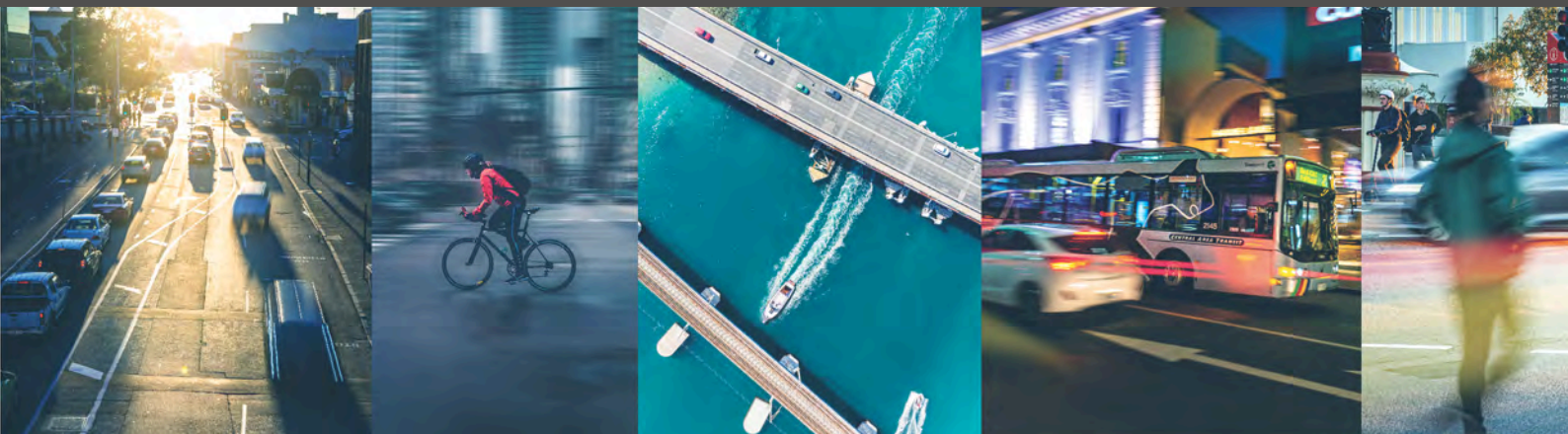




Department of Transport  
Main Roads Western Australia  
Public Transport Authority

# Connecting People and Places Transport Portfolio 2019-20



Sharing the projects and achievements delivered by the  
Transport Portfolio's dedicated people in 2019-20.

BUILDING  
FOR  
TOMORROW.

# Connecting People and Places

## Transport Portfolio 2019-20

### Acknowledgement of Country

The Transport Portfolio acknowledges the Traditional Custodians of the land and their connection to land, waters and community. We pay our respect to all members of Aboriginal communities and their cultures; and to Elders past, present and emerging.

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### Alternative formats

This publication is available in alternative formats upon request. Contact us to request a copy or submit an enquiry.

### Contact us

Department of Transport  
GPO Box C102, PERTH WA 6839  
Email: [media@transport.wa.gov.au](mailto:media@transport.wa.gov.au)  
Website: [www.transport.wa.gov.au](http://www.transport.wa.gov.au)

Main Roads Western Australia  
PO Box 6202, East Perth WA 6892  
Email: [enquiries@mainroads.wa.gov.au](mailto:enquiries@mainroads.wa.gov.au)  
Website: [www.mainroads.wa.gov.au](http://www.mainroads.wa.gov.au)

Public Transport Authority  
PO Box 8125, Perth Business Centre, WA 6849  
Email: [enquiries@pta.wa.gov.au](mailto:enquiries@pta.wa.gov.au)  
Website: [www.pta.wa.gov.au](http://www.pta.wa.gov.au)

# Contents

<b>4</b>	<b>From the Director General</b>
<b>6</b>	<b>Strategic Direction</b>
<b>7</b>	<b>About the Transport Portfolio</b>
7	Our People
8	Our Finances
9	Our Performance
10	Our Customers
11	Customer engagement
12	Transport Portfolio structure
13	Our Leadership Team
<b>15</b>	<b>Our Achievements</b>
15	Feature Story: COVID-19 pandemic response and recovery
<b>16</b>	<b>Customer Focussed</b>
17	Case Study: Highway to Hell
<b>18</b>	<b>Sustainable Transport Systems</b>
19	Case Study: Increasing bike riding benefits all
<b>20</b>	<b>Innovative Solutions</b>
21	Case Study: Smart Freeway
<b>22</b>	<b>Optimising Investment</b>
23	Case Study: Holistic transport planning for the future
<b>24</b>	<b>Optimising Investment</b>
25	Case Study: METRONET
<b>26</b>	<b>Collaborative Culture</b>
27	Case Study: Westport Taskforce
<b>28</b>	<b>Looking Ahead</b>
28	Case Study: Transport Portfolio Hackathon
<b>29</b>	<b>Facts and Figures</b>



The Transport Portfolio agencies – the Department of Transport, Main Roads Western Australia and Public Transport Authority – along with METRONET, Westport Taskforce, Office of Major Transport Infrastructure Delivery (OMTID) and the Portfolio Strategic Projects Office, are committed to working together to plan and deliver transport solutions for a safer, healthier, sustainable and prosperous future for Western Australia.

## From the Director General

### **It is my pleasure to present the Transport Portfolio's 2019-20 Connecting People and Places publication.**

Transport is a major focus of the State Government. More than \$8 billion of funding has been allocated to transport projects over the next four years. The Portfolio has made significant progress on key initiatives throughout 2019-20, including the Smart Freeways project, the final stage of on-demand transport industry reform, Westport's future port assessments, and METRONET's ongoing program of works.

Other highlights include the 2020 Transport Portfolio Leadership Forum in February, which brought together 168 leaders from across the Portfolio to discuss opportunities to improve future transport outcomes. In early March, the Portfolio played a pivotal role in the success of the Highway to Hell AC/DC tribute concert, which was attended by more than 150,000 people.

Then the onset of the COVID-19 pandemic in March saw a rapid shift in focus and priorities – not just for the Transport Portfolio and State Government, but for many organisations and communities across the world.

As the pandemic escalated, Western Australia took the unprecedented measure of closing its borders to international and interstate visitors. People were asked to avoid leaving their homes if possible, and maintain safe distances and adhere to hygiene protocols. These actions had a significant impact on the State's transport services and supply chains.

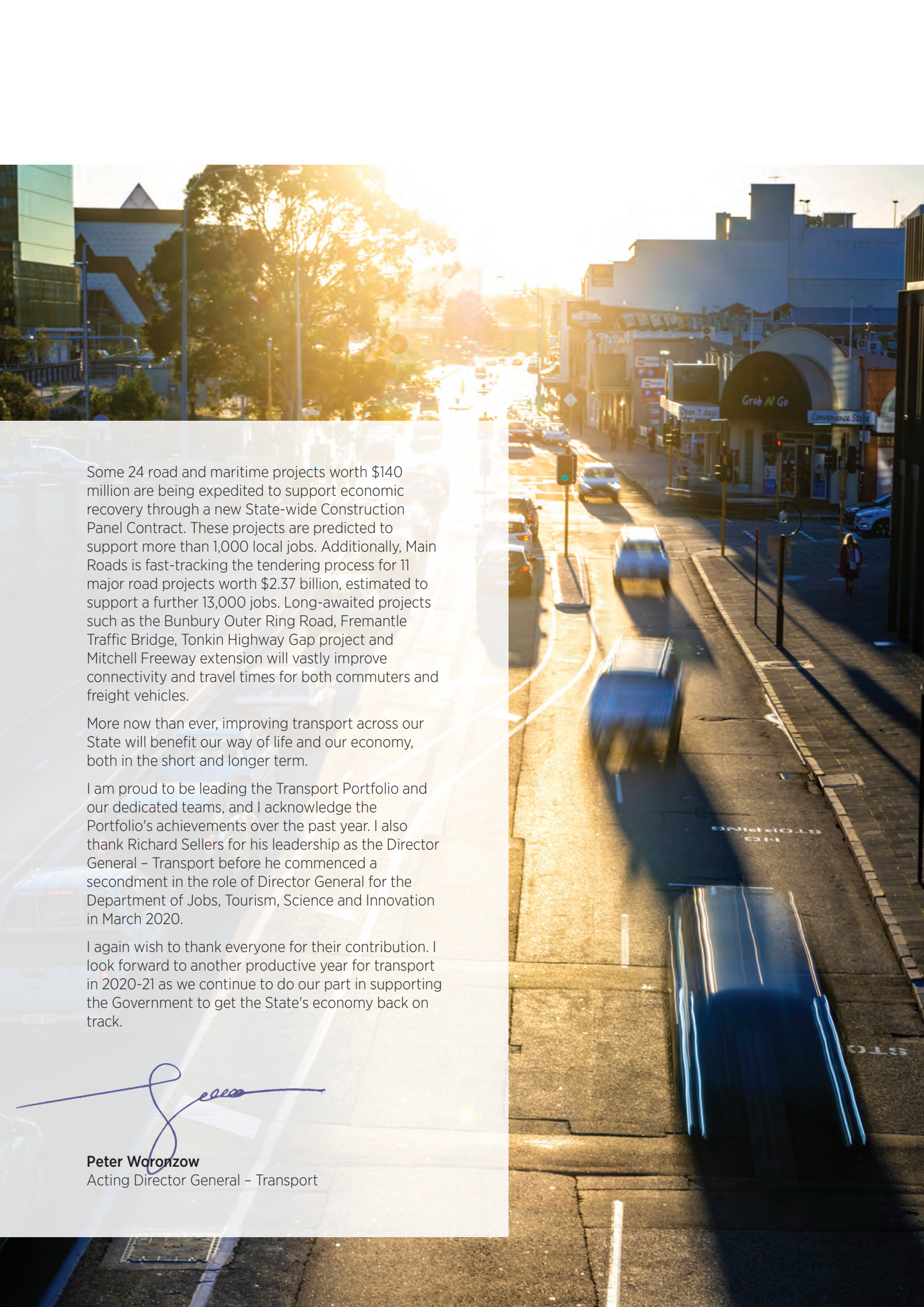
Amid this uncertainty, the Transport Portfolio's dedicated employees rose to the challenge in responding to the COVID-19 pandemic. Thanks to decisive leadership and action, additional safety measures were swiftly applied to protect both workers and customers. Alternative methods of delivering important services were implemented or adjustments made to ensure continuity of operations while prioritising the safety of our customers and employees.

I am proud to say that the Transport Portfolio continued to deliver its essential services and serve our customer base across the State throughout the COVID-19 pandemic. I commend the commitment of our employees during this difficult time.

At the time of writing, Western Australia, thanks to the community's patience and adherence to restrictions, physical distancing and hygiene protocols, has been able to navigate through the pandemic and relax its COVID-19 restrictions sooner than most other places in Australia, and indeed, the world.

The Government began to focus on economic recovery in May, with the Transport Portfolio playing a leading role. As an initial step, OMTID was established to streamline the delivery of major infrastructure projects valued at more than \$100 million. Several procurement processes, including for METRONET projects, are being fast-tracked to assist the post-pandemic economic recovery.





Some 24 road and maritime projects worth \$140 million are being expedited to support economic recovery through a new State-wide Construction Panel Contract. These projects are predicted to support more than 1,000 local jobs. Additionally, Main Roads is fast-tracking the tendering process for 11 major road projects worth \$2.37 billion, estimated to support a further 13,000 jobs. Long-awaited projects such as the Bunbury Outer Ring Road, Fremantle Traffic Bridge, Tonkin Highway Gap project and Mitchell Freeway extension will vastly improve connectivity and travel times for both commuters and freight vehicles.

More now than ever, improving transport across our State will benefit our way of life and our economy, both in the short and longer term.

I am proud to be leading the Transport Portfolio and our dedicated teams, and I acknowledge the Portfolio's achievements over the past year. I also thank Richard Sellers for his leadership as the Director General – Transport before he commenced a secondment in the role of Director General for the Department of Jobs, Tourism, Science and Innovation in March 2020.

I again wish to thank everyone for their contribution. I look forward to another productive year for transport in 2020-21 as we continue to do our part in supporting the Government to get the State's economy back on track.



**Peter Woronzow**  
Acting Director General – Transport

# Strategic Direction

## Our Vision

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



### Customer focussed

We keep our customers at the centre of our service delivery and decision-making.



### Sustainable transport system

We deliver integrated, safe and efficient transport solutions.



### Innovative solutions

We innovate to optimise our service delivery and infrastructure.



### Planning and prioritisation

We plan holistically for a growing State.



### Optimising investment

We maximise the benefits of every transport dollar.



### Collaborative culture

We embrace collaboration to achieve better outcomes.

## Our Role

Transport isn't about roads, boats, planes, bicycles or trains – it's about people.

Our transport network connects the people of Western Australia to their homes, families and friends, as well as to places of work and leisure.

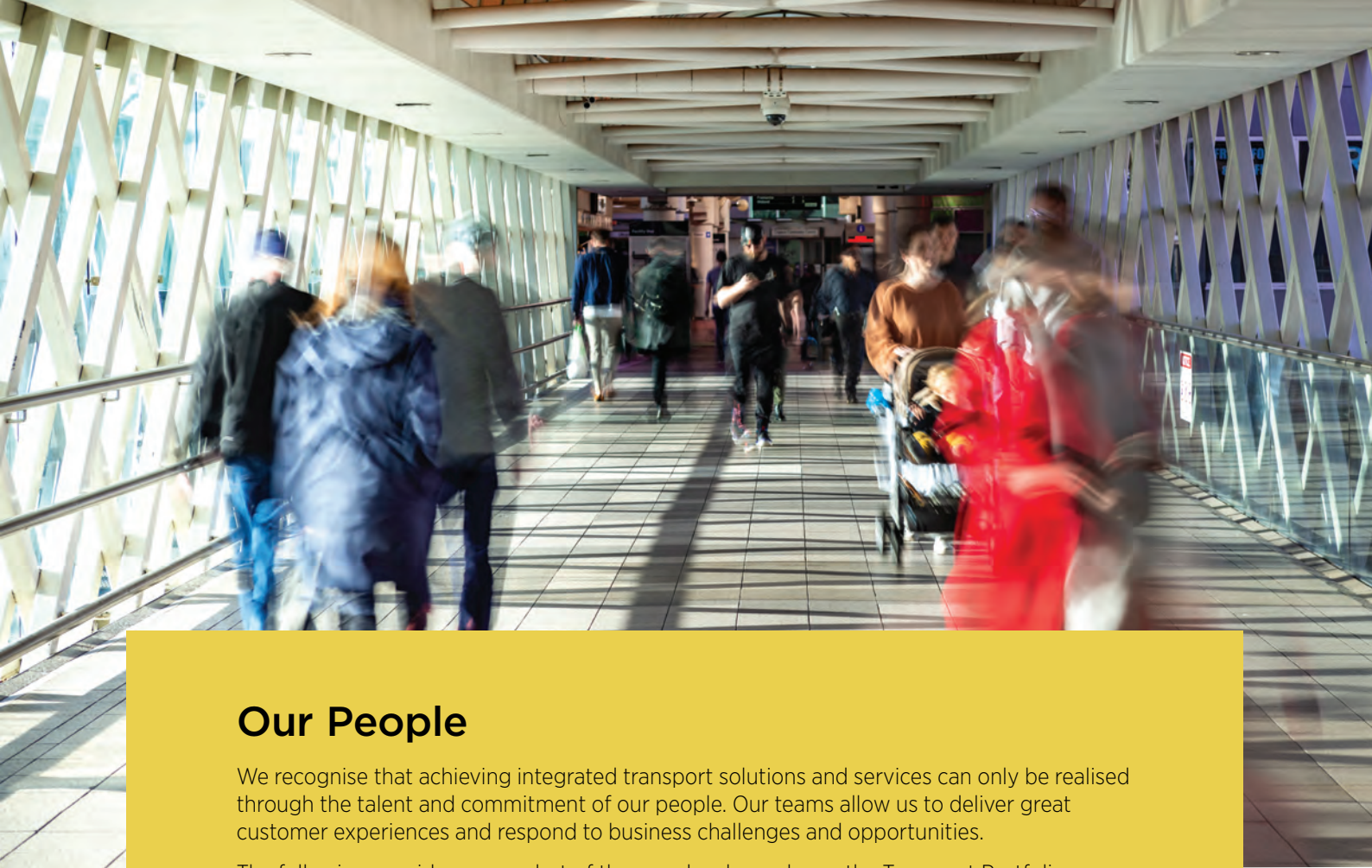
Transport keeps the economy moving. We support thousands of businesses who rely on road, rail, air, sea and even bike to deliver billions of dollars' worth of goods and services each year. Transport keeps our supermarkets stocked and connects our resources and products to the world.

This is why the Transport Portfolio exists: to deliver an intelligent, interconnected transport network that responds to Western Australia's way of life. To ensure well-designed transport infrastructure that supports vibrant, healthy and sustainable communities.

By approaching transport planning and delivery in a more integrated, strategic and innovative way, we can achieve better outcomes. No matter the mode of transport people use on any given day – whether driving a car, riding a bicycle, catching public transport or flying on an airplane – we want Western Australians to get to where they want to go as quickly and safely as possible.



# About the Portfolio



## Our People

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

The following provides a snapshot of the people who make up the Transport Portfolio teams.

**62%** males  
**38%** females

**4,809**  
employees

**45**  
offices

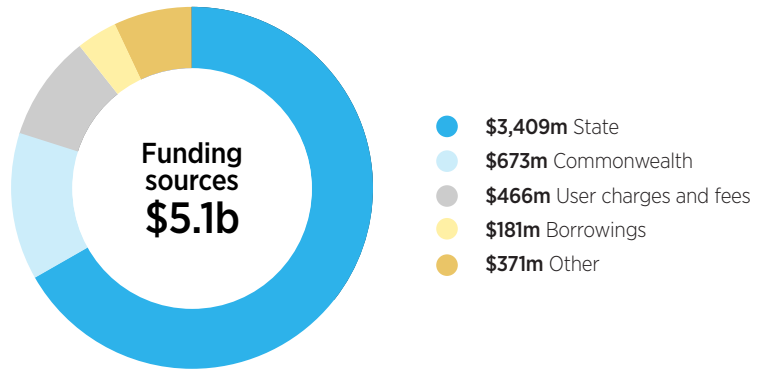
**437**  
regional-based employees

## Our Finances

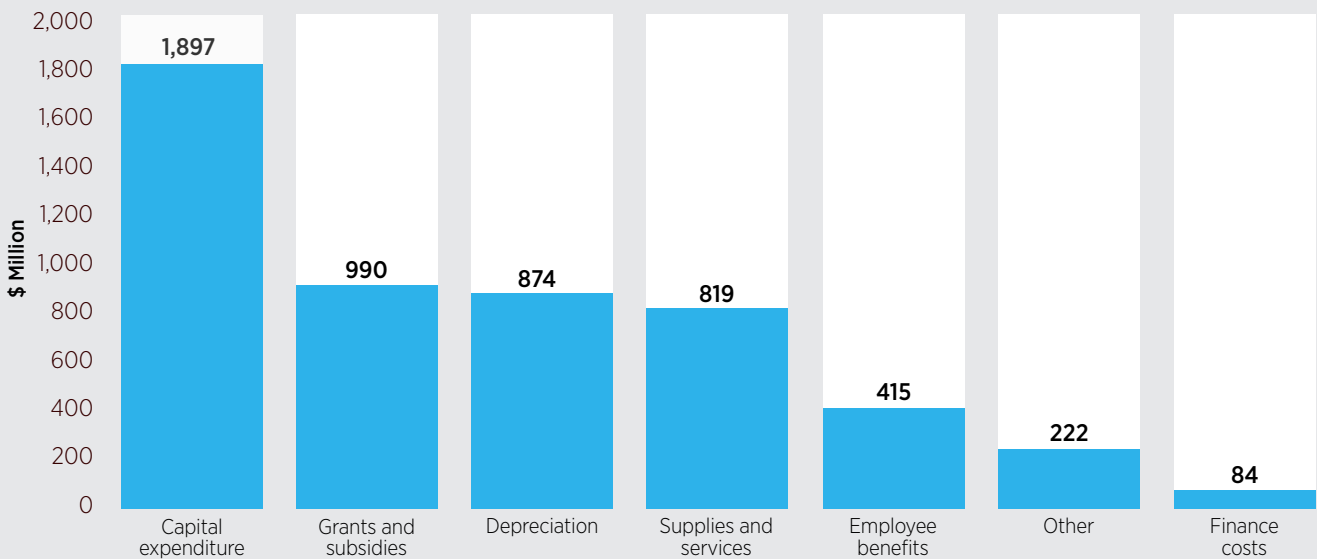
The Transport Portfolio is responsible for nearly \$76.1 billion of assets and administers a total capital expenditure of more than \$5.3 billion.

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

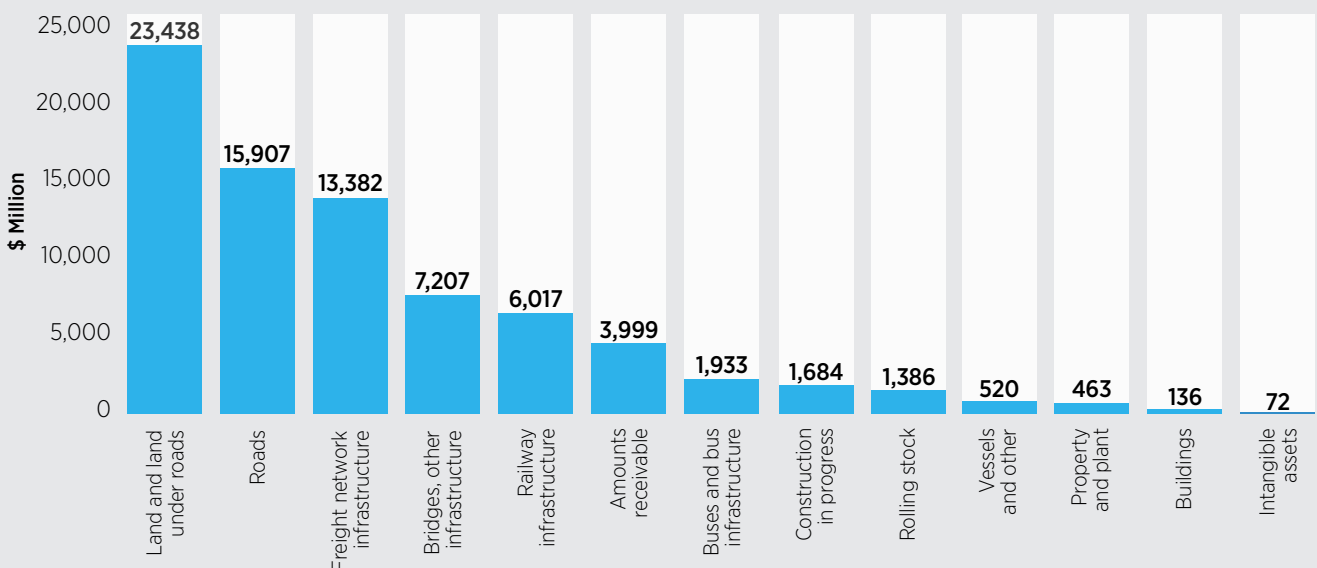
A detailed breakdown of each agency's workforce and finances is available in their respective 2019-20 Annual Reports.



### Total expenditure



### Total assets















## Our Performance

Measuring the Portfolio's performance through timely, accurate and meaningful assessment against key metrics is an essential part of good management. This data assists in ensuring accountability and transparency while aiding good decision-making.

The following is an overview of the Transport Portfolio's performance against assessment metrics in 2019-20.

















RESULT ■ TARGET 

### Customer Satisfaction

Roads	90%		
Trains	94%		
Buses	91%		
Ferries	100%		
Cycleways	91%		
Transwa*	Not reported		









\*Survey not conducted due to COVID-19 restrictions

### Service Reliability

Buses	83.3%		
Trains	95.9%		
Ferries	95.3%		
Road coaches	98%		
Journey time reliability roads**	Not reported		
Congestion Index	81.3%		
Percentage of regional local government areas (LGAs) that have access to regular public transport air services between the LGA and Perth	91.4%		
Percentage of multi-purpose taxi journeys carrying passengers in wheelchairs which meet the waiting time standard	98.5%		
Driver's licence cards issued within 21 days of completed application	100%		

\*\* Note that journey time reliability has not been reported due to the impacts of COVID-19 significantly altering travel patterns during this period

### Safety

Vehicle examinations completed in accordance with Australian Design Rules (Safe Vehicles)	93.5%		
Driver's licences issued that comply with the Graduated Driver Training and Licensing System (Safe Drivers)	96.8%		
Maritime infrastructure is fit for purpose when required	99%		
Incidents (accidents) on the water per 10,000 registered recreational vehicles	10.2		

## Our Customers

Transport is one of the community's most important assets, enabling access to family, friends, education, employment, recreation and social opportunity. Transport also supports the economy through the efficient and reliable movement of people and goods. For these reasons, every person in Western Australia is a customer and stakeholder of the Transport Portfolio.

The following snapshot shows some of the ways in which the Transport Portfolio serves the people of WA.

### We service, manage and maintain...



#### Roads

More than **18,600** kilometres of roads across the State, with **1,020** traffic signals, over **3,600** sensors and beacons, and **550** CCTV cameras



#### Public transport

Over **116.5** million Transperth total boardings, with **3.02** million SmartRider cards in circulation and **865,000** SmartRider transactions on an average weekday



#### Trains

Transperth's rail network consists of **181** kilometres of track with **72** stations on five lines, **330** Transperth railcars, and monitored by over **15,000** CCTV cameras



#### Buses

Transperth's bus network covers **11** geographic contract areas, with a fleet of **1,483** buses and **23** bus depots. We operate more than **900** orange-school bus services and contracts for students in rural areas and students attending special education facilities in the metro area



#### Drivers

**1,879,225** licensed drivers and **2,904,385** licensed vehicles across WA, with **1,011,117** driver and vehicle services transactions processed and **99,812** Practical Driving Assessments conducted



#### On-demand transport

We oversee **17,607** licensed passenger transport vehicles and **63,267** licensed passenger transport drivers



#### Maritime

As well as **3** Transperth ferries, we monitor **12,700** kilometres of coastline, **98,837** registered boats, **260,322** licensed skippers, **2,038** active moorings, **1,436** marine navigational aids and **4** fixed and **2** mobile CCTV cameras on Perth's waterways. We also manage **34** boat harbours supporting **1,658** boat pens, **144** moorings and around **300** commercial and retail lessees



#### Cycling

Almost **300** kilometres of Principal Shared Paths for pedestrians and bike riders, with **131** cycling projects in development across the State in partnership with **23** metropolitan and **45** regional local governments. There are also **137** schools involved in the Your Move Schools program and **82** organisations involved in the Your Move Workplaces program



#### Bridges

**1,080** road bridges on the State road network, **880** road bridges on local government roads, **34** rail bridges and **4** road and rail bridges across the State



#### Regional services

We link **240** regional locations to the Perth metropolitan area (and locations in between) with **23** Transwa road coaches and **14** Transwa railcars. We have **156** TransRegional buses operating town and school bus services in **14** major regional towns



#### Trucks

**34,300** heavy vehicle permits and more than **4,500** Heavy Vehicle Accredited Operators

## Customer Engagement

Social and digital channels are important tools for communicating with our customers and supporting service delivery and decision-making. The following is an overview of some of our popular channels.



### Facebook

	LIKES
Main Roads	62,570
Transport WA	16,223
Transperth	14,535
Marine Safety	7,197
Your Move	6,827
METRONET	3,943
Forrestfield-Airport Link	3,659
Marine Boatshed	724
Transwa	532*



### Instagram

	FOLLOWERS
Transperth	4,989
Main Roads	3,314
METRONET	1,310
Your Move (@YourMoveWA)	475
Transwa	54*



### Website

	VIEWS
Transperth	36,400,000
DoT	30,859,071
Main Roads	6,190,000
Transwa	3,041,425
PTA	1,157,142
METRONET	921,742
Forrestfield-Airport Link	232,460
Your Move	104,485



### Twitter

	FOLLOWERS	TWEETS
Main Roads – @Perth Traffic	64,349	8,346
Transperth – @Transperth	45,500	739
Main Roads – @WA Roads	19,393	6,899
Transport – @TransportWAnews	5,270	117
Marine Safety WA – @MarineSafetyWA	1,821	320
METRONET – @metronetperth	743	73

### Call centre contacts



	CALLS RECEIVED
DoT	834,770
Transperth	474,865
Transwa	142,372
Main Roads	99,920

\*Transwa social media platforms launched in March 2020

## Transport Portfolio Structure

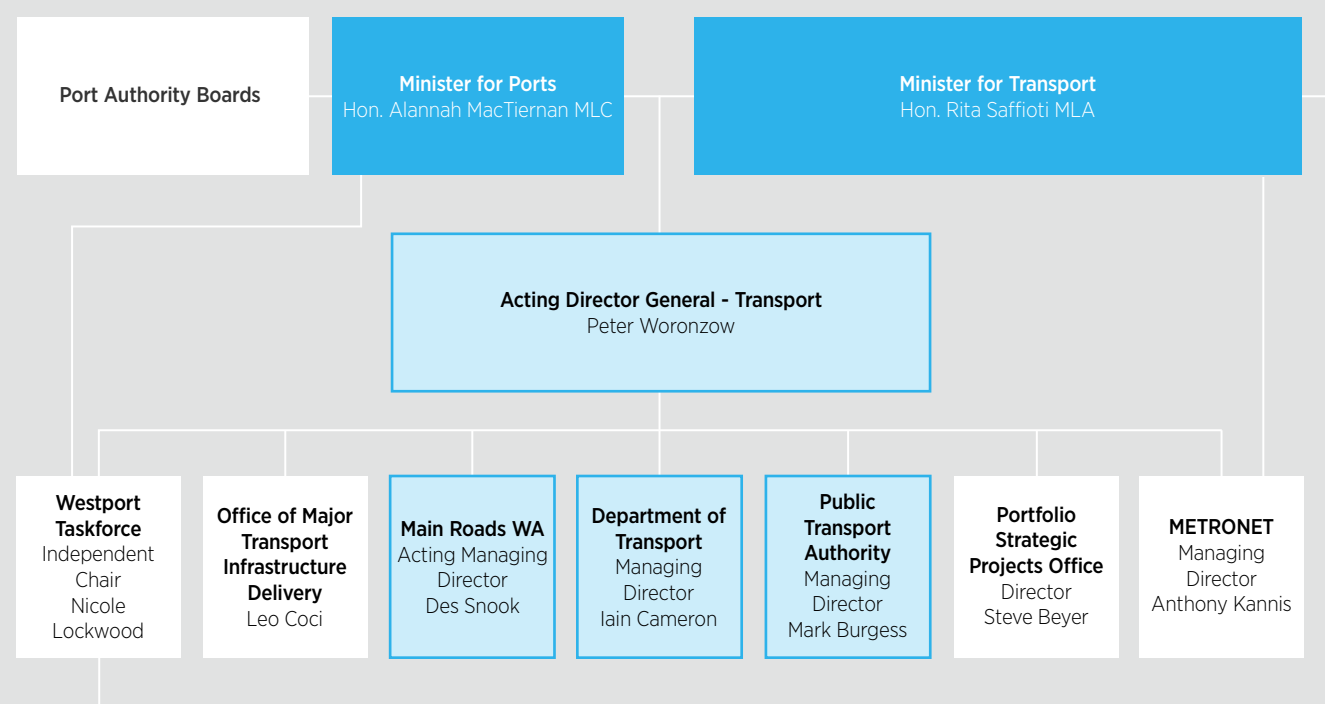
The Director General of the Department of Transport (DoT) concurrently holds the positions of Commissioner of Main Roads and Chief Executive Officer of the Public Transport Authority (PTA). These three agencies are the core of the Transport Portfolio.

In March 2020, Richard Sellers accepted a secondment as Director General of the Department of Jobs, Tourism, Science and Innovation. Since that time, Managing Director of Main Roads, Peter Woronzow, has been Acting Director General – Transport, taking overall responsibility for providing strategic direction and leadership across the Transport Portfolio. This includes working closely with our colleagues in the various Port Authorities.

While Peter is undertaking the role of Director General, Des Snook is Acting Managing Director of Main Roads. In other changes, Iain Cameron was appointed Managing Director of the Department of Transport.

In addition, the Office of Major Transport Infrastructure Delivery (OMTID) was established and is currently being led by Leo Coci. OMTID will streamline and fast-track delivery of important transport projects valued at more than \$100 million to support Western Australia's post-COVID-19 economic recovery.

The Portfolio Strategic Projects Office identifies and manages strategic projects across the Portfolio agencies. The Westport Taskforce office is led by a Project Director who reports to the Managing Director DoT, while the Independent Chair of Westport reports to the Minister for Ports.





## Leadership Team

### **Peter Woronzow** **Acting Director General – Transport**

Peter was appointed Acting Director General – Transport in March 2020, having previously been in the role of Managing Director, Main Roads. Peter brings a wealth of experience, having worked in the Transport Portfolio for several decades. Peter is a member of CPA Australia, Chairman of the Australian Road Research Board and a Director on the Board of Austroads Ltd. Through these and other roles, Peter actively contributes to the achievement of strong national transport outcomes.

### **Iain Cameron** **Managing Director, Department of Transport**

As Managing Director, Iain chairs DoT's Corporate Executive and oversees the delivery of a wide range of transport-related and support services. He has extensive policy, strategy and leadership experience in a diverse range of portfolios across the public sector including education, health, transport and road safety. Iain is the Chair of the WA Road Safety Council, a Trustee on the Board of Towards Zero Foundation (a UK registered charity), an Independent Director on the Board of the Australasian New Car Assessment Program (ANCAP) and the Co-Chair of the Commonwealth Road Safety Initiative, London. Iain seeks to achieve results for the community of WA through a focus on customers, culture and collaboration.

### **OUR LEADERSHIP TEAM**

Left to Right: Des Snook, Acting Managing Director, Main Roads Western Australia; Iain Cameron, Managing Director, Department of Transport; Peter Woronzow, Acting Director General - Transport; Mark Burgess, Managing Director, Public Transport Authority and Anthony Kannis, Managing Director, METRONET



**Des Snook**  
**Acting Managing Director, Main Roads**  
**Western Australia**

Des is currently filling the role of Managing Director for Main Roads, drawing on his extensive experience working in senior roles across Main Roads in Perth and regional Western Australia. This provides him with a good understanding of the State-wide functions, responsibilities and services of Main Roads. He is also Western Australia's Alternate Director on the boards of Austroads and Transport Certification Australia, and continues to hold State-wide responsibility for the delivery of heavy vehicle services.

**Mark Burgess**  
**Managing Director, Public Transport Authority**

Mark was appointed Managing Director of the Public Transport Authority in 2010 and is responsible for the day-to-day operations of the agency. Mark has 22 years' experience in senior public transport roles in WA and, before moving to the Managing Director position, was Executive Director of the Transperth system – Perth's integrated bus, train and ferry system – for 12 years. This included a period when that function resided in the Department of Transport and the Department for Planning and Infrastructure. Prior to his public transport roles, Mark gained extensive logistics, transport and people management skills during his 21 years serving in the Australian Army.

**Anthony Kannis**  
**Managing Director, METRONET**

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



**Nicole Lockwood**  
**Independent Chair, Westport Taskforce**

Nicole was appointed Independent Chair of the Westport Taskforce in September 2017. She brings to the role a wealth of experience from government and the private sector in the areas of urban renewal, regional development, infrastructure and freight. Nicole is also Chair of the Freight and Logistics Council of WA, Deputy Chair of Infrastructure Western Australia, and a Board Member for the Water Corporation.

# Our Achievements

## FEATURE STORY

### COVID-19 Pandemic Response and Recovery

The COVID-19 pandemic presented a number of unprecedented challenges impacting services, customers and stakeholders across the Transport Portfolio.



By the end of March 2020, WA's borders were closed to interstate and international visitors. Impacts across the Transport Portfolio changed the way frontline workers and those in customer service interacted with customers in a bid to adhere to social distancing and manage the COVID-19 restrictions. Impacts included:

- 6,500 non-essential C Class Practical Driving Assessments (PDAs) postponed from March to May, with a backlog of 35,000 PDA bookings resulting in the short term.
- Patronage on the Transperth network falling by almost 90 per cent as more people started working from home. As a measure to increase hygiene and reduce the risk of spreading the virus, an increased cleaning regime began on all public transport to higher than normal standards with touch points on all services cleaned after every trip.
- Transwa instigated cashless ticket purchasing as an additional safety measure for passengers.
- *Transport (Road Passenger Services) Amendment (COVID-19 Response & Regional Assistance) Act 2020* established to guide the on-demand transport industry.
- Delays due to travel restrictions impacted delivery of some infrastructure projects and opportunities for normal community engagement practices.
- Provision of traffic management services to support WA Police with regional and intra-regional travel restrictions at check points and borders.
- Establishing a 13COVID hotline to respond to community enquiries.
- Support in the creation of the G2G PASS app to manage border restrictions.
- Working with industry and aviation partners to keep freight supply chains and a minimum network of air services operating to ensure supplies of food, essential products and workers, medical supplies, delivery of air freight and emergency services.
- Employees across the Portfolio responding to the pandemic's significant impacts with commitment and flexibility, and for those who could, they worked remotely.

With restrictions having eased by the beginning of June 2020, the focus on recovery began. The Transport Portfolio is integral to WA's recovery in revitalising the State's economy through the delivery of a number of key infrastructure projects. The Portfolio established the Office of Major Transport Infrastructure Delivery (OMTID) to streamline the roll-out of key transport infrastructure projects which will assist in providing stimulus into the economy and creating jobs for Western Australians.

# Customer Focussed

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



## During 2019-20, we:

- kept our essential services operating throughout the COVID-19 crisis and communicated significant COVID-19 public transport network changes to passengers;
- transitioned METRONET's community information sessions to an online format in response to COVID-19 restrictions;
- improved disability access on the South West Main Rail Line and the Eastern Goldfields Railway by delivering two high-level platforms at North Dandalup and Cookernup;
- determined a more coordinated, consistent approach to delivering travel information based on a review;
- undertook community consultation on more than 20 metropolitan and regional road projects;
- completed the Wheatbelt Secondary Freight Route that engaged 42 local governments to identify 80 routes on local roads to improve safety and efficiency;
- surpassed 600,000 DoTDirect customers and introduced a digital billing option;
- launched a new PlatesWA website to simplify designing and purchasing optional plates;
- actioned a comprehensive plan to catch up on a backlog of some 35,000 PDA bookings that were postponed or not released to the public between March and May 2020 due to COVID-19;
- bolstered marine safety compliance by rolling out additional mobile CCTV units and on-water radar speed signs;

- launched Stage 2 of the on-demand transport reforms in July 2019, which have improved the safety, pricing, choice and flexibility of the on-demand transport industry;
- implemented Transwa on-time running displays at East Perth, Bunbury and Kalgoorlie; and
- launched an updated version of the Transperth App.

## In 2020-21, we will:

- launch a one-stop online portal that provides information on all transport infrastructure related projects planned and underway across the State;
- conduct community consultation for the Forrestfield-Airport Link bus network planning;
- enhance the onboard experience for Transwa passengers on the Prospector and road coach fleet with the introduction of Wi-Fi;
- introduce new technology designed to improve our telephony service for people seeking transport information;
- finalise arrangements for a zip-line and adventure climb on Matagarup Bridge;
- play a leading role in the delivery of WA's economic recovery by delivering infrastructure projects; and
- launch a new boating app aimed at keeping boating enthusiasts safe on the water.





### Highway to Hell

In March 2020, the Transport Portfolio helped make the spectacular free public event, **Highway to Hell, a major success.** Our teams worked tirelessly with other stakeholders for months to ensure the community enjoyed their experience.

Held as part of the 2020 Perth Festival, Highway to Hell saw more than 150,000 people turn out to pay tribute to legendary Australian rock band, AC/DC. The event's travelling stage meant the temporary closure of Canning Highway, one of Perth's main arterial roads, between the Kwinana Freeway and Queen Victoria Street, Fremantle.

PTA had the challenging task of delivering efficient public transport services for the massive event crowds over a vast area with many road closures in place. Transperth's communications – primarily utilising Facebook and Instagram – focussed on both advising concert-goers of their transport options, as well as updating regular commuters on disruptions to their services. More than 20,000 people visited the Transperth website prior to the event to plan their journeys.

Considerable planning and coordination between Main Roads and PTA was required to ensure that buses were able to deliver passengers to the event and effectively clear them afterwards. Three special bus routes were developed specifically for this event, with Transperth staff on the ground throughout the day to provide support and respond to issues as needed.

Main Roads undertook the planning and delivery of transport management to reduce impacts to the wider road network and maximise the efficiency and safety of transport measures. This included detailed assessment of road network impacts; development of detailed traffic management and Hostile Vehicle

#### Highway to Hell Statistics

- 150,000 people in attendance
- 10.5km closure of a State Highway for 10 hours, impacting on 15 signalised intersections and 110 side roads. Requiring 250 traffic controllers, 1.5km of barriers, 200 water-filled barriers and 250 HVM barriers
- 13,000 bus boardings, with 170 buses undertaking 400 trips
- 32,000 train boardings through Canning Bridge, Bull Creek, North Fremantle and Fremantle train stations.

Mitigation plans; media and community liaison; command and control; incident management and contingency; heavy vehicle access; and route management.

On the day of the event, Main Roads and PTA representatives joined WA Police, Perth Festival, St. Johns Ambulance, Department of Fire and Emergency Services and local government at the Road Network Operations Centre. Using state-of-the-art technology, the team monitored and manually controlled over 70 signalised intersections to ensure the event ran smoothly with minimal impacts to the road network outside of the event zone.

# Sustainable Transport Systems

We deliver integrated, safe, efficient transport solutions



## During 2019-20, we:

- started construction on four METRONET projects (Bayswater Station Upgrade, Yanchep Rail Extension, Thornlie-Cockburn Link, and the Denny Avenue Level Crossing Removal); progressed planning for the Inner Armadale Line level crossing removals and Byford Rail Extension; and advanced the Morley-Ellenbrook Line to the procurement phase;
- completed NorthLink WA, the single largest road project in the State's history, and achieved an excellent rating from the Infrastructure Sustainability Council of Australia;
- delivered new overtaking lanes on Brand Highway and improvements to Indian Ocean Drive;
- re-used more than 34,000 tonnes of crushed concrete demolition waste and almost 4,000 car tyres on Main Roads' projects;
- progressed construction of three new Safe Active Streets in Nedlands, Melville and Bassendean;
- had 80 local government projects apply for \$14 million in bike network grants; and
- doubled participation in the Your Move Schools program and doubled the number of schools awarded Connecting Schools Grants up to 24.

## In 2020-21, we will:

- progress the remaining METRONET Stage 1 projects still in planning to delivery, including the Inner Armadale Line Level Crossing Removals, Byford Rail Extension and Midland Station projects;
- upgrade infrastructure in preparation for trialling electric buses;
- continue to progress 131 cycling projects in partnership with 23 metropolitan and 45 regional local governments across WA;
- award and progress works on the Bunbury Outer Ring Road;
- progress plans for the next stage of the Albany Ring Road; and
- commence the Regional Road Safety Improvement Program of widening and sealing road shoulders and introducing audible edge lines across the regional road network.



### Increasing bike riding benefits all

The COVID-19 pandemic saw **Western Australians ride their bikes in record numbers**. Some bike paths around Perth reported up to four times the usual number of riders between April and June 2020, with the overall bike network reporting a 45 per cent increase in volume. This resurgence reinforced the importance of a safe, accessible and connected bicycle network.

Over the past 12 months, the Transport Portfolio progressed several vital Principal Shared Path (PSP) projects, including opening Stage 2 of the Fremantle PSP between Grant Street and Victoria Street Station in August 2019; commencing construction on the Success Hill station section of the Perth to Midland PSP; and nearly completing the \$19 million section of the Mitchell Freeway PSP between Hutton Street and Glendalough station.

DoT continued working closely with local governments on the Long-Term Cycling Network (LTCN) for Perth and Peel. Once endorsed in 2020-21, the LTCN will guide future infrastructure planning to better connect suburbs by linking paths to schools, community facilities, recreational spaces and transport services.

Progress continued on the Regional 2050 Cycling Strategies, aimed at delivering cycling infrastructure to improve liveability and economic development in regional areas. The Pilbara 2050 Cycling Strategy was released for stakeholder consultation in June 2020 and work continues on the Avon Central Coast Strategy.

DoT's Your Move program focuses on changing behaviour to encourage more people to walk, ride, scoot and use public transport. The Your Move Bassendean project, which wrapped up in 2019, was a huge success, with 87 per cent of participants saying they would recommend the program to others and 98 per cent saying they would maintain their new

#### How the WA community embraced their bikes in the COVID-19 pandemic

- 1 in 5 Western Australians rode their bike at least weekly during April and May 2020
- 40 per cent of those who rode their bikes during this period were doing so more regularly
- Picturesque bike paths along the coast and Swan River experienced up to five times more bike riders, particularly on weekends
- Reasons for riding included recreation, fitness, getting outdoors, visiting family/friends and travelling to school, work or university
- Most growth was driven by families and 35-54 year olds, but all demographic groups observed some growth

*Sources: People's Voice Survey. 2020. Painted Dog Research. The Department of Transport's fixed piezoelectric bike counter data.*

transport habits. The next project, Your Move Stirling, is now set to launch in 2020-21.

By taking a holistic approach to planning WA's bike network, the Transport Portfolio is ensuring our cycling infrastructure will continue to meet growing demand and encourage more people to ride. Bike riding is an environmentally friendly and healthy way to travel.

# Innovative Solutions

We innovate to optimise our service delivery and infrastructure



## During 2019-20, we:

- launched the 13COVID hotline within a week, operated by employees working from home, to respond to community enquiries seven days a week;
- assisted WA Police and the Department of Primary Industries and Regional Development in developing and administering the innovative G2G PASS app, which enabled more than 135,000 border pass applications to be processed digitally;
- completed planning for the METRONET Morley-Ellenbrook Line, with the project being added to Infrastructure Australia's Infrastructure Priority List;
- completed tunnelling on the METRONET Forresterfield-Airport Link with the breakthroughs of tunnel boring machines Grace and Sandy near Bayswater Station;
- established the Office of Major Transport Infrastructure Delivery to streamline the rollout of critical transport infrastructure projects to support the economy and jobs post-pandemic;
- drafted, debated and passed the *Transport (Road Passenger Services) Amendment (COVID-19 Response and Regional Assistance) Act 2020* legislation within one week;
- continued work on the implementation of the Traffic Signal Priority System to enable late-running buses to receive green light traffic signal priority;
- expanded the Addinsight system to improve network performance monitoring and reporting;
- delivered the second phase of the online Cycling Incident Reporting Facility and integrated the tool with the Your Move online journey planner;

- undertook a Heavy Vehicle Compliance Automation project to improve the effectiveness of investigation and intelligence driven activities; and
- held the first Transport Portfolio Industry Hackathon, bringing together WA innovators to produce creative, original solutions to transport challenges (see case study on page 28).

## In 2020-21, we will:

- launch the Your Move travel behaviour change program in the City of Stirling;
- upgrade infrastructure in preparation for trialing electric buses;
- continue to develop and implement new ways of working in response to COVID-19;
- open Perth's first Smart Freeway, helping to manage road congestion and improve safety;
- continue to prepare for autonomous vehicles by working with national bodies on regulation, trials and research;
- collaborate across government on developing an Electric Vehicle Strategy for WA;
- undertake further research on increasing use of recycled materials in our infrastructure projects; and
- consider how the Portfolio can contribute to achieving the State Government's vision for zero net emissions by 2050.





### Smart Freeway

**We delivered Perth's first Smart Freeway in 2020**, designed to reduce congestion, improve safety and make better use of existing infrastructure.

Part of the Transforming Perth's Freeways strategic program, the Smart Freeway – Kwinana Northbound project is the largest Intelligent Transport Systems (ITS) project we have undertaken. More than 800 ITS devices were installed on Kwinana Freeway northbound to create the Smart Freeway section. The devices support smart technologies that are used to adjust speed limits to get more traffic through during busy periods; open and close traffic lanes in the event of an incident; and control the flow of traffic on the ramps.

A Smart Freeway was the best solution for the constrained section of road between Canning Highway and the Narrows Bridge, where the railway and Swan River prevented widening.

The Smart Freeway includes a range of impressive measures:

- creation of an additional lane by transitioning the emergency stopping lane for use between Canning Highway and the Narrows Bridge;
- safely enabling all-lane running by implementing a 'smart system' to close and reopen traffic lanes, adjust speed limits and provide emergency access during incidents, similar to the system used in the Graham Farmer Freeway tunnel;
- used to improve traffic flow by adjusting the speed limits based on traffic volumes and conditions;
- emergency stopping bays provided at regular intervals, every 600 metres on average, for vehicles to use in the event of a breakdown or incident;

- automatic incident detection systems installed between Canning Highway and the Narrows Bridge, to alert the Road Network Operations Centre (RNOC) to incidents or breakdowns, supported by CCTV cameras that allow further visual investigation;
- coordinated ramp signals installed at on-ramps to help the flow of traffic onto the freeway and improve merging at Farrington Road, South Street, Leach Highway and Cranford Avenue;
- comprehensive CCTV coverage linked to Main Roads' RNOC; and
- better facilitated driver information through freeway electronic message signs informing motorists in real-time of traffic conditions ahead.

To operate these new technologies effectively, a training program was created with input from leading experts around the world. In preparation for the launch, the project team undertook a series of desktop and onsite familiarisation trials with emergency services, vehicle recovery companies, maintenance providers and others. In this controlled environment, teams experienced the new road configuration and technologies, updating team operating practices prior to project opening.

More information about this project can be found on the [Smart Freeways website](#).

# Planning and Prioritisation

We plan holistically for a growing State



## During 2019-20, we:

- finalised Westport's Stage 2 Report, highlighting its recommended port and supply chain options for Perth's long-term trade, industry and freight requirements;
- continued to progress planning and commenced delivery of the first stage of METRONET;
- developed a level crossing removal masterplan for vehicle crossings on the Midland and Fremantle Lines;
- published the PTA bus journey time data review *Public Transport – Major Corridor Review 2018* as an aid to local government to identify public transport corridor congestion issues;
- implemented significant changes to bus and train services across the Transperth network from July 2019 to improve service delivery;
- created a regional Engineering Associate traineeship program to provide long-term business and technical resourcing, growth and flexibility in our regional areas;
- engaged with Infrastructure WA to develop the 20-year visionary State Infrastructure Strategy discussion paper, *A Stronger Tomorrow*; and
- released a draft State Aviation Strategy for public comment, outlining recommendations on how to improve airfares and services on WA intrastate air routes.

## In 2020-21, we will:

- complete a development master plan for Hillarys Boat Harbour, identifying ways to enhance and revitalise this important tourist and family destination;
- begin more detailed investigations for the next stage of the Westport Taskforce's planning;
- continue to progress the State Aviation Strategy, and work with the aviation industry to rebuild regional air services and implement affordable airfares;
- continue to progress the delivery of METRONET;
- finalise and release the Perth Greater CBD Transport Plan;
- implement the final stage (Stage 3) of the on-demand transport industry reforms, marking a major milestone in customer-and safety-focussed legislation;
- commence tendering and construction of the next stage of the Fremantle PSP;
- commence research and consultation to develop strategies to address the declining rates of active travel to schools in WA;
- begin developing a cross-government Western Australian Bicycle Riding Strategy;
- continue developing the Rail Growth Plan, a long-term strategy for the passenger rail network;
- continue community consultation and planning for the delivery of the Swan River Crossings Project; and
- look at opportunities to recommence the Perth Area Travel Household Survey (PATHS) which collects travel behaviour data to inform planning and land use, which was suspended due to COVID-19.



### Holistic transport planning for the future

A key role of the Transport Portfolio is to ensure **holistic, long-term planning for all aspects of the transport network**. Here are a few key strategies the Portfolio has progressed over the past year.

In response to growing commuter numbers and constraints within Perth's central business district (CBD), DoT has been developing the Perth Greater CBD Transport Plan. This Plan will prioritise initiatives and infrastructure to improve transport outcomes in the near-term. The Plan is being developed with the City of Perth, Town of Victoria Park and Transport Portfolio partners, with community and stakeholder consultation being paramount. The final Plan is set to be delivered in 2020-21, outlining a transport vision, objectives and outcomes for Perth's CBD, and a list of priority projects for the next 10 years.

A global trend is the burgeoning popularity of Personal Mobility Devices (PMDs), such as e-scooters, which are sustainable and affordable modes of transport. PMDs present an opportunity to lessen car dependency, allow efficient movement within cities and suburbs, and connecting people to public transport hubs that may be just outside of walking distance.

While e-scooters present many benefits, the Transport Portfolio must ensure the safety of users as well as other transport network patrons. To that end, we are working with a range of stakeholders to determine how to safely integrate the use of e-scooters on our transport network. The National Transport Commission is also considering how to bolster safety outcomes for PMDs, with recommendations on establishing a regulatory framework due in 2020-21.

Outside of our cities, WA's freight road and rail networks are the arteries of our State's economy, facilitating the movement of agricultural products and resources. The *Revitalising Agricultural Region Freight Strategy*, released in June 2020, was produced in collaboration with the Portfolio partners and the Department of Primary Industries and Regional Development. It contains a list of 20 priority projects for developing of vital regional road, rail, intermodal and port capacity for the next 10-15 years.

The draft *South West Supply Chain Strategy* (SWSCS) was released for public comment in late June 2020. The South West region is of strategic importance to the State, with diverse industries and a growing population. With a view to optimising economic development, the draft SWSCS identifies and prioritises future road, rail, air and port infrastructure requirements. The document is the culmination of rigorous research and supply chain mapping, as well as consultation with stakeholders including the Portfolio agencies, Southern Ports, South West Development Commission, local government, industry and businesses.

# Optimising Investment

We maximise the benefits of every transport dollar



## During 2019-20, we:

- streamlined the Portfolio's budgeting and investment teams to ensure timely decision-making and accurate financial information to support the COVID-19 economic recovery;
- approved a new State-wide Construction Panel Contract to minimise the costs of tendering for small and medium-sized contractors on construction projects up to a value of \$20 million, while maximising the spread of work amongst these companies;
- had several teams adopt an activity-based way of working, which enables employees to work more flexibly and reduce the need for workstations;
- continued to ensure the consideration of land use outcomes is embedded in the design of METRONET infrastructure to deliver outcomes that will cut congestion, reinvigorate suburbs and create jobs;
- transitioned the provision of Main Roads telephony services to DoT, who will now deliver these services as part of their bigger call centre operations;
- supported many State and local government agencies to progress numerous coastal infrastructure projects, including Bunbury's waterfront project with delivery of the Jetty Road causeway upgrade works, Port Hedland's Spoilbank Marina, Ocean Reef Marina, Two Rocks Marina, Beadon Creek Training Wall and boating facilities at Broome's Town Beach and Tantabiddi in Exmouth;
- delivered the Bandy Creek Weir Replacement project at Esperance;
- completed 14 infrastructure upgrade projects as part of the Regional Airports Development Scheme

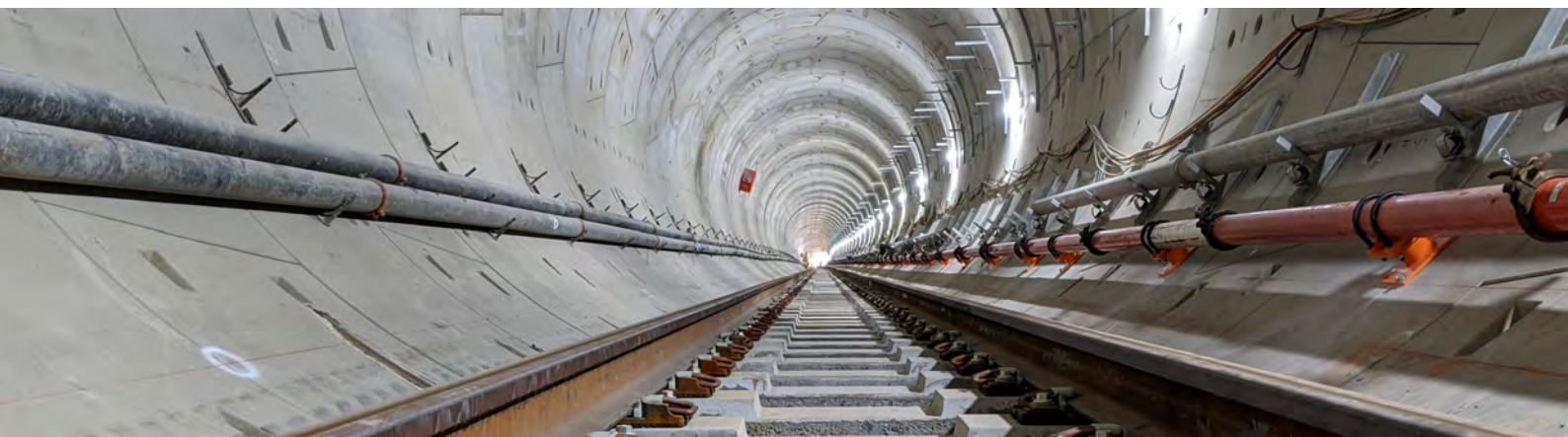
(RADS), with a combined grant value of almost \$1.2 million and combined project value of almost \$2 million;

- completed the Mt Claremont bus depot which is part of a push to future-proof Transperth's bus operations by ensuring that as many bus depots as possible are owned by the State;
- continued to progress towards GovNext-ICT, a whole-of-government approach to simplify and connect information and communications technology and systems;
- implemented the Pinch Point Program that identifies low-cost solutions to improve road journey times and reduce congestion; and
- continued to support open data principles aligned to the Western Australian whole-of-government Open Data Policy.

## In 2020-21, we will:

- increase new leasing opportunities, optimise leasing revenue and mitigate impacts on tenants as a result of COVID-19;
- continue work on the delivery of Tonkin Highway Gap Project and associated road works for the METRONET Morley–Ellenbrook line;
- complete the \$12.3 million Jetty Road causeway upgrade at Casuarina Boat Harbour, which is a key part of Stage 2 of the Transforming Bunbury's Waterfront project; and
- complete development and begin delivery of the five-year Congestion Strategy and Movement Program.





### METRONET

**METRONET is a new standard in cross-government collaboration**, integrating land use and infrastructure objectives to optimise infrastructure spend and deliver better travel choices for everyone.

The milestones were rolling in the last financial year, with the most noteworthy being the end of tunneling for the Forrestfield-Airport Link, which will be known as the Airport Line once it becomes operational.

Together, tunnel boring machines Grace and Sandy installed a total of 9,000 tunnel rings, comprising 54,000 locally fabricated concrete segments to form the tunnel walls. The tunnels will link three new stations at High Wycombe, Airport Central and Redcliffe to the existing rail network. With tunneling now complete, the focus turns to installing the systems and tracks in the two 8-kilometre tunnels.

Another key milestone was the completion of planning for the Morley-Ellenbrook Line, with an endorsed project definition plan released in June 2020 and the project added to Infrastructure Australia's Infrastructure Priority List.

While delivering more stations and more trains for Perth, METRONET is supporting local businesses and job opportunities. Local businesses are encouraged to register their interest in working on METRONET projects through the Construction Business Register, which is provided to major contractors as a list of potential local suppliers to subcontract work out to.

Major contracts were awarded for six METRONET projects, collectively supporting thousands of jobs when in delivery. Among these is the Railcar Program to deliver and locally build 246 new C-series railcars at a facility in Bellevue, which started construction by Subiaco-based FIRM Construction in January 2020.

The METRONET program aims to integrate delivery of priorities across the Transport Portfolio to make efficient use of resources, integrating cycling infrastructure, bus connections, and Main Roads' projects such as Tonkin Gap.

In 2020-21, projects in planning will progress to have them ready for market, and several major delivery contracts will be awarded, including for Lakelands Station and the Morley-Ellenbrook Line main works. The METRONET program of projects will provide a pipeline of contracts, jobs and investment to support Western Australia's post-pandemic economic recovery effort.

 **METRONET**

# Collaborative Culture

We embrace collaboration to achieve better outcomes



## During 2019-20, we:

- worked across the Portfolio to plan and deliver METRONET projects;
- worked with 80 local governments to deliver cycling infrastructure projects for their local communities;
- collaborated with industry to keep vital freight supply chains running and ensure supermarkets, pharmacies and hospitals remained fully stocked during the COVID-19 pandemic;
- worked with airlines and industry to establish a minimum network of air services during COVID-19 for those needing to fly for medical, emergency or compassionate reasons;
- worked with colleagues in Queensland, Tyre Stewardship Australia and the Australian Asphalt Pavement Association to develop asphalt mixes with crumb rubber modified binders, recycling scrap tyres and reducing the impact on landfill; and
- collaborated with other government agencies in preparation for the ServiceWA pilot launching at DoT's Bunbury customer service centre in late 2020.

## In 2020-21, we will:

- consult with stakeholders and community across the State to deliver \$32 million in coastal infrastructure projects funded as part of WA's economic recovery;
- deliver Stage 1 of the Onslow Community Boating Precinct on behalf of the Shire of Ashburton (\$7.5 million);
- work together on forthcoming stages of Westport's planning process;
- launch the ServiceWA pilot in Bunbury;
- hold a biennial safety health and well-being forum, bringing together the Portfolio partners and our industry colleagues; and
- hold a Portfolio Regional Customer Communications Forum.



### Westport Taskforce

Westport is an independent taskforce which sits within the Transport Portfolio. It was established in 2017 by the State Government to provide advice on **new container port and supply chain options** capable of meeting the future trade needs of the State.

The Taskforce is governed by nine different State Government departments and has a multi-agency project office supported by expert consultants in different fields.

The Taskforce undertook 30 months of review, study, and intense stakeholder and community engagement to define and systematically work through more than 200 identified port and supply chain options across the Fremantle, Kwinana and Bunbury coastal areas before providing its advice to Government. Westport partnered with Portfolio agencies by having staff members embedded within the team, and collaborated with many other State, Commonwealth and local government agencies, industry bodies and organisations, community groups, unions, research and environmental organisations.

From the very beginning, the Taskforce recognised that to deliver its objective of identifying the best long-term freight plan for the State, and for the success of any subsequent infrastructure projects, it must earn a social licence by:

- engaging with impacted stakeholders;
- remaining sensitive to community concerns;
- addressing issues through science and innovation;
- fostering understanding of all interests and perspectives; and
- building trust through transparency.

The Taskforce consulted a stakeholder Reference Group comprising over 80 organisations and engaged with approximately 200 representatives from all levels of government, industry, unions, private enterprise, academia, environmental, community and Aboriginal groups.

The Taskforce embraced a collaborative approach, encouraging stakeholders to voice their interests and actively participate in identifying solutions with the project team. Responsive and dynamic project management allowed Westport to adapt to stakeholder input, changing direction and improving the methodology as needed. This approach resulted in innovative port designs that minimised environmental impacts being featured in Westport's shortlist of options.

The Westport process has been an inclusive, holistic and rigorous investigation into WA's future freight needs. Following a decision by the State Government on Westport's recommendations, the next phase of work will continue with the standards already set; undertaking targeted engagement with industry, government agencies, landowners, community members and Aboriginal groups.





### Transport Portfolio Hackathon

In October, the **Portfolio collaborated to run our first hackathon**, TransportHack. The event was designed to provide an opportunity for data scientists, academia, members of the start-up community and consultants to use our data to solve transport-related challenges.

The three Portfolio agencies worked collectively to come up with five challenges that participants were asked to address over the course of one weekend. TransportHack attracted 70 participants who were then organised into 12 teams. 16 mentors from the Portfolio agencies were on hand to provide guidance to each team on the challenges and datasets.

A number of special guests attended, including the Minister for Innovation and ICT, Dave Kelly MLA, who opened the event, and Dr. Liz Dallimore, Director of the WA Data Science Innovation Hub, who participated as a judge.

Across the weekend, the teams first selected a challenge and then worked on identifying a potential solution. They utilised the mentors to refine their approach, develop a concept prototype and produce a final pitch for the judges.

The TransportHack weekend culminated in the teams delivering their final pitches to the judging panel. Four of the 12 teams were awarded prizes. Of the 12 ideas pitched, six were considered as holding promise for further work.

The winning team was Rage Reduction Systems, who developed a user-friendly prototype app called SmartParker Bay Finder, which could predict how full Transperth 'Park and Ride' facilities might be at any given time.

Justin McKirdy, Executive Director of Urban Mobility at DoT, said: "TransportHack was dynamic and full of energy."

"As a judge, I saw firsthand the benefit of obtaining different perspectives to solving transport challenges. It was also a great demonstration of how we can collaborate across the Portfolio, share data and gain greater outcomes as a result."

The Transport Portfolio would like to acknowledge all those staff who supported TransportHack in a variety of roles and volunteered their time across the event weekend. More importantly, we would like to thank those dedicated participants who attended.



# Facts and Figures

General State Information	WA	Australia	WA (%)
Area (square km)	2,526,646	7,688,126	32.9
Population	2,621,509	25,365,571	10.3
Annual vehicle kms travelled (100 million VKT)	278.0	2,596.49	10.7
Road length (excluding Department of Biodiversity, Conservation and Attractions roads) (kms)	147,272	n/a	
Road-related fatalities (for calendar year 2019)	163	1,188	13.7
Road-related serious injuries (for calendar year 2019)	1,639	n/a	

Road Classification (as at 30 June 2020)	Sealed (km)	Unsealed (km)	Total (km)	% Sealed
National Land Transport Routes	5,160	0	5,160	100
Highways	5,833	108	5,941	98
Main Roads	6,762	762	7,524	90
Sub-Total	17,755	870	18,625	95
Local Roads regularly maintained	39,996	87,628	127,624	31
Local Roads not regularly maintained	57	966	1,023	6
Sub-Total	40,053	88,594	128,647	31
Roads managed by the Department of Biodiversity, Conservation and Attractions	358	37,975	38,333	1
Total WA Road Network	58,166	127,439	185,605	31



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[www.transport.wa.gov.au](http://www.transport.wa.gov.au)  
Phone: (08) 6551 6000  
Fax: (08) 6551 6001

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