Fremantle Fishing Boat Harbour - Amenities Building & Services Upgrade	2025 26	7,265	2,387	9,652
Fremantle Fishing Boat Harbour – Jetty 3 Replacement	2024-25	4,932	4	4,936
Onslow Community Boating Precinct - Stage One	2024-25	14,142	-138	14,004
Hillarys Boat Harbour - Jetties A, F, G, H & J Replacement	2024-25	9,016	998	10,014

There were no completed major capital projects for the financial year 2023-24.

Unauthorised use of credit cards

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

The usage is detailed in the tables below:

	2023-24
Number of instances the purchasing card has been used for personal use	35
Number of referrals for disciplinary action instigated during the reporting period	Nil

	\$
Aggregate amount of personal use expenditure for the reporting period	1,081
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	537
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	544
Aggregate amount of personal use expenditure outstanding at balance date	Nil

Acts of Grace

There were no Act of Grace payments in 2023-24.



Other legal requirements

Advertising

As required under section 175ZE of the *Electoral Act 1907*, the following statement relates to advertising expenditure, which includes creative development, media placement, and direct mail.

Expenditure	Organisation	Amount (\$)
Advertising	A.R.M. Marketing Pty Ltd	\$2,000
	Advance Press	\$39,404
	Anthologie	\$7,042
	ASB Branded Merchandise	\$6,899
	Bladon WA Pty Ltd	\$20,100
	Carat Australia Media Services Pty Ltd	\$10,061
	CreateSend	\$4,165
	FHLG Promotionals Pty Ltd	\$4,056
	Hatchd Group Pty Ltd	\$5,080
	Initiative Media Australia Pty Ltd*	\$6,651
	PromotionsOnly	\$8,445
	Rare	\$5,200
	Super Signs	\$2,970
	The Brand Agency Pty Ltd*	\$605,690
	Western Angler	\$1,917
Total advertising		\$729,680
Market research	Metrix Consulting Pty Ltd*	\$58,755
	Painted Dog Research Pty Ltd**	\$523,349
Total market research		\$582,104
Polling	-	-
Total polling	-	-
Direct mail	-	-
Total direct mail	-	-

Expenditure	Organisation	Amount (\$)
Media advertising	Advance Press	\$19,262
	Anthologie	\$15,620
	Atlas Film Studios	\$1,041
	Barrett Exhibition Group Pty Ltd	\$3,433
	CreateSend	\$2,403
	Facebook	\$9,965
	Hotjar	\$1,051
	Initiative Media Australia Pty Ltd*	\$4,609,185
	Mac's Sports Promotions Pty Ltd	\$15,000
	Rare	\$16,500
	Scene Model Management	\$4,385
	SoCo Studios	\$1,575
	Wildlings Creative	\$34,380
Total media advertising		\$4,733,800
Grand total		\$6,045,584

Notes

*Initiative Media Australia Pty Ltd, Metrix Consulting Pty Ltd and The Brand Agency costs mainly relate to the Building for Tomorrow Campaign.

**The Painted Dog Research costs relate to community travel surveys. These surveys capture representative community views and perceptions on transport issues and concerns post construction of Mitchell Freeway and Fremantle Railway from the Principal Shared Paths Program.

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 on issues impacting the freight industry in WA.

Position title	Member name	Period of membership	Type of remuneration	Gross/actual remuneration for financial year
Chair	Megan McCracken	July 2023 - June 2024	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 2023 - June 2024	\$0	\$0
	Department of Primary Industries and Regional Development (represented by Terry Burnage)	July 2023 - June 2024	\$0	\$0
	Centurion Transport (represented by Justin Cardaci)	July 2023 - June 2024	\$0	\$0
	Fremantle Ports (represented by Michael Parker)	July 2023 - Apr 2024	\$0	\$0
	Fremantle Ports (represented by Jodie Ransom)	April 2024 - June 2024	\$0	\$0
	ARC Infrastructure (represented by Nathan Speed)	July 2023 - June 2024	\$0	\$0
	Perth Airport (represented by Scott Woodward)	July 2023 - June 2024	\$0	\$0
	Qube Bulk (represented by Todd Emmert)	July 2023 - June 2024	\$0	\$0
	Western Roads Federation (represented by Cam Dumesny)	July 2023 - June 2024	\$0	\$0
	Transport Workers Union WA (represented by Tim Dawson)	July 2023 - June 2024	\$0	\$0
	Department of Transport (represented by Peter Woronzow)	July 2023 - June 2024	\$0	\$0

Board and committee remuneration (continued)

Freight and Logistics Council of Western Australia (continued)

Position title	Member name	Period of membership	Type of remuneration	Gross/actual remuneration for financial year
	CBH (represented by Rob Dickie)	July 2023 - June 2024	\$0	\$0
	Southern Ports (represented by Steve Lewis)	July 2023 - April 2024	\$0	\$0
	Mid-West Ports (represented by Damien Tully)	April 2024 - June 2024	\$0	\$0
	Western Australian Local Government Association (represented by Nick Sloan)	July 2023 - June 2024	\$0	\$0
	Maritime Union of Australia (represented by Will Tracey)	July 2023 - June 2024	\$0	\$0
	Livestock and Rural Transport Association of Western Australia (represented by John Mitchell)	July 2023 - June 2024	\$0	\$0
	Watco Australia (represented by Paul Hamersley)	July 2023 - June 2024	\$0	\$0
	Main Roads WA (represented by Des Snook)	July 2023 - June 2024	\$0	\$0
	Public Transport Authority (represented by Mark Burgess)	July 2023 - June 2024	\$0	\$0
	Aurizon (represented by Anna Dartnell)	July 2023 - June 2024	\$0	\$0
	WA Planning Commission (represented by David Caddy)	July 2023 - June 2024	\$0	\$0
	Mediterranean Shipping Company (represented by Robert Boyce)	July 2023 - December 2023	\$0	\$0
	Startrack (represented by Peter Garner)	April 2024 - June 2024	\$0	\$0
	Container Transport Alliance Australia (represented Neil Chambers)	April 2024 - June 2024	\$0	\$0
Total				\$30,000

Board and committee remuneration (continued)

Road Freight Transport Industry Council

Position title	Member name	Period of membership**	Type of remuneration	Base salary/sitting fees	Gross/actual remuneration for financial year
Chair	Department of Transport (represented by Anne-Marie Brits)	1 July 2023 - 30 June 2024	Nil	\$309/part day meeting + travel expenses	\$0
Member	Western Roads Federation (represented by Cam Dumesny)	1 July 2023 - 30 June 2024	Time-based	\$309/part day meeting + travel expenses	\$0*
Member	Success Transport (represented by Heather Jones)	1 July 2023 - 30 June 2024	Time-based	\$309/part day meeting + travel expenses	\$0*
Member	Marks Haulage (represented by Robert Marks)	1 July 2023 - 30 June 2024	Time-based	\$309/part day meeting + travel expenses	\$0
Member	Transport Workers Union WA (represented by Tim Dawson)	1 July 2023 - 30 June 2024	Time-based	\$309/part day meeting + travel expenses	\$0*
Total					\$0*

* Payments were not processed in financial year 2023-24 as the invoices were not received prior to the cut-off date for financial year 2023-24. Payments will be processed in financial year 2024-25.

** Term of Appointment/tenure: 3 years.

Board and committee remuneration (continued)

Westport Steering Committee*

Position title	Member name	Term of appointment/tenure**	Type of remuneration	Gross/actual remuneration for financial year
Chair	Peter Woronzow	Director General, Department of Transport (Chair)	\$0	\$0
Deputy	Patrick Seares	Managing Director, Westport (Deputy Chair)	\$0	\$0
Member	Amanda Jalleh	Assistant Under Treasurer, Advisory Services, Department of Treasury	\$0	\$0
Member	Chris Clark	Deputy Director General, Department of the Premier and Cabinet	\$0	\$0
Member	Alistair Jones	Director General, Department of Water and Environmental Regulation	\$0	\$0
Member	Heather Brayford	Director General, Department of Primary Industries and Regional Development	\$0	\$0
Member	Rebecca Brown	Director General, Department of Jobs, Tourism, Science and Innovation	\$0	\$0
Member	Anthony Kannis	Director General, Department of Planning, Lands and Heritage	\$0	\$0
Member	John Erceg	Managing Director, Main Roads WA	\$0	\$0
Member	Mark Burgess	Managing Director, Public Transport Authority	\$0	\$0
Member	David Caddy	Chairperson, WA Planning Commission	\$0	\$0
Member	Chris Sutherland	Chairperson, Fremantle Ports	\$0	\$0
Member	Ian Shepherd	Chairperson, Southern Ports	\$0	\$0
Total				\$0

* The Westport Steering Committee Terms of Reference is effective from January 2022 and will be operational through the planning and delivery of phases of the Westport Program lifecycle.

** Members are the position rather than the incumbent.

Compliance with Public Sector Standards and ethical codes

DoT is committed to promoting and sustaining the highest standard of 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

During 2023-24, DoT’s activities to achieve compliance with public sector standards and ethical codes included:

- Implementation and embedding of DoT’s new Code of Conduct (CoC) which outlines our values-driven behaviours in the workplace and provides a shared language, processes, standards and expectations to manage workplace issues.
- Maturing our Bullying, Harassment and Discrimination policy and procedure, in line with the updated CoC.
- Developed and implemented new online training for CoC to educate and guide employees on expected behaviour and the way we work.
- Refined online training for integrity to enhance employees’ understanding of integrity and to ensure ethical and accountable practices are maintained and considered business as usual.

- Introduced two new online modules on Appropriate Workplace Behaviour to raise awareness of an individual’s responsibility to contribute to a safe and respectful culture.
- Continual governance, education and management of alleged TRELIS misuse.
- Promotion of Commissioner’s Instruction 40 Ethical Foundations to guide workplace behaviour and comply with legislation and public sector standards.
- Promotion of internal and external “Speak Up” pathways to allow concerns to be raised confidentially and dealt with in a responsible manner without fear of unfair treatment or victimisation.

In 2023-24 DoT’s compliance issues included:

- Two Breach of Standard claims relating to the Employment Standard were received.
 - One claim was dismissed or upheld by the Public Sector Commission and the other claim was withdrawn following actions taken by DoT.
- 53 discipline processes were finalised, of which 15 were discontinued and 38 were finalised.
- 24 disciplinary processes resulted in substantiated allegations.
- Outcomes have included 17 formal reprimands, one imposition of fine, one transfer, two reductions in level of classification, three terminations and 20 improvement actions.
- 23 cases of unlawful access to TRELIS were investigated and reported to the CCC. All 23 cases were investigated and closed by 30 June 2024.

Recordkeeping compliance

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

In accordance with the State Records Commission Standard 2, Principle 6, DoT's Recordkeeping Plan was reviewed and approved by the State Records Commission on 28 November 2022. The plan's next review must be by 28 November 2027.

Evaluation of DoT's recordkeeping systems

All DoT staff have access to Objective, the corporate electronic document records management system, enabling the capture and management of digital and hard copy records, supported with policies and procedures.

DoT's Information Management Services (IMS) works closely with business areas, providing advice, reviewing processes and facilitating a 'paper light' recordkeeping environment.

In 2023-24, IMS implemented an agency wide recordkeeping survey, discovering where information is being created, accessed, shared and stored. The survey outcomes will be used to support future information management endeavours.

During 2023-24, IMS reviewed DoT's Information Asset Register (IAR) and processes, recognising that migrating the IAR into DoT's integrated ServiceNow business information system, would benefit the IAR and its processes. This migration was successfully executed.

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.

As of 30 June 2024, 93.5 per cent of staff enrolled in the training 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 areas.

Participants are required to complete an online training evaluation form 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.

Substantive equality

DoT's commitment to substantive equality continued over the year as we sought opportunities to improve access and outcomes for people with different needs.

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



Key achievements in 2023-24 included:

- DoT commenced a pilot outreach program in February 2024, to meet the needs of older community members. Customer Service Officers visited several lifestyle villages to provide education and assistance on navigating DoT's website and using online services to complete licensing transactions. The program benefits residents experiencing mobility issues by reducing the need for in person attendance at DVS centres. Read more on [page 72](#).
- Continued delivery of DoT's DAEP in the Kimberley, Pilbara, Mid West, Gascoyne and Goldfields-Esperance regions in 2023-24, with further expansion of program initiatives planned for 2024-25. An evaluation of the DAEP's first year of delivery in the Kimberley and Pilbara regions, released in September 2023, found it contributed to its objectives of helping disadvantaged people become safe and employable drivers. Read more on [page 71](#).
- DoT participated in the Equal Opportunity Commission's substantive equality forum on 7 May 2024, which discussed the [Policy Framework for Substantive Equality](#). DoT's Director of DAEP joined the panel of speakers to share learnings from extensive community consultation and highlighted the benefits of a substantive equality approach.
- Unconscious bias training, run by the DCA, was conducted over the year, providing a foundation for understanding unconscious bias and how to counter it. The training was completed by 60 per cent of DoT people leaders, building their capacity to work towards inclusion by becoming more aware of hidden biases.
- DoT continued to collaborate with North Metropolitan TAFE to find placements for work experience students enrolled in the Settlement Language Pathways to Employment and Training (SLPET). SLPET is an employment focused course that assists students to learn vocation-specific English and to become familiar with Australian workplace culture and practices. Read more on [page 73](#).

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

Audit and Risk Management Committee

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

The ARMC was established by the Director General Transport as the accountable authority under Treasurer's Instruction 1201 *Structure of the Internal Audit Function*, which requires accountable authorities to develop and maintain an effective internal audit function. The ARMC is an independent committee, accountable to the Director General and meets quarterly.

The committee comprises the following members:

- Executive Director Finance and Contracts – PTA (Acting Chair);
- Acting Manager Finance Services – Main Roads;
- Appointed independent external member; and
- Executive Director, Office of the Director General – DoT (ex-officio).



In 2023-24 ARMC's focus areas included:

- Approved the Department's Annual Internal Audit Plan for 2023-24.
- Approved the ARMC Terms of Reference.
- Considered the findings and recommendations from the internal audits.
- Monitored and approved the close out of audit recommendations.
- Discussed and approved quarterly audit progress reports.
- Monitored outstanding and overdue audit recommendations.
- Reviewed strategic, operational and fraud and corruption risks and monitored the status of action plans to mitigate risks.
- Reviewed quarterly integrity reporting.



Internal audit

DoT's 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 DoT's operations. The function enables DoT to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, controls, compliance and governance processes.

DoT's Senior Internal Auditor and Ernst & Young conducted internal audits, in accordance with the *Financial Management Act 2006* and Institute of Internal Auditors International Standards for the Professional Practice of Internal Auditing.

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



In 2023-24 internal audits conducted by DoT included:

- 'Building For Tomorrow' Campaign Governance Management
 - Capital Works Project Management
 - Driver Compliance Review
 - Flexible and Remote Working Governance Framework
 - Freight Industry Grant - Calculation of Gross Profit Cap
 - ICT Protection Policy Domain and Penetration Testing
 - Non-FPS Procurement and Procurement Data Analytics Monitoring
 - Organisational Change Management
 - Parking Compliance
 - PDAs
 - Revenue Assurance (Understanding DVS revenue sources and a deep-dive into specific DVS-related Revenue Governance)
 - Westport Financial Controls and Governance (including Procurement and Contract Management)
 - Vehicle Examiner Training
 - 'Your Move Schools' Program
- Recommendations arising from internal audits are managed and monitored through DoT's Audit Recommendation Management System and process.

Risk management

DoT is committed to ensuring a comprehensive risk management process that meets the requirements of *Treasurer's Instruction 825 Risk Management* and is aligned to the international standard AS/NZS ISO 31000 Risk Management.

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

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

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 our purpose of ‘Empowering a Thriving Community’, lives our values and maintains the trust of the community we serve.



In 2023-24 key achievements included:

- DoT’s Integrity Framework was updated in March 2024 and is aligned with the Public Sector Commission’s recommended integrity framework template. The framework also reflects the Australian Standard on Fraud and Corruption Control and DoT’s new and updated controls, including information from business area fraud and corruption risk assessments.
- DoT’s Integrity Committee, a Corporate Executive sub-committee, continued to meet quarterly and oversaw progress against DoT’s Integrity Strategy Implementation Plan, continuing its focus on further strengthening and embedding 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.
- In July 2023 a new conflict of interest multi-purpose electronic form was released. It captures information relating to the following: recruitment; gifts, benefits and hospitality; government boards and committees; secondary employment and close personal relationships in the workplace.



Integrity training remained a focus for DoT in 2023-24 and included:

- Refreshed online Integrity training was released in July 2023 and continues to be completed by new and existing employees. The training aims to raise awareness and understanding of our responsibility to always act in the best interests of the community and contribute to strengthening DoT’s approach to integrity.
- New online CoC training was released in October 2023 in line with the Public Sector Commissioner’s Instruction Ethical Foundation. This, along with the online integrity training module replaced the previous Accountable and Ethical Decision-Making online training module.
- Two new Managing Workplace Behaviour modules were introduced in October 2023, replacing previous training and were released to all employees as a refresher and to new employees on commencement.

- New online Delegations of Power training was released in April 2024 to continue to raise awareness and understanding of good governance and responsibilities to always act within the powers of our position.
- In February 2024 DoT’s Integrity Strategy Implementation Plan 2020-2023 final progress report was completed. Over the 3-year period 86% of activities have been completed or are embedded and ongoing.
- DoT continued to implement the Corruption and Crime Commission recommendations from its August 2021 report: ‘A review of the Department of Transport’s management of unlawful access to TRELIS’. The implementation was overseen by the TRELIS Governance Working Group and Integrity Committee.

In November 2023 the Corruption and Crime Commission released its report, ‘Further review of the Department of Transport’s management of unlawful access to TRELIS’. The report acknowledged that DoT has demonstrated an increased capacity to prevent misconduct and taken appropriate steps to address the recommendations.

Multicultural Plan

DoT's [Multicultural Plan 2021-24](#) aims to improve access, service delivery and opportunities for people from culturally and linguistically diverse (CaLD) backgrounds.

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



Read the
Multicultural Plan 2021-24 at
transport.wa.gov.au/multiculturalplan



Key achievements in 2023-24 included:

Overseas driver's licence transfer information, including licence fees and wait times on the DoT website was updated to make it easier to navigate and understand. Information was separated into three user journeys (according to the status of the country a person's overseas driver's licence is from) to better assist customers.

The 2023 Public Sector Commission Census results, released in October 2023, found that more than 50 per cent of DoT respondents identified as CaLD, are fluent in a language other than English or were born outside Australia. DoT celebrated this diversity through promoting a diverse and inclusive culture, including via:

- internal communication acknowledging occasions such as Diwali (also known as Deepavali), Lunar New Year, Ramadan and Eid and Easter;
- a Harmony Week email banner campaign and internal communications, along with events held across several DoT offices;

- the development of DoT's PVP, launched in March 2024, with a focus on DoT's culture of connection and our diversity, equity and inclusion initiatives; and
- DoT continued to collaborate to improve access to driver education and licensing services by CaLD community members. DoT officers:
 - delivered three information sessions in August 2023 for 155 students undertaking the Adult Migrant English Program at North Metropolitan TAFE, providing attendees with information and guidance about obtaining a driver's licence;
 - addressed licensing queries at the AtWork Jobseeker Symposium held in November 2023 in Mirrabooka, which is within one of the most culturally diverse local government areas in the metropolitan area¹;

¹ According to [Census 2021 Highlights: Western Australia's Changing Population And Cultural Diversity](#) (p.29), the City of Stirling is the 6th most culturally diverse local government area in the Perth metropolitan area.

- met with Great Southern Migrant Services in March 2024 to discuss barriers faced by the migrant community when seeking to obtain a driver's licence - information gathered is being used to inform the expansion of DoT's DAEP;
- delivered a presentation to members of Perth's Italian community in May 2024, via collaboration with the organisation Made of Italy, to familiarise attendees with WA's driver and vehicle licensing requirements; and
- DoT continued work on a new digital Design System to use inclusive and culturally diverse imagery in DoT communication materials. We continue to ensure our communications and DoT's image library respects and reflects the diversity of the community we serve.

DoT's current Multicultural Plan expires at the end of 2024. Review of the existing plan and work to develop a new plan is underway and will continue over 2024.

Work health and safety and injury management

Commitment to work health and safety and injury management

DoT is committed to achieving excellence in Work Health and Safety (WHS) management, adhering to its corporate legislative responsibility to provide a safe and healthy work environment for all employees, customers and visitors. DoT is also committed to building a values-driven culture, empowering employees to prioritise safety beliefs, values and attitudes, enabling safety practices to become business as usual.

DoT recognises the substantive risk that is managed to keep our people safe

DoT has an established injury management (IM) program, detailing the steps taken to assist injured workers to return to work as soon as medically appropriate. DoT has updated its Workers' Compensation and IM policy and Return to Work procedure to comply with the new *Workers Compensation and Injury Management Act 2023* commencing on 1 July 2024.

DoT has 31 elected Health and Safety Representatives and Deputy Health and Safety Representatives. Currently 87 per cent of the cohort have attended a five-day training course, approved by WorkSafe.

DoT has three Health and Safety Committees and one Safety Meeting that reports to the WHS Corporate Management Committee for oversight and governance, ensuring all sites and work groups are represented in the reporting and development of measures to ensure employee's health and safety.

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

Employees at all levels can access WHS and IM information through DoT's WHS Management System and intranet. WHS and IM information is widely communicated to employees during their induction and onboarding, and through regular training and internal communication.



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

DoT has a strong focus on early intervention and return to work. People leaders are trained in the importance of good IM and return to work procedures, with the purpose of promoting a supportive, productive and positive workplace.

As part of the transition to the new Workers Compensation and IM legislation, employees have been provided access to education and training programs available on MS Teams or DoT's Learning 4U Portal.

WHS training

WHS and IM training programs were offered in-person and virtually throughout the 2023-24 reporting period with the following results:

- 90 per cent of people leaders were trained on their responsibilities under the *Work Health and Safety Act 2020* (WHS Act) and *Workers Compensation and Injury Management Act 1981*;
- 95 per cent of people leaders received WHS awareness training based on the new WHS Act and safety obligations and strategies to ensure a safe workplace for all workers; and
- 95 per cent of workers received WHS awareness training on the new WHS legislation.



WHS achievements and new initiatives

In 2023-24, DoT reported the following achievements and activities:

- Implemented and transitioned to a new WHS Safety Management System (ISO 45001).
- Expanded the WHS service offering and resources to meet the needs of a modern workforce.
- Researched and developed various wellbeing activities to co-design a new wellbeing strategy.
- Piloted a psychosocial survey with People and Culture to identify and measure psychosocial risks to inform People Strategies.
- Provided influenza vaccinations to DoT workplaces.
- Increased uptake of the services provided by DoT's Employee Assistance Provider, Converge International.
- Developed and implemented a transition plan to embed the new Workers Compensation and IM legislation.
- Developed and implemented a new Outdoor Work Procedure to protect workers from the risk of increased exposure to UV radiation.
- Developed an eScooter Procedure for work related travel providing education on the road rules, wearing protective gear, and generally checking the condition of the eScooter.
- Developed a contemporary Workplace Adjustment Procedure to enable all workers to participate fully in all aspects of employment.

DoT WHS and IM performance is demonstrated in the table below:

Measure	2021-2022	2022- 2023	2023- 2024	Target	Comments towards targets
Number of fatalities	0	0	0	0	Target achieved
Lost time injury (LTI) and/or disease incidence rate	0.79 ¹	1.02 ¹	1.14 ²	0 – 10% reduction in incidence rate	Target not achieved. There were 16 LTI claims in both 2023-24 and 2022-23 compared to 12 LTI claims in 2021-22 and 10 claims in 2020-21.
Lost time injury and/or disease severity rate	25% ¹	31.25% ¹	50% ³	0 – 10% reduction in severity rate	Target not achieved. There were 8 severe injuries (60 days or more lost from work) in 2023-24 and 5 in 2022-23 compared to 3 in 2021-22.
Percentage of injured workers returned to work within 13 weeks	83% ¹	54.54% ¹	87.5% ⁴	Greater than or equal to 80% return to work within 13 weeks	Target achieved. 14 of the claims lodged in 2023-24 were back at work to modified duties within 13 weeks.
Percentage of injured workers returned to work within 26 weeks	92% ¹	72.27% ¹	92.30% ⁵	Greater than or equal to 80% return to work within 26 days	Target achieved. 2 of the claims lodged in 2023-24 were back at work to modified duties within 26 weeks.
Percentage of managers trained in occupational safety, health, and injury management responsibilities	85% ¹	80% ¹	90% ⁶	Greater than or equal to 80%	Target achieved.

1. Results sourced from DoT Annual Reports 2021-22 and 2022-23.
2. There were 16 lost time injury (LTI) claims lodged in 2023-24, while the number of full-time equivalent employees in DoT was 1707.26.
3. There were 8 workers compensation claims lodged in 2023-24 with greater than 60 days or more lost from work.
4. There were 14 WC claims with registered LTIs returned to work within 13 weeks.
5. There were 2 WC claims with registered LTIs returned to work within 26 weeks.
6. 234 of the 261 permanent managers in DoT have completed WHS and IM training.

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Published by

Department of Transport

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Perth Western Australia 6000

October 2024

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