I am pleased to present the 2018-19 Connecting People and Places publication. Underpinning the achievements detailed in this document is our commitment to work together as a Transport Portfolio, to plan and deliver transport solutions for the prosperity of our State.

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

As you will see throughout this publication, some of these benefits have already been realised by our customers - perhaps they enjoyed travelling to Optus Stadium, stepped into our state-of-the-art Success Service Centre or provided feedback through our new online engagement portal, My Say Transport.

Others may not be obvious immediately but will be enjoyed in the decades to come as much of the planning and policy work we are undertaking now aims to energise Western Australia’s economy and enhance our valued lifestyle for future generations.

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

Investment drives jobs and opportunities for all Western Australians, and allows us to focus on putting community outcomes front and centre.

Collaboration is vital to the work the portfolio undertakes as every project has a direct impact on the community. We have a responsibility to maximise the value of every transport dollar that we invest on behalf of the people of WA and, as our State experiences a period of economic transition and our customers’ needs continue to evolve, this has never been more important.

This collaboration was strengthened in July 2018 when the Portfolio Strategic Projects Office (the Office), which draws expertise from the portfolio agencies, was established. The Office is focused on progressing four strategic programs, including the Public Transport Cost and Demand Optimisation program. This program aims to increase patronage to maximise the value of the State Government’s METRONET capital investment, as planning for this major transport and land use planning project continues.

Improving transport across our State is vital – for our quality of life and our economy – and a transformation is certainly underway. We’ve already come a long way and there’s plenty more to do.

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

Richard Sellers
Director General Transport
THE STATE GOVERNMENT’S PRIORITIES

Whole-of-government targets to deliver better outcomes for all Western Australians

- **A strong economy**: Creating jobs and repairing the State’s finances
- **A bright future**: Improving the health, wellbeing and education of our children
- **A liveable environment**: Ensuring a sustainable future by linking homes to transport, conserving land and reducing waste
- **A safer community**: Reducing youth reoffending and illicit drug use in the community
- **Aboriginal wellbeing**: Reducing the overrepresentation of Aboriginal people in custody
- **Regional prosperity**: Delivering stronger regional economies
By working together, we will unlock the potential of this great State, economically, socially and environmentally.

For more information: https://www.wa.gov.au/government/our-priorities-sharing-prosperity
OUR ROLE

WA needs a transport system that will continue to move people and freight safely and more efficiently. To do that we need to integrate and innovate. We need to think smarter about current systems and infrastructure, using technology to make it work harder and better for our customers.

When investing in new infrastructure, we must ensure it will keep up with our growing State. We need a transport system that is better connected, so no matter what mode of transport - car, bus, train or bicycle - people can get to where they want to go as quickly and safely as possible.

This is why the Transport Portfolio exists.

PEOPLE

We recognise that achieving integrated transport solutions and services can only be realised through the talent and commitment of our people allowing us to deliver great customer experiences and respond to business challenges and opportunities.

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

<table>
<thead>
<tr>
<th>EMPLOYEES</th>
<th>OFFICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,563</td>
<td>48</td>
</tr>
</tbody>
</table>

MALE vs FEMALE

63% vs 37%
FINANCES

The Transport Portfolio is responsible for $73 billion of assets and administers a total budget of $4.5 billion including a capital expenditure of more than $1.7 billion.

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

A detailed breakdown of each agency’s workforce and finances is available in their respective 2018-19 Annual Reports.
Timely, accurate and meaningful performance information is an essential part of good management and assists in ensuring accountability and transparency while aiding in good decision-making. The following is an overview of the Transport Portfolio’s performance in 2018-19.

### CUSTOMER SATISFACTION

<table>
<thead>
<tr>
<th>Service</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roads</td>
<td>91</td>
<td></td>
</tr>
<tr>
<td>Trains</td>
<td>95</td>
<td></td>
</tr>
<tr>
<td>Buses</td>
<td>91</td>
<td></td>
</tr>
<tr>
<td>Ferries</td>
<td>98</td>
<td></td>
</tr>
<tr>
<td>Perth CAT Service</td>
<td>97</td>
<td></td>
</tr>
<tr>
<td>Cycleways</td>
<td>91</td>
<td></td>
</tr>
<tr>
<td>Transwa</td>
<td>90</td>
<td></td>
</tr>
</tbody>
</table>

### SERVICE RELIABILITY

<table>
<thead>
<tr>
<th>Service</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buses</td>
<td>85</td>
<td></td>
</tr>
<tr>
<td>Trains</td>
<td>96</td>
<td></td>
</tr>
<tr>
<td>Ferries</td>
<td>97</td>
<td></td>
</tr>
<tr>
<td>Road coaches</td>
<td>96</td>
<td></td>
</tr>
<tr>
<td>Journey time reliability am – roads</td>
<td>87</td>
<td></td>
</tr>
<tr>
<td>Journey time reliability pm – roads</td>
<td>85</td>
<td></td>
</tr>
<tr>
<td>Congestion index</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>Percentage by which the waiting time standard for metropolitan area taxis is met</td>
<td>91</td>
<td></td>
</tr>
<tr>
<td>Percentage of driver’s licence cards issued within 21 days of completed application</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Percentage of regional Local Government Areas (LGAs) that have access to regular air services between the LGA and Perth</td>
<td>92</td>
<td></td>
</tr>
</tbody>
</table>

### SAFETY

<table>
<thead>
<tr>
<th>Service</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of vehicle examinations completed in accordance with Australian Design Rules (Safe Vehicles)</td>
<td>97</td>
<td></td>
</tr>
<tr>
<td>Percentage of drivers’ licences issued that comply with the Graduated Driver Training and Licensing System</td>
<td>97</td>
<td></td>
</tr>
<tr>
<td>Percentage of time maritime infrastructure is fit for purpose when required</td>
<td>99</td>
<td></td>
</tr>
<tr>
<td>Rate of reported incidents (accidents) on the water per 10,000 registered recreational vehicles</td>
<td>11</td>
<td></td>
</tr>
</tbody>
</table>
Our Vision

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

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

1. Customer Focused
   We keep the customer at the centre of service delivery and decision making

2. Sustainable Transport Systems
   We deliver integrated, safe, efficient transport solutions

3. Innovative Solutions
   We innovate to optimise our service delivery and infrastructure

4. Planning and Prioritisation
   We plan holistically for a growing State

5. Optimising Investment
   We maximise the benefits of every transport dollar

6. Collaborative Culture
   We embrace collaboration to achieve better outcomes
The Director General of the Department of Transport (DoT) concurrently holds the positions of Commissioner of Main Roads Western Australia and Chief Executive Officer of the Public Transport Authority (PTA). These three agencies make up the Transport Portfolio.

Richard Sellers was appointed Director General Transport in September 2016 and has overall responsibility for providing strategic direction and leadership across the Transport Portfolio. This includes working closely with our colleagues in the various Port Authorities.

A number of structural changes, endorsed by the Transport Portfolio Governance Council, took place in 2018-19 to establish a more robust planning approach to portfolio projects and enable greater collaboration between the portfolio agencies.

Under the changes, which took effect from 1 July 2018, the DoT’s Transport Services and Policy, Planning and Investment divisions were brought together under a new Managing Director role.

A new Portfolio Strategic Projects Office was also created to identify and manage strategic projects across the portfolio agencies.

Project offices for the METRONET program and development of the Westport Strategy are each led by a Project Director overseen by the Director General Transport.

The offices have been established comprising expert teams drawn primarily from the transport agencies, and are working in a highly collaborative manner with other State Government departments and stakeholders to ensure we deliver the best outcomes for the community.
LEADERSHIP TEAM

Anthony Kannis
Project Director METRONET

Peter Woronzow
Managing Director of Main Roads

Richard Sellers
Director General Transport

Iain Cameron
A/ Managing Director
Department of Transport

Mark Burgess
Managing Director
Public Transport Authority

LEFT TO RIGHT
LEADERSHIP TEAM

Richard Sellers
Director General Transport
Richard was appointed Director General Transport in September 2016 bringing his extensive experience in the public sector to the Transport Portfolio. In his former position as Director General - Department of Mines and Petroleum he took a lead role in encouraging exploration to ensure the State’s ongoing development. His stewardship in that Department during the busiest growth period in the State’s resources industry was marked by innovations and significant reforms in a number of areas, including safety, the environment, approvals and administration. As such he was awarded the Institute of Public Administration Australia (IPAA) 2014 WA Patron’s Award and was made a National Fellow.

Iain Cameron
A/Managing Director, Department of Transport
As Acting Managing Director, Iain chairs DoT’s Corporate Executive and oversees the delivery of a wide range of transport-related and support services. He has extensive policy, strategy and leadership experience in a diverse range of portfolios across the public sector including education, health, transport and most recently, road safety.

Iain was the Commissioner for Road Safety until November 2018 and has retained his position as Chairman of the Road Safety Council while also fulfilling his role as an Independent Director on the Board of the Australasian New Car Assessment Program (ANCAP). Iain seeks to achieve results for the community of WA through a focus on customers, culture and collaboration.

Peter Woronzow
Managing Director, Main Roads Western Australia
Peter was appointed Managing Director of Main Roads in 2018 but has been undertaking the role since July 2016. In managing the day-to-day operations of the agency he draws on extensive experience from roles he has undertaken across the organisation. He manages strategic partnerships and develops strong relationships to deliver successful outcomes for the State. Prior to this appointment he was Executive Director of Finance and Commercial Services and Chief Finance Officer for over 10 years. Peter is a member of CPA Australia and is a Director on the Australian Road Research Board and Austroads Ltd. Through these and other roles he actively contributes to the achievement of strong national transport outcomes.

Mark Burgess
Managing Director, Public Transport Authority
Mark was appointed Managing Director of the PTA in 2010 and is responsible for the day-to-day operations of the agency and delivery of a significant parcel of infrastructure projects. He has 21 years’ experience in senior public transport roles in WA and before moving to the Managing Director position, was Executive Director of the Transperth system - Perth’s integrated bus, train and ferry system - for 12 years. This included a period when that function resided in DoT and the Department of Planning and Infrastructure. Prior to his public transport roles, Mark gained extensive logistics, transport and people management skills during 21 years in the Australian Army.

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

Nicole Lockwood
Independent Chair, Westport Taskforce
Nicole was appointed Independent Chair of the Westport Taskforce in September 2017. To the role, she brings a wealth of experience from government and the private sector in the areas of urban renewal, infrastructure, freight and digital enablement. Nicole is Chair of the Freight and Logistics Council and MNG surveying, Deputy Chair of the Leadership WA Board, and a Board Member with Infrastructure Australia and the Water Corporation.
CUSTOMERS

We serve the community in many different ways. Transport is one of the most important community assets enabling access to education, employment and social opportunity through the efficient and reliable movement of people and goods. The following snapshot shows some of the ways we serve the people of WA.

WE MANAGE AND MAINTAIN

More than 18,500 kilometres of roads and 249 kilometres of shared cycling and pedestrian paths

1,242 structures on the State road network, 955 on local government roads and 617 rail on private other roads

The Transperth rail network 181 kilometres of track and 72 stations on 5 lines

The Transperth bus network made up of 11 major bus contracts, a fleet of 1,484 buses and 21 bus depots

2.9 million SmartRider cards with 440,000 used each month and more than 870,000 SmartRider transactions on an average weekday

More than 141 million Transperth total boardings

Transwa services linking the Perth metropolitan area to 240 regional locations and many locations in-between

154 TransRegional buses operating town and school bus services in 14 major regional towns as well as 7 inter-town regional bus services

More than 900 orange school bus services and contracts for students in rural areas and students attending special education facilities in the metropolitan area

1,857,502 licensed drivers and 2,878,577 licensed vehicles

253,700 licensed skippers and more than 98,000 registered boats

1,465 navigational aids and more than 1,500 active moorings

69,429 licensed on-demand transport drivers and 13,768 on-demand transport vehicles

29,657 heavy vehicle permits
CUSTOMER ENGAGEMENT

Social and digital channels are an important tool in communicating with our customers and supporting service delivery and decision-marking. Below is an overview of some of our popular channels.

<table>
<thead>
<tr>
<th>FACEBOOK</th>
<th>Likes</th>
<th>INSTAGRAM</th>
<th>Followers</th>
<th>CALL CENTRE</th>
<th>Calls received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forrestfield-Airport Link</td>
<td>2,651</td>
<td>Main Roads</td>
<td>2,497</td>
<td>Department of Transport</td>
<td>799,835</td>
</tr>
<tr>
<td>Main Roads</td>
<td>54,497</td>
<td>METRONET</td>
<td>630</td>
<td>Main Roads</td>
<td>91,732</td>
</tr>
<tr>
<td>Marine Boatshed</td>
<td>672</td>
<td>Transperth</td>
<td>3,159</td>
<td>Transperth</td>
<td>635,428</td>
</tr>
<tr>
<td>Marine Safety</td>
<td>4,699</td>
<td>Your Move</td>
<td>456</td>
<td>Transwa</td>
<td>154,938</td>
</tr>
<tr>
<td>METRONET</td>
<td>2,344</td>
<td></td>
<td></td>
<td>Total calls received during 2018-2019</td>
<td></td>
</tr>
<tr>
<td>Transperth</td>
<td>11,289</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transport WA</td>
<td>9,240</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your Move</td>
<td>6,687</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TWITTER</th>
<th>Followers</th>
<th>WEBSITE</th>
<th>Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Roads@Perth_Traf</td>
<td>63,379</td>
<td>Department of Transport</td>
<td>22,328,101</td>
</tr>
<tr>
<td>Main Roads@WA_Roads</td>
<td>16,878</td>
<td>Forrestfield-Airport Link</td>
<td>215,722</td>
</tr>
<tr>
<td>Marine Safety WA@MarineSafetyWA</td>
<td>1,750</td>
<td>Main Roads</td>
<td>5,672,831</td>
</tr>
<tr>
<td>METRONET@metronetperth</td>
<td>513</td>
<td>METRONET</td>
<td>106,356</td>
</tr>
<tr>
<td>Transperth@Transperth</td>
<td>45,193</td>
<td>Public Transport Authority</td>
<td>877,834</td>
</tr>
<tr>
<td>Transport@TransportWAnews</td>
<td>5,014</td>
<td>Transperth</td>
<td>30,161,119</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transwa</td>
<td>3,446,538</td>
</tr>
</tbody>
</table>

Total page views from across entire site during 2018-2019
OUR ACHIEVEMENTS

Take a break from driving, try a bus or train instead

Public transport is a vital part of the transport mix contributing significantly to reducing road congestion – recently identified as a major cost to the economy.

Despite Transperth services being consistently well-rated by passengers, patronage levels had been showing signs of decline since peaking at almost 150 million in 2013.

In an effort to address the decline and improve patronage, a $1.25 million campaign was launched earlier this year to attract new and lapsed users to the public transport network.

The award-winning transport system has recorded consistently high levels of customer satisfaction through its annual Passenger Satisfaction Monitor (PSM), indicating that existing passengers are very happy with their service.

The findings of the PSM – the biggest and longest running tracking survey in the Australian industry – are backed up by the Canstar organisation. The nationally-recognised researcher has compared urban train systems around the country six times in the past eight years, with Transperth emerging as the clear winner every time.

A key part of the advertising campaign was to tackle some of the myths about public transport to encourage motorists to take a break from driving and try the bus or train instead.

To ensure the campaign hit the mark, research was undertaken to uncover some of the reasons people chose not to use public transport. Many of the general perceptions around convenience, parking availability and costs held by non-users provided an opportunity to positively influence people about their transport choices.

The integrated multi-channel campaign was featured across TV, online, and radio. Bus shelter and bus-back advertising was also used specifically to target motorists about their transport options during their commute.

Complementing the campaign was the launch of the Transperth app and real-time tracking, providing additional convenience for users.

Market research conducted as part of the campaign indicated that more than a quarter of infrequent or non-users of public transport were more likely to use it after seeing the campaign. The overall positive impression of Transperth also increased from 71 to 83 per cent among infrequent users and 56 to 65 per cent among non-users.

The learnings from the overall campaign will be incorporated into future smaller and more geographically-targeted campaigns where needed.

View the TV ad by visiting: https://youtu.be/xbfhkSXL3ls
CUSTOMER FOCUSED

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

During 2018-19 we:

- launched the My Say Transport collaboration and engagement hub providing a consistent experience for all customers when finding and commenting on our projects and initiatives;
- managed real-time operations, provided additional services and facilitated special operational arrangements across the transport network to ensure crowds were moved safely and efficiently to and from all major sporting events and concerts;
- transitioned call centre services from Main Roads’ Contact Information Centre to the Department of Transport’s Customer Contact Centre to provide a streamlined service and contribute towards a single view of our portfolio customer;
- created six new Facebook community groups (Main Roads in the Kimberley, Perth Traffic, Yanchep Rail Extension, Thornlie-Cockburn Link, Denny Avenue Level Crossing Removal and Bayswater Station Upgrade);
- activated audio artwork on the Matagarup Bridge, providing a series of moving and distinct music tracks intertwined with personal narratives from several Whadjuk elders;
- held a Regional Transport Leaders Forum with the aim of enhancing customer experience, sharing knowledge and creating strong and vibrant regions;
- launched the second version of the Transperth App which provides integration of live bus, train and ferry tracking and updates to My Account, allowing users to manage their SmartRider and My Alerts;
- introduced the On-Time Tracking and Electronic Reporting (OTTER) system for Transwa services providing significant improvements in the communication of on-time running status;
- opened a new Driver and Vehicle Services Centre in Success to better meet the demands of customers in the growing area south of the city;
- made changes to improve the motorcycle graduated licensing system to better prepare applicants and ensure greater riding experience;
- launched an online fleet management facility to allow fleet managers more visibility of their fleets and access to self-service functionality; and
- encourage the community to walk, ride and use public transport more by increasing the reach and engagement of the Your Move travel behaviour change schools, local government and workplace programs.

In 2019-20 we will:

- improve disability access on the South West Main and the Eastern Goldfields Railway by delivering two high level platforms at North Dandalup and Cookernup;
- continue work on the implementation of the Traffic Signal Priority System to enable late-running buses to receive green light traffic signal priority;
- deploy a one stop portal that provides information on all transport infrastructure related projects planned and underway across the State;
- deliver the findings from our review of travel information offerings and determine a more coordinated, consistent delivery approach including measures of success;
- implement a new reporting and management structure for our telephony services;
- complete the development of a consolidated five-year Congestion Strategy and Movement Program;
- introduce a digital billing option for a range of licensing and registration invoices and notices, allowing easy and secure access to current and previous correspondence; and
- launch a new PlatesWA website to make designing and purchasing optional plates simpler and easier.
In May 2019, the State Government announced the $6.9 million Service Western Australia (ServiceWA) pilot which will transform the way State Government delivers its services to the community.

Delivering ServiceWA to Transform Government Service Delivery

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

Bringing together these services, currently delivered across five agencies in DoT, the Departments of Justice, Communities, Primary Industries and Regional Development and the Western Australia Police, will create a convenient one-stop-shop for customers.

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

It is anticipated that the ServiceWA pilot will launch at the Bunbury centre in early 2020-21.
During 2018-19 we:

- delivered 119 Black Spot Program projects worth $20 million on some of our most dangerous sections of road;
- opened the southern and central sections of the State’s largest ever road project - NorthLink WA;
- completed the Nicholson Road Bridge over rail works removing another rail and road crossing from the network;
- completed sealing and improvements on the Broome-Cape Leveque Road creating tourism, employment and educational opportunities for the Kimberley;
- completed works on the Bidyadanga Road and Airstrip providing year-round access for emergency and primary health care workers to the remote Bidyadanga community;
- worked with metropolitan local governments to promote the concept of shared spaces as an alternative street design approach in urban activity centres;
- commenced construction of key shared cycle and pedestrian paths to improve connectivity along the Mitchell Freeway and Fremantle rail line;
- continued to work with local government to roll-out the Safe Active Streets Program creating more inviting riding and walking environments for communities;
- awarded $4 million in Perth Bicycle Network and Regional Bicycle Network grants to local government, resulting in the construction of over 19 kilometres of cycling infrastructure and several design projects;
- awarded $26,000 in Connecting Schools grants to provide bicycle education, scooter storage and bike repair stations at WA schools;
- continued works on the Forrestfield Airport-Link;
- completed the Phase 1 redevelopment of the Jetty Road causeway as part of the Transforming Bunbury’s Waterfront project;
- invested $7.4 million in regional airports to improve infrastructure, services and safety; and
- progressed four METRONET projects - the Yanchep Rail Extension, Thornlie-Cockburn Link, Denny Avenue Level Crossing and Bayswater Station Upgrade - into the procurement phase.

In 2019-20 we will:

- continue to progress the delivery of the first stage of METRONET to connect suburbs, reduce road congestion and meet Perth’s future planning and transport needs;
- ensure all new buses delivered into operation on the Transperth system will be compliant with Euro 6 emission standards;
- complete the northern section of NorthLink WA;
- invest $4.7 million to improve the safety of railway level crossings;
- continue the Tonkin Highway Transformation project;
- continue upgrades on the Great Northern Highway from Broome to Kununurra;
- progress plans for the next stage of the Albany Ring Road to divert heavy haulage around the City of Albany;
- commence construction of three new safe active streets in the cities of Nedlands, Melville and Bassendean; and
- increase the amount of funding available to local governments through the Perth Bicycle Network and Regional Bicycle Network grant programs to $5 million.

SUSTAINABLE TRANSPORT SYSTEMS

We deliver integrated, safe, efficient transport solutions
Creating vital connections to WA's biggest remote Aboriginal community

The Bidyadanga community lacked all-weather access via road and air, resulting in periods of inaccessibility. This meant no access for emergency and primary health care workers and significant health consequences for the locals.

While the approximately 12 kilometre access road was adequate in dry conditions, it was often closed in wet weather. Almost six kilometres of Bidyadanga Road were upgraded as part of the works, which also included construction of an adjacent parking bay and sealing of the local airstrip and access road.

Developing a community-centric partnership with Kullarri Regional Communities Incorporated for this project helped create employment and training opportunities for local Aboriginal people from the Bidyadanga community.

D’Antoine, a Derby-based Aboriginal registered business, in partnership with Gungulla Mackay provided the majority of machinery for the delivery of works.

Twenty-five Aboriginal people worked on the project including 12 employees from the local community, five employees from Derby and four employees working as cultural monitors for vegetation clearing operations.

Additionally, traffic management training was held onsite providing an accessible, on-the-job experience increasing Aboriginal participation in delivery of the works.

During construction we worked with a number of organisations to ensure essential services continued. Kimberley Aboriginal Medical Services needed to maintain medical and evacuation services, so regular communication with them meant interruption was minimised.

The $4 million project was opened in late December 2018 ahead of the Kimberley wet season and now provides all-weather access for critical medical services including health clinic visits, access to primary care workers and medical evacuations.

Experience gained on the Bidyadanga project will also provide locals with the opportunity to secure jobs on future projects within the region.
INNOVATIVE SOLUTIONS

We innovate to optimise our service delivery and infrastructure

During 2018-19 we:

- commenced construction of the Smart Freeways Kwinana Northbound project which will bust congestion, improve safety and maximise the use of existing infrastructure;
- delivered up to 22 percent journey time improvements on some routes thanks to our optimisation of traffic signals at 231 sites across the State;
- explored the use of Artificial Intelligence based solutions for incident prediction using machine learning models to improve efficiency of the overall network and road based public transport;
- initiated a project to research and investigate effective and sustainable gravel treatment methods of our road-building materials, for conservation purposes;
- delivered the Your Move travel behaviour change program designed to change the travel behaviour of residents, employees and schools in the Town of Bassendean;
- developed phase one of an online Cycling Incident Reporting Facility to enable the community to record cycling incidents on the network in order to inform cycling planning decisions;
- launched the second version of the Transperth App which provides the integration of live bus, train and ferry tracking and updates to users, with functionality allowing them to manage their SmartRider and alerts;
- rolled out new CCTV systems in popular Perth boating locations to monitor on-water safety compliance; and
- introduced the Learn&Log app to digitally record learner driver logbook hours and trips providing a faster, more convenient way to record and submit supervised driving hours.

In 2019-20 we will:

- continue work on the implementation of the Traffic Signal Priority System to enable late-running buses to receive green light traffic signal priority;
- complete a proof of concept for Selective Vehicle Detection for buses and emergency vehicle priority at traffic signals;
- expand the Addinsight system to improve network performance monitoring and reporting;
- deliver phase two of the online Cycling Incident Reporting Facility and integrate the tool with the Your Move online journey planner;
- undertake a Heavy Vehicle Compliance Automation project to improve the effectiveness of investigation and intelligence driven activities;
- work with colleagues in Queensland, Tyre Stewardship Australia and the Australian Asphalt Pavement Association to develop asphalt mixes with crumb rubber modified binders, recycling scrap tyres and reducing the impact on landfill;
- hold the first Transport Portfolio Industry Hackathon, bringing together WA innovators to produce creative, original solutions to transport challenges; and
- deliver the Your Move travel behaviour change program to 18,000 residents, employees and schools in the City of Stirling.
The next generation Transperth app was launched this year, making catching public transport in Perth even easier.

The new app integrates GPS tracking of services, allowing passengers to use their mobile devices to see where their bus, train or ferry is on its journey, what route it will take and when it will arrive – in real time.

To enable this service, GPS trackers were installed on all of Transperth’s metropolitan-area fleet (about 1500 buses). Testing of the app - involving around 4000 regular public transport users for two months – was an important part of ensuring that the service was reliable, and any issues could be addressed before general release.

In addition to the real-time tracking, the new-generation app also allows users to manage their SmartRider account details and arrange SmartParker and bike shelter access.

The new app has been very popular with the number of active users increasing by 37 per cent to approximately 150,000.

In addition to harnessing technology for the benefit of our customers we are also committed to the release of data and information to the community, through our Open Data, Maps and Apps portal. The portal assists in supporting evidence-based decision making; potentially leading to innovative and optimised service delivery and infrastructure solutions.

The portal allows access to over 275 data sets in one easy-to-use platform. It is already used by the likes of Perth Airport and Google to support transport apps, making it easier for customers to plan their journeys and keep up-to-date with traffic conditions. Data available includes roadworks, heavy vehicle networks, incidents, roadside stops and historic traffic data.

Our latest road and traffic data sets are also discoverable to users across government, industry and the community, within 24 hours of being updated through the State data portal, data.wa.gov.au.
During 2018-19 we:

- enacted the Railways (METRONET) Act 2019 which allows works to begin on the Yanchep Rail Extension and Thornlie-Cockburn Link;
- completed the operational review of the WA Heavy Vehicle Accreditation Scheme identifying 24 recommendations across Policy, Legislation, Administration and Audit Management streams;
- continued delivery of the world first Perth Area Travel Household and Commercial Vehicle surveys capturing travel behaviour to better inform more effective transport and land use planning;
- enacted a new, single piece of legislation providing a level playing field for all on-demand transport drivers and booking services to operate under the same rules for the first time in WA;
- successfully introduced stage one of the on-demand transport reforms;
- completed stage one of the Westport process to develop a long-term freight strategy for WA;
- continued to contribute to a national regulatory framework to prepare for higher level automated vehicles expected to hit international markets as early as 2020;
- continued working with local government to develop a long-term cycle network for the Perth and Peel regions;
- undertook a prioritisation study to guide investment in the Principal Shared Path network to 2031; and
- released four Regional 2050 Cycling Strategies covering the Bunbury-Wellington, Leeuwin-Naturaliste and Warren-Blackwood subregions and Greater Geraldton region.

In 2019-20 we will:

- continue to progress the delivery of the first stage of METRONET to connect suburbs, reduce road congestion and meet Perth’s future planning and transport needs;
- examine the recommendations from the WA Heavy Vehicle Accreditation Scheme Operational Review;
- engage with Infrastructure WA on future planning for the State including the development of a State Infrastructure Strategy;
- collaborate at state, national and international levels to understand the possibilities and implications of potential transport developments on the road network and the broader integrated land transport system;
- finalise the Revitalising Agricultural Region Freight Strategy, identifying and prioritising specific infrastructure upgrades, and regulatory and policy measures that will help make freight transport in WA’s agricultural regions more productive, efficient and safer;
- release a draft State Aviation Strategy for public comment, outlining route-by-route recommendations on what can be done to improve airfares and air services on WA intrastate air routes;
- develop the Perth Greater CBD Transport Plan providing a 10-year blueprint for our capital city’s transport network;
- implement stage two of the on-demand transport reforms, focusing on ensuring on-demand transport vehicles are safe;
- complete the design of stage two of the Fremantle rail line Principal Shared Path extension between Victoria Street Station and North Fremantle Station;
- continue to develop long-term regional cycling strategies across the Esperance, Pilbara, Wheatbelt and Great Southern regions, in collaboration with local government;
- finalise the long-term cycle network for the Perth and Peel regions and seek endorsement across the 33 local governments engaged in the process; and
- commence research and stakeholder engagement to develop further strategies to address declining active travel to school in WA.
In December 2018, the State Government released the first major progress report from the Taskforce, *Westport: What we have found so far*, which summarised the main findings from Stage 1 of the Westport process.

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

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

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

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

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

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

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

**Find out more:** [https://www.mysaytransport.wa.gov.au/westport](https://www.mysaytransport.wa.gov.au/westport)
OPTIMISING INVESTMENT

We maximise the benefits of every transport dollar

During 2018-19 we:

- continued to ensure the consideration of land-use outcomes is embedded in the design of METRONET infrastructure to deliver outcomes that will cut congestion, reinvigorate suburbs and create jobs;
- developed a Post Project Evaluation Framework aligned with good practice from Infrastructure Australia, Australian Transport Assessment and Planning, Infrastructure Sustainability Council of Australia and the future Infrastructure WA;
- identified four possible scenarios including indicators and signposts that would mark the potential for change in the investment strategy underpinning Portfolio Strategic Asset Planning;
- renewed the State Road Funds to Local Government Agreement based on 20 per cent of vehicle licence fee collections highlighting the strong relationships between the State and local governments; and
- built and identified a comprehensive picture of all data available across the portfolio and how it can be made more accessible, beginning with metropolitan land transport system data.

In 2019-20 we will:

- complete the Mt Claremont bus depot which is part of a push to future-proof Transperth’s bus operations by ensuring that as many bus depots as possible are owned by the State;
- continue to progress towards GovNext-ICT, a whole-of-government approach to simplify and connect information and communications technology and systems;
- initiate a crushed recycled concrete pilot project to align with the State’s Waste Strategy 2030; and
- continue to support open data principles aligned to the Western Australian whole-of-government Open Data Policy.
While the approach to balance both land use and transport objectives is not new in Perth, METRONET is aimed at being a new standard to cross-government collaboration, taking and enhancing many of the lessons learnt from previous projects.

Portfolio projects like the Morley-Ellenbrook Line, NorthLink WA and Tonkin Highway Gap are an opportunity to work together to make efficient use of portfolio resources.

Collectively the projects also work to serve Perth’s growing north eastern suburbs to give people more choice in how they get around.

Cross-portfolio opportunities will continue in 2019-20 as more METRONET projects move from planning into delivery.

Four METRONET projects, the Yanchep Rail Extension, Thornlie-Cockburn Link, Bayswater Station and the Denny Avenue Level Crossing Removal, are now in procurement, with works expected to start before the end of 2019.

These projects are inter-related with a number of other Main Roads projects, as well as DoT programs to improve cycling infrastructure and active transport modes across the city.

With a number of other METRONET projects progressing through the planning phases, identifying these opportunities to optimise infrastructure spend to give everyone more travel choices will be a key focus for the upcoming year.
COLLABORATIVE CULTURE
We embrace collaboration to achieve better outcomes

During 2018-19 we:

- delivered the multiple actions identified in the Transport Portfolio Communications Strategy resulting in greater sharing and distribution of transport and safety related information to our customers;
- developed stronger whole-of-transport based relationships with local government, building on the Regional Road Groups forums;
- identified a suite of shared maintenance and inspection works that can be delivered cooperatively across the State;
- worked with all road safety agencies to engage with the community as part of the Imagine Zero approach to inform the development of a new Road Safety Vision for WA;
- partnered with Fremantle Port Authority and industry to implement short to medium term initiatives aimed improving the efficiency of freight transport to and from the Fremantle Inner Harbour;
- rolled-out the Portfolio Emerging Leaders program and coaching approach
- established the Portfolio Strategic Projects Office to facilitate stronger collaboration between the portfolio on targeted, strategic priorities;
- worked with the ACCC to deliver information to owners of vehicles fitted with deadly Takata airbags, resulting in WA becoming the first Australian state to successfully remove defective vehicles from roads, improving safety for the community;
- continued to progress towards GovNext-ICT, a whole-of-government approach to simplify and connect information and communications technology and systems; and
- developed the Transport Portfolio Access and Inclusion Policy to ensure our workplaces, information and services, including employment, are inclusive and accessible to all Western Australians.

In 2019–20 we will:

- continue to work across the portfolio to plan and deliver METRONET projects;
- continue to hold an annual Regional Customer Communications Conference;
- explore the opportunity to establish a biennial safety, health and wellbeing forum;
- procure a new telephony and knowledge management solution for use within the portfolio; and
- work with the Road Safety Commission to finalise and develop a new Road Safety Strategy for WA.

OPTUS STADIUM – FIRST YEAR OF SERVICE
January 2019 marked the first anniversary of the opening of Optus Stadium. With over 50 events planned at the stadium each year, that’s over two million people using our transport network.

In the stadium’s first year of operation:

- about 76 per cent of attendees arrived via public transport
- up to 54 per cent of fans caught the train and 22 per cent took special event bus services
- 548,146 pedestrian journeys crossed the Matagarup Bridge
- an average of 92 per cent of passengers surveyed said they were satisfied with public transport to Optus Stadium events
Ensuring Perth's major events run smoothly

Work undertaken by teams from across the Transport Portfolio – ranging from road closures and detours, increased public transport services and marine safety patrols – is essential in ensuring that attendees can arrive, enjoy and leave events safely each year.

Additional public transport services and special operational arrangements are put in place to ensure the crowds are moved safely and efficiently to and from the celebrations. This year’s operations went smoothly, taking about an hour and 15 minutes to disperse public transport crowds following the conclusion of the event.

Out on the water, our Marine Officers were on hand to advise uncertain members of the boating public about special speed restrictions, water closures and safety measures on the night and during the days prior to the Skyworks.

The recently opened Road Network Operations Centre (RNOC) was also successfully put to the test. The purpose-built, world-class facility delivered situational awareness and a common operating picture of our road network, to enable rapid, effective and data-supported decisions in a real-time environment.

It facilitated collaboration with a wide range of stakeholders, including emergency services, event organisers, WA Police and local government, to manage operations, emergency incidents and events.

While the annual Skyworks celebration is one of the busiest days on the transport calendar, it is just one event held during each year that the Transport Portfolio is instrumental in supporting.

Whether it’s for the sell-out AFL Derby, or over 35,000 people taking part in HBF Run for a Reason, the portfolio continues to play a key role in making sure journeys to and from these major events are managed safely and efficiently.

Australia Day is celebrated in a big way in Perth, with the annual Skyworks event attracting more than 300,000 people to the Perth Foreshore, making it the largest celebration in the country.
Looking ahead

Preparing the State for connected and automated vehicles

The Transport Portfolio recognises the importance of responding to new and disruptive technologies in a coordinated and strategic manner to achieve desired outcomes.

Connected and automated vehicle technology could deliver many benefits, including improved mobility and independence for many, as well as reduced crash risk and severity by removing human error from the driving task. Increasing automation also raises many potential considerations that need to be explored.

To consider policy questions around, and the impact of connected and automated vehicles, a cross-portfolio and agency advisory group was established in 2016 - the Connected and Automated Vehicles Advisory Committee (CAVAC).

CAVAC includes representatives from each Transport Portfolio agency, the Insurance Commission of WA, the Road Safety Commission, WA Police, the Department of Mines, Industry, Regulation and Safety, and Office of Digital Government.
The Council of Australian Governments’ Transport and Infrastructure Council agreed that Australian States and Territories will aim to have end-to-end regulation in place by the end of 2020 to support the safe deployment of automated vehicles. This decision kicked off a national policy development collaboration to develop the appropriate regulatory framework, in which WA has played an active role.

To this end, CAVAC and its two sub-committees, the Legislation and Implementation working group and the Planning and Coordination working group, have been meeting on a regular basis to understand, work through and develop the legislation required to successfully bring automated vehicles onto WA roads.

During 2018-19 CAVAC approved the submission of the first key recommendation to the Transport and Infrastructure Council focused on safety assurance for automated driving systems.

CAVAC also endorsed the Western Australian strategic outcomes for automated vehicles - improved road safety, better livability in our State, and increased productivity.

During 2018-19, CAVAC worked with various organisations to assist in the progression of automated vehicle trials in South Perth, Busselton and at the campus’ of Curtin University and the University of Western Australia. These trials have demonstrated the effectiveness and challenges for the technology in a WA environment and have made significant impacts on public awareness and perception of the new technologies.

During 2019-20, CAVAC will be involved in the review of guidelines for trialing autonomous vehicles and will continue to support and assist the facilitation of further trials in WA.

The group will also be working to develop the State’s policy position on a number of topics which will be used to negotiate a national approach to a governance framework to provide for the in-service safety for automated vehicles.
### FACTS AND FIGURES

#### General State Information

<table>
<thead>
<tr>
<th></th>
<th>WA</th>
<th>Australia</th>
<th>WA (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area (square km)</td>
<td>2,526,646</td>
<td>7,688,126</td>
<td>32.9</td>
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<tr>
<td>Population</td>
<td>2,595,192</td>
<td>24,992,860</td>
<td>10.4</td>
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<tr>
<td>Annual vehicle kms travelled (100 million VKT)$^2$</td>
<td>274</td>
<td>2,550.31</td>
<td>10.7</td>
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<tr>
<td>Road length excluding Department of Biodiversity, Conservation and Attractions road (kms)</td>
<td>147,026</td>
<td>N/A</td>
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<tr>
<td>Fatalities (for calendar year 2018)</td>
<td>159</td>
<td>1,147</td>
<td>13.9</td>
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<td>Serious injuries (for calendar year 2018)</td>
<td>1,403</td>
<td>N/A</td>
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#### Road Classification (as at June 30 2019)

<table>
<thead>
<tr>
<th></th>
<th>Sealed (km)</th>
<th>Unsealed (km)</th>
<th>Total (km)</th>
<th>Sealed</th>
</tr>
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<tbody>
<tr>
<td>National Land Transport Routes</td>
<td>5,128</td>
<td>0</td>
<td>5,128</td>
<td>100</td>
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<tr>
<td>Highways</td>
<td>5,815</td>
<td>108</td>
<td>5,923</td>
<td>98</td>
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<td>Main Roads</td>
<td>6,748</td>
<td>773</td>
<td>7,521</td>
<td>90</td>
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<td><strong>Sub-Total</strong></td>
<td><strong>17,691</strong></td>
<td><strong>881</strong></td>
<td><strong>18,572</strong></td>
<td><strong>95</strong></td>
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<tr>
<td>Local Roads regularly maintained</td>
<td>39,826</td>
<td>87,606</td>
<td>127,432</td>
<td>31</td>
</tr>
<tr>
<td>Local Roads not regularly maintained</td>
<td>57</td>
<td>965</td>
<td>1,022</td>
<td>6</td>
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<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>39,883</strong></td>
<td><strong>88,571</strong></td>
<td><strong>128,454</strong></td>
<td><strong>31</strong></td>
</tr>
<tr>
<td>Roads managed by Department of Biodiversity, Conservation and Attractions</td>
<td>358</td>
<td>37,975</td>
<td>38,333</td>
<td></td>
</tr>
<tr>
<td><strong>Total WA Road Network</strong></td>
<td><strong>57,932</strong></td>
<td><strong>127,427</strong></td>
<td><strong>185,359</strong></td>
<td><strong>31</strong></td>
</tr>
</tbody>
</table>
General information from across the Transport Portfolio

- 1,242 structures on the State road network and a further 955 on local government roads
- Transperth (metro) network 180.8 kilometres of track and 72 stations on five lines
- 30 maritime facilities
- 1,023 traffic signals on the road network
- 1500 active moorings
- 1450 boat pens
- 1465 navigational aids
- 330 Transperth railcars
- 1,484 Transperth buses
- 21 Transperth bus depots
- 2 Transperth ferries
- 23 Transwa road coaches
- 14 Transwa railcars
- 4 safe active streets
- 240 regional locations linked by Transwa services to the Perth metropolitan area (and locations in between)
- 154 TransRegional buses operating town and school bus services in 14 major regional towns as well as seven inter-town regional bus services
- 400 CCTV cameras on roads and more than 15,000 across the public transport network
- 249 kilometres of shared cycling and pedestrian path
- More than 900 orange-school bus services and contracts for students in rural areas and students attending special education facilities in the metro area
- 2.9 million SmartRider cards in circulation with 440,000 used each month
- 29,675 heavy vehicle permits issued
- 12,700 kilometres of coastline
- 141,454 million Transperth total boardings in 2018-19
- 492 railway level crossings across the freight network with active control (lights and boom gates) and a further 835 railway level crossings with passive control (stop and give way)
- 1,857,502 licensed drivers
- 2,878,557 licensed vehicles
- 98,000 registered boats
- 253,700 licensed skippers
- 870,000 SmartRider transactions on an average weekday
- 1,450 boat pens, and 915 maritime assets across the State
- 7,793,673 driver and vehicle services transactions
- 109,817 Practical Driving Assessments conducted
The information contained in this publication is provided in good faith and believed to be accurate at the time of publication. The State shall in no way be liable for any loss sustained or incurred by anyone relying on the information.

Disclaimer