



**Public Transport
Authority**

Annual Report **2013-14**

Connecting our community





**To the Hon. Dean Nalder MLA
Minister for Transport**

In accordance with Section 63 of the Financial Management Act 2006, I submit for your information and presentation to Parliament the Annual Report of the Public Transport Authority of Western Australia for the year ended 30 June 2014. The Annual Report has been prepared in accordance with the provisions of the Financial Management Act 2006.

Reece Waldock
Chief Executive Officer

About this report

In this report, the PTA fulfils its reporting obligation by identifying the relevant strategic outcomes and its contribution to them in 2013-14 through:

- operational reports which show the effectiveness and efficiency of our transport services (22-75).
- compliance reports (76-86).
- audited key performance indicators report (87-115).
- audited financial report (116-171).

The purpose of this report is to provide our customers and community with information about our organisation, as well as operational and financial performance for the 2013-14 financial year.

Measuring effectiveness and efficiency

To honour the Government's vision for Western Australia, the PTA has targeted two outcomes:

1. An accessible, reliable and safe public transport system.
2. Protection of the long-term functionality of the rail corridor and railway infrastructure.

Indicators of success in achieving the first of these outcomes are based on patronage and service provision, accessibility, reliability, customer satisfaction, safety and cost efficiency.

For the second outcome, success results from quality management of the railway corridor and residual issues of the rail freight network, which was leased to private sector operators in 2000.



CEO's overview

As our city and state continue to grow, safe and reliable public transport services are more important than ever.

The vision for Perth is for public transport to become the preferred travel option to Perth's CBD, strategic centres and throughout the metropolitan area.

In order to make this happen, the State Government is focused on managing the passenger network to ensure the greatest efficiencies are achieved in terms of capacity and connectivity.

Also, significant funding has been allocated to expand the network. This investment includes expansion of the train and bus fleets and services.

The Perth City Link project continues on time and on budget with completion expected in mid-2016. The temporary bus stations on Roe and Wellington streets began operating successfully this year, and the second entry to the new Perth Busport was recently confirmed.

When complete in 2020, the landmark Forrestfield-Airport Link will open up the city to the eastern suburbs for the first time. Most of the 8.5km rail line will be tunnelled to minimise impact on the existing land and road network.

These projects are transforming Perth and will ensure a world-class transport system for many generations to come.

Perth's population is growing at almost three per cent annually, about twice the national average. The impact on the transport network can be seen in peak periods every day of the week.

There is no single solution to congestion. However, the PTA, along with the Department of Transport and Main Roads, is developing a suite of responses to the issue.

Furthermore, it is clear the community demands more accurate and reliable traffic and traveller information, as well as an efficient and sustainable network.

Innovative tools, such as SmartRider, social media, the Transperth App, the bus tracking trial and new SmartParker system all play a role in delivering real-time services to Perth road users.

These forward-thinking initiatives have changed the way we do business and demonstrate how the PTA meets challenges and delivers excellent customer service.



A handwritten signature in black ink that reads 'Reece Waldock'.

Reece Waldock
Chief Executive Officer

Managing Director's overview

This time last year, I pointed out that the success of a commercial organisation is generally measured in the numbers ... basically, how many units did we sell, and how does that compare with last year?

The Public Transport Authority is certainly different from a fully commercial operation in that we provide a heavily-subsidised essential community service, with many passengers at concession rates or even travelling free. However, there is still a comparison to be drawn to any other transport operation.

As a member of the public transport industry, what we sell is passenger journeys. With that established, the standard rules apply: How many did we sell, and how does that compare with last year?

This year, total boardings on Transperth – the metro-area operation which does the bulk of our business and is therefore our most widely-recognised brand – went down. The system total was 147,640,687, down 1.37 per cent from 2012-13's 149,697,303. The downturn, the first in the PTA's

history, was entirely due to a drop in train total boardings – bus numbers actually increased slightly.

Total boardings on our urban rail system fell from 65.7 million to 63.5m. However, the year-on-year comparison is not entirely fair: There were two major, highly-publicised rail shutdowns in July and August of 2013. To accommodate some significant work in the final stages of the Perth City Link rail project, the entire Fremantle Line and the inner sections of the other lines were closed twice for about five days (including several business days, when patronage is at its

highest) each time. During this time we actively suggested that passengers consider other travel options. Rail patronage was well down as a result. The full closure of the Fremantle Line was particularly telling because, as well as the usual peak numbers, this line carries a steady flow of two-way traffic through most of the day.

Though the shuts were the biggest single contributor to the downturn, we believe several other factors played a part. There was a spell of unusually inclement weather between July and September last year – a factor that we believe impacts some passenger's decisions about whether to take public transport or make other arrangements. More significantly, there were some economic factors.

There has been less discretionary travel on our system. FamilyRider and DayRider use is down. This suggests that some passengers may have less disposable income and are choosing to stay at home or are at least being more



measured in their amount of leisure activity.

As has been well documented in the media, CBD office vacancy rates are up – some major businesses shut their doors in the CBD and West Perth, largely related to changes in the mining industry cycle. As a result, the typical work day sees fewer people commuting into Perth – our bread-and-butter customers. Further, there has been a jump in the use of 24-hour SmartRiders, which are provided by Centrelink to their clients.

The train reversal broke a 10-year run of strong increases, during which time rail patronage more than doubled. Over the same period, rail also significantly increased its share of the total figure. Rail patronage in the PTA's first full year of operation was 31.1m (and the total system was 90.6m). Even after taking into account this year's slip, rail patronage has doubled (up slightly more than 104 per cent) over a period in which system-wide total boardings have increased by a bit less than 63 per cent. In fact, rail patronage has increased by more than 600 per cent since the system was electrified and expanded in the early 1990s. About 45 per cent of public transport trips in Perth are now made by rail, compared with 10 per cent in 1990.

The increased bus patronage in 2013-14 reflected our continued introduction of extra bus service kilometres and expansion of the fleet. It was due mainly to the launch of a number of well-patronised routes including the new 950 (the so-called Superbus which was introduced in January and is now Perth's most frequent bus service) and a full year of Green CAT operations.

As I said last year, the take-up of public transport is increasing because it must. Road traffic congestion – and all the socio-economic and environmental issues that go with it – is a major problem all over the world. In Perth, this has been exacerbated by a period of extraordinary population growth which, though it has now slowed, has placed a strain

on all public infrastructure (public transport included).

To address this, we continue to grow and improve our network. In the year under review, we upgraded more stations (mainly on the older lines, with Kenwick still a work-in-progress at June 30) and continued to expand our car parks.

In August 2013, the first of 22 new three-car B-series train sets arrived in Perth and, after final fit-out in Midland and at Nowergup, went on to the system late in the year. By June 30, a further two sets were in service. Deliveries will continue through until late 2016.



Significant progress was made on our major projects.

- Trains started running through the Fremantle rail tunnel in July 2013 and the Perth City Link rail project was completed on budget (\$360m) and six months ahead of schedule in December. The pedestrian underpass between Perth Underground and the various Perth Station platforms opened to great fanfare on December 19.
- The second stage of the PCL project (construction of a new underground bus station) got under way within a few weeks – demolition of the old Wellington Street Bus Station started in February with temporary facilities constructed in Roe Street (opened in January) and Wellington Street (due to open in July 2014).
- The Butler Extension Project was also on track to finish well ahead of schedule and under budget.
- Considerable progress was made on the planning and preparatory works for the transport component of the new Perth Stadium.
- We completed the purchase of land for a big new station and bus interchange at Aubin Grove, with a tender due to be released early in the new financial year.
- Other big developments expected early in the new year include release of a tender for our first multi-deck car park (at Edgewater), and the Project Definition Plan for the Forrestfield-Airport Link.

Growth on this scale is necessary – it has become obvious that a modern and dynamic public transport system is crucial to the efficient operation of our society, especially our cities.

Despite the pressure of operating virtually 24/7 with more than 400,000 passenger interfaces each day of the year, the dedication and professionalism of our people has meant that the quality of our service continues at a very high level. Passenger satisfaction levels remain high, and our urban trains were recognised as easily the best in Australia in a third successive Canstar Blue survey.

We look forward with confidence to another great year.



Mark Burgess
Managing Director
Public Transport Authority



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1. Corporate snapshot

1.1 Organisational profile

Introduction

The Public Transport Authority of Western Australia is responsible for the operation of all bus, train and ferry public transport services in the greater metropolitan area under the Transperth brand. We also operate public transport services in regional centres, road coach and rail passenger services to regional areas under the Transwa brand, and administer and manage School Bus Services.

In addition to operating these transport services, the PTA is responsible for designing, building and maintaining public transport infrastructure and for protecting the long-term viability of Western Australia's rail corridor and railway infrastructure.

The PTA delivers public transport services seven days a week and in some cases up to 24 hours a day.

We value and respect our customers, suppliers and each other.

Corporate plan

Vision

To be recognised as a leader in providing world-class public transport services and solutions.

Purpose

To provide safe, customer-focussed, integrated and efficient transport services.



Values

The PTA is dedicated to building a constructive organisational culture which attracts, retains and develops the right people with the right skills into the right jobs.

The PTA's values guide our efforts to create the organisation and workforce we need to meet current and future challenges.

- **Safety** – We are committed to safety and protecting your future.
- **Respect** – We value and respect our customers, suppliers and each other.
- **Recognition** – We recognise each other for achievement, initiative and innovation.
- **Integrity** – We are honest and ethical.
- **Sustainability** – We consider the long-term impact of everything we do – economic, social and environmental.

Key Result Areas

The PTA has identified five Key Result Areas (KRAs) to ensure we are focussed on realising our vision. Each KRA contains goals to guide the prioritisation, development and implementation of strategies to achieve our KRAs. We will:

- Improve system and service resilience through the strategic management of all critical assets.
- Secure a workforce with the right capabilities and attitudes.
- Provide public transport services that meet community demand and customer expectations.
- Make strategic and timely decisions through the use of integrated information and knowledge management systems.
- Apply communication strategies to improve patronage and increase customer satisfaction.

Our staff and contractors
will treat customers in a
respectful and professional
manner

Customer Service Charter

The PTA is a customer service-oriented organisation, responsible for the delivery of efficient and sustainable passenger transport services to the public. We operate under the following Customer Service Charter:

- We are committed to providing a quality passenger transport service to the public.
- Our bus, train and ferry staff and contractors are focussed on delivering safe and reliable services.
- Our staff and contractors will treat customers in a respectful and professional manner.
- Our buses, trains, ferries and facilities will be clean and well presented.

- Current information about all PTA services will be available from customer service staff, brochures, timetables, our call centres and our website.
- We will plan and review passenger transport services in consultation with the community to get the best results.
- We will plan and provide transport systems that respect the environment and improve sustainability.

To help us improve our services we maintain an InfoLine for feedback, 13 62 13, and our websites, www.pta.wa.gov.au, www.transperth.wa.gov.au or www.transwa.wa.gov.au for specific PTA business.

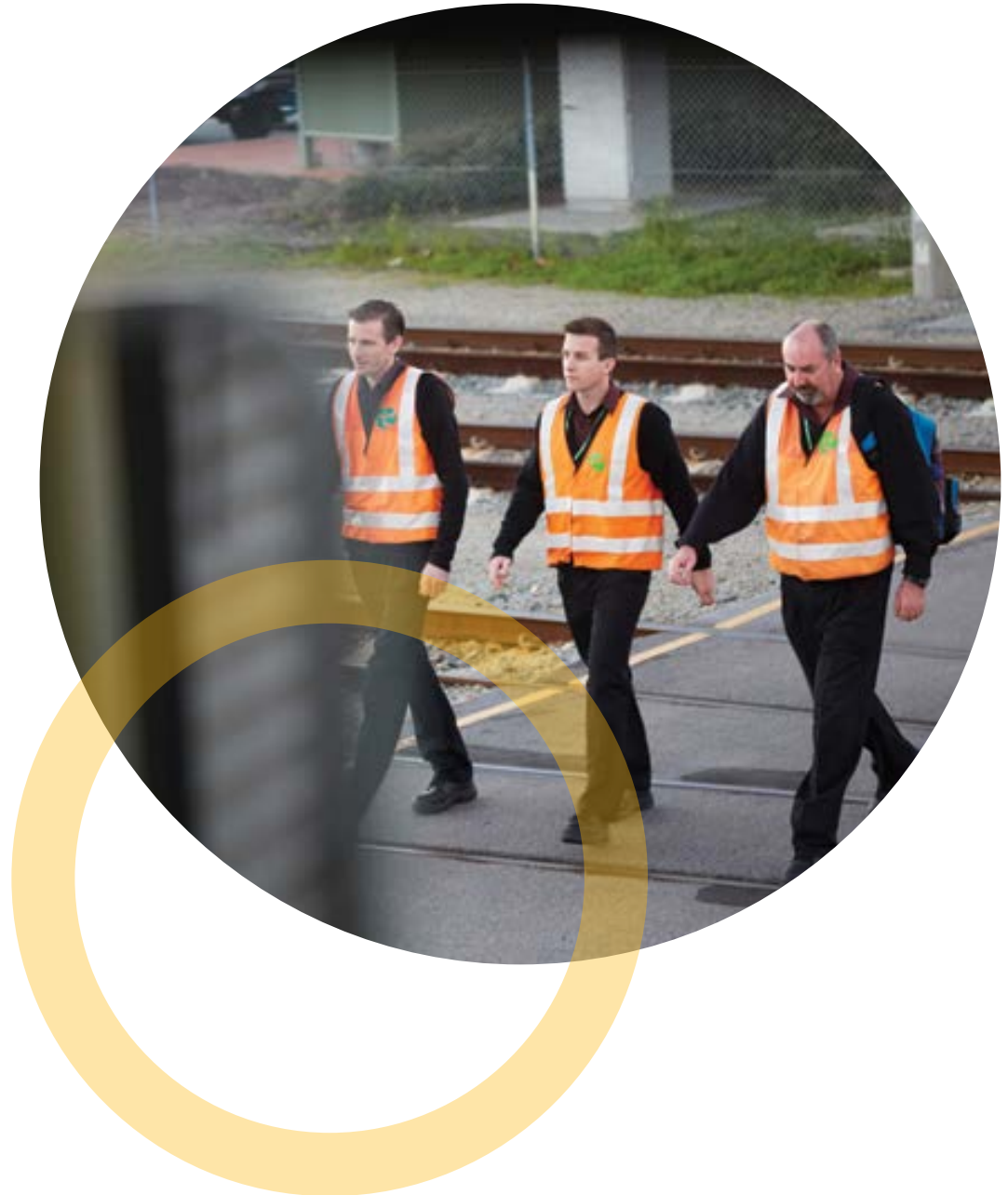
1.2 How we operate

The PTA is responsible for:

- Rail, bus and ferry services in the metropolitan area (Transperth)
- Public transport services in regional centres
- Coach and rail passenger services to regional areas (Transwa)
- School bus services
- Designing, building and maintaining transport infrastructure

The PTA's vision is to increase the use of public transport through the provision of customer-focussed, safe and cost-effective passenger transport services.

We are responsible for designing, building and maintaining transport infrastructure



Major entities within the PTA

Service provision

The PTA operates four major service systems in Western Australia:

Transperth

The Transperth integrated public transport network is centrally-controlled, planned, marketed and coordinated by the Transperth division of the PTA. Transperth has a range of contracted service providers including Transperth Train Operations (a separate PTA division), three contracted bus companies, one contracted ferry operator and numerous ancillary contracts such as cleaning, maintenance, signage, ticketing and printing.

Transwa

The Transwa division operates four regional rail services (Australind, Prospector, MerredinLink and AvonLink) and a fleet of coaches to regional WA. Transwa services 275 locations in WA.

Regional Town (Bus) Services

The small RTBS team manages contracted intra-town and inter-town bus services operating in regional centres around the State.

School Bus Services

The SBS branch plans school services in WA and contract-manages their delivery by contracted school bus operators. SBS manages more than 900 'orange' school bus contracts around Western Australia.

Infrastructure delivery

Network and Infrastructure

The N&I division is responsible for managing and maintaining WA's metropolitan railway infrastructure, and for protecting the long-term viability of the State's freight rail corridor and infrastructure.

The division's works include:

- Signal and crossing maintenance
- Resleepering and ballasting tracks
- Upgrading and improving accessibility of station facilities
- Planning and constructing expansion of the rail network
- Property management



Nine employees

recognised for 40+ years' service during this year



1,594

employees in total

1.3 Year's highlights

New Route 950 a “super” success

Route 950 was introduced in January, 2014 and became the highest frequency bus route in Perth, with more than 17,000 people using the route on an average business day. Also known as the Superbus, the 950 route replaced routes 21 and 22 from Morley to Perth and the 78 and 79 from Perth to Nedlands to benefit all passengers, particularly university students and people visiting QEII.



For more information see page 48

Forrestfield-Airport Link PDP

Forrestfield-Airport Link will be the biggest rail project undertaken by the PTA since the Mandurah Rail Project and securing delivery time frames demanded the Project Definition Plan be developed. A dedicated project team was established with a cross-department approach, drawing heavily on successfully completed project team expertise. The project team assessed various elements of planning, construction and commissioning for a PDP which will set the path for the project to be completed in 2020.



For more information see page 52

Right Track program reaches new heights

The PTA's Right Track program (including Stay Off The Tracks) is a targeted education program and community outreach initiative which focuses on young people aged 10 to 17. The program encourages them to become responsible for their own safety and to make positive choices around public transport. Since its inception, well over 100,000 students across the metropolitan area have participated in the Right Track program.



For more information see page 29

Transperth App debuts in top 10 most-downloaded

Launched in early 2014, the first official version of the Transperth App provides customers with access to their SmartRider information, journey planning, bus timetables and live train times, all within the palm of their hands. The free app, which is available in both Android (smartphone) and iOS (Apple) platforms, has been downloaded over 153,000 times and has secured its spot as one of the top 10 most-downloaded iOS apps in Australia.



For more information see page 37

Transwa's online booking system leads the way

Transwa's latest update to their online booking system makes it even easier for customers to plan and book their regional journeys. The latest update delivered new features including complex journey planning across different modes, shopping cart facilities for smoother transactions and improved site security for customer peace of mind.

Bus Priority Lane Project saves time

After ten years of State-Local Government collaboration, the final piece of the Beaufort Street bus priority plan has been put in place, creating an unbroken bus priority link from Grand Promenade to Roe Street in the CBD. During peak hour, about 1200 passengers take a bus along Beaufort Street every hour, with a bus running every three minutes. This equates to more than 1.5 million bus passengers saving approximately 32 hours of commuting time a year.



For more information see page 63

Butler Extension Project to help tackle congestion

The Butler Extension Project will open in September 2014, two months ahead of schedule and \$20 million under the budgeted \$241 million. It is part of a strategic, incremental extension to Perth's integrated public transport system in the rapidly expanding north-west suburbs, enhancing the corridor's sustainability and connections with the wider metropolitan area.



For more information see page 62

Perth City Link Rail Project revitalises the city

Six months ahead of schedule the first of thousands of passengers took their initial steps in the new pedestrian underpass between Perth station and Perth Underground to mark the completion of the \$360 million Perth City Link Rail Project. The project is the catalyst for the State Government's vision to connect the CBD and Northbridge for the first time in 100 years and revitalise the heart of Perth.



For more information see page 61

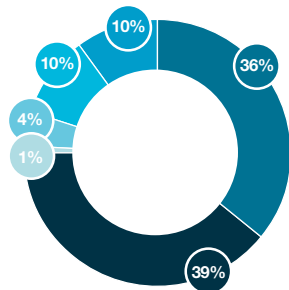
Transperth wins 'Best City Trains' in third consecutive Canstar Blue survey

Perth has again been singled out as having Australia's best urban train system by independent national pollster Canstar Blue. Transperth has taken out the top gong in the City Trains category – which pits the Brisbane, Sydney, Melbourne, Adelaide and Perth urban rail networks against one another to find who has the most satisfied customers – for the third time in succession.



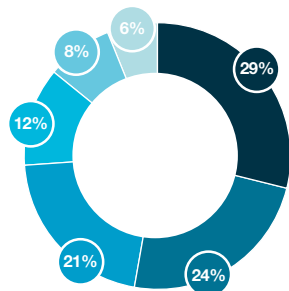
1.4 Service and financial achievements

During the financial year 2013-14, the PTA delivered public transport services to the people of Western Australia at a cost of \$1,236.6 million. The graphs below shows how these funds were spent across each service. Refer to the individual sections of Review of Performance by mode for further details on expenditure by services.



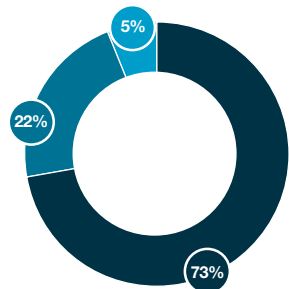
Expenditure by service for 2013-14 (\$ million)

- Transperth train operations - **\$466.246**
- Transperth metropolitan bus and ferry operations - **\$448.607**
- Rail corridor and residual freight issues - **\$134.212**
- Regional school bus services - **\$122.544**
- Country passenger rail and road coach services - **\$47.866**
- Regional bus operations - **\$17.115**



Expenditure by type for 2013-14 (\$ million)

- Bus, ferry and regional bus operators - **\$357.706**
- Supplies, services and energy - **\$281.698**
- Depreciation and amortisation - **\$255.289**
- Employee benefits expense - **\$149.260**
- School bus operators - **\$115.856**
- Finance costs - **\$76.781**

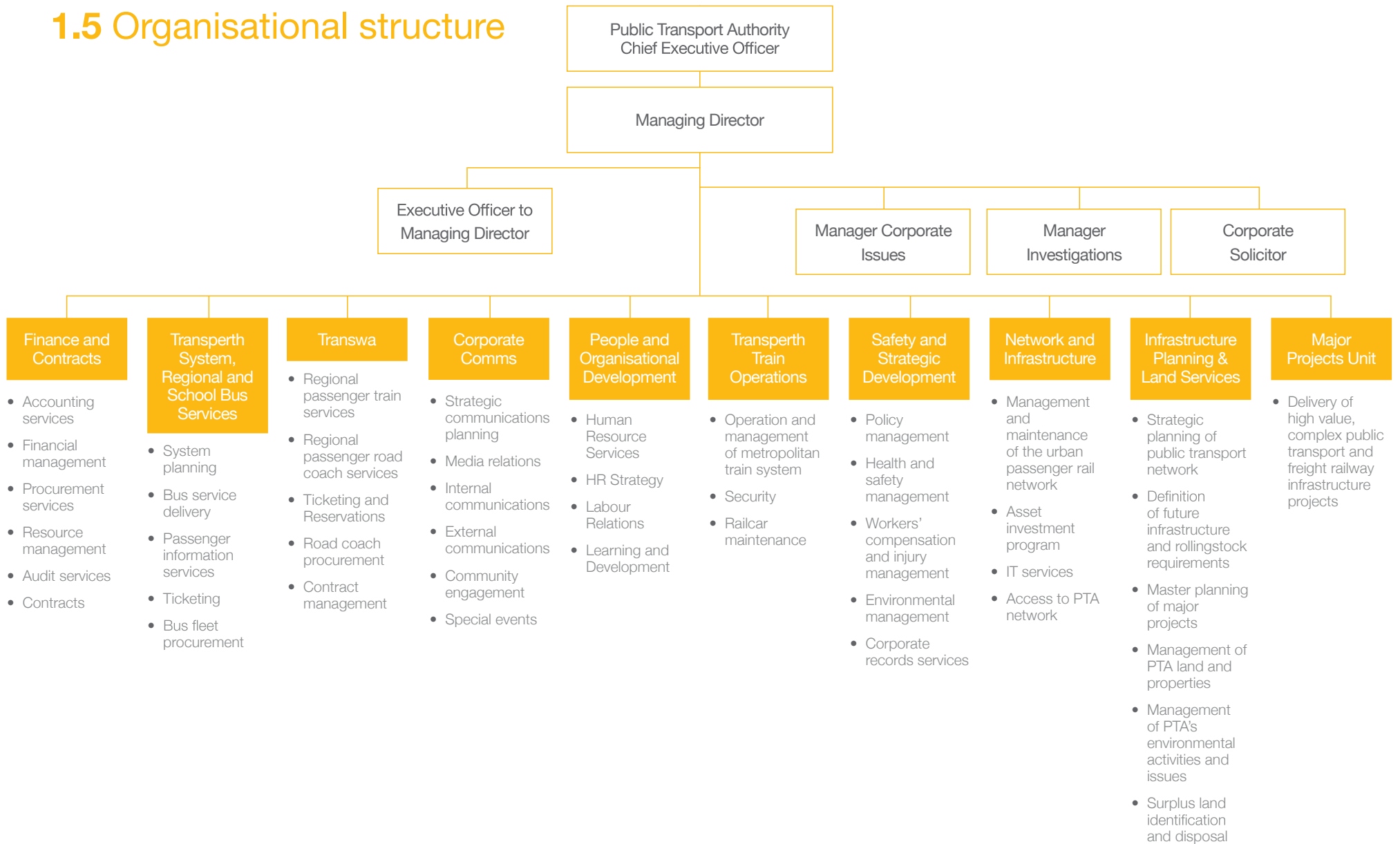


Revenue and funding sources (\$ million)

- State - **\$717.616**
- User charges and fees - **\$213.127**
- Other income - **\$55.356**

PTA delivered public transport services to the people of Western Australia at a cost of \$1,236.6 million

1.5 Organisational structure



Executive team profiles

Reece Waldock

Chief Executive Officer

Appointed as the head of the State Government's three transport portfolio agencies in May 2010, Reece holds a unique leadership position within the WA public sector, as Director General of the Department of Transport (DoT), Commissioner of Main Roads WA and Chief Executive Officer of the Public Transport Authority.



In this capacity, he is responsible for setting the strategic direction of transport in the State, shaping the development of a number of major integrated transport plans and leading the implementation of some of WA's most transformational capital projects.

With more than 35 years' experience in strategic management with particular expertise in organisational reform, his appointment as DG of Transport culminated a 20-year journey within various State Government transport agencies, with 14 years as a CEO. Before his public sector career, he held a number of senior management roles with BHP.

Reece is also a commissioner of the Western Australian Planning Commission, a board member of Lifeline WA, and a director of the Australian Urban Design Research Centre.

Mark Burgess

Managing Director

Mark has gained extensive logistics, transport and people management skills through 21 years in the army and 17 years in senior public transport management roles.

He joined the PTA at its formation, after six years with Transperth when it was within DoT and the Department for Planning and Infrastructure (DPI).

As Managing Director, Mark is responsible for the day-to-day operations of the PTA. Before moving to this position four years ago, he was Executive Director of the Transperth system – Perth's integrated bus, train and ferry system – for 12 years.



Pat Italiano

**General Manager
Transperth Train Operations**

In a 41-year career in public transport, Pat has acquired considerable expertise in business and strategic management, risk management, contract negotiations and audit. Since 1995 he has been a leading player in running the Transperth urban passenger rail network, and became GM of TTO in 2004.

Pat has direct line responsibility for all customer service personnel, train controllers, train drivers, service planners, depot staff, rollingstock procurement and maintenance (diesel and electric), and security personnel. He is responsible for promoting and managing the delivery of urban passenger rail to the highest customer service standards and is committed to ensuring the successful integration and delivery of expansions to the network.

Professionally, Pat is a qualified accountant, with a Bachelor of Business majoring in accounting and economics, a post-graduate diploma in accounting and is a member of CPA Australia.



Richard Wales

**General Manager
Network and Infrastructure**

Richard joined the PTA in March 2014 from the British rail industry where he was the head of engineering for enhancement projects for the UK Rail Infrastructure Manager. He is a Chartered Electrical Engineer and has worked in the rail industry for 23 years.

Richard previously held roles in the private sector as general manager responsible for maintenance, and as a business development manager for an engineering consultancy operating globally, delivering projects and growing the business.

Richard's responsibilities include the asset management of the railway infrastructure and the provision of IT services to support the PTA's operations.



Tim Woolerson

**General Manager
Transwa**

Twenty-one years in the military has provided Tim with extensive logistics and management skills along with an Associate Diploma in Engineering Maintenance. Tim joined the PTA nine years ago as Transperth Fleet Manager after six years in the private sector working in the vehicle fleet management field.

In his current role he is responsible for the delivery of customer-focussed, safe and cost-effective transport services through the regional train and road coach network, the maintenance of infrastructure, and the management of contracts associated with these services.



Martin White

**Executive Director
Transperth System, Regional
and School Bus Services**

Martin joined the PTA in 2006 from the Eastern Goldfields Transport Board (trading as TransGoldfields), where he was general manager. He has 24 years' experience in public transport, having previously worked in both DoT and DPI. He is a qualified accountant and has a post-graduate qualification in management.

He is responsible for managing, coordinating and marketing the Transperth system, comprising commercial bus contractors, a commercial ferry contractor and the urban passenger rail services. His role is also responsible for the management of Regional Town Bus Services and School Bus Services throughout WA.



Kevin Kirk

**Executive Director
Finance and Contracts**

Kevin has more than 40 years' experience in public service and has held senior roles in Main Roads WA and DoT. He holds a Bachelor of Business (Accounting) degree and is a CPA and a fellow of the Institute of Public Accountants. His professional interest is in the areas of financial management, business performance and procurement.

As the PTA's Chief Finance Officer, Kevin is responsible for maintaining PTA's financial management and procurement systems and processes.



David Browne

**Executive Director
Safety and Strategic
Development**

David joined PTA predecessor WAGRC in December 2002 as a policy officer. He has a Master of Transport Studies degree (UWA) as well as qualifications in policy and management. He had previously spent 20 years in the aviation industry including 15 years in the RAAF where he worked in a number of areas including strategic airspace management, policy and planning.

He is responsible for the provision of strategic services in safety, policy, business and information management, workers compensation, risk management, disability access, environment, emergency management and strategic planning, as well as the management of the freight rail network leases and the PTA's involvement in freight rail network development initiatives.



Brian Appleby

Executive Director

People and Organisational Development

Brian joined the PTA in February 2008, bringing more than 30 years' experience in labour relations, human resource management, workforce services and learning and development.



After beginning his career in the private sector, Brian undertook a range of roles as an operative, operational manager and director in key public sector agencies and central Government departments. He has a post-graduate qualification in industrial relations and is a former Australian Army Reserve officer. He is vice-chair of the Logistics Training Council and a member of the Australasian Railways Workforce Development Committee.

Along with his responsibility for strategic people management, Brian oversees the delivery of functional human resource services for the PTA's people.



Ross Hamilton

Executive Director

Major Projects

Ross has worked for Westrail and the PTA for 27 years in various roles including construction, planning, land rationalisation and maintenance. With the inception of the PTA he worked as manager of track and civil infrastructure, then took over the construction of the Mandurah railway through the critical commissioning phase for the commencement of services in December 2007.



In his existing role, he is responsible for the delivery of major projects for the PTA and is working on the Perth City Link project, the extension to the Joondalup Line from Clarkson to Butler, the transport infrastructure component of the new Perth Stadium project, the new Aubin Grove Station and the multi-storey car park at Edgewater Station. With the development of the route for the Forrestfield-Airport Link under way, the size and complexity of this project will also see it being managed from within the Major Projects area.

Peter Martinovich

Executive Director

Infrastructure Planning and Land Services

Peter began his railway career with WAGR as a junior clerk in 1964, graduated as an engineer in Westrail's civil engineering branch in 1974 and was made Maintenance Engineer in 1987. After serving as Planning Engineer for the developing Northern Suburbs Railway, Peter rose to the position of Principal Engineer Planning and Permanent Way before transferring to DoT in 1995 as Manager, Transit Planning.



At DoT, he set up and led the team which developed the South West Metropolitan Railway and Northern Suburbs Extension Master Plans. He was appointed Deputy Project Director of New MetroRail in 2003. After completion of the NMR Project in 2007, he was appointed Director of Railway and Infrastructure Planning within the N&I Division.

In 2009, he was appointed Executive Director of the newly-formed Infrastructure Planning and Land Services Division. In March 2014, Peter completed 50 years' service to the rail industry with the PTA and its predecessors.

David Hynes

Manager Corporate Communications

David brought a wealth of communications experience to the PTA (then WAGRC) when he joined the organisation in 2003 and has been a significant contributor to its communications activities, especially media relations, since then. Immediately prior to his appointment he had been working as a Government media adviser to a senior Cabinet Minister.



He had previously worked as a freelance journalist, writing for a range of national and international publications, and ran his own public relations consultancy, providing high-level strategic advice to a large number of clients. This followed a 20-year career at WA Newspapers working on the Daily News, Weekend News and Countryman, culminating in a three-year stint as Business and Finance Editor of The West Australian.

2. Operational Report

2.1 Customers and community

An independent market research organisation is commissioned to undertake annual Passenger Satisfaction Monitors (PSMs) to assess the level of passenger satisfaction with various aspects of Transperth and Transwa services. The survey conducts detailed face-to-face interviews with regular public transport users, covering all the main demographics.

○ **85.4%**

Transperth passenger satisfaction

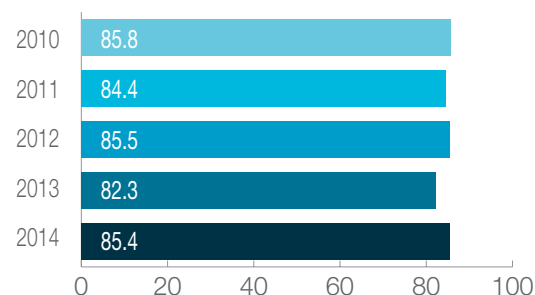
○ **Winner**

Transperth wins 'Best City Trains' in Canstar Blue survey

Transperth

The Transperth PSM, which has been running for 21 years, surveyed more than 4250 passengers, covering all modes, all the bus contract areas and all the rail lines.

Transperth: Level of overall customer satisfaction (per cent)

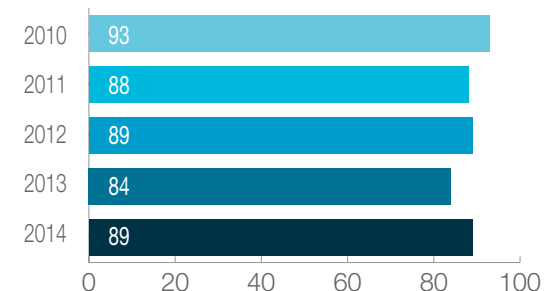


Satisfaction with the quality of service on Transperth bus, train and ferry operations overall (calculated as the weighted average across all modes) recorded a marked improvement in 2014, rising 3.8 per cent (or 3.1 percentage points) from 82.3 to 85.4 per cent. There were good increases across all the modes.

Transperth trains

The proportion of passengers who said they were satisfied with train services rose six per cent (five points) to 89 per cent.

Transperth trains: Level of overall customer satisfaction (per cent)



Among peak passengers, 87 per cent expressed satisfaction in 2014, a significant 8.8 per cent increase; among off-peak passengers, it was 91 per cent (88 per cent in 2013). The proportion of passengers who were dissatisfied overall fell sharply to three per cent (previously seven per cent).

The main reasons for dissatisfaction were "too crowded in peak times", "no seating in peak times", "need extra carriages/longer trains". To address this issue, the PTA has ordered 66 new railcars, of which nine were delivered and entered into service during the year. These additional railcars have been used to increase the number of six-car trains in operation.

The importance rating of the key service characteristics of Transperth train services (other than passenger safety) and the respective levels of satisfaction are as follows:

Service characteristic	Importance rating %		Satisfaction (dissatisfaction) rating %	
	2013	2014	2013	2014
Cost of fares	72	72	52 (16)	52 (16)
Speed of the trip	63	66	92 (2)	93 (2)
Punctuality	69	63	93 (3)	95 (1)
Availability of seats	62	56	72 (18)	73 (17)
Cleanliness on board	57	48	90 (2)	90 (3)
Service frequency weekdays	57	48	82 (8)	83 (6)
Service frequency peak times	54	43	74 (16)	82 (11)
Time waiting for connecting bus	36	36	68 (16)	72 (15)

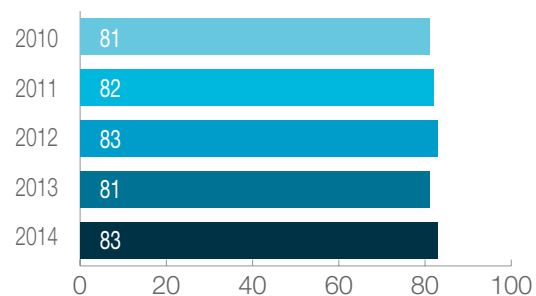
In 2014, as in 2013, most respondents rated “cost of fares” the most important service characteristic. The satisfaction levels were also unchanged.

In regard to the other service characteristics, the proportion of users who were satisfied remained high or increased in some cases. The most significant improvement was in “service frequency peak times” where the satisfaction rating rose to 82 per cent (74 per cent previously) and dissatisfaction fell from 16 to 11 per cent.

Transperth buses

The proportion of bus users who reported being satisfied overall with the system increased 2.5 per cent (two points) to 83 per cent. At eight per cent (previously nine), the dissatisfaction rating was the lowest in the 19 years since bus services have been contracted out. The main reasons cited for dissatisfaction were “infrequent services”, “buses never on time” and “insufficient off-peak services.”

Transperth buses: Level of overall customer satisfaction (per cent)



The importance rating of the key service characteristics of Transperth bus services (other than passenger safety) and the respective levels of satisfaction are as follows:

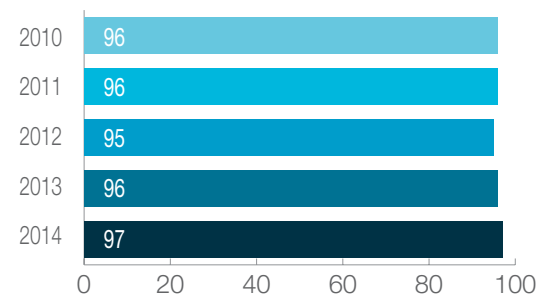
Service characteristic	Importance rating %		Satisfaction (dissatisfaction) rating %	
	2013	2014	2013	2014
Punctuality	72	70	82 (9)	76 (13)
Cost of fares	71	58	58 (13)	56 (13)
Service frequency weekdays	58	54	68 (19)	71 (18)
Shelter provided at the bus stop	61	53	74 (18)	74 (17)
Availability of seats	51	45	92 (5)	92 (4)
Speed of the trip	54	43	92 (3)	89 (4)
Cleanliness on board	52	43	93 (2)	94 (1)
Service frequency peak times	43	41	73 (19)	79 (13)

The proportion of respondents who said they were satisfied with our performance in the two top-rated characteristics, “punctuality” and “cost of fares”, fell slightly.

Transperth ferries

A very high proportion of passengers were happy with the ferry service overall, continuing a well-established trend. In 2014, 97 per cent of respondents expressed satisfaction – the highest level since 2010. The dissatisfaction rate remained at zero for the third year in succession.

Transperth ferries: Level of overall customer satisfaction (per cent)



The importance rating of key service characteristics (other than passenger safety) and the respective levels of satisfaction are as follows:

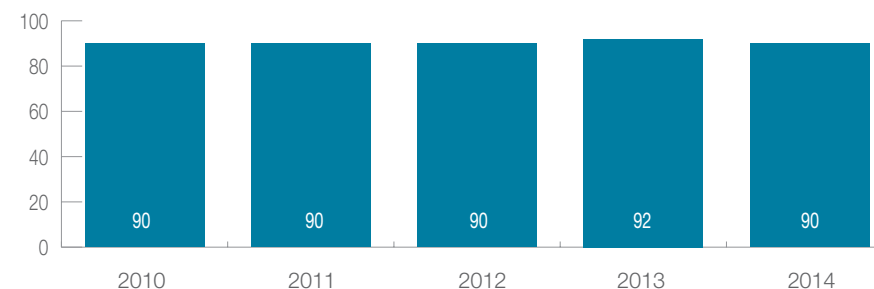
Service characteristic	Importance rating %		Satisfaction (dissatisfaction) rating %	
	2013	2014	2013	2014
Cleanliness on board	76	75	100 (0)	100 (0)
Cost of the fare	78	73	78 (2)	82 (2)
Punctuality	66	64	91 (1)	99 (0)
Service frequency weekdays	60	58	70 (13)	71 (18)
Speed of the trip	58	55	97 (1)	99 (0)
Availability of seats	53	53	87 (13)	100 (0)
Shelter at the jetty	48	48	74 (18)	83 (12)
Service frequency peak times		46		93 (3)
Access to ticket purchase facilities	43		83 (17)	

Ferry passengers expressed high-level satisfaction with all aspects except “service frequency weekdays,” where the proportion satisfied increased slightly to 71 per cent. There were good increases in several other areas.

Transwa

The Transwa PSM has been running for 12 years and surveyed 1244 passengers, covering road coach operations as well as all the rail services. Overall customer remained very high level, with 90 per cent of passengers either satisfied or very satisfied.

Transwa: Customer satisfaction (per cent)



90%

Transwa passenger satisfaction

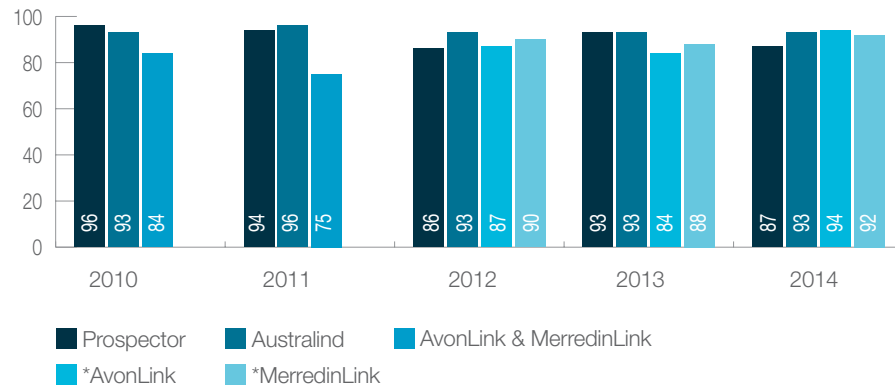
610

bus stops upgraded to disability standard

Transwa trains

There were excellent satisfaction levels for our trains – the AvonLink and MerredinLink ratings jumped significantly to 94 (previously 84) per cent and 92 (88) per cent respectively and the Australind remained high at 93 per cent but Prospector approvals fell to 87 (93) per cent.

Transwa trains: Customer satisfaction (per cent)

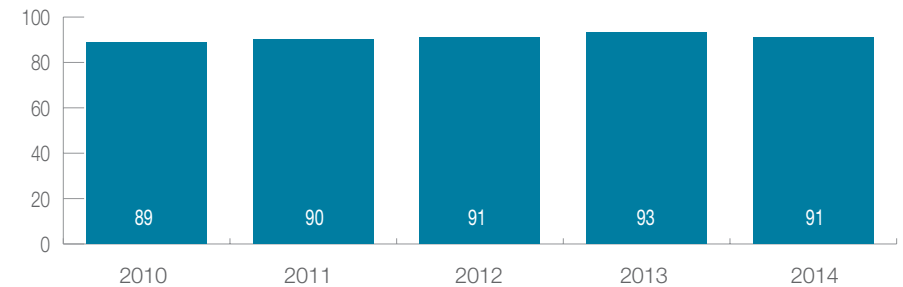


*Note: Before 2011-12 AvonLink and MerredinLink results were combined

Transwa road coaches

The road coaches also enjoy a consistently high satisfaction level, with 91 per cent of customers happy with our road coach services.

Transwa road coaches: Customer satisfaction (per cent)

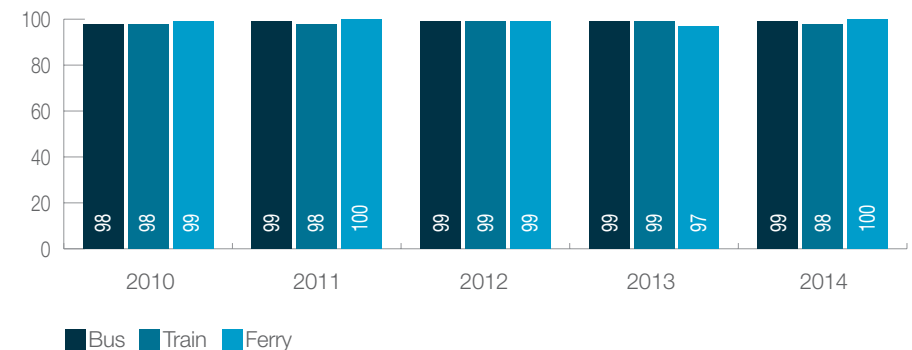


Customer safety and security

The PSM assesses customer perceptions of safety during the day and at night, waiting for and aboard the (bus/train/ferry) service. Across the modes, virtually all passengers feel safe (aboard or waiting) during the day.

Transperth: Passenger safety (per cent)

Proportion of respondents who generally feel safe on-board during the day.

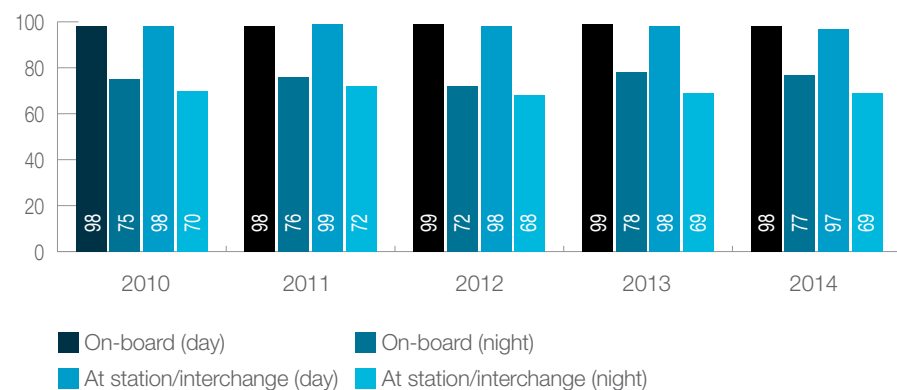


Transperth trains

The 2014 PSM asked train users: *Thinking about the issue of personal safety whilst using the service, that is how safe you feel from personal interference or threat from other passengers, how safe do you generally feel?*

The following chart shows the proportion of respondents who “always or usually feel safe” on the train system.

Transperth trains: Customer perception of safety (per cent)



The proportion of users who said they felt safe on board at night fell slightly to 77 per cent (from 78), while the proportion feeling safe at the station/interchange was unchanged at 69 per cent.

The PTA is committed to ensuring that all passengers feel safe at all times on the train network. To help achieve this aim, digitised CCTV footage from all train stations is monitored at the CMR, a state-of-the-art facility which is manned 24 hours a day, seven days a week. Other safety features include high-level lighting at stations, duress buttons at platforms and on all railcars, and transit officers on trains, at stations and in mobile patrols.

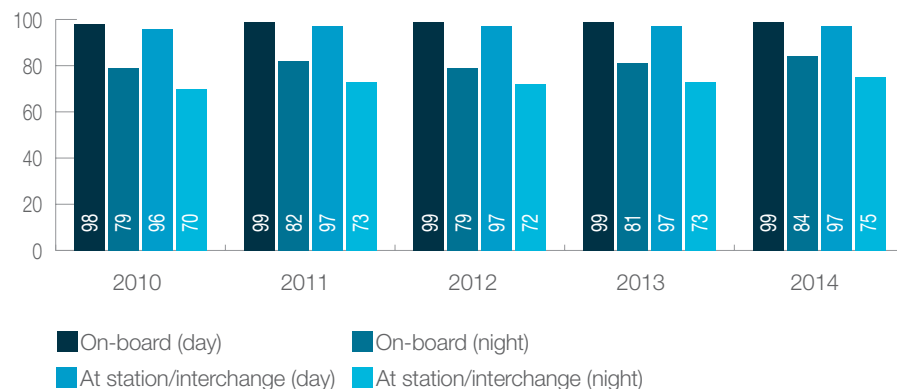
Transperth buses

Bus users were also asked: *Thinking about the issue of personal safety whilst using the service, that is how safe you feel from personal interference or threat from other passengers, how safe do you generally feel?*

The following chart shows the proportion of respondents who “always or usually feel safe” on the bus network.



Transperth buses: Customer perception of safety (per cent)



While the daytime safety perceptions were steady, the night-time figures both showed an improvement, reaching 84 per cent (on-board) and 75 per cent (waiting) – the best they have been for five years.

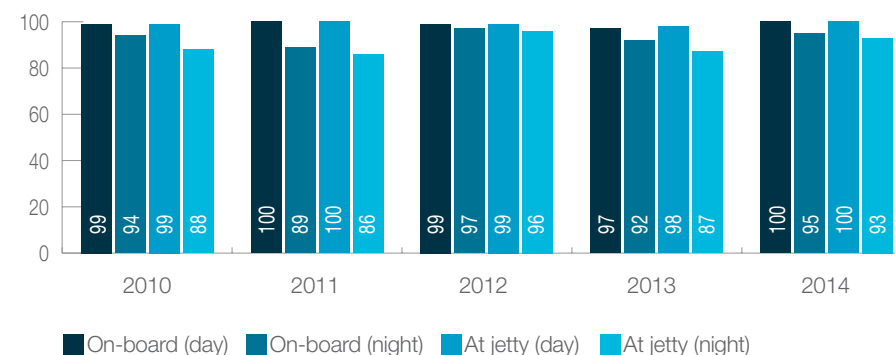
This reflects the big investment Transperth has made in passenger security. As is the case with trains, all major bus stations have CCTV cameras which feed into the CMR. A fleet of 18 patrol cars manned by Wilson Security officers backs this up with a rapid response to any on-road antisocial behaviour incidents.

Transperth ferries

Again, ferry passengers were asked: *Thinking about the issue of personal safety whilst using the service, that is how safe you feel from personal interference or threat from other passengers, how safe do you generally feel?*

The following chart shows the proportion of respondents who “*always or usually feel safe*” on the ferry service.

Transperth ferries: Customer perception of safety (per cent)



As was the case with buses, there was a significant increase in the proportion of users who felt safe at night, both on board and waiting at the jetty.

Transwa

Transwa continued to provide a very safe service for customers through its commitment to safety systems, procedures and processes. The number of passenger injuries during the year remained very low.

CASE STUDY: Right Track program

Snake handling and urban art workshops may seem like unusual ways to reduce the amount of antisocial and dangerous behaviour on our rail lines, but the PTA's highly-regarded Right Track program is anything but ordinary – and neither are its results.

A recent evaluation of Right Track – which was created in 2006 in response to increasing levels of unsafe and antisocial behaviour across the network – shows the recorded incidents of trespass have more than halved, while the number of rail-related fatalities and serious injuries in WA has significantly decreased during this time.

The PTA's Right Track program (including Stay Off The Tracks) is a targeted education program and community outreach initiative focussed on young people (aged 10 to 17). It encourages them to become responsible for their own safety and to make positive choices around public transport, and uses a multi-faceted, highly-collaborative approach to help reduce unwanted behaviours.

Since its inception, more than 100,000 students across the metropolitan area have participated in the Right Track program. Initially targeted at the Armadale and Midland lines, it was so successful that it was extended across the entire network in 2008.

Right Track continuously seeks to help mentor and educate young people on the positive roles they can play in their community by working with youth organisations and local councils to deliver various engagement programs. These offer an invaluable opportunity for Transit Officers (TOs) - rail and bus security officers to engage with young people and build positive relationships.

A very popular snake-handling initiative helped build positive links between TOs and young people. Most recently, a series of Urban Art workshops have been educating young people about the dangers and risks associated with trespass to graffiti, and the distinction between tagging, and legal, socially-acceptable street art.

Right Track has been endorsed by the School Standards and Curriculum Council and helps students achieve their WA Certificate of Education. In addition, the education program is mapped to Certificate II in General Education for Adults (a Year 10 equivalency) for young people not currently engaged with mainstream education pathways, allowing for a broader demographic to be reached.

The latest development involves collaboration with the Department of Corrective Services' Prevention and Diversion Youth Justice Team. While based on the existing in-class education resources, this new program will be delivered by Juvenile Justice Teams and is tailored to the charges a young person may face, the behaviour they have displayed, and the train or bus service they regularly use.



Safety audits

Transperth buses

Safety audits and monitoring of Transperth bus contractors continued in line with standard AS4801-OSH Management Systems. Each depot was audited at least once, with other documented site visits throughout the year. These regular audits and inspections have generated improved safety management systems and safety focus, and our contractors' LTI rate continues to be well below the industry standard.

- Swan Transit was re-certified to AS4801 in August 2012 and is current until August 2015. It is also certified as compliant with ISO 14001 Environmental Management Systems, valid to February 2015. In 2013-14, Swan's LTI frequency rate was 10.0 and the LTI incident rate was 1.8.
- Path Transit was re-certified to AS4801 in November 2013 and is current until August 2015. It is also certified as compliant with ISO14001 Environmental Management Systems, valid to August 2015. In 2013-14, Path's LTI frequency rate was 14.8 and the LTI incident rate was 2.5.

- Transdev was re-certified to AS4801 in January 2014 and is current until January 2017. It is also certified compliant with ISO 14001 Environmental Management Systems, valid to January 2017. In 2013-14, Transdev's LTI frequency rate was 2.29 and the LTI incident rate was 0.4.

School Bus Service

In 2013-14, SBS completed a number of safety programs.

- Introduced the Safety Management System (SMS), made up of a safety management plan, driver's operating guide and an emergency plan. It included an example of a compliant policy, as well as guidelines and forms to enable contractors and drivers at all levels of experience to implement safe systems of work.
- The plan was rolled out over a series of workshops in the various regions. In addition to the presentation, contractors were provided with a hardcopy version and website access to the SMS.
- New contracts with SBS require compliance with the SMS as a KPI. The audit process and reporting chain for escalating issues is nearing completion and safety plan auditing is expected to start in the first quarter of 2014-15.

- Following an eight-week trial, ministerial approval was given for the installation of child-check safety devices on new school buses. The safety device is activated by the driver who must walk to the rear of the bus where the device is located and ensure that no child remains on the bus.
- Since July 1, 2013 all new buses must have a child-check alarm.
- A project to install engine fire suppression systems on all existing education support buses which carry special needs children is due for completion in August 2014. All new education support buses must have these systems.

Since July 1,
2013 all new
buses must have
a child-check
alarm



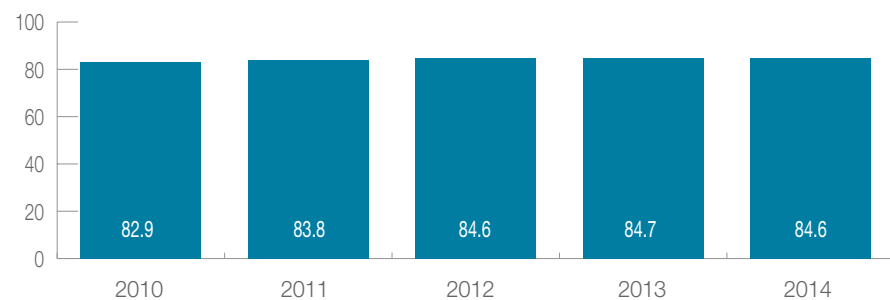
Accessing our services

About 85 per cent of Perth homes have access to public transport. This metric – which has been steady for three years – reflects the proportion of Property Street Addresses (PSAs) in the Perth Public Transport Area (PPTA) that are within walking distance (500m) of a Transperth stop or station providing an Acceptable Service Level (ASL). An ASL is defined as a 20-minute or better service in the peak-flow direction during the peak, and at least an hourly service throughout the core of the day.

Transperth uses GPS data to determine the exact location of all bus stops and train stations. Access to these facilities is measured against other spatial and scheduling data – in this case PSAs and service timetables.

Access to public transport (per cent)

This refers to the proportion of property street addresses in the Perth Public Transport Area within 500m of a Transperth stop or station providing an acceptable service level.



There were 783,270 PSAs within 500m of an ASL stop/station in 2014, up one per cent from 775,253 in 2013 and 9.4 per cent more than the 715,719 PSAs reported in 2010.

Disability access

Transperth aims to provide universal access to all its services for the wider community – including the elderly, people with disabilities, and parents with prams.



Disability Access and Inclusion Plan

The PTA continued to improve access to public transport for people with disabilities, working through the 2012-17 DAIP, which was released in July 2012.

Achievements included:

- Audited our train stations and infrastructure to determine the level of compliance with the Disability Standards for Accessible Public Transport (DSAPT) 2002.
- Continued implementation of a 12-year program to progressively replace the existing fleet with new, low-floor, accessible buses – at June 30, 86.8 per cent of our metro-area fleet (1164 of 1340 buses) and 68.7 per cent of our regional buses (90 of 131) were accessible.
- Progressively increasing the number of accessible bus services. Preference is given to operating accessible buses whenever possible so that, off-peak, most buses are accessible. In the peak, accessible and non-accessible buses are fully committed.
- Continued recognition of companion cards to allow a companion to travel with a person with a permanent disability at no additional cost.
- Developing and managing accessibility groups via My Alert emails (formerly TravelEasy) as a mechanism to disseminate disability-specific updates to relevant organisations. During the year, 14 accessibility bulletins were distributed via email to 10,085 customers registered with Transperth Accessible Services to advise of system changes, upgrades and other Transperth news relating to accessibility issues.
- Completed the upgrades of Queens Park, Beckenham and Maddington stations. Upgrading 610 bus stops to meet DSAPT requirements under the Government's Bus Stop Accessibility Works – 2706 upgrades have been completed since 2010.
- The PTA assisted the Department of Transport (WA) and Department of Infrastructure and Transport (Federal) in gathering data to support Recommendation 1 of the 2012 DSAPT review.
- People who hold a carers' health care card and receive the Commonwealth carer payment can now travel free between 9am and 3.30pm on weekdays and all day on weekends and public holidays.
- Conducted three on-site accessibility sessions at Perth Station for the disability sector as part of the Perth City Link project. More than 6500 bulletins were sent and 240 disability organisations targeted.
- Delivered 56 presentations and station tours through the school-based Get On Board program for education support students.
- The Transperth Education team continued to work closely with disability organisations to deliver information and training at both the staff and client level. Transperth Education participated with the disability sector in the Abilities Expo, Homeless Connect (Perth and Victoria Park) and CarersWA forums; and worked with Activ, Goodwill Engineering, PEP Community Services, Therapy Focus, TAFE, Red Cross, ASeTTS and Communicare on-site and at stations to equip staff and clients with the skills and knowledge to be safe and confident travellers.
- Eighteen seniors accessibility programs were delivered across local government and community organisations.
- Translating and Interpreting Service (TIS) - call count for InfoCentres and the CallCentre was 173 (July 2013 – May 2014).

The environment

The PTA continues to work to identify opportunities to maximise sustainability during the development and planning of transport services. In the latest year this included:

- Commissioning consultants to develop a Sustainability Framework for the Forrestfield-Airport Link Project.
- Integration of infrastructure for pedestrians and cyclists.
- Protection and restoration of local air, water, soils, flora and fauna.
- Services to improve accessibility for people with disabilities.

We continued with:

- The PTA water efficiency management plan.
- Using reverse osmosis on recycled water to wash railcars.
- Our Energy Efficiency Opportunities Program, including completing energy assessments of the Public Transport Centre and Transperth's trains.

We also:

- Submitted our Greenhouse and Energy Report to the Department of Climate Change.
- Audited our contractor, Downer Bombardier, to ensure environmental compliance at our Claisebrook, Nowergup and Mandurah train depots.
- Completed and implemented our Environmental Management Systems (EMS) manual to support the PTA in achieving legal compliance, controlling risks for operations and capital works, and encouraging continuous improvement in environmental performance.



CASE STUDY: Contaminated sites

IPLS' Environmental Branch spent \$4.2 million investigating or managing contaminated sites (including asbestos management) in 2013-14, and has an approved budget of \$15.7 million for this task in future years.

The expenditure is a response to the PTA's obligations under the Contaminated Sites Act 2003, which requires us to report known and suspected contaminated sites to the Department of Environment Regulation, which classifies the condition of the site. Classifications that require further action (from monitoring to clean up) include "possibly contaminated – investigation required" or "contaminated – remediation required."

The act applies to land controlled by the PTA for the suburban public transport network (buses and trains), and residual land that has been excluded from the leased freight corridor.

This latter category includes a number of former steam and diesel locomotive depots that are contaminated with asbestos, coal dust, heavy metals, fuel and lubrication products. The possibility that these

contaminants may enter the water table and leach into adjacent land and the general environment must be addressed

A total of 94 PTA-controlled sites have been reported to the DER. Of these, 37 are classified by the DER as "possibly contaminated – investigation required" and 15 are classified as "contaminated – remediation required."

During the year under review, the PTA conducted investigations, remediation or monitoring at 36 sites, including construction sites for the Perth City Link Rail and Bus projects and the new Perth Stadium Transport Infrastructure project.

Key achievements included reclassification of the Beehive Montessori School land to allow further development, and completion of investigations and remediation at Kewdale Freight Terminal.



Communicating with our customers

In 2013-14, the Transperth Information and Event Services team successfully undertook a wide range of initiatives:

- Successfully promoted the launch of the new route 950 Superbus service from Morley Bus Station to QE11 Medical Centre and UWA.
- Coordinated the delivery of train replacement services during the two major train service shutdowns in connection with the work for the Perth City Link project; and delivered information to passengers regarding the disruptions and replacement services provided.
- Launched a campaign to educate passengers about the introduction of paid parking and installed new signage relating to the paid parking initiative at train station car parks.
- Continued to provide service disruption information to passengers across all modes. Planned major disruptions included moving bus services from Barrack Street to William Street, the closure of the Wellington Street Bus Station and the opening of the temporary Roe Street bus station, as well as

continuing infrastructure maintenance.

- Delivered service change information to passengers following the continued roll-out of additional bus service kilometres under the bus service expansion program.
- Continued to deliver Get on Board presentations to a broad range of community groups. Work continued on an online portal aimed at educating primary school students about public transport.
- Launched the new Transperth website to ensure it continued to meet the needs of passengers. This upgrade made the website device-responsive, allowing passengers to use it regardless of which device they use to visit the site – mobile phone, computer or tablet.
- Launched the new Transperth App on both Android and iOS platforms. This allowed passengers to use their mobile phones to plan journeys, check SmartRider balances, as well as find the next service departing from any stop, station or jetty.
- Continued to work with major event organisers to ensure the provision of public transport for special events and promote integrated ticketing.



CASE STUDY: Transperth App

Perth commuters have been given the power, the power to personalise and access up-to-date public transport information through the highly anticipated Transperth smartphone app.

Launched in early 2014, the first official version of the Transperth App provides customers with access to their SmartRider information, journey planning, bus timetables and live train times, all within the palm of their hands.

The free app, which is available in both Android (smartphone) and iOS (Apple) platforms, has been downloaded over 153,000 times and has secured its spot as one of the top 10 most-downloaded iOS apps in Australia. The app offers users a number of great tools including the ability to save their favourite journeys, view any disruptions to services, get information about fare prices and check their SmartRider balances.

Commuters can find services from any stop, station or jetty, view them on a map and countdown to when their service arrives. Together with the new mobile-responsive website, the app provides customers with access to their Transperth My Account which delivers full access to online services.

The Transperth team are currently trialling technology that will allow users to track bus services in real-time and plan journeys with a greater degree of accuracy. A total of 130 buses which operate from the Karrinyup depot have been fitted with tracking technology enabling users to check how far away their bus is in real-time. Customers are able to optionally access the real-time bus trial in the Karrinyup area through the app.

2.2 Performance report

2.2.1 Metro

Transperth is the brand and operating name of the public transport system in the greater metropolitan area of Perth.

The Transperth system consists of a bus network, a fully-electrified urban train system and a ferry service. It is managed by the Transperth branch of the Transperth System, Regional and School Bus Services (TRSBS) division and covers key functions such as system planning, bus service delivery, bus service security, passenger information services, ticketing, and bus fleet procurement.

Transperth bus and ferry services are provided under commercial contract arrangements; train services are provided by PTA's Transperth Train Operations (TTO) division under an internal service level agreement.

Passenger information comprising InfoCentre, InfoLine and customer feedback services are provided under contract by Serco.

Fleet

TTO operates an electrified suburban train system with more than 1045 services on an average weekday and more than 6645 weekly services. At June 30, TTO operated a fleet of 243 railcars which can be coupled in configurations of two, three, four or six-car trains.

The system covers 173.1km of track with 70 stations on five lines. The network consists of the Joondalup Line (33.2km), the Fremantle Line (19km), the Midland Line (16km), the Armadale/Thornlie Line (30.5km and a 3km spur line to Thornlie), and the Mandurah Line (71.4km).

At June 30, the 1354-vehicle Transperth bus fleet was made up of 809 diesel buses (including 303 new buses delivered under the current Volvo contract) and 545 CNG buses. Of these, 347 buses (25.6 per cent of the fleet) conform to the Euro5 emissions standard, and 498 (36.8 per cent) meet the Euro4 standard. The 303 new Volvo buses meet the Euro5 EEV (enhanced environmentally friendly vehicle) standard. The Volvo contract will deliver 792 new diesels over an eight-year period.

In 2013-14, the Transperth bus system operated 289 standard timetabled bus routes and 309 school routes. On a typical weekday this involved 14,253 standard and 309 school service trips. Accessible buses are always used on 166 standard routes. A bus service frequency of 15 minutes or better is provided all day on most major corridors, with higher frequencies in peak periods.

The Transperth bus service network is divided into 11 geographic contract areas which are periodically subject to competitive tender. At June 30, three contractors operated Transperth bus services:

- **Path Transit:** Kalamunda, Morley.
- **Swan Transit:** Canning, Claremont, Marmion, Midland (including Midland shuttle), and Southern River.
- **Transdev:** Fremantle (including Fremantle CAT), Joondalup (including Joondalup CAT), Rockingham-Mandurah, and the Perth CAT contract.

Two ferries (MV Phillip Pendal and MV Shelley Taylor-Smith) operate the Transperth ferry service between the city (Barrack Street) and South Perth (Mends Street). The service is operated under contract by Captain Cook Cruises.

On an average summer (September to April) weekday, there are 92 ferry trips; on an average winter (May to August) weekday there are 60.

Following an increase in the maximum number of passengers allowed to be carried on CNG buses, the average capacity of the bus fleet increased to 78.482 in 2013-14 (77.463 in 2012-13 and 74.872 in 2011-12). Given that CNG buses account for 40.3 per cent of the fleet, total capacity jumped 5.6 per cent to 4970.3m passenger place km, from 4708.3m in 2012-13. This represents a marked increase from 2009-10 when the total capacity was 3677m.

The PTA continued to operate one diesel-electric hybrid bus on Perth City CAT services. The hybrid bus was commissioned in February 2013 by Volvo Bus Australia and was brought into service in March 2013. It is undergoing an 18-month trial and assessment to help shape future hybrid bus strategy. During the trial it will operate on all Perth CAT routes and its performance is being assessed against standard Volvo diesel buses and Mercedes CNG buses operating in the same environment.

In the year under review, we continued planning for the installation of the platform detection system on B-series railcars. This

system promotes passenger safety – railcar doors will not open if there is no platform alongside the stationary railcar.

We again successfully provided train and bus services for various special events – including Skyshow, football and other sporting events, and concerts.

We also continued with the implementation of the bus service expansion program which began in 2011-12, with service improvements prioritised as follows:

- Services which cannot pick up passengers due to overloading.
- Transport corridors we identified as providing access between key primary and secondary centres to help achieve planned land-use outcomes proposed by the Department of Planning in Directions 2031.
- New urban areas developing on the fringes of the metropolitan area.

The bus service expansion program added 2.548 million service kilometres during the year to deliver a total of 63.329m km, up 4.2 per cent from 60.781m in 2012-13. This followed increases of 4.6 per cent in 2012-13 and 8.5 per cent in 2011-12.

New service routes introduced during the year included:

- 950 (Superbus) between Morley bus station, QE11 Medical Centre and UWA via Perth.
- 990 between Scarborough Beach and Perth via Glendalough Station.
- 593 between Mandurah Station and Dawesville.
- 512 between Murdoch Station and Spearwood.
- 567 between Warnbro Station and Baldivis South.

Service extensions and improvements included:

- Extension and improved frequency of Route 40 to service Perth Airport Terminals T3 and T4 via Great Eastern Highway.
- Improved frequency of Canning Highway Routes 106 and 111.

There were also a number of significant new developments during the year.

- PTA took delivery of the first nine railcars (three, three-car trains) of the 66 B-series railcars on order.

- Completed upgrade of the railcar simulator which is used to train new drivers and for on-going review of driver performance.
- Implemented operational and timetable changes following the sinking of the Fremantle Line (part of the Perth City Link project).
- Started on a new contract with Synergy for the supply of electricity.
- Prepared detailed operational schedules and commenced recruiting of staff for the extension of the Joondalup Line to Butler station.
- Assisted with planning for the new Aubin Grove station and Burswood Stadium.
- Assisted with planning for the July 1, 2014 implementation of paid parking at all train stations.
- Opening of Roe Street temporary bus station in the city to allow for the construction of the new Perth Busport as part of the Perth City Link project.
- Completion of bus priority measures at Beaufort Street, William Street, Manning Road/Lawson Street, and Cockburn Central Station.

Network patronage

Patronage by mode is reported in four categories:

- Fare-paying boardings – cash and paid SmartRider boardings plus special event boardings.
- Cash and SmartRider initial boardings – fare-paying boardings plus free travel on SmartRider.
- Total initial boardings - cash and SmartRider initial boardings plus free travel on Free Transit Zone (FTZ) services, Central Area Transit (CAT) services in Perth, Fremantle and Joondalup, and the Midland Shuttle service.
- Total boardings – total initial boardings plus transfer boardings.

Free travel on SmartRider refers to travel by WA seniors, aged and disability pensioners and carers on weekdays from 9am to 3.30pm and all day on weekends and public holidays; all day free travel by veterans and PTA current and some retired staff; and train travel within the FTZ (available only to SmartRider users).

For the first time in many years, patronage on the Transperth system decreased in 2013-14. Total boardings fell 1.4 per cent

to 147.6 million, total initial boardings fell 1.2 per cent to 103.4m, cash and SmartRider initial boardings fell 2.4 per cent to 87.8m, and fare-paying boardings fell 2.6 per cent to 82.4m.

A number of factors contributed to the decline:

- The partial shutdown of train services for 11 days in July and August 2013 to carry out major works associated with the Perth City Link project resulted in the loss of more than one million train boardings over the period with a flow-on impact on bus boardings.
- Work on many of the major road projects which had caused significant congestion in 2012-13 were completed this year. The improved roads allowed a much freer flow of traffic and provided an attractive alternative to public transport. Consequently, there could have been reluctance on the part of some passengers to return to public transport even after bus and train services were fully restored.
- Though key arterial roads were clearer, construction-related road works in the city remained an issue, as did traffic changes and general congestion – all of which affected bus reliability.

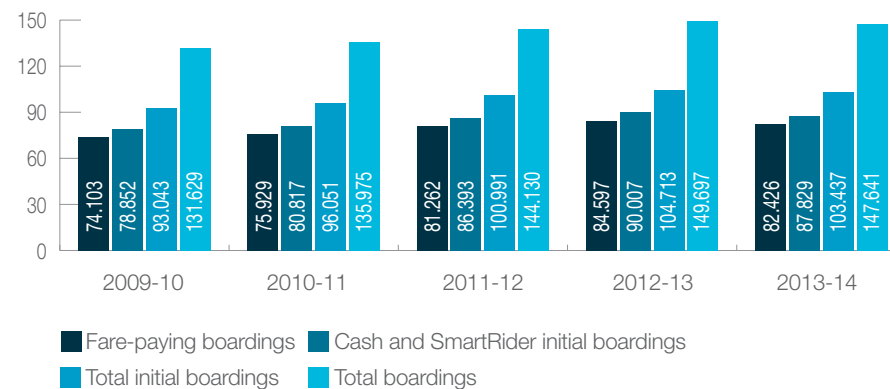
- A number of major business shutdowns or staff retrenchments in the CBD, which would have had an adverse impact on commuter patronage.
- A slowing of the rate of growth in population, particularly interstate migration, following the easing of the investment phase of the mining boom.
- Cost of living pressures impacting largely on discretionary travel.
- Stabilisation of fuel prices allowing motorists to become comfortable with the higher cost.

Against this, free travel by seniors, aged/disability pensioners and carers rose. They accounted for 8.6m total boardings, up 1.7 per cent from 2012-13's 8.4m – though there was a small drop in initial boardings. The bus number was up 1.1 per cent at 5.8m and the train figure was up three per cent at 2.7m.

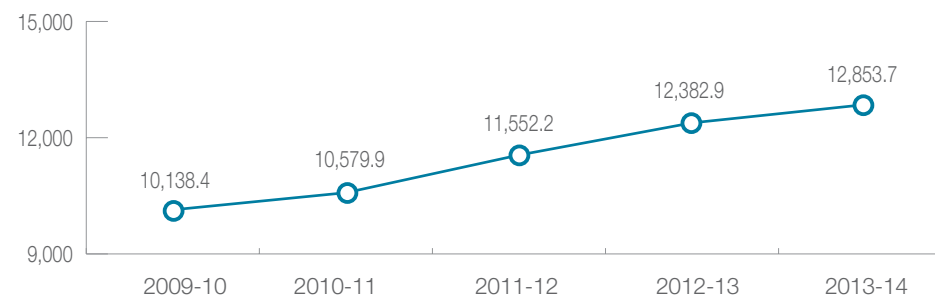
Despite this year's overall decline, patronage is still higher than it was in 2011-12, and considerably ahead of the levels of five years ago.



Transperth: Patronage (millions)



Transperth: Passenger place kilometres (millions)



Passenger place kilometres represent the carrying capacity of the Transperth bus, train and ferry network. This metric is based on service kilometres and the average capacity of the fleet, and has been increasing steadily in recent years as new buses and trains come on stream and our networks expand.

Patronage profile

Fare-paying boardings (including special events) accounted for 56 per cent of total boardings in 2013-14 compared with 57 per cent in 2012-13; free travel accounted for 14 per cent (13 per cent) and transfers for 30 per cent (unchanged).

SmartRider accounted for 72 per cent of fare-paying boardings (including special events), up from 70 per cent in 2012-13. Cash boardings made up 26 per cent (28 per cent) and special events two per cent (unchanged).

Excluding special events, standard fare passengers accounted for an unchanged 54 per cent of cash and paid SmartRider boardings, concessions 32 per cent (unchanged) and students up to year 12 were 12 per cent (11 per cent in 2012-13), while FamilyRider numbers slipped slightly (two per cent, from three per cent).

Free travel on Transperth services comprises SmartRider-based free travel by seniors, aged/disability pensioners and carers which is electronically recorded on all modes, free travel on passes (manually recorded on bus and ferry but not recorded on train), and travel within the FTZ and on CAT and Midland Shuttle services.

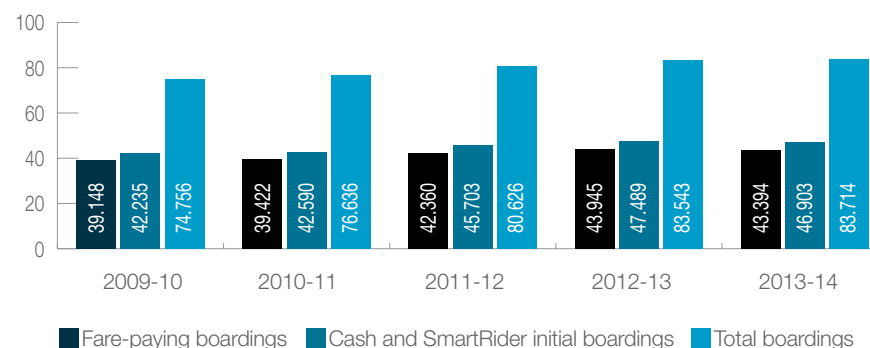
Boardings on FTZ and Perth CAT services are estimated based on surveys carried out at regular intervals by independent consultants; boardings on Fremantle and Joondalup CAT services and on the Midland Shuttle service are reported by the bus contractors operating these services.

Transfers by SmartRider users accounted for 78 per cent of total transfers in 2013-14, up from 75 per cent in 2012-13.

Buses

Despite the various factors impacting adversely on Transperth patronage in 2013-14, total boardings on bus services edged up 0.2 per cent to 83.714m, but cash and SmartRider initial boardings, and fare-paying boardings all fell. As was the case system-wide, all the numbers were still well up on 2011-12.

Transperth buses: Patronage (millions)



Total boardings by contract area were:

Contract area	2013-14	2012-13	Change
Kalamunda	7.580m	7.969m	-4.9%
Morley	11.399m	11.175m	2.0%
Canning	8.399m	8.430m	-0.4%
Claremont	4.373m	4.536m	-3.6%
Marmion	7.629m	7.749m	-1.5%
Midland	2.409m	2.415m	-0.2%
Southern River	3.918m	3.822m	2.5%
Fremantle	9.551m	9.911m	-3.6%
Joondalup	7.171m	7.150m	0.3%
Rockingham	6.147m	6.234m	-1.4%

Average boardings on the bus system fell because the rate of change in actual boardings was below the 4.2 per cent increase in service kilometres – total boardings per service kilometre fell 3.8 per cent, from 1.375 in 2012-13, to 1.322.

Road congestion, particularly at peak, and a lack of significant bus priority measures on major roads impacted service reliability which, in turn, adversely affected bus patronage.

To address this, the PTA's Bus Priority Program completed a number of initiatives in 2013-14, at a cost of \$6.2 million:

- To accommodate the new 950 high-frequency "Superbus" service, 5km of bus lane was built on Beaufort Street.
- New bus lanes and stops on William Street, Perth.
- Bus priority queue-jump lane at the Manning Road/Lawson Street intersection in Wilson.
- A bus-only connection from Cockburn Central Station through the Cockburn Gateway shopping centre.

148 million
metro boardings

64 million
bus service
kilometres
delivered in metro
area

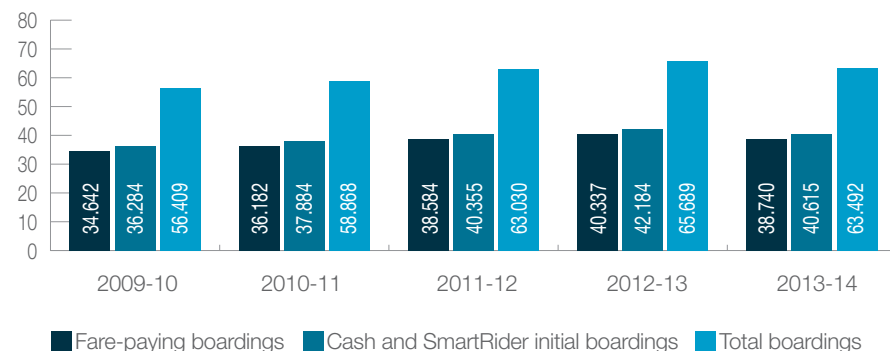


Trains

Following a long period of uninterrupted growth, patronage on our trains fell – total boardings were down 3.3 per cent at 63.5m.

The decline was primarily due to two, Perth Station-based partial shutdowns (11 days in all) of the rail system in July and August of 2013 to allow for work associated with the Perth City Link project, plus several other factors noted earlier.

Transperth trains: Patronage (millions)



Cash and SmartRider initial boardings (including free travel on SmartRider but excluding free train travel within the FTZ) fell 3.7 per cent and fare-paying boardings fell four per cent.

Total boardings by line were:

Line	2013-14	2012-13	Change
Armadale Line	9.176m	9.668m	-5.1%
Fremantle Line	8.285m	8.866m	-6.6%
Joondalup Line	16.897m	17.450m	-3.2%
Mandurah Line	20.664m	21.150m	-2.3%
Midland Line	6.646m	6.689m	-0.6%

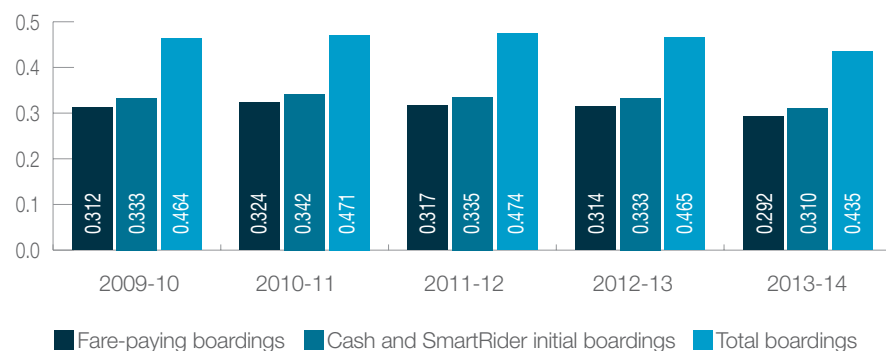
The slide in boardings combined with the increase in service kilometres resulted in average boardings recording a significant decline. Total boardings per service kilometre fell 7.4 per cent, from 4.117 in 2012-13, to 3.814. The cash and SmartRider initial boardings number was down 7.7 per cent at 2.440.



Ferries

The ferry service represents only a very small proportion of Transperth system patronage (less than 0.5 per cent). Fluctuations in the tourism market have a significant impact on ferry boardings, with tourists accounting for about half.

Transperth ferries: Patronage (millions)



In 2013-14, ferry total boardings fell 6.4 per cent, from 0.465m in 2012-13, to 0.435m. Cash and SmartRider initial boardings were down 6.9 per cent and fare-paying boardings down 7.1 per cent.

Average boardings also fell. Total boardings per service kilometre were down 5.9 per cent at 11.995, while cash and SmartRider initial boardings fell 6.4 per cent to 8.563.

Capacity

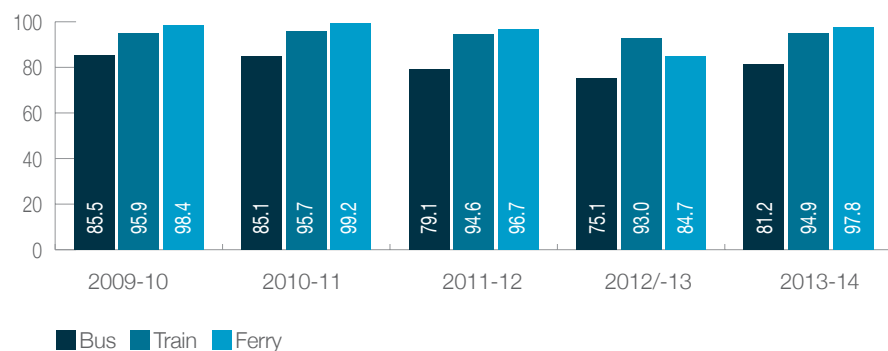
Total capacity on the Transperth system increased by 3.8 per cent – a slower rate of growth than in the previous three years. This continued rise has been driven mainly by the expansion of bus services resulting in passenger place kilometres on the bus network increasing by 16.5 per cent in 2011-12, 8.1 per cent in 2012-13 and 5.6 per cent in 2013-14.



Reliability

Transperth uses technology-based monitoring methods which allow precise data-gathering to measure On-Time Running (OTR). On bus and ferry services, OTR is measured using GPS information functions in SmartRider, while the train control system is used to measure train OTR.

Transperth: Service reliability by mode
Proportion of service meeting on-time targets (per cent)



Transperth trains

The service reliability target for Transperth trains is for 95 per cent of services to arrive within four minutes of the scheduled time. Until 2006-07, this tolerance margin was three minutes. It changed in 2007-08 to take account of the longer train journeys and increased journey times, and to ensure national consistency in reliability measures.

In 2013-14, 94.9 per cent of train services met the target.

Transperth buses

The service reliability target for Transperth buses is for 75 per cent of services to arrive at timing point within four minutes of the scheduled time, and never leave a terminus, or travel through a mid-way timing point early.

Reliability is monitored through a random sample of one per cent of trips in each bus contract area using the GPS information functions in SmartRider which provides an accurate assessment

of bus on-time performance. The one per cent sample is substantial given that there are more than 14,500 bus trips on a typical weekday. GPS information functions help to identify under-performing services which, after a careful review, can be re-scheduled to ensure improved performance.

In 2013-14, Transperth buses recorded a significant improvement in service reliability with OTR increasing to 81.2 per cent from 75.1 per cent in 2012-13. This was brought about largely through the restoration of normal operations following the completion of many of the major arterial road works which had impacted adversely on bus services during 2012-13.

Transperth ferries

The service reliability target for the ferry service is for 85 per cent of services to arrive within three minutes of the scheduled time. On average, 97.8 per cent of services met the target in 2013-14. Activity on the river associated with the work on Elizabeth Quay was less disruptive during the year and allowed the ferry service to achieve a higher level of service reliability.



Maintenance

The Network and Infrastructure (N&I) Division is responsible for the asset management of the urban passenger rail network, the asset investment program (with the exception of major projects) and the delivery of information technology services.

N&I has a service level agreement with Transperth Train Operations (TTO) which details its responsibility for the provision and maintenance of the infrastructure required to operate train services reliably, efficiently and safely.

Most of the Division's resources are allocated to maintenance, both planned and breakdown. Routine maintenance is planned carefully to ensure the infrastructure is safe and highly reliable. This ensures that our customers continue to enjoy a safe and dependable train service. The Division also deploys its resources to ensure a rapid response to any breakdowns to minimise delays and customer impact.

The rail network's 70 stations are highly visible infrastructure assets. As well as ensuring that all station facilities are reliable, considerable effort is made to have them well presented. This is achieved through regular cleaning and periodic large

maintenance items such as high-pressure water cleaning and painting.

Most of the work undertaken in this area remains unseen by the public. However the impact on our customers if the infrastructure fails is significant, so our focus this year has been on servicing and improving all aspects of our business. This has resulted in a number of changes, including:

- Introduction of digital cameras into the CCTV system.
- Improving our overhead line codes of practice to bring them in line with world best practice.
- Improvements to our training facility to ensure our staff can be trained in a safe environment.

CASE STUDY: 950 Superbus

It's a bird, it's a plane... no it's the Transperth 950 Superbus!

The introduction of the new route 950 has been a runaway success, with more than 17,000 people using the route on an average business day, 2000 more than Transperth expected.

Route 950 was introduced on January 27, 2014 and became the highest frequency bus route in Perth with peak period services operating every 3-4 minutes from Morley and every 1-2 minutes from the city to UWA.

Previously there were a lot of passengers who travelled from the northern corridor into the city and then had to change on to another bus in the CBD to get out to UWA. The 950 route continues through the city so passengers can stay on board the one bus.

Also known as the Superbus, the 950 route replaced routes 21 and 22 from Morley to Perth and the 78 and 79 from Perth to Nedlands to benefit all passengers, particularly university students and people visiting QEII.

This benefit was evidenced when route 950 achieved the highest passenger satisfaction levels ever recorded for a Transperth fare-paying service in the 2014 Passenger Satisfaction monitor (PSM) with 94 percent of surveyed passengers satisfied and only 1 per cent dissatisfied.

Not only are commuters extremely pleased with the service, overall boardings on the 950 are up 24 per cent on the number of passengers using the same four routes in the same period last year.

In addition the new route capitalises on existing bus priority lanes from Morley through to Inglewood and into the CBD and eight new buses have been dedicated to the route that is intended to an additional 500,000 kilometres a year.

A new timetable will be introduced in September 2014 consolidating the service based on feedback, patronage and running time data. Transperth is considering the consolidation of other strategic routes into through-routed services and looking to implement more bus priority as a result of 950's success.



Upgrades

A program to improve the reliability and disability access of lifts and escalators started in 2014, and replacement of the assets at Warwick Station has been completed. Work will now start at Perth Station and five stations on the Joondalup Line, through until May 2016. The program will deliver bigger lift cars and wider doors to cater for people with disabilities in accordance with DDA requirements.

Upgrades were completed on the public address system at Whitfords and Warwick stations, so that information is more intelligible to passengers. Stirling is due for completion in July 2014.

The technology infrastructure supporting the Transperth website has been upgraded to provide increased reliability and improve performance for users of the website.

Traction power supply strengthening at the Edgewater and Summers Street feeder stations allows for increases to the capacity of the rail network.



Major initiatives

In 2014-15, we will:

- Start operations to Butler Station on the Joondalup Line.
- Introduce feeder bus services to support the new station at Butler.
- Continue to take delivery of the new B-series railcars and introduce them into service.
- Cascade A-series railcars from the Mandurah and Joondalup lines to bolster services on the Fremantle, Midland and Armadale lines.
- Purchase a diesel locomotive to help with line maintenance work.
- Undertake a major upgrade of the rail scheduling software.
- Continue to recruit staff for the provision of safe, reliable and customer-focussed services.
- Introduce paid parking at all train stations.
- Introduce the new Route 930 between Esplanade Busport and Perth Airport Terminals T1 and T2.
- Invest in routes across the network to improve reliability and legibility.
- Introduce new bus priority measures:
 - New bus lanes on Stirling Highway near UWA.
 - Bus priority queue-jump lane at the Albany Highway intersection with Nicholson Road.
 - Planning and detailed design of a bus priority route from the Esplanade Busport to the Point Lewis Rotary to accommodate buses travelling west from the Perth CBD.

Infrastructure Planning and Land Services

IPLS provides the PTA with professional resources to support and undertake major planning and business objectives, railway engineering, and land and environmental management.



Highlights

Infrastructure planning and business development

- Worked with stakeholders to integrate proposed rail station precincts with planned town and city developments (most notably at Yanchep) in planning to extend the Joondalup Line from Butler to Yanchep, and to extend the Thornlie Line to Cockburn Central.
- Preparation of draft PDPs to extend the railway from Butler to Yanchep and from Thornlie to Cockburn Central.
- Preparation of priority listing for the closure or grade separation of level crossings on the suburban rail network.
- Review/derivation of rail patronage to 2031 and beyond resulting from increasing population growth as a prelude to developing an operational strategy and assessing ultimate capacity of the existing systems, and then forecasting future infrastructure and rollingstock requirements.
- Preparation of a business case on possible grade separation of Nicholson Road level crossing at Thornlie.
- Support of the business case and PDP for the Forrestfield-Airport Link (FAL) project.

Railway engineering

- Preparation of preliminary railway alignments and engineering to extend the Joondalup Line from Butler to Yanchep, and to extend the Thornlie Line to Cockburn Central.
- Conceptual through to detailed design of turnback and crossover facilities at key locations on the suburban rail network as part of a program to provide greater operational reliance in the event of unplanned interruptions and system failures.
- Preparation of detailed railway engineering designs and layout of facilities to support the new Perth Stadium.
- Finalisation of detailed railway designs and “as constructed plans” for the Butler Extension Project (BEP).
- Provision of railway engineering expertise and oversight for the design and construction of railway works as part of the Esperance Port Access Corridor Project (managed by Main Roads WA).
- Provision of railway engineering expertise to the Department of Planning, in the development of an alternative alignment for the freight railway route from Bellevue to Forrestfield.
- Provision of preliminary concept route drawings in support of planning of future extensions and additions to the suburban railway network.

Land management

- Awarded a \$4.3m tender for property management services over the next five years.
- Generated approximately \$16m from leased properties.
- Finalised development of a Geographical Information System (GIS) to facilitate land management.
- Attended to the management of a number of residual issues associated with the leased freight corridor at Kewdale, Forrestfield and a number

of country locations.

- Realised more than \$1.7m from disposal of surplus land.
- Initiated an audit of non-rail assets in the leased freight corridor.
- Completed the purchase of the land for the new station at Aubin Grove.
- Completed purchase of land for Butler Station.
- Provided ongoing expertise to acquire the land required for the new Perth Stadium rail and bus facilities, and for Forrestfield-Airport Link.

Environmental management

- Provided major environmental input for the new Perth Stadium project, for the stadium itself and for the transport facilities, especially those associated with the proposed extensive railway infrastructure .
- Supported Forrestfield-Airport Link through the secondment of dedicated staff to the project, as well as additional support as required.

- Provided environmental services to support the BEP.
- Managed the environmental matters to ensure relevant clearances would be obtained in a timely manner to start construction of a new station at Aubin Grove.
- Managed a significant expenditure for the identification, reporting, and treatment of contaminated sites within the PTA’s operational and residual land assets.
- Provided support to the operations of the suburban passenger network and freight operations on the leased corridor by attending to environmental impacts (such as noise and vibrations).

○ More than 100,000

students have participated in Right Track program

○ 165,137km

travelled by School Bus Services on an average school day

CASE STUDY: Forrestfield-Airport Link PDP

A dedicated project team was established under the IPLS and Major Projects umbrella to prepare a detailed Project Definition Plan by July 2014.

Preparation of the PDP supports the State Government's promise before the 2013 State election to build a direct link to the domestic and international airport terminals and for the residents east of the airport by 2018, and to provide 3000 new car bays for commuters using the new link.

The PDP was completed on time and submitted to the State Government. It included a well-defined scope of work which formed the basis of a cost estimate. The preparation and conduct of the PDP drew heavily on the PTA's considerable experience in planning and constructing major projects, including the New MetroRail Project, the recently-completed Perth City Link Rail Project, and the soon-to-be completed Butler Extension Project.

The Forrestfield-Airport Link PDP included a rigorous assessment of patronage demand, train operations to service the patronage, route options, geotechnical conditions along the

route(s), engineering requirements, optimal station locations and requirements, integration with airport infrastructure and associated engineering, the preparation of detailed concept designs of railway alignments and stations precincts, assessment of risks, and liaison with key stakeholders.

The work involved in preparing the PDP showed that – to satisfy the requirements of demand, environmental and planning approvals, stakeholder inclusion, engineering and construction – it was unlikely that the line would be operational before 2020. It could be assumed that major contract(s) to implement the works could be awarded in 2016, leading to final completion and commissioning of services in 2020.



2.2.2 Regional (Transwa)

Transwa is the brand and operating name for the road and rail public transport system serving regional centres. The Transwa network links more than 250 locations from Meekatharra and Kalbarri in the north, throughout the south-west region and east to Kalgoorlie and Esperance. Our purpose is to provide a customer-focussed, safe and cost-effective public transport service to regional WA.

We monitor our performance against a range of non-financial and financial indicators such as customer satisfaction, on-time running and cost per passenger kilometre.

Fleet

The train fleet consists of 14 railcars – seven Prospector, two AvonLink (also used to provide MerredinLink services) and five Australind railcars. We run four distinct services:

- The Prospector provides a daily service (and two on Mondays and Fridays) each way between Perth (the East Perth terminal) and Kalgoorlie for a total of 18 services a week.
- The Australind operates two daily return services between Bunbury and Perth for a total of 28 services a week.
- The AvonLink provides an early-morning weekday (except public holidays) service from Northam to Midland, returning early each evening, for a total of 10 services a week.
- The MerredinLink provides an all-stops return service between Perth (the East Perth terminal) and Merredin on Mondays, Wednesdays and Fridays (except public holidays), for a total of six services a week.

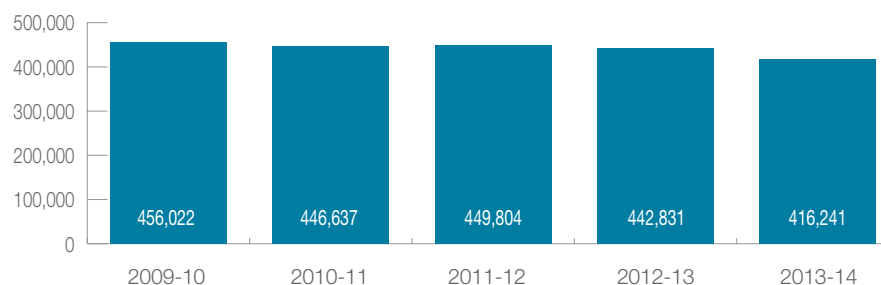
In 2013-14 Transwa employed 20 railcar drivers based at East Perth and Bunbury. Australind onboard services are provided by Bunbury-based Transwa staff, while a contractor provides onboard services on the Prospector, AvonLink and MerredinLink trains.

The road coach fleet consists of 22 five-star vehicles, operating 144 services a week. We employ 34 road coach operators.

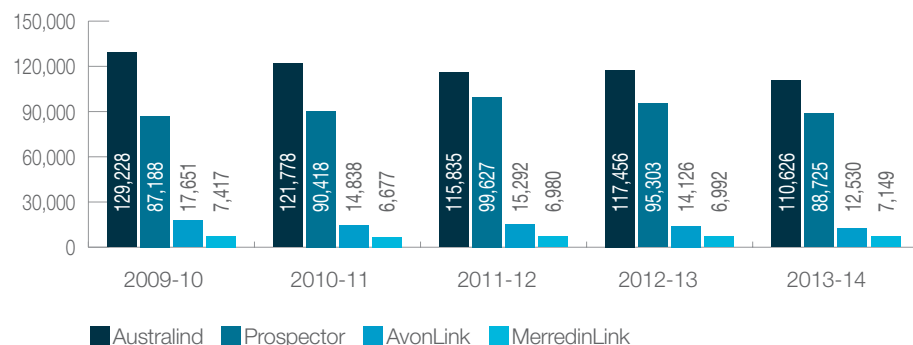
Patronage

Overall patronage fell six per cent, from 2012-13's 442,831, to 416,241. This can be attributed to lower patronage on the Prospector (down 6.9 per cent), the Australind patronage (down 5.82 per cent), our road coaches (down 5.63 per cent) and the AvonLink (down 11.3 per cent). MerredinLink patronage increased slightly.

Transwa: Total patronage



Transwa trains: Patronage



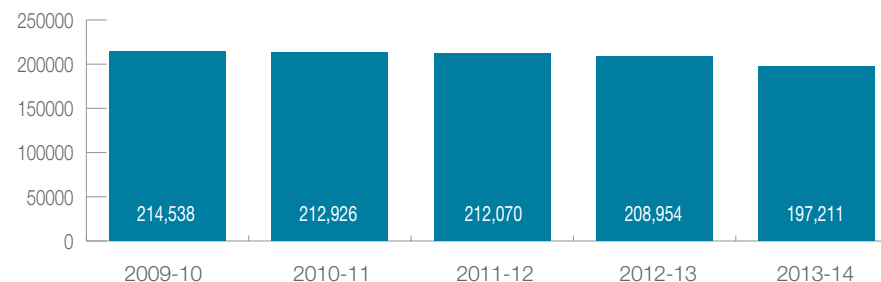
Patronage - trains

Patronage on our trains fell 6.35 per cent, from 233,877 to 219,030. This was spread across all our services, though the MerredinLink numbers increased by 2.25 per cent.

Patronage - road coaches

Patronage on most routes slipped slightly throughout the year. Some of the decline can be attributed to the termination of five charter/on demand services (Albany to Ravensthorpe, Ravensthorpe to Hopetoun, Boxwood Hill to Bremer Bay, Northam to Mukinbudin and Quairading to Narembreen) in December 2014.

Transwa road coaches: Patronage



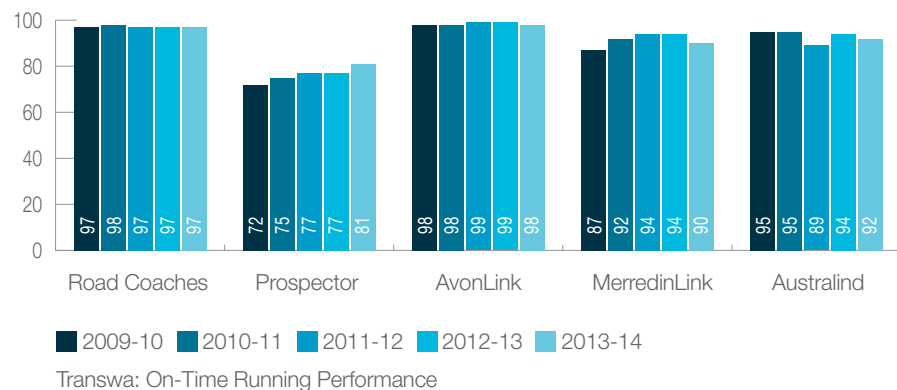
Reliability

The key performance indicator for service reliability is on-time running. Our 2013-14 OTR targets were:

- Prospector - 80 per cent of services to arrive within 15 minutes of schedule*
- Australind - 90 per cent (10min)
- AvonLink - 95 per cent (10min)
- MerredinLink - 95 per cent (10min)
- Road coaches - 95 per cent (10min)

**On the basis of historical data, the Prospector goal was adjusted in 2013-14 from 90 per cent of services to 80 per cent, to reflect a more achievable target.*



Transwa: OTR performance (per cent)

The Prospector's OTR showed a good improvement and was within its adjusted target. The AvonLink and the Australind both went down but were still within reliability targets, but the MerredinLink slipped to 90 per cent, five points below target.

The road coaches maintained a high level of reliability (97 per cent), continuing a long record of meeting or bettering performance targets.

Maintenance

The Australind and Prospector maintenance programs continued throughout the financial year, while our Preventative Maintenance Program (PMP) ensured that we maintain a high level of comfort for customers and improved coach reliability and safety. Phase six of the PMP focussed largely on the road coach cooling systems, electrical and many of the steering and suspension components that were beginning to age.

The I-car (intermediate, or middle car of the three-car set) was extensively damaged in a fire incident in August 2013, and a detailed repair task was created. It is expected that the rectification work will be completed by September 2014.

Upgrades

The ongoing review of Transwa bus stop locations (including refreshment facilities) over all services improved the running times.

The exterior paintwork and trimmings on the road coaches was upgraded, with the paintwork extensively refurbished and the front roo bars straightened and refurbished. All exterior door hinges were assessed and replaced as necessary. The stone guards were removed and repainted, and all the safety handrails were removed and powder-coated again in safety yellow.

In the future

In 2013-14 Transwa submitted a business case with the Department of Regional Development (Royalties for Regions) to replace the 22 road coaches with 23 more modern, reliable vehicles. We plan to advertise a tender in July-August 2014 for the supply of road coaches for delivery over the next three financial years.

Infrastructure

Transwa continues to seek funding to ensure disability access at all of the regional stopping places by installing high-level platforms at Yarloop and Carrabin. We plan to start construction of a second high-level platform at Merredin Station before the end of 2014. This will facilitate greater operational flexibility for when the Prospector trains cross between Perth and Kalgoorlie.

2.2.3 Regional (RTBS)

The PTA's Regional Town Bus Services team manage school and town public bus services in regional towns throughout WA. RTBS is responsible for providing bus services in 14 major regional towns in rural WA and seven inter-town regional bus services – four in the Pilbara and one each in the Gascoyne, Goldfields and Mid-West regions.

Fleet

This year, the RTBS fleet stayed at 151 vehicles. Of these, 131 were PTA-owned buses and 101 were low-floor accessible buses.

Patronage

Total RTBS boardings increased by 1.8 per cent, from 2.492m in 2012-13, to 2.537m. Fare-paying boardings increased three per cent to 2.189m.

On intra-town bus services, total boardings rose 1.8 per cent to 2.528m while fare-paying boardings increased three per cent to 2.181m. Inter-town boardings (total and fare-paying) increased 7.7 per cent to 8,825.

Intra-Town	2009-10	2010-11	2011-12	2012-13	2013-14
Total boardings (millions)	2.466	2.411	2.417	2.484	2.528
Fare paying boardings (millions)	2.083	2.017	2.064	2.116	2.181

Inter-Town	2009-10	2010-11	2011-12	2012-13	2013-14
Total/FP boardings	6,368	6,532	8,610	8,193	8,825



Upgrades

The RTBS fleet replacement program continued, based around rolling out ex-Transperth low-floor (accessible) buses to regional areas, with a view to reducing the average age of regional buses and increasing the percentage of low-floor vehicles. This program ensures that the regional bus fleet meets Federal disability access standards, and passenger comfort continues to improve. It is anticipated that 14 buses will be replaced in Esperance, Kalgoorlie, Busselton, Collie, and Dunsborough over the next year.

RTBS conducts field visits and audits contractors' performance and passenger boardings. Service audits this year included Albany, Geraldton, Dunsborough, Esperance, Karratha, Kalgoorlie, Manjimup and Narrogin. Reviews were conducted in Bunbury, Collie and Karratha to develop solutions for regional transport problems in consultation with local communities.

Community consultation and information sessions were held in Bunbury and Geraldton to inform residents of changes to local public transport services and to seek feedback.

Under the Regional Bus Stop Accessibility program, 40 accessible bus stops were introduced – in Bunbury, Busselton and Dunsborough, RTBS has secured \$14.2 million to buy 28 buses over the next four years to service regional towns.

A radio network has been developed and established for the Busselton and Dunsborough town bus network, including the installation of two-way radios and duress alarms in the Busselton bus fleet.

The rollout of 'Trans' branding has been very effective in lifting the profile of public transport in regional WA. Carnarvon and Collie will be the next towns to be branded.

Looking ahead

RTBS plan to release a specific TransRegional website and smartphone application in 2014-15. This will improve web-based and contact centre customer service information for all regional customers. The website and application are currently in testing mode.

All school and town services will continue to be renumbered with unique route numbers to facilitate the incorporation of regional services into the Transperth Information Centre's database and to allow the development of a regional service journey planner.

All RTBS timetables continue to be standardised in colour and format.

Major initiatives scheduled for 2014-15 include:

- A review of Carnarvon town bus services, with a view to increasing service frequency on public town routes, and coordinating school services for better connections. Funding has been approved for an additional bus.
- Service improvements for Karratha, with a view to coordinating for better connections and the installation of bus stops throughout the town in partnership with the City of Karratha.
- Review of the Port Hedland bus services with a view to developing the network for regional transport in Port Hedland.
- Service improvements in Kalgoorlie.
- Service improvements in Collie including the installation of bus stops, standardised routes and the introduction of two low-floor buses.
- Community consultation planned for Kalgoorlie and Port Hedland.

2.2.4 Regional (orange school buses)

The PTA manages the Government's policy and entitlement framework, provides system support and manages the contract arrangements of more than 900 orange school bus services around the state.

These buses provide access to school for students in rural areas, picking them up from the farm gate (where appropriate) as well as providing access to schools in the metropolitan area for students attending special education facilities. Responsibility for the management of these services rests with the SBS branch.

These numbers include four cluster contracts made up of 50 contract school buses that are funded by the Department of Education (DoE) and administered by SBS. These services do not form part of the policy and entitlement framework for transport assistance.

Where eligible students cannot be accommodated on a school bus, their parents/carers are paid a conveyance allowance to offset the cost of getting their children to the nearest appropriate school.

Fleet

As at June 30, the school bus network was made up of 824 contract school buses servicing mainstream schools, and 124 servicing special education facilities. All orange school buses are operated by private contractors and in 2013-14 there were three contract service models.

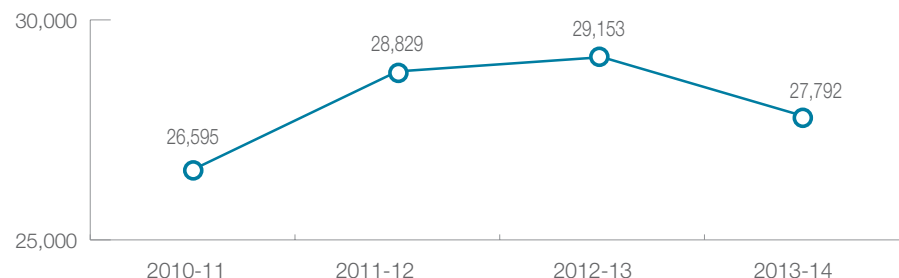
- ECM (evergreen contract model) contracts (five-year term) – 684 contracts (684 services).
- CRM (composite rate model) contracts (balance of 20-30-year term) – three contracts (three services).

- Fixed-term contracts (1-15 year tendered term) – 148 contracts (148 services).
- Regional school bus cluster contracts (15-year contract term) – six contracts (63 services).
- DoE funded cluster contracts – four contracts (50 services).

Patronage

Around the state, the services were accessed each school day by an estimated 27,792 students, using mainly the contracted orange school buses.

SBS: Student patronage



The 2013-14 student data snapshot shows a 4.7 per cent decrease in the number of eligible students receiving school bus transport assistance. This is largely artificial, being the result of data cleansing in our Contract Administration System (CAS) database, where a large number of duplicate records relating to student travellers was discovered and removed.

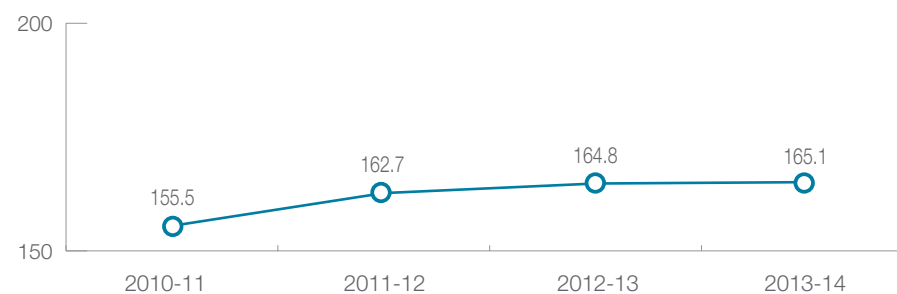
The number of student travellers in the specific operational regional was as follows:

Region	2013-14 Student data	2012-13 Student data	Percentage change
Gascoyne	172	133	29.3%
Goldfields Esperance	1,206	1,336	-9.8%
Great Southern	2,780	3,345	-16.9%
Kimberley	877	1,240	-29.2%
Metropolitan	5,693	5,328	6.9%
Mid West	1,508	1,545	-2.4%
Peel	2,879	2,974	-3.2%
Pilbara	316	409	-22.9%
South West	7,578	7,840	-3.3%
Wheatbelt	4,783	5,003	-4.4%
Total	27,792	29,153	-4.7%

Capacity

Around the state, our services covered an average of 165,137km each school day, totalling 32.7 million contract service kilometres for the year.

SBS: Average daily service kilometres (thousands)

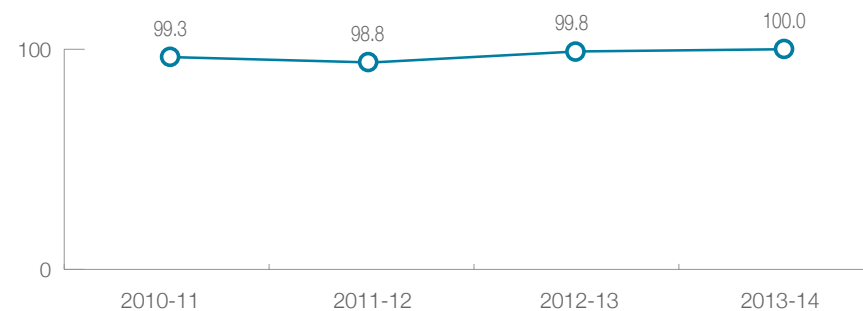


In the specific operational regions, service kilometres were:

Region	2013-14 Average daily kilometres	2012-13 Average daily kilometres	Percentage change
Gascoyne	521	519	0.4%
Goldfields Esperance	9,497	9,598	-1.1%
Great Southern	19,393	19,382	0.1%
Kimberley	5,434	5,336	1.8%
Metropolitan	26,452	26,333	0.5%
Mid West	11,529	11,445	0.7%
Peel	11,604	11,239	3.2%
Pilbara	2,642	2,652	-0.4%
South West	29,964	29,849	0.4%
Wheatbelt	48,101	48,441	-0.7%
Total	165,137	164,795	0.2%

Reliability (per cent)

The service reliability measure covers rural mainstream services and education support school buses in the metropolitan area, and is based upon arrival less than 10 minutes before school starts and departure less than 10 minutes after school finishes.



2.3 Delivering to our customers

One of the things that makes the PTA unique in the Australian industry and unusual even on the world public transport stage is that we are self-contained. We own and operate (directly or indirectly through contractors) all the buses, trains, road coaches and ferries, we do our own route and service planning (including the zone structure); we run the ticketing (SmartRider is the only fully functional card of its type in Australia), we even run (partly through contractors) our own security and maintenance operations.

We also build our own infrastructure, sometimes on a grand scale and sometimes less grand. Not only do we take pride in delivering our customers to their destinations in first-class services, we also take pride in delivering first-class infrastructure to our customers. Whether it's tackling congestion, revitalising the heart of our city, or upgrading stations, we've been working hard to ensure the network continues to meet the growing demand today and for the years to come.

Some of this year's deliveries are discussed below.

Perth City Link Rail Project

On December 19, 2013, the first of thousands of passengers walked through a new pedestrian underpass between Perth Station and Perth Underground to mark the completion of the \$360m Perth City Link Rail Project – six months ahead of schedule.

A major engineering feat, the underpass was built under a heritage building and operating rail lines. It is expected to have 22,600 passengers walk through it every day by 2031.

The pedestrian underpass was the final piece of work after the 600m Fremantle Line tunnel was completed in July 2013. The Perth City Link Rail Project is the catalyst for the State Government's vision to revitalise the heart of Perth by connecting the CBD and Northbridge for the first time in more than 100 years.

Perth City Link Bus Project

After 40 years of operation, the Wellington Street Bus Station (WSBS) was demolished to make way for an underground busport as the final part of the transport works for the Perth City Link.

The new Perth Busport will be one-of-a-kind in Australia, with a dynamic bus-stand allocation system to maximise the use of the space.

To operate this advanced passenger arrival, waiting and information system, a real-time tracking system will be installed throughout the entire bus fleet to accurately assess the location of every bus and determine the time of its arrival at the new station.

In 2013-14, the City Busport Alliance (the PTA, Brookfield Multiplex and BG&E) began design and construction preparation works for the project.

Work is on time and budget, and has included:

- Roe Street temporary bus station, built by the Perth City Link Rail Alliance, opened in January 2014 with approximately 75 per cent of buses operating from the temporary facility.
- Temporary street-level pedestrian access opened between Roe and Wellington streets.
- Wellington Street temporary bus station opened on July 7, 2014.

- Wellington Street Bus Station demolition completed by June 2014, and work almost completed on another temporary bus station, this one built on the WSBS site by the City Busport Alliance.

The new busport is expected to be opened by mid-2016.

Butler Extension Project

In April 2014, Transport Minister Dean Nalder announced that the communities in Butler and Merriwa were one step closer to accessing Perth's urban rail network with the practical completion of the new Butler Station, and set for a service opening date in September 2014.

Passenger train operations on the 7.5km extension to Joondalup Line will start in September 2014, two months ahead of schedule and \$20m under the budgeted \$241m. It is part of a strategic, incremental extension to Perth's integrated public transport system in the rapidly-expanding north-western suburbs, enhancing the corridor's sustainability and connections with the wider metropolitan area.

The completion of the station building allowed the remaining infrastructure works to be fast-tracked, enabling testing,

commissioning and handover to begin. These works, which continued through balance date into the current financial year, include a major upgrade to the Joondalup Line's communications systems.

DDA station upgrade: Beckenham, Maddington and Kenwick Stations

It's out with the old and in with the new along the Armadale Line, with \$24.6m invested to upgrade four stations to ensure they are accessible for all passengers.

While many of the PTA's facilities are years ahead of official disability standards, some older stations still require work to meet modern compliance requirements.

Following Queens Park in 2012-13, Beckenham was completed March 2014, Maddington in April and Kenwick was still in progress at balance date. All stations have undergone major works to bring them into line and create a more enjoyable passenger experience with:

- New shelters.
- Better lighting and CCTV surveillance.
- Upgraded platform surfaces including tactile paving.
- Upgraded pedestrian track crossings.
- Landscaping.
- Public art.

To reflect the stations' importance in the local communities, each upgrade has included public art that refers to the area.

Beckenham's water theme relates to the nearby Yule Brook and Maddington's importance as a meeting point for the Noongar people was given a bright modern twist with input from Yule Brook College students.

Bus Priority Lane Project

After ten years of State-local government collaboration, the final piece of the Beaufort Street bus priority plan is about to be put in place. When the project is completed early in 2014-15, there will be an unbroken bus priority link from Grand Promenade to Roe Street in the CBD

The \$14.2m joint initiative between the State Government and cities of Perth, Vincent and Stirling will help reduce bus travel times from Perth's north-eastern suburbs into the CBD by about three to four minutes, depending on traffic conditions.

During peak, about 1200 passengers take a bus along Beaufort Street every hour, with a bus running every three minutes. This equates to more than 1.5 million bus passengers, each saving about 30 hours of commuting time a year.

In 2014-15, this highly-successful project will continue with a number of metropolitan roads, including Stirling Highway between Hackett Drive and Broadway, identified for the upgrade.

Escalator and lift upgrade

In June 2013, one of Warwick Station's

escalators was decommissioned as part of a \$7.1m project to upgrade lifts and escalators at five stations along the Joondalup Line, and four escalators at Perth Station.

The northern line lifts and escalators were installed 20 years ago and are reaching the end of their operational life. The upgrade involves replacing all of the escalator's internal parts on-site, rather than the completed parts being lifted in by crane – it's only the third time this has ever been done in Australia.

The lift work involves removing the old hydraulic lift and building an entirely new steel structure before installing a new, more efficient electric lift. These are bigger than the old models and have wider doors for improved pram, wheelchair and mobility aid access.

Work began at Warwick and Joondalup stations this year. In 2014-15 the upgrade will continue at Joondalup Station and work will begin at Whitfords Station.

The upgrade project, which aims to ensure our stations remain accessible and operating at all times, is due for completion by late-2016.

Car Park Expansion Project

Continued passenger growth on the train network has placed significant pressure on parking in and around our stations.

Since the car park expansion project began in September 2008, \$60m has been spent and the number of bays increased by more than 5000.

In 2013-14, an additional 525 bays were added at Rockingham Station and 211 at Bassendean. The investment will continue in 2014-15 with \$2.9m allocated to add approximately 350 bays at Guildford.

In addition to this project, \$46.5m has been allocated to build the Transperth network's first multi-storey car park at Edgewater Station. The 960-bay open-deck car park will increase the station's total parking capacity to approximately 1360 bays. This will help address growing demand along the Joondalup Line, particularly as the northern suburbs' population continues to grow.

Design will begin in the current financial year, with construction expected to begin in late 2015 for completion in 2016.

2.4 Fares and other revenue

Metro

Transperth applies a common fare structure across its integrated bus, train and ferry service network. Fares are based on a zonal system with nine concentric bands. Travel within zone one covers a distance of 8km, zones two and three each cover 9km, and zones four to nine cover 10km each.

Fares are set for travel in a specified number of zones. A short-distance fare is available for trips of up to 3.2km (two sections). Students up to Year 12 pay a flat fare for all travel during the gazetted school year except

on weekends. In addition, there are multi-trip daily tickets for individuals (DayRider) and groups (FamilyRider).

Passengers are able to transfer between services and modes without extra charge, within two hours on journeys of up to four zones and within three hours on journeys of between five and nine zones. This free transfer facility is available on the two-section fare only if the transfer can be made without a break in the journey and if the boarding and alighting points are within one section of the zone boundary or within one section of the transfer point.

The cash fares schedule for 2013-14 is shown below.

Transperth cash fares schedule 2013-14

	Standard	Concession	Other
2 Sections	\$2.00	\$0.80	
1 Zone	\$2.80	\$1.10	
2 Zones	\$4.20	\$1.70	
3 Zones	\$5.10	\$2.00	
4 Zones	\$6.10	\$2.40	
5 Zones	\$7.50	\$3.00	
6 Zones	\$8.50	\$3.40	
7 Zones	\$9.90	\$4.00	
8 Zones	\$10.70	\$4.30	
9 Zones	\$11.60	\$4.60	
DayRider	\$11.60	\$4.60	
FamilyRider			\$11.60
Student (a)			\$0.50
24 Hour SmartRider (b)			\$4.90
Unrestricted half-yearly (c)			\$94.60
Unrestricted monthly (c)			\$15.80

- a. Available only as a SmartRider. Valid for all travel on Transperth services from Monday to Friday from the first to the last gazetted school day of the year; during mid-year school term holidays; and on public holidays that fall on a weekday during the school year.
- b. Only sold to welfare agencies to be given to their clients.
- c. Only available to persons receiving the disability support pension and employed in a supported employment setting. Persons receiving the disability support pension but not employed in a supported employment setting may apply for this ticket if they satisfied specified criteria.

Discounts on cash fares are provided through the SmartRider system and are based on the reload method used. A discount of 25 per cent is available to users choosing Autoload through direct debit or credit card. People who choose other reload methods – such as BPay, add-value machines, on-board bus or ferry, and at retail sales outlets and InfoCentres – receive a 15 per cent discount from the relevant standard cash fare.

SmartRider leads Australia in smartcard ticketing technology and continues to increase its proportion of fare-paying boardings on the Transperth network. It provides a complete and accurate record of SmartRider boardings because users are required to tag on and tag off on smartcard processors on buses and ferries and at train stations. The 2014 PSM showed that 97 per cent of passengers (bus, train and ferry) are happy with SmartRider.

Ticketing facilities provided for passengers who choose to pay cash for their travel are electronic ticket-issuing machines on all buses and ferries, and ticket-vending machines at train stations and ferry jetties.

Fare-paying boardings (including special events) accounted for 56 per cent of total boardings, compared with 57 per cent in 2012-13. Free travel made up 14 per cent (previously 13 per cent) and transfers were

unchanged at 30 per cent.

SmartRider accounted for 72 per cent of fare-paying boardings (up from 70 per cent in 2012-13), cash boardings for 26 per cent (28 per cent) and special events for two per cent (unchanged).

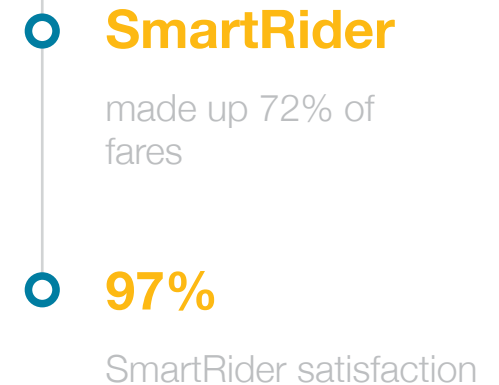
Excluding special events, standard-fare passengers accounted for a steady 54 per cent of cash and paid SmartRider boardings (no change from 2012-13), concessions 32 per cent (also unchanged), students to Year 12 were 12 per cent (11 per cent previously), and FamilyRider two per cent (three per cent).

Free travel on Transperth services comprises SmartRider-based free travel by seniors, aged/disability pensioners and carers which is electronically recorded on all modes, free travel on passes (manually recorded on bus and ferry but not recorded on train), and travel within the FTZ and on CAT and Midland Shuttle services.

Boardings on FTZ and Perth CAT services are estimated

based on surveys carried out at regular intervals by independent consultants; boardings on Fremantle and Joondalup CAT services and on the Midland Shuttle service are reported by the contractors.

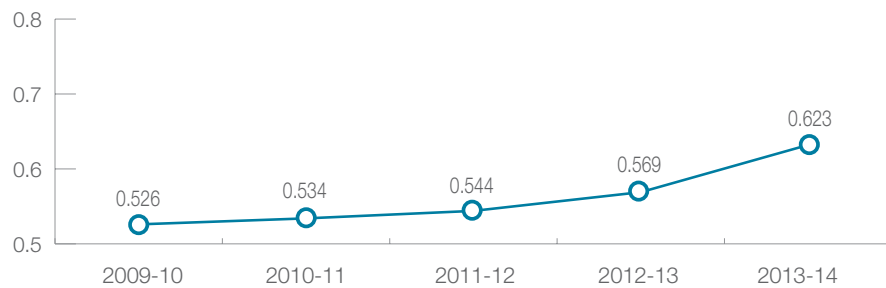
Transfers by SmartRider users accounted for 78 per cent of total transfers, up from 75 per cent in 2012-13.



Revenue and expenditure

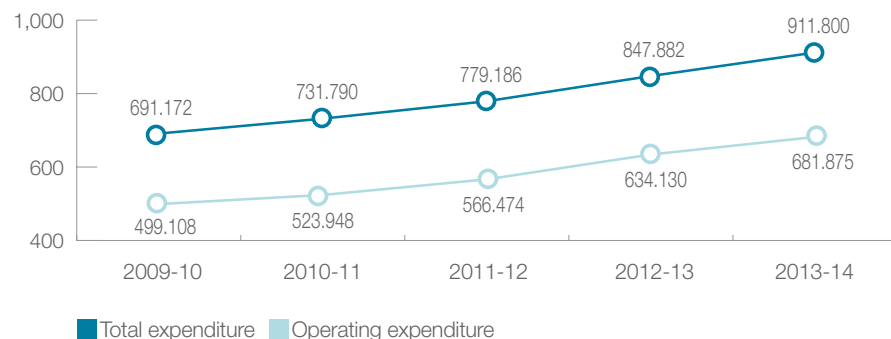
In 2013-14, the average total cost (including capital charges) of providing Transperth services rose 9.6 per cent, from \$0.569 per passenger kilometre in 2012-13, to \$0.623. This was due to the 1.8 per cent decline in passenger kilometres, combined with an increase of 7.5 per cent in total system cost.

Transperth: Total cost per passenger kilometre



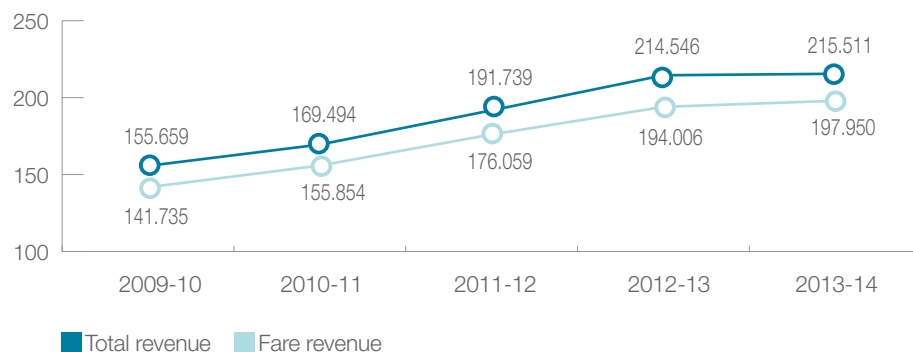
Passenger kilometres are calculated using the average trip length for each mode derived from SmartRider data. This process accurately records the length of each SmartRider journey including individual legs and transfers. This average trip length is then applied to cash fares to estimate transfers by cash passengers. Estimated trip lengths are applied to boardings on bus services in the FTZ and on CAT and Midland Shuttle services. Free train travel within the FTZ which is available only to SmartRider users is recorded on the SmartRider system.



Transperth: System expenditure (\$ millions)

Total expenditure on Transperth services rose 7.5 per cent, from \$847.882m in 2012-13, to \$911.8m. Operating expenditure (excluding annual capital charges) also went up 7.5 per cent, to \$681.875m.

Across the modes, total expenditure increased 6.1 per cent on bus, 8.9 per cent on train and 13.3 per cent on ferry. Operating expenditure increased 7.4 per cent on bus, 7.7 per cent on train and 14.7 per cent on ferry.

Transperth: System revenue (\$ millions)

Transperth revenue continued to increase, but at a much lower rate. Total revenue (which includes income from parking, advertising, rent, etc) increased by 0.4 per cent, from \$214.546m in 2012-13, to \$215.511m. This fractional increase compares with jumps of 11.9 per cent, 13.1 per cent and 8.9 per cent previously.

Fare revenue edged up from \$194.01m in 2012-13, to \$197.95m – the two per cent increase compares with double-figure growth in each of the three preceding years. Fare revenue sources includes cash tickets and SmartRider paid boardings, full or part funding for CAT services, funding contributions for the provision of specific bus services, revenue from joint ticketing for special events (where the public transport fare is included in the price of the event ticket), Commonwealth funding for concession travel by interstate seniors, and income from the sale of SmartRider cards.

A new fares schedule effective from July 1 2013 provided for an overall weighted average increase in fares of 4.3 per cent, with standard fares rising by an average of 4.7 per cent and concession fares (which are set at 40 per cent of standard fares) by an average of 3.2 per cent. The student fare remained unchanged at 50c for all travel on Transperth services during the school year except on weekends.

Fare-paying boardings (cash, SmartRider and special events) across the system fell 2.6 per cent, from 84.60m in 2012-13, to 82.43m. This compares with a 4.1 per cent increase in 2012-13 and primarily reflects the July-August train shuts.

Despite lower numbers of fare-paying boardings, bus and train fare revenue rose 3.7 per cent (to \$82.81m) and 1.2 per cent (to \$113.22m). On the ferry, fare revenue fell 3.8 per cent to \$481,000.

More than 153,000

downloads of the Transperth App



More than 1 million

customer inquiries received by Transperth InfoLine



Costs of the service

On a per capita basis, public transport usage within the Perth metropolitan area (including the City of Mandurah) was 53.4 initial boardings compared with 54.2 in 2012-13. This reflects the fall in patronage, exacerbated by an increase in population.

In 2013-14, the total cost of providing Transperth train services, including annual capital charges, was up 8.9 per cent, from \$428.03m in 2012-13, to \$466.25m. Annual capital charges (interest and depreciation) rose 11.1 per cent to \$170.32m.

Train operating costs – direct operating costs and transfer expenses (infrastructure maintenance and corporate overheads) – rose 7.7 per cent to \$295.92m. Direct operating costs increased 1.1 per cent to \$181.118m in 2013-14 from \$179.189m in 2012-13.

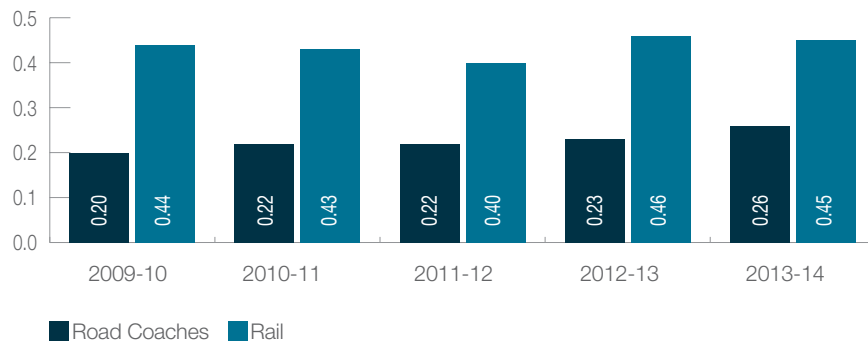
The total cost of operating Transperth bus services rose 6.1 per cent to \$444.61m. Operating costs rose 7.4 per cent to \$385.09m, while annual capital charges (interest and depreciation) fell 1.4 per cent to \$59.52m from \$60.35m.

Regional

Transwa

The average cost per coach passenger kilometre went up 12.61 per cent to \$0.26; the corresponding rail figure went down 2.58 per cent to \$0.45.

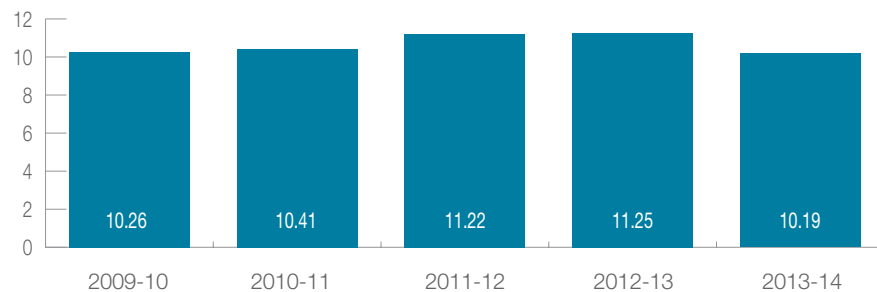
Transwa: Average cost per passenger kilometre (\$)



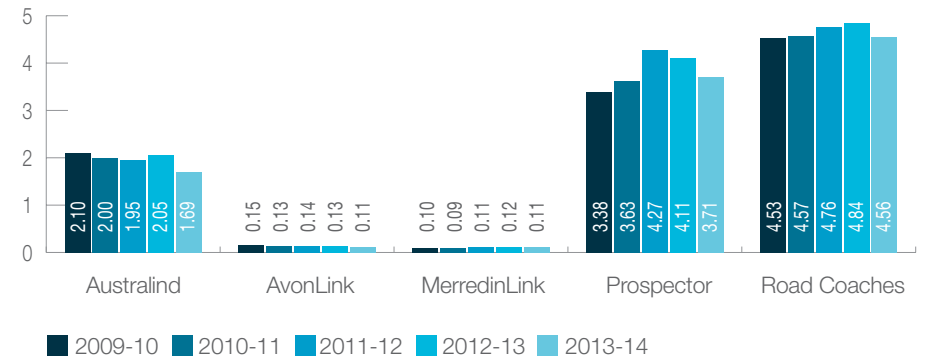
Revenue and expenditure

Revenue was down 10.41 per cent at \$10.19m, reflecting a decrease in passenger numbers on all services except for the MerredinLink. Expenditure was also lower – down 4.37 per cent to \$47.87m.

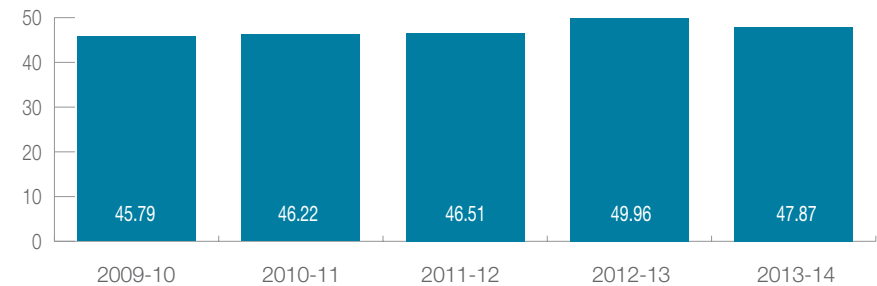
Transwa: Revenue (\$ million)



Transwa: Revenue by service (\$ million)



Transwa: Expenditure (\$ million)



Regional Town Bus Services

Cost of the service

The cost of operating regional town bus services in 2013-14 was \$17.4 million, up 8.8 per cent from \$16.0m in 2012-13. The cost of intra-town services increased 8.7 per cent from \$15.0m to \$16.3m, while the inter-town services cost increased 7.3 per cent from \$979,493 to \$1,050,602.

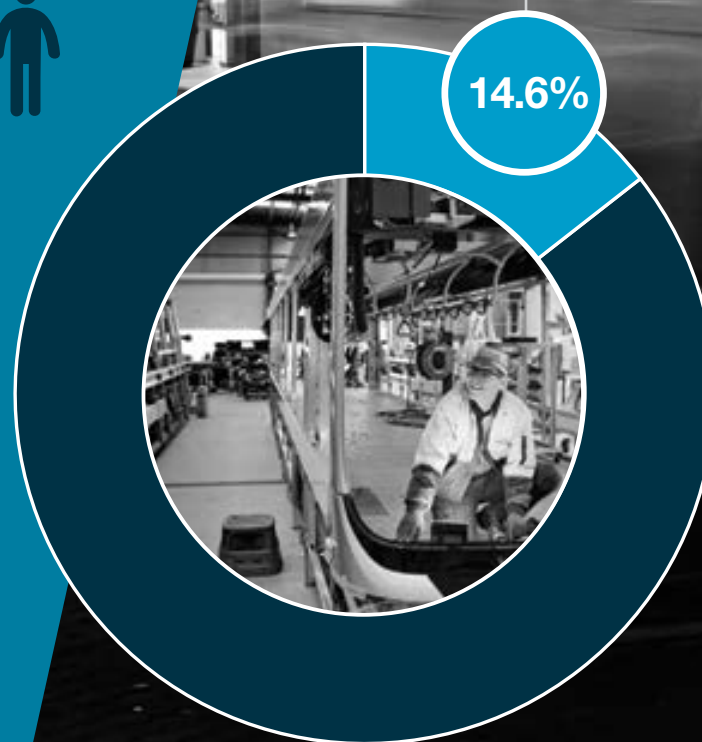
2.5 Our people

Nine employees recognised for 40+ years' service during this year



○ **7230**
job applications
received for 118
positions offered

○ **70%**
of the workforce
employed in
operational areas



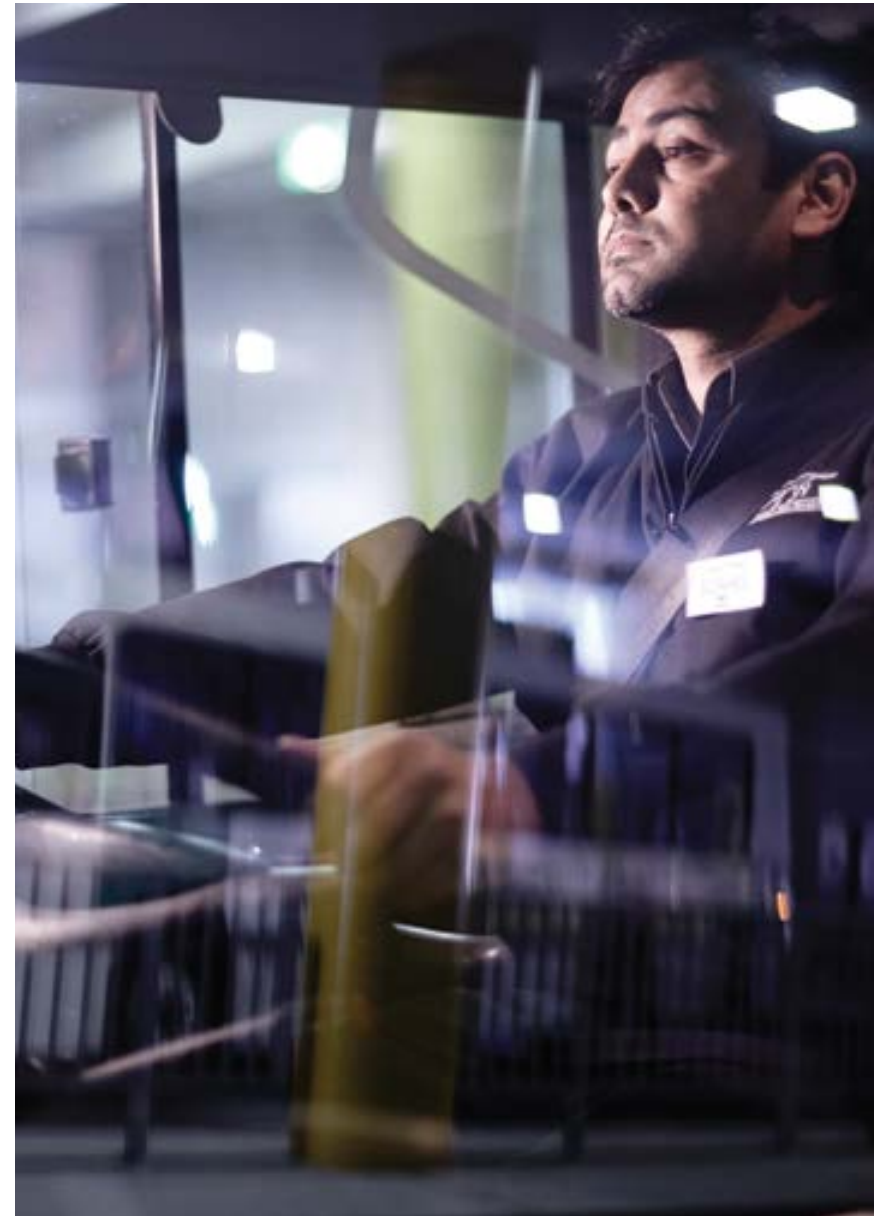
● culturally diverse workforce

The People and Organisational Development division contributes to the PTA's business performance by providing strategic programs and projects and a range of essential human resource policies, processes, systems and services.

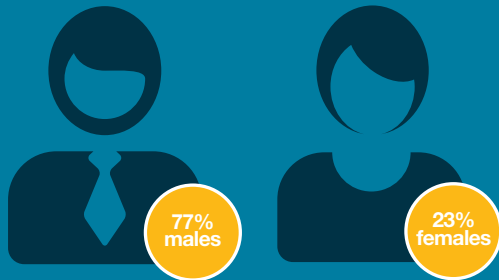
POD takes the lead role in ensuring the PTA achieves its KRA to Secure a workforce with the right capabilities and attitudes to realise our vision. To accomplish this, POD works collaboratively with the other PTA divisions to design and implement initiatives to attract, support, develop, manage and retain people with the right skills and qualities to achieve the PTA's current and future goals.

POD consists of four branches which work together to deliver integrated products and services. They are:

- Learning and Development
- Human Resource Services (HR Consultancy, Recruitment and Establishment, Personnel and Payroll)
- Human Resource Strategy
- Labour Relations



People matrix



- **1594**
Total number of employees as at June 30 (1538 previously)
- **59%**
Employees with the PTA for more than five years
- **7230**
Applications received in 2013-14 (118 were offered positions, including offers to appointment pool)
- **178**
Number of people commencing employment in 2013-14

Occupational groupings

- Operational (involved in the day-to-day processes of delivering a public transport system): 70%
- Infrastructure (construction and maintenance of tracks, signals, stations and other facilities): 20%
- Train drivers: 18%
- Transit officers: 17%
- Customer and ticketing service staff: 13%
- Service delivery support/admin (policy development and implementation, safety, contracts, communication and other corporate areas): 10%
- Engineers: 4%
- Road coach operators: 2%
- Signal and electrical technicians: 2%
- Catenary maintainers (electrical overhead): 2%
- Railway track maintainers: 2%
- Train controllers: 1%
- Contract administrators: 1%

Operational



Strategic people management

In keeping with our Corporate Plan, a key focus of the PTA is to secure a workforce with the right capabilities and attitudes (KRA 2 of the Strategic Plan 2014- 17). POD's branches collectively address the strategic people-management challenges facing PTA in a variety of ways.

A new branding strategy is being rolled out, with an initial focus on our recruitment and induction activities. The strategy, along with appropriate training, will continue to be implemented through 2014-15. Individual and tailored branding efforts have already been successful in attracting candidates in some difficult-to-fill positions. Rolling transit officer recruitment campaigns and targeted recruitment are other strategies that have continued to help secure our workforce, as has continued streamlining of processes.

Workforce planning is progressively being embedded and aligned with normal planning processes across the organisation with particular emphasis on key operational areas – N&I and TTO. The planning is helping identify current and future workforce needs and capabilities, with action plans being developed and monitored. Workforce forecasting is being introduced to better

highlight future and current resource gaps.

The Leadership Competency Framework is a key tool that has helped articulate the values, capabilities and attitudes the PTA wants from its workforce. This has been promoted across the organisation, starting with a cohort of 20 key leaders who are undertaking a program based on the framework and comprising principles of good leadership: 360 degree feedback, contextualised learning and application to the workplace. A series of two-hour leadership workshops to support this initiative started in June 2014, allowing employees to cover the spectrum of leadership attributes.

A Succession Risk Management Program is being implemented across the organisation to ensure we have strategies in place to develop and secure the workforce required in critical roles. The PTA's employee appraisal system, My Action Plan, continues to be enhanced to support the growth of individual and organisational capability.

The PTA Graduate Program remains an important vehicle to attract and retain high-calibre employees. This will be complemented and supported with a shift towards "growing your own" staff capability and talent. This is most notable in

operational areas, where outside technical skills or expertise is hard to recruit.

We remain strongly committed to continuously reviewing processes in accordance with public sector human resource management standards, to sustain a high standard of merit, equity and probity. As part of our continuous improvement strategy, reviews of some key policies and procedures have been undertaken with subsequent guidance and support to our managers and staff to ensure an approach that is fully aligned to PTA values.



Learning and Development

The L&D branch continued to work on lifting business performance and productivity by improving employee skills and knowledge. This includes a proper induction for new employees, technical training for newly-introduced processes and technologies, and the upgrading of skills and refresher training.

In the past 12 months, a big effort has been made to increase employees' generic skills.

The PTA's RTO registration was renewed for a further five years, which allows L&D to continue to provide qualifications and skills for employees, some of which are mandatory under the National Bill that came into effect in early 2014.

In the year under review, there were major changes in the transit officer training regime, with the decision to conduct the training internally. This has provided a better product for new TOs. The refresher training has also been improved to concentrate on quality rather than quantity of the required special skills.

Labour Relations

The remuneration and employment conditions for PTA employees are governed by industrial agreements registered in the WA Industrial Relations Commission. The Labour Relations branch has continued to undertake a key role in dispute resolution, policy development, enterprise bargaining and the provision of strategic advice to operational managers in relation to work reform initiatives.



Diversity

The PTA's Workforce and Diversity Plan 2012-16 identifies a range of strategies to ensure that we have the right workforce to deliver business objectives.

The WDP establishes targets for workforce participation among various groups consistent with core business goals and in line with the WA Equal Opportunity Act 1984 and other relevant legislation. It also considers untapped sources of potential employees. Using all sources and encouraging applicants from all diversity groups will enhance the performance of the PTA and its ability to meet core business needs in a changing business landscape.

The PTA aims to employ a workforce that reflects the community's diversity and provides a workplace where differences are valued and respected. We are committed to creating an environment where all employees and members of the public are treated with fairness, dignity and respect in accordance with equal opportunity laws and principles.

Health and lifestyle

In 2013-14 there was a shift in focus of the PTA's Health and Wellbeing program from activities to results. In support of this, more attention has been given to rolling out different programs to all PTA employees irrespective of their locations.

Data from previous years shows that most participants were at the Public Transport Centre (PTC) head office. Several initiatives such as provision of programs with online, telephone or face-to-face support were implemented to better accommodate the needs of operational employees.

Educational workshops have been delivered across the different operational areas to increase the program's visibility and raise employee awareness. With these initiatives, both participation and engagement rates grew, especially in PTA's operational areas.

Greater emphasis was also based on the reporting and evaluation of different activities and challenges the program offered. Questionnaires were sent to different PTA locations asking for employee ideas on how to improve the program. Most of the responses were from operational employees. This helped with the evaluation of the delivery of the current program and provided further ideas for increasing participation rates across operational areas irrespective of differing work schedules.

In the coming year, the program will continue to target operational employees, improving its metrics, and refining its ability to demonstrate PTA's return on investment. Greater consultation with stakeholders continues to be of importance.

Service milestones

A number of our people achieved significant service milestones in 2013-14. Awards recognising 40 and 50 years of service went to the following.

Name	Position	Service milestone
John Robertson	Safety Manager	50-year award (Jan 2014)
Zygmunt Mortas	Signal Project Engineer	50-year award (Feb 2014)
Peter Martinovich	Executive Director IPLS	50-year award (Mar 2014)
Spasoje Nedeljkovic	Railcar Driver (East Perth)	40-year award (Jul 2013)
Warren De Prazer	Admin and Contracts Support Officer	40-year award (Nov 2013)
Gavin Heaysman	Suburban Operations Officer	40-year award (Nov 2013)
Damian Carrick	Passenger Service Manager Armadale	40-year award (Apr 2014)
Brian Clarke	Perway Patroller	40-year award (Jun 2014)
Robert Rowland	Driver Coordinator Claisebrook	40-year award (Jun 2014)