

Part 9

Transport

Introduction

The Transport portfolio delivers an accessible, reliable and safe transport system across all modes of transport, including road, rail, bus, ferry, freight, shipping, boating, cycling and active transport. It ensures an integrated transport network that facilitates economic and regional development, and focuses on long-term planning and investment in transport infrastructure for the State's future.¹

Summary of Recurrent and Asset Investment Expenditure

Agency	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Transport		
– Total Cost of Services	559,997	477,568
– Asset Investment Program	32,917	50,513
Commissioner of Main Roads		
– Total Cost of Services	1,244,099	1,413,671
– Asset Investment Program	1,256,024	1,432,622
Public Transport Authority of Western Australia		
– Total Cost of Services	1,601,767	1,799,450
– Asset Investment Program	642,488	1,769,703
METRONET Projects Under Development		
– Asset Investment Program	-	123,876
Fremantle Port Authority		
– Asset Investment Program	17,454	95,452

¹ The emergence of the COVID-19 pandemic has resulted in the deferral of the *Our Priorities* program, which was reported in the 2019-20 Budget Statements.

Agency	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Kimberley Ports Authority		
– Asset Investment Program	16,103	6,778
Mid West Ports Authority		
– Asset Investment Program	4,517	24,438
Pilbara Ports Authority		
– Asset Investment Program	77,284	116,347
Southern Ports Authority		
– Asset Investment Program	16,152	31,299

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Ministerial Responsibilities

Minister	Agency	Services
Minister for Transport; Planning	Transport	1. Strategic Transport Policy and Integrated Planning 2. Driver and Vehicle Services 3. Maritime 4. On-demand Transport
	Commissioner of Main Roads	1. Infrastructure for State Development 2. Road System Management 3. Road Efficiency Improvements 4. Road Network Maintenance 5. Road Safety 6. Infrastructure for Community Access
	Public Transport Authority of Western Australia	1. Metropolitan and Regional Passenger Services 2. Country Passenger Rail and Road Coach Services 3. Regional School Bus Services 4. Rail Corridor and Residual Freight Issues Management
	METRONET Projects Under Development	n/a
Minister for Regional Development; Agriculture and Food; Ports; Minister Assisting the Minister for State Development, Jobs and Trade	Fremantle Port Authority	n/a
	Kimberley Ports Authority	n/a
	Mid West Ports Authority	n/a
	Pilbara Ports Authority	n/a
	Southern Ports Authority	n/a

Division 39 **Transport**

Part 9 **Transport**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 81 Net amount appropriated to deliver services.....	75,449	204,692	225,256	96,817	71,791	75,610	61,771
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	894	894	894	894	896	899	901
Total appropriations provided to deliver services	76,343	205,586	226,150	97,711	72,687	76,509	62,672
ADMINISTERED TRANSACTIONS							
Item 82 Western Australian Coastal Shipping Commission	100	100	100	100	100	100	100
CAPITAL							
Item 140 Capital Appropriation	20,634	20,310	15,122	37,952	43,908	22,823	20,823
TOTAL APPROPRIATIONS	97,077	225,996	241,372	135,763	116,695	99,432	83,595
EXPENSES							
Total Cost of Services	412,164	554,997	559,997	477,568	501,071	472,747	460,378
Net Cost of Services ^(b)	70,093	210,795	209,176	123,495	95,232	73,368	58,605
CASH ASSETS ^(c)	158,475	162,007	201,399	216,179	226,224	264,955	304,612

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (b) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) As at 30 June each financial year.

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Department's Income Statement since presentation of the 2019-20 Budget to Parliament on 9 May 2019, are outlined below:

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COVID-19 WA Recovery Plan					
Carnarvon Fascine Entrance.....	-	400	380	1,860	1,860
Election Commitment - Continuation of the Principal Shared Path Program	(270)	1,721	4,548	1,445	12,556
Financial Support for Regular Public Transport Air Services and Airfares in Regional Western Australia.....	-	3,200	3,200	-	-
Fremantle Fishing Boat Harbour - Replacement of Electrical Infrastructure.....	-	-	295	295	295
Funding to Secure Essential Regional Aviation Services for Western Australia	774	2,226	-	-	-
Hillarys Boat Harbour - Replacement of Jetties F, G, H and J.....	-	-	130	259	259
On-demand Transport Industry Relief Package	1,630	6,000	-	-	-
Perth City Deal - Central Business District (CBD) Transport Plan ^(b)	-	8,500	42,501	29,501	14,500
Redevelopment of Woodman Point Jetty	-	-	400	400	400
Tantabiddi Boat Ramp Redevelopment Planning.....	-	850	450	-	-
Waiver of Fees and Rent Relief.....	(3,079)	-	-	-	-

	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
New Initiative					
Other COVID-19					
COVID-19 Public Information Call Centre (Western Australia Police Force) ...	770	1,466	-	-	-
Maritime Vessel Accommodation Fee Freeze	-	-	(267)	(206)	(133)
Transport Infrastructure Information Campaign.....	993	4,935	236	-	-
Ongoing Initiatives					
Election Commitment					
Fremantle Container Rail Subsidy	(134)	1,886	7,165	8,569	8,709
METRONET Program Management Costs	412	547	450	210	-
Westport: Port and Environs Strategy.....	2,380	3,298	11,296	23,056	19,020
Western Australian Bicycle Network and Boulevards Grant Programs	-	-	-	5,340	5,340
Other					
Amendment to Leave Liability	-	3,900	-	-	-
Coastal Protection for Port Beach	200	-	-	-	-
Connected Portfolio Project	103	-	-	-	-
Country Age Pension Fuel Card	-	(3,600)	(3,600)	(3,600)	(3,600)
Customer Information Centre	2,446	2,527	2,560	2,594	2,629
Enhanced Speed Enforcement Administration Costs	90	183	196	199	278
Increase to Indian Ocean Territories Service Delivery Agreement	206	206	206	206	206
Kings Square Office Fit-out	372	-	-	-	-
Memorandum of Understanding - Provision of Digital Evidence to					
Western Australia Police Force.....	134	26	-	-	-
Port of Wyndham Operating Agreement.....	-	1,447	-	-	-
Revised ServiceWA Pilot Expenditure.....	(600)	(1,410)	141	68	68
Settlement of a Legal Claim	35,000	-	-	-	-
Tariffs, Fees and Charges	-	(5,314)	(7,253)	(12,133)	(5,984)
Taxi User Subsidy Scheme	3,400	-	-	-	-
Upgrade of Bremer Bay Boat Harbour	66	-	-	-	-

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) Of the Perth City Deal - Perth CBD Transport Plan, \$37 million is included in the WA Recovery Plan which consists of part funding for the Causeway Cycling and Pedestrian (\$30 million) and bike lanes and shared paths (\$7 million).

Significant Issues Impacting the Agency

Westport: Port and Environs Strategy

1. The Westport Taskforce released its Stage 2 Report and the Government announced Kwinana as the preferred location for Perth's future container port. Work has commenced to develop the Westport: Port and Environs Strategy and provide a business case for Government consideration.

Freight

2. The Department is planning and implementing initiatives to boost the capacity of the road and rail network servicing the Fremantle Inner Harbour and improving the efficiency of the container freight supply chain. Efforts are ongoing to maintain and build on recent success increasing the volume of freight on rail.
3. The Department continues to work with industry to identify and address supply chain constraints in regional Western Australia.

Coastal Protection

4. In 2019, the assessment of Coastal Erosion Hotspots in Western Australia report identified 55 coastal erosion hotspot sites which represent locations where coastal erosion is expected to impact public and private assets and require management and adaptation actions.

On-demand Transport Reform

5. Implementation of the On-demand Transport Reform continues in 2020-21, with the third and final stage of the reform (driver authorisations) realised in July 2020. The transition from F (fee paying) and T (taxi) extensions to the new passenger transport driver authorisation reflects the reform's focus on safety and accountability.

WA Recovery Plan

6. COVID-19 has significantly impacted the community and the Department has ensured essential services continue and is contributing to whole-of-government efforts including supporting community recovery by providing financial relief and progressing priority infrastructure projects ready for delivery.
7. The Department is progressing an unprecedented number of maritime infrastructure projects (e.g. the redevelopment of Woodman Point Jetty, Hillarys Boat Harbour - Jetties F, G, H and J, and Fremantle Fishing Boat Harbour and Commercial Precinct - Redevelopment of Electrical Infrastructure) and expanding bicycle riding infrastructure to ensure community demand for facilities is met and jobs are created as part of the WA Recovery Plan.
8. As part of recovery in our regions the Department is engaged with airlines to ensure minimum service levels for regional travel and will also undertake a review of the draft State Aviation Strategy accordingly.
9. The Department is assisting local governments, community groups and coastal managers to ensure appropriate measures and coastal management plans are in place to protect high risk areas. This includes construction of a rock wall at Port Beach in Fremantle as interim protection to prevent coastal erosion.

Other COVID-19 Initiatives

10. Impact on freight continues to be managed with the Department working across Government and industry to enable freight to continue to cross borders while minimising potential vectors for transmission.
11. The Department has reallocated staff to respond to COVID-19 enquiries through the State Priority Information Line, and to assist processing 'Good to Go (G2G)' pass travel exemption applications for the Western Australia Police Force.
12. The Department is providing behaviour change programs to sustain active travel and rebalance public transport and vehicular mode shares as the community redistributes travel choices.

Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the Minister, Accountable Authority and Treasurer under Part 3, Division 5 of the *Financial Management Act 2006*.

Outcomes, Services and Key Performance Information

Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the agency's services and desired outcomes, and the government goal it contributes to. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goals	Desired Outcomes	Services
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	Integrated transport systems that facilitate economic development.	1. Strategic Transport Policy and Integrated Planning
Strong Communities: Safe communities and supported families.	Vehicles and road users that meet established vehicle standards, driver competencies and identify requirements to deliver safe vehicles, safe drivers and secure identities.	2. Driver and Vehicle Services
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	An accessible and safe transport system.	3. Maritime 4. On-demand Transport

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Strategic Transport Policy and Integrated Planning	91,091	98,066	109,617	122,299	157,473	126,884	107,881
2. Driver and Vehicle Services.....	199,028	212,973	202,427	221,460	219,473	220,638	226,256
3. Maritime.....	96,749	99,203	97,894	101,610	96,365	97,403	98,276
4. On-demand Transport	25,296	144,755	150,059	32,199	27,760	27,822	27,965
Total Cost of Services ^(b)	412,164	554,997	559,997	477,568	501,071	472,747	460,378

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) The decrease in the Total Cost of Services from 2019-20 to 2020-21 is primarily attributable to grants and subsidies for the On-demand Transport Voluntary Taxi Plate Buy-back Scheme completed in 2019-20.

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Integrated transport systems that facilitate economic development:					
Percentage of containerised freight transported via rail in relation to total metropolitan container movements to and from Fremantle Port	20%	19%	20%	20.3%	
Percentage of regional Local Government Areas (LGAs) that have access to regular public transport air services between the LGA and Perth	91.5%	91.6%	91.4%	91.4%	
Outcome: Vehicles and road users that meet established vehicle standards, driver competencies and identify requirements to deliver safe vehicles, safe drivers and secure identities:					
Percentage of vehicle examinations completed in accordance with the Australian Design Rules (Safe Vehicles)	96.8%	100%	93.5%	100%	1
Percentage of driver's licences issued that comply with the Graduated Driver Training and Licensing System (Safe Drivers)	96.5%	100%	96.8%	100%	
Percentage of identity credentials compliant with the required standard of biometric quality	n/a	n/a	n/a	93%	2
Outcome: An accessible and safe transport system:					
Percentage of multi-purpose taxi journeys carrying passengers in wheelchairs which meet the waiting time standard	98.2%	90%	98.5%	95%	
Percentage of time maritime infrastructure is fit for purpose when required....	99%	99.7%	99%	99.7%	
Rate of reported incidents (accidents) on the water per 10,000 registered recreational vessels	10.8	10.7	10.2	10	
Percentage of audited authorised on-demand booking services compliant with safety requirements	n/a	n/a	n/a	45%	2

(a) Further detail in support of the key effectiveness indicators is provided in the Department's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The variance between the 2019-20 Budget and the 2019-20 Actual was due to delays in the return of certification of inspection forms from the Regional Authorised Inspection Station providers to the Department which was impacted by COVID-19 delays.
2. This is a new effectiveness indicator. The 2020-21 Budget Target has been set for the first time.

Services and Key Efficiency Indicators

1. Strategic Transport Policy and Integrated Planning

This service contributes towards the provision of leadership for strategic transport management, development and protection of economic nodes and networks through the provision of a range of services, including:

- analysis, planning and implementation of urban infrastructure projects and models to manage future travel demands;
- strategic policy development which supports the achievement of sustainable, effective and practical solutions for Western Australian transport networks and addresses capacity issues;
- policy advice and strategic transport solutions to Government;
- representation and negotiation, on behalf of the Western Australian Government, at national level transport-related forums to produce positive outcomes that promote and protect Western Australian interests;
- program management and delivery of major intermodal infrastructure planning and development activities that assist in economic development;
- quality assurance and assessment of the return on investment for Government funds in transport projects; and
- monitoring industry and public demand-growth to provide best practice transport channels and access which alleviates environmental impacts.

	2018-19 Actual	2019-20 Budget	2019-20 Actual (a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 91,091	\$'000 98,066	\$'000 109,617	\$'000 122,299	1
Less Income	64,155	67,535	65,085	73,672	2
Net Cost of Service	26,936	30,531	44,532	48,627	
Employees (Full-Time Equivalents)	155	130	141	179	3
Efficiency Indicators					
Average cost per hour for strategic policy development and integrated transport planning	n/a	n/a	n/a	\$150	4

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service between the 2019-20 Actual and 2020-21 Budget is primarily attributable to a once-off increase in spending on Westport: Port and Environs Strategy, the WA Recovery Plan for Principal Shared Path Program and aviation subsidies.
2. The increase in the service income between the 2019-20 Actual and 2020-21 Budget is primarily due to grant revenue from Main Roads for the Principal Shared Path Program.
3. The increase in full-time equivalent positions in 2020-21 primarily reflects increased activity for the Transport Infrastructure Information Campaign and the Westport Taskforce.
4. This new efficiency indicator replaces average cost per policy hour for strategic transport policy development and average cost per planning hour for integrated transport planning development.

2. Driver and Vehicle Services

This service contributes towards the provision of safe, accessible, sustainable and efficient transport services and systems through the provision of driver's licensing and vehicle registration services for:

- setting motor vehicle standards in accordance with national and the Western Australian Government requirements, examining motor vehicles for compliance with those standards and registering and transferring compliant motor vehicles;
- setting standards and requirements for the enrolment and management of driver's licences and identity credentials, in accordance with the Western Australian Government legislation and national identity and security and privacy policies;
- assessing driver competency, issuing and renewing driver's licences in accordance with national and the Western Australian Government requirements and driver competency standards;
- securing and maintaining a database of registered vehicles and drivers, and managing vehicle identification numbers, to support the enforcement of road traffic and other relevant laws;
- collecting revenue on behalf of government; and
- informing and educating road users about driver's licensing, vehicle registration and related requirements.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 199,028	\$'000 212,973	\$'000 202,427	\$'000 221,460	1
Less Income	207,020	210,802	216,383	220,434	
Net Cost of Service	(7,992)	2,171	(13,956)	1,026	
Employees (Full-Time Equivalents)	895	916	963	940	2, 3
Efficiency Indicators					
Average cost per vehicle and driver transaction	\$17	\$18	\$17	\$19	
Average cost per vehicle inspection performed by vehicle examination centres	\$100	\$115	\$120	\$118	
Average cost per vehicle inspection delivered through authorised inspection stations	\$134	\$139	\$142	\$135	
Average cost per driver assessment	\$105	\$117	\$114	\$99	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service between 2019-20 Budget and 2020-21 Budget Target is primarily due to new spending for the COVID-19 State Public Information Line and Main Roads Customer Information Centre.
2. The increase in full-time equivalents in the 2020-21 Budget relative to the 2019-20 Budget primarily reflects the transfer of the Customer Information Centre from Main Roads to Transport.
3. The decrease in full-time equivalents between the 2019-20 Actual and 2020-21 Budget is due to temporary Practical Driver Assessors recruited in 2019-20 to clear a backlog of driving tests as a result of restrictions caused by COVID-19.

3. Maritime

This service contributes towards the Department's outcome of an accessible and safe transport system through a range of coastal infrastructure services and a range of marine safety and regulatory and education services including:

- licensing and registration of recreational vessels, moorings, jetties, ferries, recreational skippers and marine pilots;
- regulation and administration of marine operations, including on-water compliance and marine safety education;
- planning, building and managing new and existing land and water-based facilities for use of community as well as recreational and commercial vessels owners;
- provision of coastal engineering advice and solutions for new and existing land and water-based maritime facilities;
- provision of oceanographic, cartographic and geographic information; and
- marine protection through a hazard management response team.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 96,749	\$'000 99,203	\$'000 97,894	\$'000 101,610	
Less Income	64,736	62,265	66,233	55,597	1
Net Cost of Service	32,013	36,938	31,661	46,013	
Employees (Full-Time Equivalents)	236	238	233	237	
Efficiency Indicators					
Average cost per day per maritime infrastructure asset managed	\$85	\$85	\$91	\$89	
Average cost per private recreational vessel registration	\$140	\$174	\$157	\$140	
Cost to maintain marine pollution response preparedness per registered vessel	\$37	\$41	\$40	\$35	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The decrease in Income from 2019-20 Actual to 2020-21 Budget is primarily attributable to the rent relief and fees waiver implemented under the WA Recovery Plan.

4. On-demand Transport

This service contributes towards the provision of safe, accessible and sustainable personal on-demand transport services and systems through the provision of services for:

- setting and monitoring standards for on-demand transport vehicles;
- authorising on-demand booking services;
- administering subsidies for taxi users, student and pensioner travel schemes; and
- investigating complaints from on-demand transport patrons, operators and drivers.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 25,296	\$'000 144,755	\$'000 150,059	\$'000 32,199	1
Less Income	6,160	3,600	3,120	4,370	
Net Cost of Service	19,136	141,155	146,939	27,829	
Employees (Full-Time Equivalents)	55	57	55	57	
Efficiency Indicators					
Cost per on-demand transport authorisation	n/a	\$350	\$260	\$107	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service between the 2019-20 Actual and 2020-21 Budget is primarily attributable to the On-demand Transport Voluntary Taxi Plate Buy-back Scheme completed in 2019-20.

Asset Investment Program

1. The Department's Asset Investment Program for 2020-21 is \$50.5 million. Major projects are summarised below.

Transforming Bunbury's Waterfront - Stage 2 (Jetty Road)

2. This project is part of the Transforming Bunbury's Waterfront initiative. Upgrades to the Jetty Road causeway will improve access, parking and amenity to the area as well as providing the enabling infrastructure for installation of new boat pens in future stages. The works involve the reconstruction of the rock revetments, reconstruction of the access road including new parking bays, multi-use pathways, drainage, feature landscaping, public toilets, lighting and services upgrades. The reconstruction of the rock revetments was completed in 2018-19 with the remaining works due for completion in 2020-21.

Maritime Facilities Program

3. This program comprises asset replacement and additional public maritime infrastructure throughout the State to meet current and future boating requirements. Significant projects being delivered throughout 2020-21 include completion of the multi-purpose building at Casuarina Boat Harbour in Bunbury, continuation of improvements and asset replacement works including new floating jetties and services upgrades within Two Rocks Marina, completion of lift replacements at Barrack Square and replacement of ageing electrical infrastructure at Wyndham Port and Jurien Boat Harbour.

Driver and Vehicle Services Reform Program

4. This program of works is to modernise driver and vehicle services information systems by implementing new technology that increases the number of transactions customers can conduct without face-to-face attendance at licensing centres. This program also enhances licensing centre facilities to improve customer service.

Information and Communications Technology (ICT) Infrastructure

5. This is a program for the development, expansion and ongoing maintenance of ICT infrastructure and applications for the effective and sustainable delivery of Departmental services as well as shared projects on behalf of the Department of Planning, Lands and Heritage. Simultaneously developing cloud-computing services including servers, storage, databases, networking, software and application to align the new digital business trend.

On-demand Transport Business System Enhancement

6. The enhanced On-demand Transport business systems needed to support reform of the industry have been developed and deployed in line with the regulatory commencement schedule, with booking service, levy and vehicle authorisation modules in place. In 2020-21, the final module for the application, assessment and ongoing monitoring of passenger transport drivers will be delivered, completing the reform.

WA Recovery Plan

7. The Government's WA Recovery Plan to drive economic, social recovery, and create local jobs includes, via the Department, \$36.3 million in capital investment in major maritime facilities infrastructure upgrades to improve services across Western Australia.

Albany Waterfront Marina - Toll Place Services and Lighting Upgrades

8. The Department has identified an opportunity to attract new business to prime waterfront land along Toll Place within the Albany Waterfront Marina. A total of \$0.4 million will be spent to extend critical services such as power, water, sewer and communications promote further development within the harbour and enables third party development through commercial leases. In addition, lighting upgrades along Toll Place will see existing street lighting replaced with energy efficient light-emitting diode lights, reducing ongoing operating and maintenance costs.

Carnarvon Fascine Entrance

9. With current limitations to vessel access through the Carnarvon fascine, an interim solution to relocate select vessels to the Carnarvon Boat Harbour will be implemented. Construction of new floating pens to accommodate these relocated vessels will restore their access to the ocean while a long-term solution for the fascine is investigated. Of this project, an estimated \$2.5 million will be expended on capital works.

Coastal Adaptation

10. The Department will spend an additional \$5 million in assisting local coastal managers (local government) and community groups to ensure appropriate measures and management plans are in place and works implemented to protect coastal erosion hotspot sites.

Fast Speed Ferry Jetty - Batavia Coast Marina

11. \$3 million will be spent to construct two jetties and associated landside infrastructure within Geraldton. The first jetty will be located outside the Museum of Geraldton within the Batavia Coast Marina allowing charter vessels up to 25 metres in length. The second jetty will act as a ferry terminal for vessels greater than 25 metres in length and will be located off the port's eastern breakwater. These new jetties will provide marine tourism opportunities along the Batavia Coast and to the Abrolhos Islands.

Fremantle Fishing Boat Harbour and Commercial Precinct - Replacement of Electrical Infrastructure

12. The Department is responsible for providing and maintaining both high and low voltage electrical infrastructure within the Fremantle Fishing Boat Harbour. This infrastructure currently supplies all public areas and facilities as well as a multitude of commercial tenancies. \$5.9 million will be spent to replace ageing electrical infrastructure, resulting in improved safety and reliability benefits.

Hillarys Boat Harbour - Jetties F, G, H and J

13. In addition to the ongoing program of metropolitan jetty replacements which began in 2006, the Department will spend \$6.8 million to replace the last original remaining floating jetties at Hillarys Boat Harbour, Jetties F, G, H and J. The existing jetties have reached the end of their life and will be progressively replaced with modern floating pens of a standard similar to other recently completed jetty replacements at the harbour such as Jetties B, C, K and L.

Redevelopment of Woodman Point Jetty

14. \$9.7 million will be spent to replace the deteriorated recreational jetty located at Woodman Point which is now over 80 years old and in poor condition. The jetty is one of Perth's most popular recreational fishing spots and is also a popular underwater diving destination. The Department will remove the old jetty deck while retaining the below water structure and construct a new jetty on a new alignment to enable continued safe recreational access for the community to the waters of Cockburn Sound.

Soldiers Road (Byford) - Principal Shared Path

15. \$3 million will be spent on a Principal Shared Path along the eastern side of Soldiers Road between Abernethy Road, Byford Road and 500 metres north of Bishop Road in Mundijong, where it connects into an existing path.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
Coastal Infrastructure - Transforming Bunbury's Waterfront - Stage 2 (Jetty Road).....	9,877	8,232	4,062	1,645	-	-	-
Driver and Vehicle Services Intergovernmental Agreement on Identity Matching Services	2,612	1,352	1,149	1,260	-	-	-
ServiceWA Pilot.....	2,196	1,274	1,274	922	-	-	-
On-demand Transport Business System Enhancement.....	14,300	10,615	4,747	3,685	-	-	-
COMPLETED WORKS							
Business Information Systems - ICT Infrastructure 2019-20 Program.....	4,282	4,282	4,282	-	-	-	-
Coastal Infrastructure - Maritime Facilities Program 2019-20 Program.....	13,713	13,713	13,713	-	-	-	-
Corporate - Accommodation and Refurbishment 2019-20 Program.....	509	509	509	-	-	-	-
Driver and Vehicle Services Reform 2019-20 Program.....	1,870	1,870	1,870	-	-	-	-
Marine Safety Marine Oil Pollution Response Equipment Enhancement/Replacement - 2019-20 Program.....	203	203	203	-	-	-	-
Navigational Aids Program - 2019-20 Program	649	649	649	-	-	-	-
Vessel Replacement - 2019-20 Program.....	430	430	430	-	-	-	-
Minor Works - 2019-20 Program	29	29	29	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Coastal Infrastructure							
Albany Waterfront Marina	400	-	-	400	-	-	-
Carnarvon Fascine Entrance	2,500	-	-	-	2,500	-	-
Coastal Adaptation	5,000	-	-	3,150	1,850	-	-
Fast Speed Ferry Jetty - Batavia Coast Marina	3,000	-	-	3,000	-	-	-
Fremantle Fishing Boat Harbour and Commercial Precinct - Replacement of Electrical Infrastructure	5,900	-	-	2,900	3,000	-	-
Hillarys Boat Harbour - Jetties F, G, H, and J.....	6,800	-	-	500	4,300	2,000	-
Redevelopment of Woodman Point Jetty.....	9,690	-	-	1,800	7,890	-	-
Corporate - Soldiers Road (Byford) - Principal Shared Path	3,000	-	-	2,000	1,000	-	-
Other New Works							
Business Information Systems - ICT Infrastructure							
2020-21 Program.....	7,497	-	-	7,497	-	-	-
2021-22 Program.....	5,215	-	-	-	5,215	-	-
2022-23 Program.....	5,525	-	-	-	-	5,525	-
2023-24 Program.....	5,525	-	-	-	-	-	5,525
Coastal Infrastructure - Maritime Facilities Program							
2020-21 Program.....	13,354	-	-	13,354	-	-	-
2021-22 Program.....	8,743	-	-	-	8,743	-	-
2022-23 Program.....	9,180	-	-	-	-	9,180	-
2023-24 Program.....	9,180	-	-	-	-	-	9,180
Corporate - Accommodation and Refurbishment							
2020-21 Program.....	1,081	-	-	1,081	-	-	-
2021-22 Program.....	779	-	-	-	779	-	-
2022-23 Program.....	818	-	-	-	-	818	-
2023-24 Program.....	818	-	-	-	-	-	818

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Driver and Vehicle Services Reform Program							
2020-21 Program	4,216	-	-	4,216	-	-	-
2021-22 Program	6,600	-	-	-	6,600	-	-
2022-23 Program	3,200	-	-	-	-	3,200	-
2023-24 Program	3,200	-	-	-	-	-	3,200
Marine Safety - Marine Oil Pollution Response Equipment - Enhancement/Replacement Program							
2020-21 Program	200	-	-	200	-	-	-
2021-22 Program	200	-	-	-	200	-	-
2022-23 Program	200	-	-	-	-	200	-
2023-24 Program	200	-	-	-	-	-	200
Minor Works							
2020-21 Program	1,142	-	-	1,142	-	-	-
2021-22 Program	379	-	-	-	379	-	-
2022-23 Program	408	-	-	-	-	408	-
2023-24 Program	408	-	-	-	-	-	408
Navigational Aids Program							
2020-21 Program	1,031	-	-	1,031	-	-	-
2021-22 Program	872	-	-	-	872	-	-
2022-23 Program	912	-	-	-	-	912	-
2023-24 Program	912	-	-	-	-	-	912
Vessel Replacement							
2020-21 Program	730	-	-	730	-	-	-
2021-22 Program	580	-	-	-	580	-	-
2022-23 Program	580	-	-	-	-	580	-
2023-24 Program	580	-	-	-	-	-	580
Total Cost of Asset Investment Program	181,225	43,158	32,917	50,513	43,908	22,823	20,823
FUNDED BY							
Capital Appropriation			15,122	37,952	43,908	22,823	20,823
Drawdowns from Royalties for Regions Fund			6,173	-	-	-	-
Funding Included in Department of Treasury Administered Item			2,920	-	-	-	-
Internal Funds and Balances			-	7,729	-	-	-
Other			7,500	2,525	-	-	-
Other Grants and Subsidies			1,202	2,307	-	-	-
Total Funding			32,917	50,513	43,908	22,823	20,823

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Financial Statements

Income Statement

Expenses

1. Total Cost of Services is estimated to decrease by \$82.4 million in 2020-21 Budget compared to the 2019-20 Actual. This is mainly due to a decrease in grants and subsidies for the On-demand Transport Voluntary Taxi Plate Buy-back Scheme completed in 2019-20 and a \$35 million payment made in 2019-20 to settle an outstanding legal claim against the State.

Income

2. The increase in income between 2019-20 Actual and the 2020-21 Budget Estimate is primarily due to grant revenue from Main Roads for the Principal Shared Path Program.

Statement of Cashflows

3. The decrease in service appropriation in the 2020-21 Budget Estimate compared to the 2019-20 Actual is primarily due to the On-demand Transport Voluntary Taxi Plate Buy-back Scheme completed in 2019-20.
4. The 2020-21 Budget Estimate for capital appropriation includes funding allocated for projects as part of the WA Recovery Plan.

INCOME STATEMENT ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	136,583	143,641	144,332	156,685	152,689	152,879	152,313
Grants and subsidies ^(d)	119,045	236,433	213,990	134,885	161,107	124,666	111,665
Supplies and services	78,061	90,352	81,813	97,676	100,635	110,027	104,829
Accommodation	27,803	17,651	27,098	26,797	28,307	28,619	29,233
Depreciation and amortisation	21,031	35,332	24,090	25,317	26,135	25,657	25,655
Finance and interest costs	-	3,300	114	195	170	149	116
Other expenses	29,641	28,288	68,560	36,013	32,028	30,750	36,567
TOTAL COST OF SERVICES	412,164	554,997	559,997	477,568	501,071	472,747	460,378
Income							
Sale of goods and services	26,332	28,054	27,599	28,047	29,244	30,476	31,760
Regulatory fees and fines	213,293	214,556	216,855	217,811	233,181	232,198	237,136
Grants and subsidies	10,603	13,984	15,404	30,632	51,517	44,849	40,060
Taxation	58,723	58,911	55,699	51,180	59,034	60,237	61,163
Other revenue	33,120	28,697	35,264	26,403	32,863	31,619	31,654
Total Income	342,071	344,202	350,821	354,073	405,839	399,379	401,773
NET COST OF SERVICES	70,093	210,795	209,176	123,495	95,232	73,368	58,605
INCOME FROM STATE GOVERNMENT							
Service appropriations	76,343	205,586	226,150	97,711	72,687	76,509	62,672
Resources received free of charge	1,841	1,989	1,958	1,989	1,989	1,989	1,989
Royalties for Regions Fund:							
Regional Community Services Fund	40,624	34,447	32,552	33,286	30,751	30,751	30,751
TOTAL INCOME FROM STATE GOVERNMENT	118,808	242,022	260,660	132,986	105,427	109,249	95,412
SURPLUS/(DEFICIENCY) FOR THE PERIOD	48,715	31,227	51,484	9,491	10,195	35,881	36,807

(a) Full audited financial statements are published in the Department's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 1,341, 1,392 and 1,413 respectively.

(d) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(a) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
Active Traffic Management.....	2,229	2,250	2,250	2,250	2,250	2,250	2,250
Australian Maritime Safety Authority	600	240	239	-	-	-	-
Aviation (Public Air Route) Subsidies	500	500	375	4,605	3,605	500	500
Bicycle Boulevards (Safe Active Streets Program).....	3,472	3,000	1,520	4,403	3,000	-	-
Coastal Projects and Zone Management	1,057	1,057	1,050	1,057	1,057	1,057	1,057
Community Police	1,278	1,300	1,629	1,300	1,300	1,300	1,300
Country Age Pension Fuel Card Scheme.....	26,552	30,891	26,332	27,549	27,553	27,612	27,563
Emergency Vehicle Insurance.....	57	-	-	-	-	-	-
Fare Subsidies (Pensioners)	1,566	1,589	1,129	1,589	1,589	1,589	1,589
Fremantle Container Rail Subsidy.....	5,944	5,900	5,871	7,136	8,334	8,569	8,709
Funding to Secure Essential Regional Aviation Services for Western Australia	-	-	774	2,226	-	-	-
Local Projects Local Jobs	699	-	154	120	-	-	-
Marine Communications.....	676	670	685	670	670	670	670
Multi-purpose Taxi - Vehicle Modification Grant....	150	345	222	345	345	345	345
National Transport Reforms	316	300	321	328	336	345	354
On-demand Transport Industry Relief Package.....	-	-	1,630	6,000	-	-	-
Reform Regional Reform	390	-	-	-	-	-	-
Voluntary Taxi Plate Buy-back Scheme	-	118,320	118,163	-	-	-	-
Other Grants and Subsidies	269	230	559	324	217	222	222
Perth City Deal CBD Transport Plan	-	-	-	7,218	41,218	28,216	14,400
Port of Wyndham.....	2,526	2,569	2,726	2,600	1,988	1,988	1,988
Public Transport Authority - CAT Bus Services.....	15,742	16,055	15,412	15,292	15,292	15,292	15,292
Recreational Boat Facilities	7,007	500	1,336	3,951	1,500	1,500	1,500
Regional Airport Development Scheme	7,576	11,622	1,164	2,583	11,332	1,935	1,935
Regional Taxi Transition Fund.....	-	-	2,770	-	-	-	-
Student Fare Concessions	1,316	1,241	1,156	1,241	1,241	1,241	1,241
Taxi User Co-payment.....	2,489	1,959	3,001	1,959	1,959	1,959	1,959
Taxi User Subsidy Scheme	10,560	8,826	9,786	8,826	8,826	8,826	8,826
Western Australian Bicycle Network (Including Principal Shared Path Program)....	26,074	27,069	13,736	31,313	27,495	19,250	19,965
TOTAL	119,045	236,433	213,990	134,885	161,107	124,666	111,665

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets.....	51,629	8,454	59,998	40,774	38,172	36,104	34,066
Restricted cash.....	105,239	151,816	139,260	172,723	184,710	224,999	266,214
Holding account receivables.....	-	-	-	3,900	3,900	3,900	3,900
Receivables.....	8,510	15,204	10,579	10,579	10,579	10,579	10,579
Other.....	4,338	5,630	4,762	4,762	4,762	4,762	4,762
Assets held for sale.....	7,757	7,757	-	-	-	-	-
Total current assets.....	177,473	188,861	214,599	232,738	242,123	280,344	319,521
NON-CURRENT ASSETS							
Holding account receivables.....	256,291	279,583	276,738	297,095	318,682	339,759	360,793
Property, plant and equipment.....	429,712	532,836	456,252	488,632	507,790	506,408	502,989
Intangibles.....	40,418	35,627	38,198	37,383	36,534	35,685	34,836
Restricted cash.....	1,607	1,737	2,141	2,682	3,342	3,852	4,332
Total non-current assets.....	728,028	849,783	773,329	825,792	866,348	885,704	902,950
TOTAL ASSETS.....	905,501	1,038,644	987,928	1,058,530	1,108,471	1,166,048	1,222,471
CURRENT LIABILITIES							
Employee provisions.....	21,852	22,078	24,405	28,661	29,017	29,373	29,729
Payables.....	20,610	19,930	21,960	21,960	21,960	21,960	21,960
Borrowings and leases.....	-	-	2,081	2,081	2,081	2,081	2,081
Other.....	507	3,713	4,902	4,902	1,902	1,902	1,902
Total current liabilities.....	42,969	45,721	53,348	57,604	54,960	55,316	55,672
NON-CURRENT LIABILITIES							
Employee provisions.....	6,471	6,054	6,782	6,782	6,782	6,782	6,782
Borrowings and leases.....	-	85,879	2,477	6,380	4,862	3,379	1,816
Total non-current liabilities.....	6,471	91,933	9,259	13,162	11,644	10,161	8,598
TOTAL LIABILITIES.....	49,440	137,654	62,607	70,766	66,604	65,477	64,270
EQUITY							
Contributed equity.....	514,558	554,114	534,902	587,854	631,762	654,585	675,408
Accumulated surplus/(deficit).....	338,674	344,973	386,534	396,025	406,220	442,101	478,908
Reserves.....	2,829	1,903	3,885	3,885	3,885	3,885	3,885
Total equity.....	856,061	900,990	925,321	987,764	1,041,867	1,100,571	1,158,201
TOTAL LIABILITIES AND EQUITY.....	905,501	1,038,644	987,928	1,058,530	1,108,471	1,166,048	1,222,471

(a) Full audited financial statements are published in the Department's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(b) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	56,509	182,294	205,703	73,454	51,100	55,432	41,638
Capital appropriation	20,634	20,310	15,122	37,952	43,908	22,823	20,823
Administered equity contribution	-	20,220	2,920	15,000	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	40,624	34,447	32,552	33,286	30,751	30,751	30,751
Regional Infrastructure and Headworks Fund	1,606	4,247	6,173	-	-	-	-
Receipts paid into Consolidated Account	(6,700)	-	(3,879)	-	-	-	-
Net cash provided by State Government	112,673	261,518	258,591	159,692	125,759	109,006	93,212
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(135,491)	(143,285)	(140,562)	(152,429)	(152,333)	(152,523)	(151,957)
Grants and subsidies	(118,751)	(236,433)	(212,571)	(134,885)	(161,107)	(124,666)	(111,665)
Supplies and services	(73,542)	(87,112)	(78,060)	(94,293)	(97,237)	(106,618)	(101,420)
Accommodation	(26,869)	(17,651)	(27,255)	(26,797)	(28,307)	(28,619)	(29,233)
GST payments	(26,859)	(26,706)	(25,359)	(26,706)	(26,706)	(26,706)	(26,706)
Finance and interest costs	-	(3,300)	-	(195)	(170)	(149)	(116)
Other payments	(30,731)	(29,539)	(66,328)	(37,407)	(33,437)	(32,170)	(37,987)
Receipts ^(c)							
Regulatory fees and fines	211,809	216,256	216,136	217,811	231,481	232,198	237,136
Grants and subsidies	16,790	13,984	14,965	30,632	51,517	44,849	40,060
Sale of goods and services	26,267	28,054	27,321	28,047	29,244	30,476	31,760
Taxation	58,723	58,911	56,542	51,180	59,034	60,237	61,163
GST receipts	27,896	26,706	25,138	26,706	26,706	26,706	26,706
Other receipts	32,459	29,997	29,613	26,403	31,563	31,619	31,654
Net cash from operating activities	(38,299)	(170,118)	(180,420)	(91,933)	(69,752)	(45,366)	(30,605)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(24,296)	(38,284)	(32,917)	(50,513)	(43,908)	(22,823)	(20,823)
Proceeds from sale of non-current assets	90	-	49	-	-	-	-
Net cash from investing activities	(24,206)	(38,284)	(32,868)	(50,513)	(43,908)	(22,823)	(20,823)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(9,546)	(2,372)	(2,466)	(2,054)	(2,086)	(2,127)
Net cash from financing activities	-	(9,546)	(2,372)	(2,466)	(2,054)	(2,086)	(2,127)
NET INCREASE/(DECREASE) IN CASH HELD	50,168	43,570	42,931	14,780	10,045	38,731	39,657
Cash assets at the beginning of the reporting period	110,173	118,437	158,475	201,399	216,179	226,224	264,955
Net cash transferred to/from other agencies	(1,866)	-	(7)	-	-	-	-
Cash assets at the end of the reporting period	158,475	162,007	201,399	216,179	226,224	264,955	304,612

(a) Full audited financial statements are published in the Department's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION ^(a)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
Regulatory Fees and Fines							
Boat Registration Fees	19,259	20,258	20,162	18,745	21,230	21,651	22,090
Jetty Licences and Coastal Facility Fees	12,903	16,345	13,554	12,377	15,722	15,990	16,196
Motor Driver's Licence Fees	65,690	69,442	72,478	71,566	70,228	67,643	69,211
Motor Vehicle							
Inspection Fees	19,830	19,630	18,899	19,867	20,399	20,955	21,520
Plate Fees	14,646	15,106	16,466	16,088	16,132	16,421	16,568
Recording Fee	56,742	55,502	54,769	55,984	57,448	58,952	60,501
Transfer Fees	9,164	8,963	9,354	10,351	10,397	10,439	10,476
On-demand Transport Fees	5,768	3,222	2,902	4,338	11,218	11,242	11,468
Other Driver and Vehicle Services Fees	6,499	5,968	6,290	6,727	6,886	7,047	7,209
Other Marine Safety Fees	1,308	1,820	1,262	1,768	1,821	1,858	1,897
Grants and Subsidies							
Grants and Contributions Received	16,790	13,984	14,965	30,632	51,517	44,849	40,060
Sale of Goods and Services							
Sale of Goods and Services	26,267	28,054	27,321	28,047	29,244	30,476	31,760
Taxation							
Perth Parking Levy	58,723	58,911	56,542	51,180	59,034	60,237	61,163
GST Receipts							
GST Input Credits	19,959	18,825	17,481	18,825	18,825	18,825	18,825
GST Receipts on Sales	7,937	7,881	7,657	7,881	7,881	7,881	7,881
Other Receipts							
Interest Revenue	663	296	239	296	296	296	296
Other Revenue	11,768	8,940	9,136	7,346	9,703	9,725	9,725
Rents and Leases	17,833	17,404	15,894	12,775	17,037	17,037	17,037
Service Delivery Agreement	2,195	3,357	4,344	5,986	4,527	4,561	4,596
TOTAL	373,944	373,908	369,715	380,779	429,545	426,085	428,479

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

DETAILS OF ADMINISTERED TRANSACTIONS

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
INCOME							
Taxation							
Motor Vehicle Licence Fees	948,835	980,044	997,191	1,010,449	1,066,965	1,129,064	1,198,481
On-demand Transport Levy	5,213	29,500	41,130	29,500	29,500	23,457	-
Fines							
Final Demand Fees	2,134	2,459	2,174	2,508	2,558	2,610	2,610
Other Fines	28,942	23,028	23,342	23,028	23,028	23,028	23,028
Plate and Transfer Infringements	8,058	8,355	8,184	8,235	8,117	8,001	8,001
Speed and Red Light Fines	76,526	77,793	78,666	76,985	74,868	73,405	73,405
Other							
Appropriation	100	100	100	100	100	100	100
Off Road Vehicle Fees	60	106	85	120	133	147	147
TOTAL ADMINISTERED INCOME	1,069,868	1,121,385	1,150,872	1,150,925	1,205,269	1,259,812	1,305,772
EXPENSES							
Statutory Authorities							
Western Australian Coastal Shipping Commission	100	100	100	100	100	100	100
Other							
All Other Expenses							
Payments to Consolidated Account	1,350,038	1,043,386	1,442,736	1,073,720	1,130,168	1,186,160	1,232,120
Payments to Off Road Vehicle Trust Account	60	106	85	120	133	147	147
Payments to Road Trauma Trust Account	76,526	77,793	78,666	76,985	74,868	73,405	73,405
TOTAL ADMINISTERED EXPENSES	1,426,724	1,121,385	1,521,587	1,150,925	1,205,269	1,259,812	1,305,772

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Division 40 Commissioner of Main Roads

Part 9 Transport

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 83 Net amount appropriated to deliver services.....	323,019	349,411	348,089	368,402	367,720	365,082	365,091
Amount Authorised by Other Statutes							
- Road Traffic Act 1974.....	656,253	748,093	747,593	764,651	815,141	755,805	766,688
- Salaries and Allowances Act 1975.....	425	425	425	425	425	426	426
Total appropriations provided to deliver services	979,697	1,097,929	1,096,107	1,133,478	1,183,286	1,121,313	1,132,205
CAPITAL							
Item 141 Capital Appropriation	-	-	-	10,400	23,418	6,500	-
- Road Traffic Act 1974.....	300,579	239,451	258,509	247,625	262,002	372,283	484,380
TOTAL APPROPRIATIONS	1,280,276	1,337,380	1,354,616	1,391,503	1,468,706	1,500,096	1,616,585
EXPENSES							
Total Cost of Services	1,299,834	1,489,935	1,244,099	1,431,671	1,333,672	1,273,995	1,287,166
Net Cost of Services ^(b)	279,064	518,748	295,833	159,160	203,302	122,141	447,969
CASH ASSETS ^(c)	385,762	174,909	305,414	235,042	198,929	291,628	336,823

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (b) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) As at 30 June each financial year.

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on Main Roads' Income Statement since presentation of the 2019-20 Budget to Parliament on 9 May 2019, are outlined below:

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COVID-19 WA Recovery Plan					
Election Commitment - Stephenson Avenue ^(b)	-	7,500	13,000	7,500	-
Motor Vehicle Licence Fee Revenue Update ^(c)	-	(5,593)	(9,224)	(12,040)	(7,298)
Road Trauma Trust Account - Metropolitan Intersection - Low Cost Treatment Program.....	-	1,000	5,000	5,000	5,100
Roadhouse Assistance Package.....	-	500	-	-	-
Roadside Vegetation Program ^(d)	-	-	-	-	-
New Initiatives					
Perth City Deal - Minor Works.....	-	-	2,942	1,942	-
Spoilbank Marina - Truck Haulage Route.....	-	5,000	-	-	-

	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
Ongoing Initiatives					
Additional Third Party Works	34,000	-	-	-	-
Asset Retirements and Depreciation Update.....	21,737	38,547	16,587	20,849	36,834
Bridge Renewal Program	-	2,601	-	-	-
Commonwealth Black Spot Program.....	-	512	512	512	512
Commonwealth Revenue Update.....	16,000	8,800	(13,800)	4,000	(7,800)
Connected Portfolio Project.....	103	-	-	-	-
National Transport Commission	21	28	36	45	54
Operational Expenditure - Recurrent to Capital.....	(178,872)	(7,500)	(8,000)	(8,500)	(11,500)
Regional Workers Incentive Allowance Payments	30	30	30	30	30
Western Australia Natural Disaster Relief and Recovery Arrangements Update ...	(55,310)	(10,270)	(44,250)	(44,250)	(66,350)

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) Additional funding allocated to the project totals \$40 million (\$17.5 million from the Commonwealth and \$22.5 million in reprioritised expenditure).

(c) This includes the \$20.1 million reduction in expenditure reflecting a one-year freeze in 2020-21 on motor vehicle licence fees as part of the WA Recovery Plan.

(d) Existing agency spending has been reprioritised to meet the costs of this initiative.

Significant Issues Impacting the Agency

1. Main Roads, along with the Transport portfolio partners, is playing a key role in the WA Recovery Plan with an unprecedented level of investment in road and rail construction projects, together with procurement initiatives designed to create more opportunities for local jobs, businesses and the economy. This includes fast tracking of projects, streamlining the award of contracts for smaller road construction projects and continually reviewing procurement and contracting arrangements to ensure the best possible contribution to the WA Recovery Plan.
2. Transportation of people and goods remains an essential part of Main Roads' activities and through the strategic direction document, Keeping WA Moving, Main Roads is able to respond to changing behaviours and the expectations of the community.
3. Collaboration across the Transport portfolio is essential to achieve the outcomes sought through the delivery of works and services undertaken by Main Roads. Main Roads is working closely with Transport portfolio partners to ensure that, collectively, the focus is on integrated planning, investment and delivery to provide customer-focused transport solutions and services.
4. The identification of new skills and capabilities to meet future growth and needs is evolving as new technologies and approaches are developed. Nationally, work to address skills shortages and emerging capabilities is occurring. Succession planning and mapping of changing business requirements is being used as Main Roads works to identify and develop appropriate training to upskill current and future employees.
5. Progress to increase the number of Aboriginal employment and business opportunities across the civil construction industry is continuing. Main Roads is working with industry to engage Aboriginal businesses in determining the best way to ensure that a sustainable and long-term industry is realised, creating a skilled workforce and enabling Aboriginal businesses to support an ongoing program of works.
6. Market capacity and capability to meet the pipeline of infrastructure projects is a concern nationally and presents risks that need to be managed in terms of realising the economic and social objectives sought from the significant investments being made.
7. The number of people that are killed or seriously injured on the State's road network is a significant concern. Main Roads' Road Safety Management System applies Safe System principles in order to manage the interaction between the road, travel speed, the vehicle and road user to assist in addressing road trauma. Main Roads continues to work collaboratively at the national level in the development of a new National Road Safety Strategy and with the Western Australia Police Force and the Road Safety Commission to reduce the level of road trauma across Western Australia.

8. Congestion has a significant impact on the State's productivity, safety, health and environment. Congestion affects all road users, including private vehicles, buses, pedestrians/cyclists and freight. Unaddressed, the estimated annual cost of congestion in Western Australia could increase from \$1.7 billion to \$3.6 billion by 2031. Through the Road Network Operations Centre, performance data is used to improve planning and real-time operations, supporting informed decision-making. Through initiatives such as Smart Freeways, new technology, smarter operations and targeted works, the focus remains on reducing the impact of congestion by optimising the existing assets.
9. Impacts of natural disasters and unplanned events, such as bush fires or tropical cyclones, on the road network can lead to significant financial and economic costs to transport users, the State and the community. Resilience of the entire transport network is important to ensure that socio-economic costs are mitigated to the extent possible.
10. Main Roads continues to monitor potential transport developments such as connected and automated vehicles, electric vehicles, ride sharing and micro mobility. Collaboration at State, national and international levels is ongoing to understand the possibilities and implications on the road network and the broader integrated land transport system. Predicting when the impact of these technologies will reach critical mass is a significant issue for urban and transport planners internationally.
11. Main Roads has in place a five-year agreement with local government, which reinforces the strong working relationship between local governments and the State. There is a recognised need for cooperation and coordination between agencies with an interest in roads. This will ensure that the most efficient and effective use can be made of the funds available for roads and that the best possible outcomes are achieved.
12. Main Roads is committed to protecting and enhancing the natural environment and social values in all of its activities. The Main Roads' environmental management system and environmental policy establishes objectives of environmental protection, impact minimisation, conservation of natural resources and a commitment to enhanced environmental performance. Main Roads works collaboratively with the Departments of Water and Environmental Regulation and Biodiversity, Conservation and Attractions to ensure environmental values are protected at the same time as meeting road safety objectives.
13. The former Council of Australian Governments agreed to ban the export of certain waste materials with a view that there is the potential to use them in infrastructure projects. The Commonwealth, State and Territory Governments are working together on the potential to use recycled materials on a range of projects with national guidelines and model specifications being considered to assist State and local governments.

WA Recovery Plan

14. An additional \$40 million has been allocated towards the extension of Stephenson Avenue between Scarborough Beach Road and the Mitchell Freeway, bringing the total cost of the project to \$165 million. The project is jointly funded from both the Commonwealth and the Western Australian Government on a 50/50 basis.
15. From 2020-21, Main Roads will spend an additional \$16.1 million over four years to target high casualty and high risk intersections on local government roads within the metropolitan area, starting with those local government authority roads with the highest crashes recorded over the last five years. This approach uses a combined reactive and proactive approach.
16. Through the Government's Roadside Vegetation program, a total of \$5 million has been allocated to enhance roadside vegetation in the agricultural region to offset the impacts of roadworks aimed at making roads safer.

Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the Minister, Accountable Authority and Treasurer under Part 3, Division 5 of the *Financial Management Act 2006*.

Outcomes, Services and Key Performance Information

Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the agency's services and desired outcomes, and the government goal it contributes to. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goals	Desired Outcomes	Services
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	Facilitate economic and regional development.	1. Infrastructure for State Development
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Reliable and efficient movement of people and goods.	2. Road System Management
	A well-maintained road network.	3. Road Efficiency Improvements
Strong Communities: Safe communities and supported families.	A safe road environment.	4. Road Network Maintenance
	Improved community access and roadside amenity.	5. Road Safety
		6. Infrastructure for Community Access

Total Cost of Services - Reconciliation to Service Summary Table

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Total Cost of Services	1,299,834	1,489,935	1,244,099	1,431,671	1,333,672	1,273,995	1,287,166
Add:							
Road Infrastructure Capital Works ^(b)	1,281,140	1,265,111	1,256,024	1,432,622	1,416,819	1,403,690	1,240,104
Less:							
Local Government Network Expenditure							
Disaster Recovery on Local Government							
Roads ^(e)	(153,679)	(109,580)	(38,595)	(46,641)	-	-	-
Major Works on Local Government							
Roads ^(d)	(19,098)	(45,342)	(36,704)	-	-	-	-
State Road Funds to Local Government							
Agreement ^(c)	(165,357)	(216,008)	(184,775)	(229,598)	(221,997)	(237,190)	(248,714)
Non-cash Expenditure							
Road Infrastructure Depreciation ^(f)	(378,345)	(406,886)	(396,589)	(437,151)	(443,291)	(444,857)	(444,116)
Road Transfers and Retirements ^(g)	(127,279)	(83,733)	(114,297)	(35,840)	(11,404)	(7,443)	(24,178)
Adjusted Total Cost of Services	1,737,216	1,893,497	1,729,163	2,115,063	2,073,799	1,988,195	1,810,262

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) Road Infrastructure Capital Works reflects road works expenditure capitalised to infrastructure which is not reflected in the Income Statement in accordance with AASB 1055: *Budgetary Reporting*.

(c) A new State Road Funds to Local Government Agreement was signed in October 2018. This Agreement will run until the end of 2022-23.

(d) Given the changing nature of works undertaken on local roads (larger projects with direct management), this adjustment has not been made post 2019-20. These works will be reflected in Main Roads' Total Cost of Services.

(e) Natural Disaster Expenditure on Local Government Roads occurring after 2019-20 will now be recouped by local governments directly from the Department of Fire and Emergency Services. The 2020-21 figure reflects the finalisation of claims prior to the change.

(f) Road Infrastructure Depreciation includes amortisation of intangibles.

(g) Road Transfers and Retirements reflect retired non-current fixed assets expense and expenditure related to non-current fixed assets transferred to local authorities, both of which are non-cash transactions.

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Infrastructure for State Development	615,175	459,282	452,001	352,837	342,209	277,890	367,798
2. Road System Management	121,426	144,816	166,006	168,054	160,254	153,002	137,428
3. Road Efficiency Improvements	401,223	584,344	537,225	659,906	743,797	869,367	553,780
4. Road Network Maintenance ^(b)	408,411	413,887	386,969	394,389	413,895	411,109	415,589
5. Road Safety ^(c)	144,191	191,659	159,688	314,150	144,824	148,081	130,106
6. Infrastructure for Community Access	46,790	99,509	27,274	225,727	268,820	128,746	205,561
Adjusted Total Cost of Services	1,737,216	1,893,497	1,729,163	2,115,063	2,073,799	1,988,195	1,810,262

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (b) Variations in Road Network Maintenance expenditure is primarily due to natural disaster repairs on the State and local road network, third party funded works and bridge works.
- (c) The variance between the 2020-21 Budget Estimate and the forward estimates period is primarily due to a one-off \$80 million contribution from the Commonwealth for the Regional State Road Safety Program and a range of road safety projects expected to be completed in 2020-21. As projects are identified as road safety initiatives, funding will be reallocated from other services.

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Facilitate economic and regional development:					
Return on construction expenditure	4.1	4	4.3	4.18	
Outcome: Reliable and efficient movement of people and goods:					
Community satisfaction	90%	90%	90%	90%	
Road network permitted for use by heavy freight vehicles					
B-Doubles 27.5m	97%	97%	98%	97%	
Double road trains 27.5m	97%	97%	97%	97%	
Double road trains 36.5m	80%	80%	81%	80%	
Triple road trains 53.5m	45%	45%	45%	45%	
Network configuration - roads	92%	90%	93%	92%	
Network configuration - bridges					
Strength	94%	93%	94%	94%	
Width	96%	96%	96%	96%	
Outcome: A well maintained road network:					
Smooth travel exposure	97%	n/a	n/a	97%	1
Community satisfaction with road maintenance	87%	90%	86%	90%	
Preventative maintenance indicator	84%	85%	85%	85%	
Outcome: A safe road environment:					
Community satisfaction with road safety	91%	90%	92%	90%	
Blackspot location indicator	7.46	6.81	7.33	7.30	
Outcome: Improved community access and roadside amenity:					
Percentage of the year that 100% of the Main Roads' State road network is available	91%	95%	89%	95%	
Community satisfaction with cycleways and pedestrian facilities	91%	90%	91%	90%	

- (a) Further detail in support of the key effectiveness indicators is provided in Main Roads' Annual Report.
- (b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. This indicator is based on the percentage of travel undertaken on the State road network meeting specific roughness criteria. In 2011, it was agreed to only capture data used for this reporting on a biennial basis.

Services and Key Efficiency Indicators

1. Infrastructure for State Development

The objective of this service is to expand the road network in accordance with Government transport and land use strategies that will facilitate the economic and regional development of the State. These works are mostly aimed at increasing the capacity of the road network through the addition of new links, which include town bypasses.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	615,175	459,282	452,001	352,837	1
Less Income	365,319	365,076	366,011	256,159	2,3
Net Cost of Service	249,856	94,206	85,990	96,678	
Employees (Full-Time Equivalents) ^(b)	118	118	127	137	
Efficiency Indicators					
Percentage of projects completed on time	75%	90%	100%	90%	
Percentage of projects completed on budget	92%	90%	100%	90%	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) The increase in full-time equivalents from 2019-20 Budget to 2019-20 Actual and 2020-21 Budget Target relates to Main Roads employing staff directly rather than through ongoing contractual arrangements.

Explanation of Significant Movements

(Notes)

1. The relatively high value of the 2018-19 Total Cost of Service is mainly due to expenditure relating to the Esperance Port Access, access to the Murdoch Activity Centre and Northlink WA.
2. The lower 2020-21 Total Cost of Service compared to previous years is mainly due to lower expenditure on Manuwarra Red Dog Highway and Ocean Reef Road/Wanneroo Road interchange due to works and staged works being completed in the prior year.
3. The relatively high value of the 2018-19 Net Cost of Service is mainly due to formal Commonwealth approval on variations between the Northlink WA projects not being received until 2019-20.

2. Road System Management

The objective of this service is to optimise real-time management of the network, provide traveller information and support delivery of projects. Works include activities of the traffic operation centre, heavy vehicle operation activities, metropolitan and regional road asset management, road user and customer services, emergency telephones, street lighting, intelligent transport systems, traffic signals and road advisory services to the community.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	121,426	144,816	166,006	168,054	1
Less Income	2,319	10,955	2,224	2,248	2
Net Cost of Service	119,107	133,861	163,782	165,806	
Employees (Full-Time Equivalents) ^(b)	580	585	626	672	
Efficiency Indicators					
Average cost of network management per million vehicle kilometres travelled	\$6,456	\$5,983	\$6,427	\$4,539	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) The increase in full-time equivalents from 2019-20 Budget to 2019-20 Actual and 2020-21 Budget Target relates to Main Roads employing staff directly rather than through ongoing contractual arrangements.

Explanation of Significant Movements

(Notes)

1. The increase in 2020-21 Total Cost of Service compared to previous years is mainly due to additional resources being allocated to the management of the road network including improvements associated with Smart Freeways.
2. The reduction in Income from the 2019-20 Budget to the 2019-20 Actual is mainly due to Commonwealth funding being provided to Smart Freeways civil works rather than to technical support (which is reflected in Service 3).

3. Road Efficiency Improvements

The objective of this service is to improve the efficiency, capacity and utilisation of the existing road network. Improvements include providing a road of improved standard through geometric improvements, road widening, bridge strengthening and intersection improvements including roundabouts and interchanges.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 401,223	\$'000 584,344	\$'000 537,225	\$'000 659,906	1
Less Income	226,499	244,261	345,202	503,323	2
Net Cost of Service	174,724	340,083	192,023	156,583	2
Employees (Full-Time Equivalents) ^(b)	97	97	105	112	
Efficiency Indicators					
Percentage of projects completed on time	100%	90%	77%	90%	
Percentage of projects completed on budget	97%	90%	100%	90%	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) The increase in full-time equivalents from 2019-20 Budget to 2019-20 Actual and 2020-21 Budget Target relates to Main Roads employing staff directly rather than through ongoing contractual arrangements.

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from 2018-19 Actual to the 2019-20 Actual and the 2020-21 Budget Target is mainly due to additional works relating to the Great Northern Highway - Ord River Corridor and the Bunbury Outer Ring Road.
2. Movement in Income and Net Cost of Service is mainly due to the flow and timing of Commonwealth funding. Initial project works are funded by the State whilst Commonwealth milestones are being finalised.

4. Road Network Maintenance

The objective of this service is to maintain the existing road and bridge network by maximising asset life and minimising whole-of-life costs. Works include routine maintenance (crack patching, patching of potholes, control of declared plants and weeds, graffiti removal and litter collections), periodic maintenance (repairs to pavements, culverts and bridge decks, sealing and re-sealing of road surfaces and replacing line markings), rehabilitation works where the primary reason for the works is due to pavement failure and managing and administering various Integrated Service Arrangements.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 408,411	\$'000 413,887	\$'000 386,969	\$'000 394,389	1
Less Income	73,212	86,282	82,255	87,340	
Net Cost of Service	335,199	327,605	304,714	307,049	
Employees (Full-Time Equivalents) ^(b)	148	148	160	172	
Efficiency Indicators					
Average cost of road network maintenance per lane kilometre of network.....	\$9,428	\$7,950	\$7,757	\$8,800	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) The increase in full-time equivalents from 2019-20 Budget to 2019-20 Actual and 2020-21 Budget Target relates to Main Roads employing staff directly rather than through ongoing contractual arrangements.

Explanation of Significant Movements

(Notes)

1. Road Network Maintenance includes both recurrent works and the Capitalised Reseal program. The difference between the 2019-20 Budget and the 2019-20 Actual is mainly due to a reduction in reinstatement works, due to flood damage being less than forecast.

5. Road Safety

The objective of this service is to reduce the road fatality rate to be the lowest in Australia, minimise road factors contributing to road trauma and reduce the serious crash injury rate. Works undertaken have safety as the foremost factor and include the State and national Black Spot programs and various projects that improve safety on the existing road network including passing lanes.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 144,191	\$'000 191,659	\$'000 159,688	\$'000 314,150	1
Less Income	72,676	102,891	73,795	193,633	2
Net Cost of Service	71,515	88,768	85,893	120,517	
Employees (Full-Time Equivalents) ^(b)	53	53	57	61	
Efficiency Indicators					
Percentage of projects completed on time	80%	90%	87%	90%	
Percentage of projects completed on budget	100%	90%	100%	90%	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) The increase in full-time equivalents from 2019-20 Budget to 2019-20 Actual and 2020-21 Budget Target relates to Main Roads employing staff directly rather than through ongoing contractual arrangements.

Explanation of Significant Movements

(Notes)

1. The reduction from the 2019-20 Budget to the 2019-20 Actual was mainly due to delayed works on Minilya to Exmouth, South Coast Highway and the Urban Intersection program. These projects/programs are forecast to be delivered in 2020-21 along with the \$100 million Regional State Road Safety program.
2. The significant increase in Income in 2020-21 Budget Target is mainly due to the Commonwealth contribution towards the Regional State Road Safety program.

6. Infrastructure for Community Access

The objective of this service is to provide infrastructure that will improve personal mobility and community access, including increasing the quality of access where appropriate, providing levels of access commensurate with community expectations and meeting minimal levels of appropriate access. Works include providing access to remote communities, pedestrian facilities, cyclist facilities, vulnerable road users' facilities, road user amenities, public transport integration and improvements such as new bridges to address flood closures.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 46,790	\$'000 99,509	\$'000 27,274	\$'000 225,727	1
Less Income	10,769	52,142	8,386	183,167	1
Net Cost of Service	36,021	47,367	18,888	42,560	
Employees (Full-Time Equivalents) ^(b)	29	29	31	34	
Efficiency Indicators					
Percentage of projects completed on time	86%	90%	nil	90%	2
Percentage of projects completed on budget	100%	90%	100%	90%	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) The increase in full-time equivalents from 2019-20 Budget to 2019-20 Actual and 2020-21 Budget Target relates to Main Roads employing staff directly rather than through ongoing contractual arrangements.

Explanation of Significant Movements

(Notes)

1. The movements in Total Cost of Service and Income are mainly due to the scheduling of works providing road-related infrastructure outcomes for the METRONET program of works. Major construction is expected to occur during 2020-21.
2. The 2019-20 Actual is nil due to one contract being delayed due to inclement weather conditions and design changes to prevent large scale removal of rock. The other contract is still a work in progress.

Asset Investment Program

1. Investment in the road network to enhance and expand the existing asset is crucial for Main Roads to deliver services that benefit the community and respond to current and future levels of demand. An integrated transport network makes provision for freight, commercial, public transport services and passenger vehicles as well as providing mobility access and active transport options for cyclists and pedestrians. Main Roads actively works within the Transport portfolio to coordinate and collaborate to deliver multi-modal transport solutions that support a progressive and developing State.
2. Main Roads' Asset Investment Program for 2020-21 is \$1.4 billion. Major new works include the below projects.

Perth Children's Hospital and Kings Park Link Bridge

3. The Kids' Bridge will connect the Perth Children's Hospital (PCH) to Kings Park. The project will see the construction of a pedestrian bridge over Winthrop Avenue to connect the outdoor area between PCH and the multi-storey carpark on the Queen Elizabeth II's Medical Centre campus to Kings Park bush land. The bridge will provide opportunities for both inpatients and outpatients and their families to access Kings Park while they are at PCH receiving treatment. It will also provide an opportunity for a range of therapies, including allied health, to be delivered in an environment which harnesses the health and wellbeing benefits of nature.

Regional State Road Safety Program

4. Single vehicle lane departure (run-off road, head-on) crashes on the rural high-speed State roads are the largest contributor to death and serious injuries on this part of the State network (69%). Main Roads has developed a low-cost methodology to optimise the safety performance by modifying the carriageways for the rural high-speed network. This option makes no change to the existing formation width. It utilises the existing road width and converts unsealed shoulders to a fully sealed shoulder and focuses on maximising the seal width to sections of the road where possible. In addition to the cross-section changes, a one-metre wide median treatment with audible centre lines is also included at some locations.

Transforming Freeways - Mitchell Freeway Corridor

5. Main Roads has progressed investigations into the use of Smart Freeway technology to manage congestion southbound on the Mitchell Freeway. This will be achieved through the adoption of Intelligent Transport System technologies that allow for improved use of existing infrastructure and optimisation of traffic flow. This project will provide efficient and safe movement of people and freight through the delivery of Smart Freeway technology and maintaining a free-flowing freeway and arterial road network. The project scope includes southbound works on Mitchell Freeway, including coordinating ramp signals on freeway entry ramps (Perth Inbound), and 16 ramps from Hester Avenue to Vincent Street. Other works will be undertaken to upgrade the road network operations centre control and data systems, building resilience and redundancy in the traffic control system.

WA Recovery Plan

6. The Western Australian Government has unveiled a multibillion-dollar recovery plan to drive economic and social recovery and create local jobs. The WA Recovery Plan, via Main Roads, includes investment in the following key projects.

Commonwealth Infrastructure Stimulus Package

7. To stimulate the Western Australian Economy and support construction jobs, \$223 million will be spent on priority projects, funded by contributions of \$176 million from the Commonwealth and \$47 million from the WA Recovery Plan, including the following projects:
 - 7.1. Regional State Road Safety Improvement Program - Through this program of works, around 1,400 km of roads will be treated, with shoulder sealing and audible lines installed in every region of Western Australia. The treatments greatly reduce the number of 'run-off-road' crashes in regional areas.
 - 7.2. Bussell Highway Duplication, Stages 1 and 2 - This project involves the construction of a second carriageway to complete a continuous dual carriageway between Bunbury and Busselton. The completion of this dual carriageway is expected to be delivered in two stages. Stage 1 - Capel Bypass to Hutton Road will provide a 5 km carriageway plus reconstruction of part of the existing carriageway. Stage 2 - Hutton Road to Busselton will deliver a 12 km section carriageway including three bridges.

Principal Shared Path - Causeway Cyclist and Pedestrian Bridge

8. Main Roads will invest \$49.8 million to construct a new pedestrian and cyclist bridge west of the heritage-listed Causeway Bridge across the Swan River. The new river crossing will provide a safer connection from the Perth CBD to Victoria Park and beyond for people walking and riding. The design of the structural elements of the bridges derive inspiration from the stories of Fanny Balbuk and Yagan - two key figures associated with Heirisson Island. It will comprise two river crossings, measuring 250 metres on the Victoria Park side and 140 metres on the City of Perth side, connecting a 270-metre path through Heirisson Island.

Great Eastern Highway - Eastlink - Planning

9. A total of \$20 million will be invested for the planning and development stages for Eastlink, a new freight corridor that connects Perth with the Eastern States. It is expected that the planning phase will consider upgrades to Reid and Roe highways and a new route to Northam.

Metropolitan Amenity Walls

10. Main Roads will invest \$10 million over 2020-21 to 2021-22 to install amenity and screen walls to reduce traffic noise and provide privacy for residents at various metropolitan locations.

Other

11. Main Roads will invest a further \$33 million to undertake intersection, bridge and road upgrades at metropolitan and regional locations, including upgrades to the Stock Road Bridge, Kwinana Beach Road, Albany Highway and Kelvin Roads intersection, and internal roads in Bidyadanga.

	Estimated Total Cost	Actual Expenditure to 30-6-20	2019-20 ^(a) Expenditure	2020-21 Budget Estimate	2021-22 Forward Estimate	2022-23 Forward Estimate	2023-24 Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
WORKS IN PROGRESS							
Capitalisation of Reseal Program	686,315	393,913	83,792	70,430	72,540	74,716	74,716
Coolgardie - Esperance Highway - Esperance Port Access	117,346	116,035	18	1,311	-	-	-
Department of Transport - Principal Shared Path Program ^(b)	103,708	22,643	17,036	29,375	16,365	23,360	11,965
Election Commitments							
Albany Ring Road	175,000	9,337	7,961	41,450	69,481	50,000	4,732
Armada Road Bridge - North Lake Road Flyover	259,000	112,584	44,834	146,416	-	-	-
Bunbury Outer Ring Road - Stages 2 and 3	852,000	70,832	68,151	69,000	199,606	286,461	195,433
Coolgardie-Esperance Highway - Widening, Overlay and Reconstruction	40,000	1,304	1,288	17,629	12,984	8,083	-
Leach Highway - Carrington Street to Stirling Highway	76,000	24,809	20,680	51,191	-	-	-
Manuwarra Red Dog Highway - Stages 3 and 4	310,000	80,773	75,459	15,481	34,000	14,000	165,746
Reid Highway - Altone Road to West Swan Road Construction of Dual Carriageway	70,000	61,421	42,685	8,579	-	-	-
Roe Highway - Kalamunda Road - Grade Separated Interchange	86,000	34,088	28,368	51,912	-	-	-
South Coast Highway - Upgrade between Albany and Jerramungup - Stage 1	30,000	13,329	7,256	15,577	1,094	-	-
Wanneroo Road Joondalup Drive - Grade Separated Interchange	50,000	44,479	25,816	5,521	-	-	-
Ocean Reef Road Grade Separation	73,400	64,945	35,286	8,455	-	-	-
Gibb River Road - Derby - Gibb River - Wyndham Improve Formation and Gravel	114,776	78,850	8,927	9,043	8,785	9,049	9,049
Great Northern Highway							
Muchea to Wubin Stage 2	347,241	325,612	50,585	21,629	-	-	-
Newman to Katherine Corridor - Broome to Kununurra Upgrade Stage 1	25,800	334	334	4,468	13,072	7,926	-
Kwinana Freeway							
Manning Road - On-ramp Construction	35,000	28,677	11,220	6,323	-	-	-
Russell Road to Roe Highway - Widening Northbound Lanes	49,000	37,165	21,998	11,835	-	-	-
Leach Highway and Welshpool Road Grade Separated Interchange	93,000	1,200	818	33,000	52,100	6,700	-
Mitchell Freeway							
Hester Avenue to Romeo Road - Extension	215,000	10,034	9,004	30,266	100,800	58,704	15,196
Hutton Road to Cedric Street - Northbound Widening	15,000	10,698	9,758	4,302	-	-	-
National Highway Upgrade Program	40,441	35,984	32	4,457	-	-	-
Northern Australia Roads and Beef Roads Programs							
Great Northern Highway - Ord River	98,140	33,140	28,810	16,821	28,454	19,725	-
Onslow Road - Post Construction Upgrade	80,633	75,578	33,131	5,055	-	-	-
Perth Children's Hospital - Kings Park Link Bridge	6,300	300	300	6,000	-	-	-
Pinjarra Heavy Haulage Deviation - Stage 1	27,500	181	181	19	11,400	13,500	2,400
Queen Victoria Street - Swan River Crossings (Fremantle Road and Rail Bridge) - Construct New Bridges	230,000	1,468	1,468	12,400	46,150	25,807	98,175
Regional Road Safety Package	55,250	54,674	18,090	576	-	-	-

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Road Safety Commission							
LED School Zone Lights	63,929	46,907	3,128	5,022	2,000	5,000	5,000
Metropolitan Intersections Crash Program ^(c)	81,397	48,816	3,466	9,981	1,000	9,300	12,300
Run-off Road Crashes Road Improvements ^{(d) (e)}	244,600	175,219	18,591	9,381	20,000	20,000	20,000
Rural Intersection Advanced Warning Signs	1,211	209	120	942	60	-	-
Safety Review - Indian Ocean Drive	23,000	20,850	13,854	2,150	-	-	-
Wheatbelt Safety Review Program - Great Eastern Highway and Great Southern Highway	41,463	22,966	11,312	18,497	-	-	-
Roe Highway - Great Eastern Highway Bypass Including Abernethy Road	180,000	17	-	5,137	23,846	20,000	30,000
Safer Roads and Bridges Program	458,810	288,830	24,285	49,416	39,400	40,582	40,582
Smart Freeways - Hodges Drive to Hepburn Avenue Widening Southbound	76,000	632	632	24,368	48,000	3,000	-
South Western Highway - Donnybrook to Greenbushes	23,692	17,840	1,056	5,852	-	-	-
Thomas Road and Nicholson Road Oakford	20,000	490	490	4,510	7,000	7,000	1,000
Tonkin Highway Corridor Upgrades - Tonkin Highway Gap; Grade Separations at Hale, Welshpool and Kelvin Roads; and Stage 3 Extension	1,391,000	10,119	9,457	163,012	296,922	431,094	249,253
Wanneroo Road Morley Drive Intersection Upgrade	15,000	577	577	14,423	-	-	-
COMPLETED WORKS							
Armadale Road - Anstey Road to Tapper Road	144,161	144,161	40,524	-	-	-	-
Bridges Renewal Program - Coalling Brook - Bridge 24 and Williams River - Bridge 25	14,999	14,999	7,250	-	-	-	-
Buildings and Equipment - 2019-20 Program	16,652	16,652	16,652	-	-	-	-
Capitalised Operational Costs - 2019-20 Program	94,485	94,485	94,485	-	-	-	-
Election Commitment - Great Eastern Highway - Anzac Drive to Gatacre Drive - Dualing	24,773	24,773	20,486	-	-	-	-
Great Eastern Highway - Bilgoman Road to Mundaring	39,626	39,626	6,807	-	-	-	-
Great Northern Highway - Muchea to Wubin, Bindi Bindi Curves	39,355	39,355	292	-	-	-	-
Karel Avenue - Farrington Road to Berrigan Drive Construct Dual Carriageway	27,664	27,664	24,209	-	-	-	-
Kwinana Freeway Access to Murdoch Activity Centre	112,500	112,500	26,395	-	-	-	-
Transforming Freeways - Roe Highway to Narrows Bridge - Smart Freeways	56,000	56,000	41,304	-	-	-	-
Minor Works (Includes Black Spot and Urgent Minor Works) - 2019-20 Program	149,585	149,585	149,585	-	-	-	-
Mitchell Freeway Burns Beach Road to Hester Avenue	202,636	202,636	224	-	-	-	-
Cedric Street to Vincent Street Southbound Widening	40,000	40,000	21,741	-	-	-	-
Northern Australia Roads and Beef Roads Programs Great Northern Highway - Wyndham Spur and Maggie's Jump Up	45,305	45,305	4,241	-	-	-	-
Marble Bar Road - Coongan Gorge Realignment	37,820	37,820	4,246	-	-	-	-
NorthLink WA Tonkin Highway Grade Separations - Section 1	212,000	212,000	7,404	-	-	-	-
Swan Valley Bypass - Sections 2 and 3	825,400	825,400	49,210	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Bidyadanga Internal Roads	6,000	-	-	6,000	-	-	-
Commonwealth Infrastructure Stimulus Package ^(f) Bussell Highway Duplication Stage 1 and Stage 2	85,000	-	-	55,000	30,000	-	-
Exmouth Roads Package Minilya to Exmouth	14,000	-	-	6,000	8,000	-	-
Yardie Creek	6,000	-	-	1,000	5,000	-	-
Great Eastern Highway - Coates Gully Bridge	3,000	-	-	3,000	-	-	-
Regional State Road Safety Improvement Program	100,000	-	-	100,000	-	-	-
Thomas Road-Kwinana Freeway to Nicholson Road Upgrade	8,000	-	-	8,000	-	-	-
Toodyay Road - Jingaling Brook-Toodyay Road Widening	7,000	-	-	7,000	-	-	-
Department of Transport - Principal Shared Path Causeway Cyclist and Pedestrian Bridge	49,750	-	-	1,450	19,450	14,450	14,400
Election Commitment - Olga Road - Albany Highway and Kelvin Road Intersection Upgrade	6,000	-	-	2,000	4,000	-	-
Great Eastern Highway - Eastlink - Planning	20,000	201	201	2,799	3,000	4,000	10,000
Intersection Upgrades - Main and Royal Streets	3,000	-	-	300	2,700	-	-
Kwinana Beach Road (Patterson Road to CBH Group Terminal) - Pavement Reconstruction	5,000	-	-	2,500	2,500	-	-

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Metropolitan Amenity Walls	10,000	-	-	1,000	9,000	-	-
Mitchell Freeway (Hepburn Avenue to Warwick Road)							
Amenity Wall and Principal Shared Path	6,000	-	-	600	5,400	-	-
Stock Road Bridge Replacement	7,000	-	-	-	500	6,500	-
Other New Works							
Buildings and Equipment							
2020-21 Program	21,936	-	-	21,936	-	-	-
2021-22 Program	20,215	-	-	-	20,215	-	-
2022-23 Program	20,821	-	-	-	-	20,821	-
2023-24 Program	20,821	-	-	-	-	-	20,821
Capitalised Operational Costs							
2020-21 Program	68,116	-	-	68,116	-	-	-
2021-22 Program	85,668	-	-	-	85,668	-	-
2022-23 Program	88,088	-	-	-	-	88,088	-
2023-24 Program	88,969	-	-	-	-	-	88,969
Great Eastern Highway - Old Northam Road Upgrade	14,375	359	359	141	1,000	12,875	-
Great Northern Highway							
Apple Street Intersection Upgrade	14,000	155	155	11,645	2,200	-	-
Bindoon Bypass - Construct New Alignment	275,000	-	-	2,300	6,500	74,700	89,500
Port Hedland Airport Deviation	36,000	-	-	5,000	20,000	11,000	-
Minor Works (includes Black Spot and Urgent Minor Works)							
2020-21 Program	83,160	-	-	83,160	-	-	-
2021-22 Program	33,539	-	-	-	33,539	-	-
2022-23 Program	23,254	-	-	-	-	23,254	-
2023-24 Program	23,254	-	-	-	-	-	23,254
Provision for METRONET Road Projects Under							
Development	39,113	-	-	-	-	-	39,113
Rail Crossing Program	20,000	-	-	5,000	5,000	5,000	5,000
Reid Highway - Erindale Road - Project Development for							
Grade Separation	2,500	-	-	1,302	1,198	-	-
Smart Freeways - Transforming Freeways - Mitchell							
Freeway Corridor	100,000	-	-	2,562	15,273	7,250	13,500
Thomas Road							
METRONET - Byford Rail Extension - Thomas Road							
Bridge	51,961	-	-	21,599	28,617	1,745	-
Thomas and Anketell Roads Freight Upgrade - Stages 1							
and 2 Planning	5,000	-	-	2,000	3,000	-	-
Total Cost of Asset Investment Program	10,536,453	4,461,535	1,256,024	1,432,622	1,416,819	1,403,690	1,240,104
FUNDED BY							
Asset Sales			5,830	-	-	-	-
Capital Appropriation			258,509	258,025	285,420	378,783	484,380
Commonwealth Grants			437,342	777,606	771,456	874,968	642,774
Drawdowns from Royalties for Regions Fund			28,207	17,807	38,767	19,000	10,000
Drawdowns from the Holding Account			31,065	-	-	-	-
Internal Funds and Balances			385,820	198,965	186,506	4,915	32,577
Other			109,251	122,257	92,160	77,274	14,673
Other Grants and Subsidies			-	57,962	42,510	48,750	55,700
Total Funding			1,256,024	1,432,622	1,416,819	1,403,690	1,240,104

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) The increased contribution for this ongoing program of works is \$19.6 million over the forward estimates period and is included in the WA Recovery Plan.

(c) The increased contribution for this ongoing program of works is \$11.4 million over the forward estimates period and is included in the WA Recovery Plan.

(d) The increased contribution for this ongoing program of works is \$16.2 million over the forward estimates period and is included in the WA Recovery Plan.

(e) A total of \$20 million in 2020-21 has been reallocated to the Regional State Road Safety Program.

(f) The State funding contribution for these projects totals \$47 million over the forward estimates period and is included in the WA Recovery Plan.

Financial Statements

Income Statement

Expenses

1. Total Cost of Services as per the Income Statement differs from the adjusted Total Cost of Services as per the Services Summary Table. The latter includes capitalised road works expenditure and excludes several expense groupings including road infrastructure depreciation, road transfers to local governments and road retirements. These expense groupings have been excluded to provide a clearer picture of the cost of works delivered by Main Roads.
2. Movement in supplies and services is in line with the recurrent works that Main Roads delivers. Delivery of some major works on the local road network has added to the expenditure under this category, including works on the Outback Highway, Duncan and Gordon Downs Roads and the Broome-Cape Leveque Road.
3. The movement in other expenses is significantly influenced by the value of retired non-current fixed assets and road transfers. Future retirements are yet to be confirmed.

Income

4. The movement in the sale of goods and services is mainly due to an increase in third party works. During the year, works are added to the program as confirmation is received from those third parties. Over the next two budget years, significant works are currently scheduled to be carried out as a part of the METRONET program of works.
5. The major component of grants and subsidies income is via contributions for works projects by the Commonwealth. Differences in income year versus construction year is mainly due to the timing of milestone payments.
6. Other revenue was significantly higher in 2019-20 than originally budgeted for mainly due to net assets transferred in (roads being transferred from the care and control of local government(s) to Main Roads).
7. Income from State Government primarily reflects funding being provided from motor vehicle licence fee revenues.

Statement of Financial Position

8. Cash assets in 2023-24 is significantly lower than that of prior years mainly due to the advancement of the works program due to COVID-19 recovery actions.
9. Restricted cash includes funds for METRONET road-related works, previously received GST equalisation payments and specific funding received in advance for maintenance works from third parties (mostly mining companies).
10. Receivables fluctuate with the works program and are influenced by payment cycles.
11. Other current liabilities has increased mainly due to Commonwealth milestone payments including an allocation for future works.
12. Following the introduction of the new accounting standard the budget for borrowings and leases continues to be modelled as more historical information is gathered.

INCOME STATEMENT ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	67,257	68,283	68,053	70,996	71,547	72,285	73,189
Grants and subsidies ^(d)	332,063	267,781	232,275	306,526	268,949	180,232	191,744
Supplies and services	380,232	627,139	400,033	543,517	501,272	531,427	515,696
Accommodation	17,416	17,612	16,523	19,287	19,327	19,652	19,928
Depreciation and amortisation	378,345	406,886	396,589	437,151	443,291	444,857	444,116
Finance and interest costs	-	932	194	257	277	273	264
Other expenses	124,521	101,302	130,432	53,937	29,009	25,269	42,229
TOTAL COST OF SERVICES	1,299,834	1,489,935	1,244,099	1,431,671	1,333,672	1,273,995	1,287,166
Income							
Sale of goods and services	81,087	77,202	141,055	175,968	197,078	99,601	43,561
Grants and subsidies	806,915	879,868	756,311	1,083,617	920,366	1,039,327	782,710
Other revenue	132,768	14,117	50,900	12,926	12,926	12,926	12,926
Total Income	1,020,770	971,187	948,266	1,272,511	1,130,370	1,151,854	839,197
NET COST OF SERVICES	279,064	518,748	295,833	159,160	203,302	122,141	447,969
INCOME FROM STATE GOVERNMENT							
Service appropriations	979,697	1,097,929	1,096,107	1,133,478	1,183,286	1,121,313	1,132,205
Resources received free of charge	2,530	2,700	2,154	2,700	2,700	2,700	2,700
Royalties for Regions Fund:							
Regional Community Services Fund	19,798	32,936	15,682	22,889	7,674	22,862	1,053
Regional Infrastructure and Headworks Fund	-	11,414	-	3,780	3,992	880	-
TOTAL INCOME FROM STATE GOVERNMENT	1,002,025	1,144,979	1,113,943	1,162,847	1,197,652	1,147,755	1,135,958
SURPLUS/(DEFICIENCY) FOR THE PERIOD	722,961	626,231	818,110	1,003,687	994,350	1,025,614	687,989

(a) Full audited financial statements are published in Main Roads' Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 1,025, 1,106 and 1,188 respectively.

(d) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
Aglime Route	2,323	3,164	5,184	1,340	-	-	-
Bridges Renewal Program Round Three	14,805	-	-	-	-	-	-
Department of Transport Cycling Grants	3,000	3,000	5,340	5,340	5,340	5,340	5,340
Election Commitments	1,417	-	8,698	4,833	4,540	4,540	4,540
Heavy Vehicle Safety and Productivity Program - Round Six	-	3,032	-	-	-	-	-
Local Government Commodity Freight Routes	-	10,000	8,707	1,293	-	-	-
Local Road Grants and Subsidies	120,763	122,697	118,057	154,485	141,193	134,767	110,690
METRONET Related Works	-	9,958	29,570	89,740	92,175	-	45,318
Other	95	500	191	500	500	500	500
Principal Shared Paths	-	-	-	11,451	14,548	21,445	12,556
Road Assets Transferred	35,981	-	13,685	-	-	-	-
Stephenson Avenue Extension	-	8,000	2,776	37,216	9,353	-	-
Western Australia Natural Disaster Relief and Recovery Arrangements Funding Applied to the Local Government Road Network	153,679	107,330	38,595	-	-	-	-
Wheatbelt Secondary Freight Routes	-	100	1,472	328	1,300	13,640	12,800
TOTAL	332,063	267,781	232,275	306,526	268,949	180,232	191,744

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	196,874	106,236	91,219	117,340	97,263	85,503	12,286
Restricted cash.....	188,888	68,673	214,195	117,702	101,666	206,125	324,537
Holding account receivables.....	31,065	-	-	-	-	-	-
Receivables.....	196,461	54,517	101,605	96,219	95,513	94,807	95,101
Other.....	27,823	24,870	60,770	60,770	60,770	60,770	60,770
Assets held for sale.....	6,789	11,621	4,717	4,717	4,717	4,717	4,717
Total current assets.....	647,900	265,917	472,506	396,748	359,929	451,922	497,411
NON-CURRENT ASSETS							
Holding account receivables.....	2,794,812	3,139,757	3,142,901	3,511,303	3,879,023	4,244,105	4,609,196
Property, plant and equipment.....	44,801,956	47,193,462	46,059,359	47,696,277	50,119,646	51,935,741	53,758,043
Receivables.....	234	238	189	189	189	189	189
Intangibles.....	13,667	10,816	15,787	14,083	12,635	11,368	10,101
Other.....	7,005	5,775	7,460	7,460	7,460	7,460	7,460
Total non-current assets.....	47,617,674	50,350,048	49,225,696	51,229,312	54,018,953	56,198,863	58,384,989
TOTAL ASSETS.....	48,265,574	50,615,965	49,698,202	51,626,060	54,378,882	56,650,785	58,882,400
CURRENT LIABILITIES							
Employee provisions.....	36,018	34,134	41,565	42,185	44,025	49,925	49,925
Payables.....	10,804	14,088	9,130	10,183	11,236	12,289	13,342
Borrowings and leases.....	-	-	2,560	2,438	2,645	2,526	2,469
Other.....	301,260	325,191	447,563	448,957	450,792	452,627	454,462
Total current liabilities.....	348,082	373,413	500,818	503,763	508,698	517,367	520,198
NON-CURRENT LIABILITIES							
Employee provisions.....	4,937	4,925	5,426	5,465	5,625	6,725	6,725
Borrowings and leases.....	-	19,479	7,337	6,384	6,231	4,813	3,956
Other.....	56,345	-	52	52	52	52	52
Total non-current liabilities.....	61,282	24,404	12,815	11,901	11,908	11,590	10,733
TOTAL LIABILITIES.....	409,364	397,817	513,633	515,664	520,606	528,957	530,931
EQUITY							
Contributed equity.....	5,452,488	5,668,380	5,730,847	6,006,679	6,330,866	6,728,649	7,223,029
Accumulated surplus/(deficit).....	15,149,315	15,531,250	15,709,576	16,713,263	17,707,613	18,733,227	19,421,216
Reserves.....	27,254,417	29,018,525	27,744,152	28,390,460	29,819,803	30,659,958	31,707,230
Other.....	(10)	(7)	(6)	(6)	(6)	(6)	(6)
Total equity.....	47,856,210	50,218,148	49,184,569	51,110,396	53,858,276	56,121,828	58,351,469
TOTAL LIABILITIES AND EQUITY.....	48,265,574	50,615,965	49,698,202	51,626,060	54,378,882	56,650,785	58,882,400

(a) Full audited financial statements are published in Main Roads' Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	656,678	748,518	748,018	765,076	815,566	756,231	767,114
Capital appropriation	300,579	239,451	258,509	258,025	285,420	378,783	484,380
Holding account drawdowns	38,936	31,065	31,065	-	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	19,798	32,936	15,682	22,889	7,674	22,862	1,053
Regional Infrastructure and Headworks Fund	49,316	42,058	28,207	21,587	42,759	19,880	10,000
Net cash provided by State Government	1,065,307	1,094,028	1,081,481	1,067,577	1,151,419	1,177,756	1,262,547
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(65,745)	(68,283)	(63,938)	(70,337)	(69,547)	(65,285)	(73,189)
Grants and subsidies	(289,891)	(267,781)	(237,881)	(312,166)	(268,949)	(180,232)	(195,744)
Supplies and services	(385,067)	(619,735)	(400,271)	(563,694)	(521,500)	(546,045)	(508,292)
Accommodation	(17,664)	(21,612)	(17,004)	(23,287)	(23,327)	(23,652)	(23,983)
GST payments	(159,163)	(147,054)	(169,826)	(147,054)	(147,054)	(147,054)	(147,054)
Finance and interest costs	-	(932)	-	(257)	(277)	(273)	(264)
Other payments	(22,563)	(15,375)	(12,708)	(15,892)	(15,389)	(15,610)	(15,802)
Receipts							
Grants and subsidies	719,230	914,516	707,632	1,085,996	920,366	1,039,327	786,710
Sale of goods and services	117,818	84,644	100,391	181,729	195,339	97,862	40,822
GST receipts	158,177	146,808	166,572	146,808	146,808	146,808	146,808
Other receipts	17,927	14,117	19,656	15,607	15,607	15,607	15,607
Net cash from operating activities	73,059	19,313	92,623	297,453	232,077	321,453	25,619
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(1,281,140)	(1,265,111)	(1,256,024)	(1,432,622)	(1,416,819)	(1,403,690)	(1,240,104)
Proceeds from sale of non-current assets	6,400	-	5,830	-	-	-	-
Net cash from investing activities	(1,274,740)	(1,265,111)	(1,250,194)	(1,432,622)	(1,416,819)	(1,403,690)	(1,240,104)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(4,163)	(3,145)	(2,780)	(2,790)	(2,820)	(2,867)
Net cash from financing activities	-	(4,163)	(3,145)	(2,780)	(2,790)	(2,820)	(2,867)
NET INCREASE/(DECREASE) IN CASH HELD	(136,374)	(155,933)	(79,235)	(70,372)	(36,113)	92,699	45,195
Cash assets at the beginning of the reporting period	534,799	330,842	385,762	305,414	235,042	198,929	291,628
Net cash transferred to/from other agencies	(12,663)	-	(1,113)	-	-	-	-
Cash assets at the end of the reporting period	385,762	174,909	305,414	235,042	198,929	291,628	336,823

(a) Full audited financial statements are published in Main Roads's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

DETAILS OF ADMINISTERED TRANSACTIONS

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
INCOME							
Taxation							
Permits - Oversize Vehicles and Loads	7,998	7,500	8,920	7,500	7,500	7,500	7,500
TOTAL ADMINISTERED INCOME	7,998	7,500	8,920	7,500	7,500	7,500	7,500
EXPENSES							
Grants to Charitable and Other Public Bodies							
Receipts Paid into the Consolidated Account	7,998	7,500	8,920	7,500	7,500	7,500	7,500
TOTAL ADMINISTERED EXPENSES	7,998	7,500	8,920	7,500	7,500	7,500	7,500

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Division 41 **Public Transport Authority of Western Australia**

Part 9 **Transport**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	359	359	359	359	360	361	362
Total appropriations provided to deliver services	359	359	359	359	360	361	362
CAPITAL							
Item 142 Capital Appropriation	445,668	704,375	618,472	727,199	735,153	494,035	268,384
Item 143 Capital Appropriation METRONET Projects Under Development.....	588	287,002	-	378,493	428,499	618,561	472,800
TOTAL APPROPRIATIONS	446,615	991,736	618,831	1,106,051	1,164,012	1,112,957	741,546
EXPENSES							
Total Cost of Services	1,476,949	1,558,662	1,601,767	1,799,450	1,898,660	1,813,288	1,814,798
Net Cost of Services ^(b)	1,191,743	1,229,700	1,343,942	1,435,083	1,422,851	1,493,087	1,436,226
CASH ASSETS ^(c)	448,854	650,124	748,617	615,561	461,802	188,498	118,233

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(c) As at 30 June each financial year.

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Authority's Income Statement since presentation of the 2019-20 Budget to Parliament on 9 May 2019, are outlined below:

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
New Initiatives					
Election Commitments					
Contribution to Perth Airport Skybridge	-	22,200	-	-	-
Thornlie-Cockburn Link Operating Costs	287	291	479	3,038	16,663
Yanchep Rail Extension Operating Costs	287	2,432	7,281	24,206	34,561
Other COVID-19					
Additional Customer Information, Cleaning and Cost of Transportation of Patrons to Quarantine Locations	8,285	12,986	-	-	-
Reduced Optus Stadium Events	(5,450)	-	-	-	-
Temporary Public Transport Services Reduction	(19,276)	-	-	-	-
Trial of Road Coach Services Between Bunbury and Mandurah	-	254	-	-	-

	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	Estimate	Estimate	Estimate	Estimate
		\$'000	\$'000	\$'000	\$'000
Ongoing Initiatives					
Amendment to Government Railways Act to Increase Fines for Trespassing on Rail Network	480	480	480	480	480
Election Commitment - METRONET Program Management Costs	412	547	450	210	-
Planning for Platform and Signalling Upgrade Program	-	8,630	1,870	-	-
Public Transport Cost and Funding Forecast	1,636	4,104	(3,419)	(6,186)	-
Other					
Externally Funded Services and Works	1,133	200	-	-	-
Karel Avenue Road Bridge Project - Transfer of Expense to Main Roads	(1,830)	-	-	-	-
Optus Stadium Special Events Public Transport Costs	3,263	3,646	-	-	-
Regional Workers Incentive Allowance Payments	(1)	(1)	(1)	(1)	(1)
Revised Energy Costs	4,827	3,450	4,246	4,439	5,933
Revised Interest Expenses	(19,523)	(41,060)	(45,503)	(41,985)	(29,696)
RiskCover Contribution Adjustment	739	1,850	1,688	1,812	2,286

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Significant Issues Impacting the Agency

1. METRONET will transform Perth's public transport network. During 2020-21, the Thornlie-Cockburn Link, Yanchep Rail Extension, Bayswater Station and Denny Avenue Level Crossing Removal will continue construction, with the main Morley-Ellenbrook Line contract and Lakelands Station currently under tender evaluation and expected to achieve contract award in 2020. The Authority has accelerated the planning of the remaining METRONET Stage 1 projects in order to assist in the Government's COVID-19 recovery effort and job creation, with procurement preparation and forward works to commence for the Midland Station, Byford Rail Extension and level crossings removal on the Inner Armadale Line during 2020-21.
2. Completing the Forrestfield-Airport Link (FAL) project is another key part of the METRONET plan, creating a 20-minute direct link between the eastern foothills and the Perth CBD, as well as the wider public transport network via the airport. With tunnel boring works now finished, tracklaying has commenced.
3. The urban rail network is serviced by 330 railcars (96 A-Series and 234 B-Series railcars). The Authority's budget includes funding for an additional 246 railcars, 102 for the METRONET expansion and an additional 144 new railcars to replace the A-Series fleet. The Authority has worked closely with the manufacturer to maximise local content, creating local jobs and strengthening the local economy, including the recent addition of locally manufactured bogies. Construction of the assembly and maintenance facility in Bellevue is progressing.
4. With a fleet of over 1,749 Transperth and Transregional buses, the Authority needs to ensure that buses are safe, efficient and reliable. The Authority does this by staying abreast of new technologies, maintaining rigorous maintenance standards and through a rolling bus replacement program. The bus body and interior are manufactured in Perth and continue to support jobs for approximately 160 workers per annum throughout the supply chain.
5. The COVID-19 pandemic has adversely impacted the patronage on the public transport system. Up to February 2020, the 2019-20 year had shown a modest increase in patronage. Daily patronage dropped sharply from early March, declining to 12% of the pre-COVID-19 level. As at 30 June 2020, the number of people using Transperth's services was almost back to 70% of pre-COVID-19 levels, with further improvement expected to continue in 2020-21. Recovery from the initial reduction in patronage caused by the COVID-19 pandemic has been the fastest of any public transport provider in Australia.
6. Conscious of the fact that public transport is an essential service to the community, the Authority has extensive and well-practised emergency management procedures and processes, including pandemic strategies developed following the emergence of the H1N1 and SARS viruses. This meant that at both management and operational (including contractor) level, the Authority was able to respond quickly and appropriately to the pandemic. This extended to the provision of buses to shuttle at-risk and infected cruise ship and airline passengers to quarantine hotels or hospitals.
7. The positive trend in metropolitan trains' service reliability is a result of improved reliability of infrastructure such as points and overhead equipment and an improvement in training, noting that more infrastructure and trains have been added to the network and will continue to be added as a result of the METRONET program. The Authority commenced a Resilience Program in 2012 to minimise the impact of disruptions and minimise the likelihood of infrastructure faults.

8. Safe access to the Authority's many stations and bus ports is critical. The Authority ensures that appropriate systems, processes, resources (particularly customer service and security staff) and communications are in place to safely guide and control patrons. Further measures are in place to meet specific needs of the very large crowds that result from special events such as football games and concerts. The Authority also recognises that some passengers are particularly vulnerable to slips, trips and falls in using the many escalators that provide access and egress for railway stations and bus ports. To help safeguard these passengers, the Authority's customer service personnel at escalators and marketing campaigns educate passengers on better options to use, such as lifts, or guidance on the safe usage of escalators.
9. The SmartRider card and ticketing system has been operational since 2007 and has been highly successful due to its simplicity and quick transaction times. Work is progressing to upgrade technology underlying the existing SmartRider ticketing system.
10. The provision of safe and cost-effective public transport services to regional Western Australia remains a priority for Government. Despite experiencing a decline in inter-regional patronage as a result of the COVID-19 pandemic, more than 303,000 trips were made on Transwa services in 2019-20 and further improvements towards pre-COVID-19 levels are expected in 2020-21. Accordingly, the Authority continues to invest in Transwa services and to look for opportunities to enhance the service. This investment in our towns and regions includes the purchase of a new Australind railcar fleet, which will be operational in 2023, and safety improvements at level crossings along the South West Main Line.

Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the Minister, Accountable Authority and Treasurer under Part 3, Division 5 of the *Financial Management Act 2006*.

Outcomes, Services and Key Performance Information

Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the agency's services and desired outcomes, and the government goal it contributes to. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goal	Desired Outcomes	Services
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Accessible, reliable and safe public transport system.	1. Metropolitan and Regional Passenger Services 2. Country Passenger Rail and Road Coach Services 3. Regional School Bus Services
	Protection of the long-term functionality of the rail corridor and railway infrastructure.	4. Rail Corridor and Residual Freight Issues Management

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Metropolitan and Regional Passenger Services.....	1,148,165	1,229,538	1,197,418	1,383,307	1,487,904	1,426,713	1,444,296
2. Country Passenger Rail and Road Coach Services.....	52,195	54,985	52,018	55,233	55,224	55,858	56,463
3. Regional School Bus Services.....	127,585	134,946	130,824	131,087	129,907	129,896	129,879
4. Rail Corridor and Residual Freight Issues Management.....	149,004	139,193	221,507	229,823	225,625	200,821	184,160
Total Cost of Services.....	1,476,949	1,558,662	1,601,767	1,799,450	1,898,660	1,813,288	1,814,798

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Accessible, reliable and safe public transport system:					
Use of public transport - passengers per service kilometre:					
Metropolitan bus services.....	1.14	1.15	0.97	0.97	1
Metropolitan train services.....	2.81	2.87	2.31	2.3	1
Metropolitan ferry services.....	11.8	13.3	11.25	10.06	1
Regional bus services.....	0.519	n/a	n/a	n/a	2
Intra-town regional bus services.....	n/a	0.693	0.653	0.67	2
Country passenger rail services.....	0.184	0.193	0.161	0.176	3
Country passenger road coach services.....	0.059	0.059	0.051	0.055	3
Inter-town country bus services.....	n/a	0.013	0.012	0.013	2
Accessible public transport - the proportion of street addresses within the Perth Public Transport Area which are within 500 metres of a Transperth stop providing an acceptable level of service.....					
	85%	85%	85%	85%	
Metropolitan and regional passenger services reliability:					
Bus services within four minutes of scheduled time.....	85%	85%	83%	85%	
Train arriving within four minutes of scheduled time.....	96%	95%	96%	95%	
Ferries arriving within three minutes of scheduled time.....	97%	96%	95%	96%	
Country passenger rail and road coach services reliability:					
Prospector arriving within 15 minutes of scheduled time.....	57%	80%	53%	80%	4
Australind arriving within 10 minutes of scheduled time.....	91%	90%	86%	90%	
MerredinLink arriving within 10 minutes of scheduled time.....	85%	90%	71%	90%	4
AvonLink arriving within 10 minutes of scheduled time.....	98%	90%	89%	90%	
Road Coaches arriving within 10 minutes of scheduled time.....	96%	95%	98%	95%	
Satisfaction with school bus availability at arrival/departure time.....	99%	99%	99%	99%	
Level of overall customer satisfaction - customer satisfaction index:					
Metropolitan bus services.....	91%	89%	91%	89%	
Metropolitan train services.....	95%	92%	94%	92%	
Metropolitan ferry services.....	98%	99%	100%	99%	
Country passenger rail and road coach services.....	90%	92%	n/a	92%	5
Customer perception of safety - independent external surveys:					
Train station - daytime.....	98%	96%	98%	96%	
On-board train - daytime.....	98%	97%	97%	97%	
Train station - night-time.....	75%	70%	69%	70%	
On-board train - night-time.....	82%	76%	74%	76%	
Bus station - daytime.....	98%	98%	98%	98%	
On-board bus - daytime.....	99%	99%	99%	99%	
Bus station - night-time.....	77%	75%	76%	75%	
On-board bus - night-time.....	84%	82%	82%	82%	

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Level of notifiable safety occurrences - notifiable occurrences:					
Category A occurrences per million passenger boardings.....	0.29	0.27	0.40	0.27	6
Category A occurrences per million train kilometres.....	0.75	0.76	0.85	0.69	
Category B occurrences per million passenger boardings.....	25.68	16.06	36.04	19.85	7
Category B occurrences per million train kilometres.....	66.41	45.01	76.74	49.57	
Regional school bus services: notifiable occurrences (accidents) reported each school year.....	7	19	15	19	8
Return on construction expenditure.....	1.5	1.6	1.6	1.7	9
Outcome: Protection of the long-term functionality of the rail corridor and railway infrastructure:					
Number of lease breaches	nil	nil	nil	nil	

(a) Further detail in support of the key effectiveness indicators is provided in the Authority's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The 2019-20 Actual reduced compared to the 2019-20 Budget due to the impact of the COVID-19 pandemic. The 2020-21 Budget Target is based on an improved patronage forecast from the COVID-19 recovery and an increase in service kilometres to reflect normal service operations. In 2019-20, the temporary service reduction following the decline in demand associated with COVID-19 pandemic resulted in a decrease in services kilometres.
2. From 1 July 2019, the Authority realigned its operations whereby all inter-town services are managed by its Country Passenger Rail and Road Coach services. The previous Regional Bus Services effectiveness indicator has been split into two indicators: the Intra-town Regional Bus Services and Inter-town Country Bus Services effectiveness indicators.
3. The 2019-20 Actual has reduced compared to 2019-20 Budget due to the impact of the COVID-19 pandemic and associated regional travel restrictions. The increase in the 2020-21 Budget Target is based on improved patronage as demand for regional travel increases as part of the COVID-19 recovery.
4. The 2019-20 Actual for the Prospector's and the MerredinLink's (which travel on the leased freight network) service reliability has reduced compared to the 2019-20 Budget due to a number of delays associated with crossings and track-related issues as a result of maintenance work undertaken by Arc Infrastructure.
5. Due to COVID-19 restrictions, the level of overall customer satisfaction in 2019-20 could not be conducted in April and May 2020, and therefore the 2019-20 Actual is not available. The Authority received an exemption from the key effectiveness Indicator reporting requirement this year.
6. The 2020-21 Budget Target for notifiable safety occurrences is based on the average annual number of occurrences over the last five years. The increase in 2019-20 Actual compared to 2019-20 Budget is mainly driven by a significant decrease in passenger boardings combined with the temporary service reduction during the early stages of the COVID-19 restrictions.
7. The increase in the 2019-20 Actual compared to the 2019-20 Budget is due to an increase in the incidents including slips, trips and falls, trespass, and level crossing occurrences, compounded by a reduction in service kilometres due to the COVID-19 pandemic. The Authority has implemented controls and strategies aimed at reducing trespass and level crossing occurrences, including the Rail Safety Week 2019, the Rail Track campaign, and the Stay Off the Tracks campaign. The Government has introduced legislation into Parliament to increase the maximum fine for rail trespass from \$200 to \$5,000.
8. The 2019-20 Actual has reduced compared to the 2019-20 Budget due to continued efforts by the Authority and school bus drivers in recognising the importance of adopting a safe system approach to road safety.
9. The Return on Construction Expenditure effectiveness indicator measures the weighted average economic benefit to the community that is delivered by relevant asset investment projects.

Services and Key Efficiency Indicators

1. Metropolitan and Regional Passenger Services

Provision of customer-focused, safe and cost-effective passenger transport to the metropolitan area and regional towns.

	2018-19	2019-20	2019-20	2020-21	
	Actual	Budget	Actual ^(a)	Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	1,148,165	1,229,538	1,197,418	1,383,307	1
Less Income	246,670	293,073	223,616	330,095	2
Net Cost of Service	901,495	936,465	973,802	1,053,212	
Employees (Full-Time Equivalents)	1,578	1,665	1,628	1,758	
Efficiency Indicators					
Average cost per passenger kilometre:					
Transperth bus operations	\$1.29	\$1.35	\$1.56	\$1.58	3
Transperth train operations	\$0.59	\$0.63	\$0.76	\$0.97	3
Transperth ferry operations	\$1.44	\$1.54	\$2.07	\$1.92	
Average cost per 1,000 place kilometres:					
Regional bus services	\$72.10	n/a	n/a	n/a	4
Intra-town regional bus services	n/a	\$87.11	\$83.43	\$89.20	4

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service in the 2020-21 Budget Target is forecast to increase by \$185.9 million (15.5%) from the 2019-20 Actual due to:

- grants to Main Roads totalling \$100.5 million for Tonkin Highway Corridor Upgrades and Byford Rail Extension works associated with the Thomas Road Bridge;
- works on Western Australian Planning Commission (WAPC) land related to METRONET - Yanchep Rail Extension funded by the WAPC (\$28.1 million);
- additional cleaning and other service costs associated with the COVID-19 pandemic (\$26 million);
- a one-off contribution for the Perth Airport Skybridge (\$22.2 million);
- the Public Transport Cost and Funding Forecast revision and METRONET operating costs (\$16.7 million);
- the Platform and Signalling Upgrade Program project carryover and new Commonwealth spending (\$11.1 million);
- information and communications technology (ICT) software as a service cost (\$3 million);
- additional service operating costs for the METRONET - Yanchep Rail Extension (\$2.1 million);
- increased RiskCover contributions (\$1.2 million);
- a loss on the disposal of assets (\$1.2 million);
- increased interest expense (\$1.1 million);
- increased payments to the Consolidated Account (\$0.9 million); and
- the Public Transport Cost and Service Optimisation Program (\$0.1 million).

This was offset by a decrease in expenditure due to:

- the rolling efficiency dividend (\$9.3 million);
- a decrease in depreciation (\$8 million);
- the one-off Karel Avenue road bridge contribution in 2019-20 (\$4.8 million);
- a one-off impairment loss in 2019-20 (\$4.2 million);
- the public sector wages policy (\$0.8 million);
- a one-off expense for the Central Area Transit bus services review (\$0.8 million);
- revised energy costs (\$0.3 million); and
- the remediation of cross passage works at Dundas Road funded by an insurance receipt (\$0.1 million).

2. Income in the 2020-21 Budget Target is forecast to increase by \$106.5 million (47.6%) from the 2019-20 Actual. The increase is mainly attributable to:

- works on WAPC land related to METRONET - Yanchep Rail Extension funded by the WAPC (\$28.1 million);
- one-off receipts from Main Roads for the METRONET projects - Bayswater Station project (\$22.4 million), Denny Avenue Level Crossing Removal project (\$21.1 million), Thornlie-Cockburn Link and Yanchep Rail Extension (\$18.8 million) and Lakelands Station project (\$14.4 million);
- the Commonwealth funding receipt for Platform and Signalling Upgrade Program in 2020-21 (\$8.6 million);
- an increase in other revenue (\$4.1 million);
- a one-off receipt from Arc Infrastructure for the Kenwick Rail Freight Facility project (\$1.2 million); and
- regulatory fines (\$0.9 million).

This is offset by a decrease due to:

- a one-off receipt of Commonwealth funding for the Karel Avenue bridge over rail project in 2019-20 (\$4.7 million);
- a one-off receipt from Main Roads for the Karel Avenue bridge over rail project in 2019-20 (\$3.3 million);
- reduced revenue for parking fees (\$2.8 million), Transperth fares (\$1.3 million) decreased Central Area Transit revenue (\$0.3 million), rent revenue (\$0.3 million) and other revenue (\$0.3 million); and
- a reduction in interest earned on Commonwealth funding received in advance for METRONET projects (\$0.2 million).

3. The worsening of the efficiency indicators in the 2020-21 Budget Target compared to 2019-20 Actual is mainly due to the increase in the Total Cost of Service, as explained in Note 1.
4. From 1 July 2019, the Authority has realigned its operations whereby all inter-town services are managed by its Country Passenger Rail and Road Coach services. The previous Regional Bus Services efficiency indicator has been split into two indicators: Intra-town Regional Bus Services managed by Metropolitan and Regional Passenger Services and Inter-town Country Bus Services managed by Country Passenger Rail and Road Coach Services.

2. Country Passenger Rail and Road Coach Services

Provision of customer-focused, safe and cost-effective passenger transport to regional communities.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 52,195	\$'000 54,985	\$'000 52,018	\$'000 55,233	1
Less Income	10,797	11,204	9,360	10,575	2
Net Cost of Service	41,398	43,781	42,658	44,658	
Employees (Full-Time Equivalents)	135	135	137	140	
Efficiency Indicators					
Average cost per passenger kilometre:					
Transwa rail	\$0.58	\$0.56	\$0.67	\$0.63	
Transwa road coaches	\$0.28	\$0.31	\$0.37	\$0.32	
Average cost per 1,000 place kilometres - inter-town country bus services ...	n/a	\$18.03	\$16.79	\$18.96	3

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service in the 2020-21 Budget Target is forecast to increase by \$3.2 million (6.2%) from the 2019-20 Actual due to:

- the Public Transport Cost and Funding Forecast revision (\$2.5 million);
- additional cleaning and other service costs associated with the COVID-19 pandemic (\$1.4 million);
- increased depreciation (\$0.5 million);
- the Trial of Road Coach Services between Bunbury and Mandurah (\$0.3 million); and
- increased RiskCover contributions (\$0.1 million).

This was offset by a decrease in expenditure due to:

- decreased interest expense (\$1.4 million);
- the public sector wages policy (\$0.1 million); and
- a reduction in energy costs (\$0.1 million).

2. The total Income in the 2020-21 Budget Target is forecast to increase by \$1.2 million from the 2019-20 Actual, which is mainly attributable to the implementation of Route Rationalisation Strategy, which aims to enhance services to encourage greater patronage.

3. From 1 July 2019, the Authority has realigned its operations whereby all inter-town services are being managed by its Country Passenger Rail and Road Coach services. The previous Regional Bus Services efficiency indicator has been split into two indicators: the Intra-town Regional Bus Services managed by Metropolitan and Regional Passenger Services and Inter-town Country Bus Services managed by Country Passenger Rail and Road Coach Services.

3. Regional School Bus Services

Provision of regional school bus transport to Western Australian school students.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 127,585	\$'000 134,946	\$'000 130,824	\$'000 131,087	1
Less Income	5,078	5,265	5,035	5,265	
Net Cost of Service	122,507	129,681	125,789	125,822	
Employees (Full-Time Equivalents)	37	37	36	37	
Efficiency Indicators					
Average cost per contracted kilometre - school bus services	\$3.80	\$3.95	\$3.81	\$3.82	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service in the 2020-21 Budget Target is forecast to increase by \$0.3 million (0.2%) from the 2019-20 Actual due to:

- additional cleaning and other service costs associated with the COVID-19 pandemic (\$0.5 million);
- the Public Transport Cost and Funding Forecast revision (\$0.2 million); and
- increased depreciation expense (\$0.1 million).

This was offset by a decrease due to revised energy costs (\$0.5 million).

4. Rail Corridor and Residual Freight Issues Management ^(a)

Managing the rail freight corridor and infrastructure leased to the private sector and associated freight transport issues.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 149,004	\$'000 139,193	\$'000 221,507	\$'000 229,823	1,2
Less Income	22,661	19,420	19,814	18,432	3
Net Cost of Service	126,343	119,773	201,693	211,391	
Employees (Full-Time Equivalents)	29	30	27	28	
Efficiency Indicators					
Total cost of managing the rail freight corridor and residual freight issues	\$149,004	\$139,193	\$221,507	\$229,823	4

(a) Under the terms and conditions of the Railway Infrastructure Lease, an independent inspection of the Railway Infrastructure is carried out every five years.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

- The Total Cost of Service in the 2020-21 Budget Target is forecast to increase by \$8.3 million (3.8%) from the 2019-20 Actual due to:

- the Public Transport Cost and Funding Forecast revision (\$10.7 million);
- increased depreciation expense (\$2 million); and
- additional cleaning and other service costs associated with the COVID-19 pandemic (\$1.9 million).

This was offset by a decrease in expenditure due to:

- decreased interest expense (\$3.6 million);
- decreased RiskCover contributions (\$1.3 million);
- the remediation of Perth Station fire damage funded by an insurance receipt in 2019-20 (\$0.9 million);
- a reduction in external works undertaken for third parties (\$0.3 million); and
- the completion of the Nicholson Road Grade Separation project in 2019-20 (\$0.2 million).

- The Total Cost of Service in the 2019-20 Actual increased by \$82.3 million from the 2019-20 Budget predominantly due to an increase in depreciation and amortisation expense following the revaluation of the freight network infrastructure asset profile.

- The total Income in the 2020-21 Budget Target is forecast to increase by \$1.4 million from the 2019-20 Actual. The decrease is mainly attributable to:

- the insurance proceeds for remediation of Perth Station fire damage in 2019-20 (\$0.9 million);
- a reduction in funding from external works undertaken for third parties (\$0.5 million); and
- gains on derivative instruments in 2019-20 (\$0.4 million).

This is offset by an increase due to a one-off reduction in rent revenue in 2019-20 (\$0.2 million) and an increase in other revenue (\$0.2 million).

- The worsening in the efficiency indicators in the 2020-21 Budget Target compared to the 2019-20 Budget is mainly due to the increase in the Total Cost of Service, as explained in Note 2.

Asset Investment Program

METRONET

Yanchep Rail Extension

1. \$431.7 million will be invested by the Authority to extend the Joondalup rail line by 14.5 km from Butler to Yanchep with an additional \$100 million spent by the WAPC. The total cost includes the construction of three new stations at Yanchep, Eglington and Alkimos, with bus interchanges and park and ride facilities. A total of \$184.7 million is planned to be spent in 2020-21 on vegetation clearing, earthworks and main construction.

Thornlie-Cockburn Link

2. \$716.1 million will be spent to extend the Thornlie Line to Cockburn Station on the Mandurah Line. The total cost includes the construction of two new stations at Nicholson Road and Ranford Road, with park and ride facilities and bus interchanges. A total of \$195 million is planned to be spent in 2020-21 on utilities relocation, station site works and main construction.

Railcar Acquisition for METRONET and A-Series Railcar Replacement

3. \$1.2 billion will be invested to procure new Transperth railcars. In total, 246 railcars will be procured to provide for METRONET Stage 1 projects (102 railcars) and to replace A-Series railcars (144 railcars). The new railcars will be six-car sets, which provide additional passenger capacity compared to the three-car sets currently in operation. An estimated \$228 million will be spent in 2020-21 on the construction of the assembly and maintenance facility at Bellevue.

Rail Line Planning

4. \$121.9 million will be spent to undertake procurement of the main contracts for the 21 km Morley-Ellenbrook Line from Bayswater Station and the 7.8 km extension of the Armadale line to Byford. The contract for the main Morley-Ellenbrook Line works will be awarded to the successful tenderer in 2020. Works associated with the Morley-Ellenbrook Line are also included in the Bayswater Station and Tonkin Highway Corridor Upgrades, which have already been awarded.

Level Crossing Removal

5. The \$108.2 million allocated to this project includes the cost to remove the level crossing at Denny Avenue (Kelmscott) and replace it with a rail over-road solution at Davis Road. It also allows for planning for the future removal of seven additional level crossings at Caledonian Avenue (Maylands), Mint Street, Oats Street and Welshpool Road (between Victoria Park and Bentley) and at Hamilton Street, Wharf Street and William Street (between Queens Park and Beckenham). The contract for the Denny Avenue Level Crossing Removal was awarded in early 2020, with major works already underway. \$72 million is planned to be spent in 2020-21.

Level Crossing Removal - Inner Armadale Line

6. \$415 million will be spent to remove the rail level crossings on the Inner Armadale Line at Mint Street, Oats Street and Welshpool Road (between Victoria Park and Bentley). In 2020-21, an estimated \$72.6 million will be spent on forward works to relocate utility services and to progress the project to procurement.

New Stations and Existing Station Upgrades

7. \$83.3 million will be invested on new stations and upgrading existing stations. Of this, \$35.2 million will be spent on planning and preliminaries for new stations on the Mandurah Line and for the relocation of the Midland Station to the Midland town centre. The remaining \$48.1 million in works will provide for upgrading existing train stations to improve disability access, CCTV, lighting, station access and pathways. An estimated \$13.7 million will be spent in 2020-21 to complete planning for Midland Station, as well as the achievement of contract award and the commencement of forward works.

Lakelands Station

8. \$82 million will be spent on a new station at Lakelands on the Mandurah Line. Works include a new station building, footbridge and bus-rail interchange. In 2020-21, \$16.3 million will be spent on forward works and procurement processes to facilitate contract award in late 2020, with main construction to begin in early 2021.

Forrestfield-Airport Link (FAL)

9. The FAL project will build three new stations on the new rail link: Redcliffe Station, Airport Central Station and High Wycombe Station (previously Forrestfield Station). As part of the \$1.9 billion project, the Authority will make upgrades to Claremont Station, including associated rail turnback facilities. With tunnel boring completed, an estimated \$354.5 million will be spent in 2020-21 on rail installation, further station works and the provision of a multistorey carpark at High Wycombe.

Bayswater Station

10. \$227.2 million will be spent on the new Bayswater Station to accommodate the new FAL service and provide forward works for the Morley-Ellenbrook Line. An estimated \$92.3 million will be spent in 2020-21 for early works on parking at Ashfield and Meltham Stations and main construction commencing from October 2020.

High Capacity Signalling - Project Definition

11. \$18.8 million will be spent to undertake additional business case work and procurement planning for a future investment in a High Capacity Signalling system. This system will replace the existing Transperth rail network signalling system and allow increased service frequencies to meet rail demand forecast under long-term transport planning. In 2020-21, an estimated \$4.6 million will be spent on procurement planning and the preparation of the scope of works and technical requirements.

Mandurah Train Station Car Park

12. \$32.1 million will be spent to construct a multistorey car park at Mandurah train station and replace part of the existing station parking facilities. Construction commenced in September 2020. In 2020-21, an estimated \$31.5 million will be expended.

Other Initiatives*Australind Train Service - Rail Future Fund*

13. \$56.7 million is being spent to purchase a new Australind railcar fleet, and on completing the upgrades on the Yarloop, Cookernup and North Dandalup train stations on the Bunbury rail line. In 2020-21, an estimated \$9.8 million will be invested.

SmartRider System Asset Replacement and Technology Update

14. \$33.8 million will be spent to replace SmartRider system assets and update the technology underlying the system. In 2020-21, an estimated \$8.4 million will be expended.

Transperth Rail 'At Grade' Crossing Improvement Project

15. \$23.2 million will be spent to improve level crossings on the Fremantle, Midland and Armadale rail lines. In 2020-21, an estimated \$6.4 million will be invested. The works will improve safety, reduce traffic delays and upgrade pedestrian crossings to comply with Commonwealth disability standards under the *Disability and Discrimination Act 1992* (Commonwealth).

Future Urban Railcar Procurement

16. Thirty new B-Series railcars have been delivered at a cost of \$122.7 million to provide services between Forrestfield and Claremont. The Authority will also spend \$114 million relocating Arc Infrastructure from Bellevue to a new maintenance facility, of which \$33.2 million has been spent on purchasing land at Kenwick to enable the relocation. \$17.1 million was spent upgrading the Nowergup depot to assist with the increased operational demand of the new railcars. It is anticipated that \$64.2 million will be expended in 2020-21.

Replacement of Escalators and Lifts at Subiaco Station

17. \$7.3 million will be spent in 2020-21 to replace lifts and escalators at Subiaco Rail Station which are currently approaching end of useful life.

WA Recovery Plan*Solar Panels*

18. \$1.8 million will be spent in 2020-21 to purchase and install solar panels on up to 60 bus and rail stations on the public transport network.

Targeted Disability Access Station Upgrades - Cannington, Gosnells and Kelmscott Stations

19. \$8 million will be spent in 2020-21 to upgrade rail stations at Cannington, Gosnells and Kelmscott to ensure compliance with the *Disability Discrimination Act 1992* (Commonwealth).

South West Main Line Level Crossings Safety Upgrade Opportunities

20. \$7 million will be spent in 2020-21 to upgrade level crossings on the South West Main Line. These works will include the upgrade of signals and installation of boom gates which will significantly increase railway safety by changing passive crossings to active crossings.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
Bus Infrastructure Program							
Bus Priority Projects	18,976	18,583	1,775	393	-	-	-
SmartRider System Asset Replacement and Technology Update	33,821	16,118	8,748	8,402	9,301	-	-
Bus Replacement Program							
Bus Replacement Program	324,828	322,504	9,617	2,324	-	-	-
New Bus Replacement in Progress	613,419	31,081	31,081	45,506	98,001	17,739	36,364
Common Infrastructure Program - Minor Capital Works Program in Progress	16,774	9,854	3,212	6,920	-	-	-
Freight Program - Contribution to Rail to Kemerton Industrial Park	6,200	499	73	5,701	-	-	-
Major Projects							
Aubin Grove Station	66,753	65,881	5	872	-	-	-
METRONET							
Bayswater Station (Forrestfield-Airport Link Services and Morley-Ellenbrook Line Forward Works)	227,160	15,794	14,399	92,285	86,817	32,264	-
Forrestfield-Airport Link	1,861,000	1,208,965	250,252	354,466	297,569	-	-
High Capacity Signalling- Project Definition	18,789	12,718	6,382	4,582	1,489	-	-
Lakelands Station	82,000	1,256	668	16,343	52,001	12,400	-
Level Crossing Removal Program	108,167	9,110	5,715	72,025	27,032	-	-
Level Crossing Removal Program - Inner Armadale Line	415,000	-	-	72,579	153,193	143,910	45,318
Mandurah Station - New Parking Bays	32,085	565	565	31,520	-	-	-
New Stations and Existing Station Upgrades	83,298	20,654	16,033	13,717	14,215	10,535	11,933
Rail Line Planning	121,870	38,465	23,858	83,272	133	-	-
Railcar Acquisition	473,344	34,280	31,812	144,402	22,269	70,065	76,899
Railcar Replacement	749,332	63,931	61,606	130,857	92,165	119,401	11,935
Thornlie-Cockburn Link	716,050	74,885	56,340	195,026	270,880	148,418	26,841
Yanchep Rail Extension	431,716	63,957	50,250	184,690	128,355	54,714	-
Optus Stadium Transport Project	354,740	354,496	-	244	-	-	-
Perth City Link	573,376	571,958	1,203	1,418	-	-	-
Radio Systems Replacement	138,074	26,747	4,930	98,648	12,679	-	-
Operational Business Support Systems Program							
Business Support Upgrades in Progress	80,704	60,864	14,174	11,016	8,524	300	-
CCTV Systems Program	23,895	1,345	307	11,850	9,000	1,700	-
Parking Facilities Program in Progress	9,079	2,389	198	2,690	2,000	2,000	-
Rail Infrastructure Program							
Rail Infrastructure in Progress	359,442	103,001	14,120	59,594	66,935	60,582	39,759
Resilience Package	59,877	46,604	4,038	13,273	-	-	-
Transperth Urban Passenger Rail 'At Grade' Crossing Improvement Project	23,246	4,468	2,801	6,397	5,830	6,551	-
Rail Stations Program							
Election Commitment - Rail Futures Fund - Upgrade to Cookernup and North Dandalup Train Stations and Completion of Yarloop	2,000	1,473	1,022	527	-	-	-
Escalator and Lift Upgrade	8,384	8,098	76	286	-	-	-
Escalator Replacements	28,138	28,096	296	42	-	-	-

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Railcar Program							
Election Commitment - Rail Futures Fund (Australind Railcar Replacement).....	54,667	2,710	2,710	9,250	8,267	14,637	19,803
Future Urban Railcar Procurement.....	253,861	189,693	15,874	64,168	-	-	-
Vessel Replacement Program - Transperth Ferry Acquisition	2,604	2,315	1,591	289	-	-	-
COMPLETED WORKS							
Bus Replacement Program - Regional Bus Acquisition.....	72,081	72,081	5,801	-	-	-	-
Bus Infrastructure Program - Mount Claremont Bus Depot Acquisition	5,972	5,972	900	-	-	-	-
Common Infrastructure Program - Minor Capital Works Program Completed.....	18,511	18,511	56	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Solar Panels for 60 Bus and Rail Stations.....	1,800	-	-	1,800	-	-	-
South West Main Line Level Crossings Safety Upgrade Opportunities	7,000	-	-	7,000	-	-	-
Targeted Disability Access Station Upgrades - Cannington, Gosnells and Kelmscott Stations.....	8,000	-	-	8,000	-	-	-
Other							
Common Infrastructure Program - Minor Capital Works Program	10,500	-	-	-	3,500	3,500	3,500
Operational Business Support Systems Program							
Business Support Upgrades	17,928	-	-	-	5,428	6,000	6,500
CCTV Systems Program	3,000	-	-	-	-	-	3,000
Parking Facilities Program.....	6,000	-	-	-	-	-	2,000
Rail Infrastructure Program	145,792	-	-	-	15,959	19,288	34,332
Replacement of Escalators and Lifts at Subiaco Station	7,329	-	-	7,329	-	-	-
Total Cost of Asset Investment Program	8,676,582	3,509,921	642,488	1,769,703	1,391,542	724,004	318,184
Loans and Other Repayments.....			190,772	174,790	127,436	133,397	135,157
Total.....	8,676,582	3,509,921	833,260	1,944,493	1,518,978	857,401	453,341
FUNDED BY							
Asset Sales			2,833	1,200	-	-	-
Borrowings			371,606	584,797	482,704	201,839	81,026
Capital Appropriation			322,177	627,582	335,922	460,216	257,999
Capital Appropriation - Other.....			1,113	8,587	5,000	10,000	9,985
Capital Appropriation - Sourced from Commonwealth (METRONET and Related Projects).....			295,182	91,030	394,231	23,819	400
Drawdowns from Royalties for Regions Fund			7,544	27,601	8,267	9,773	-
Drawdowns from the Holding Account			93,362	141,948	99,690	35,165	56,364
Funding Included in Department of Treasury - New Perth Stadium			-	244	-	-	-
Internal Funds and Balances.....			(276,421)	369,391	100,989	116,589	2,249
Other			15,864	92,113	92,175	-	45,318
Total Funding.....			833,260	1,944,493	1,518,978	857,401	453,341

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared

Financial Statements

Income Statement

Expenses

1. The Total Cost of Services in the 2020-21 Budget Estimate is forecast to increase by \$197.7 million (12.3%) from the 2019-20 Actual. The net increase is mainly due to:
 - 1.1. grants to Main Roads totalling \$100.5 million for Tonkin Highway Corridor Upgrades and Byford Rail Extension works associated with the Thomas Road Bridge;
 - 1.2. the Public Transport Cost and Funding Forecast revision and METRONET operational costs (\$29.9 million);
 - 1.3. additional cleaning and other service costs associated with the COVID-19 pandemic (\$29.8 million);
 - 1.4. a one-off increase in the METRONET - Yanchep Rail Extension funded by the WAPC (\$28.1 million);
 - 1.5. a one-off contribution to the Perth Airport Skybridge (\$22.2 million);
 - 1.6. the Platform and Signalling Upgrade Program (\$11.1 million);
 - 1.7. ICT Software as a Service cost (\$3million);
 - 1.8. additional service operating costs for the METRONET - Yanchep Rail Extension (\$2.1 million);
 - 1.9. a loss on disposal of assets (\$1.2 million); and
 - 1.10. increased payments to Consolidated Account (\$0.9 million).
2. This was offset by a decrease in expenditure due to:
 - 2.1. the rolling efficiency dividend (\$9.3 million);
 - 2.2. reduced depreciation expense (\$5.4 million);
 - 2.3. the Karel Avenue road bridge contribution in 2019-20 (\$4.8 million);
 - 2.4. a one-off impairment loss in 2019-20 (\$4.2 million);
 - 2.5. decreased interest expense (\$3.9 million);
 - 2.6. the remediation of Perth Station fire damage funded by an insurance receipt in 2019-20 (\$0.9 million);
 - 2.7. revised energy costs (\$0.9 million);
 - 2.8. the public sector wages policy (\$0.9 million); and
 - 2.9. a one-off expense for the Central Area Transit bus services review (\$0.8 million).

Income

3. The total income in the 2020-21 Budget Estimate is forecast to increase by \$106.5 million (41.3%) from the 2019-20 Actual. This mainly attributable to:
 - 3.1. a one-off receipt from WAPC for the METRONET - Yanchep Rail Extension project (\$28.1 million);
 - 3.2. one-off receipts from Main Roads for the METRONET projects - Bayswater Station project (\$22.4 million), Denny Avenue Level Crossing Removal project (\$21.1 million), Thornlie-Cockburn Link and Yanchep Rail Extension (\$18.8 million), and Lakelands Station (\$14.4 million); and
 - 3.3. Commonwealth revenue for the Platform and Signalling Upgrade Program in 2020-21 (\$8.6 million).
4. This is offset by a decrease due to a one-off receipt of Commonwealth funding for the Karel Avenue road bridge project (\$4.7 million) and a one-off receipt from Main Roads for the Karel Avenue road bridge project in 2019-20 (\$3.3 million).

Statement of Financial Position

- The total equity in the 2020-21 Budget Estimate is forecast to increase by \$673 million from the 2019-20 Actual. This comprises a projected increase in total assets of \$1,046.7 million and an increase in total liabilities of \$373.7 million.
- The Authority's statement shows accumulated deficits across the forward estimates period as accrual appropriation is not being provided to fund depreciation. It has been determined that there is no need to provide the significant accrual appropriation that would be required to fund depreciation.

Statement of Cashflows

- Proceeds from borrowings in the 2019-20 Actual have decreased by \$23.4 million from the 2019-20 Budget, which is predominantly attributable to the deferral of capital expenditure within the forward estimates period due to the impact of the COVID-19 pandemic.

INCOME STATEMENT ^(a) (Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	195,267	213,160	205,730	225,975	235,918	250,172	253,899
Grants and subsidies ^(d)	538,406	567,083	543,357	545,558	550,194	555,074	572,553
Supplies and services	225,584	235,167	250,273	431,036	468,188	313,584	278,512
Accommodation	32,310	28,941	30,728	34,423	37,427	38,863	46,898
Depreciation and amortisation	369,049	374,019	458,537	448,937	484,025	521,386	525,928
Finance and interest costs	89,037	103,953	83,572	80,007	88,971	99,362	102,796
Other expenses	27,296	36,339	29,570	33,514	33,937	34,847	34,212
TOTAL COST OF SERVICES	1,476,949	1,558,662	1,601,767	1,799,450	1,898,660	1,813,288	1,814,798
Income							
Sale of goods and services	208,516	213,171	176,236	173,529	234,956	247,109	260,077
Regulatory fees and fines	3,789	3,940	3,527	4,420	4,420	4,420	4,420
Grants and subsidies	16,760	26,028	37,139	114,177	109,352	15,307	60,625
Other revenue	56,141	85,823	40,923	72,241	127,081	53,365	53,450
Total Income	285,206	328,962	257,825	364,367	475,809	320,201	378,572
NET COST OF SERVICES	1,191,743	1,229,700	1,343,942	1,435,083	1,422,851	1,493,087	1,436,226
INCOME FROM STATE GOVERNMENT							
Service appropriations	359	359	359	359	360	361	362
Resources received free of charge	844	-	790	-	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	9	10	7	9	79,935	79,935	79,935
Other appropriations	829,702	872,019	901,584	1,088,211	959,891	900,680	884,676
TOTAL INCOME FROM STATE GOVERNMENT	830,914	872,388	902,740	1,088,579	1,040,186	980,976	964,973
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(360,829)	(357,312)	(441,202)	(346,504)	(382,665)	(512,111)	(471,253)

(a) Full audited financial statements are published in the Authority's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget are 1,779, 1,828 and 1,963 respectively.

(d) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(a)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
Country Passenger Services - Inter-town							
Country Bus Services	-	990	648	1,012	1,038	1,064	1,090
Local Government	525	-	545	-	-	-	-
METRONET Office Expenses	386	1,589	834	2,662	2,584	2,069	985
Metropolitan Services							
Bus Operators	398,040	415,752	398,774	399,644	403,470	408,540	420,192
Ferry Services	1,276	1,562	1,417	1,383	1,418	1,436	1,473
Intra-town Country Bus Services	-	16,603	16,948	16,768	17,194	17,411	17,857
Regional Bus Services	17,492	-	-	-	-	-	-
Regional School Bus Services							
Conveyance Allowance	2,240	2,333	2,013	2,336	2,352	2,358	2,371
School Bus Services	118,447	128,254	122,178	121,753	122,138	122,196	128,585
TOTAL	538,406	567,083	543,357	545,558	550,194	555,074	572,553

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets	167,263	367,289	204,171	109,944	109,890	109,833	109,833
Restricted cash	278,848	279,734	543,065	504,236	350,531	77,284	7,019
Holding account receivables	154,933	198,497	141,948	99,690	35,165	56,364	58,967
Receivables	23,217	28,833	23,228	23,228	23,228	23,228	23,228
Other	35,543	32,217	39,060	39,060	39,060	39,060	39,060
Assets held for sale	2,860	2,860	-	-	-	-	-
Total current assets	662,664	909,430	951,472	776,158	557,874	305,769	238,107
NON-CURRENT ASSETS							
Holding account receivables	518,369	319,872	437,992	338,302	303,137	246,773	187,806
Property, plant and equipment	8,855,513	8,677,795	9,521,141	10,339,533	11,216,947	11,483,900	11,323,063
Intangibles	12,882	17,850	12,283	515,614	546,445	482,575	436,352
Restricted cash	2,743	3,101	1,381	1,381	1,381	1,381	1,381
Total non-current assets	9,389,507	9,018,618	9,972,797	11,194,830	12,067,910	12,214,629	11,948,602
TOTAL ASSETS	10,052,171	9,928,048	10,924,269	11,970,988	12,625,784	12,520,398	12,186,709
CURRENT LIABILITIES							
Employee provisions	46,288	42,918	50,414	50,414	50,414	50,414	50,414
Payables	101,030	85,729	134,716	134,716	134,716	134,716	134,716
Borrowings and leases	165,772	211,929	179,365	130,664	136,625	138,385	138,385
Other	29,633	29,997	54,456	26,340	26,340	26,340	26,340
Total current liabilities	342,723	370,573	418,951	342,134	348,095	349,855	349,855
NON-CURRENT LIABILITIES							
Employee provisions	9,075	8,066	9,721	9,721	9,721	9,721	9,721
Borrowings and leases	2,206,946	2,480,325	2,403,138	2,859,149	3,205,465	3,268,803	3,211,465
Other	172,173	167,163	169,072	163,606	156,256	150,790	145,324
Total non-current liabilities	2,388,194	2,655,554	2,581,931	3,032,476	3,371,442	3,429,314	3,366,510
TOTAL LIABILITIES	2,730,917	3,026,127	3,000,882	3,374,610	3,719,537	3,779,169	3,716,365
EQUITY							
Contributed equity	5,047,294	6,101,548	5,674,904	6,694,399	7,386,933	7,734,026	7,934,394
Accumulated surplus/(deficit)	(2,136,745)	(2,490,712)	(2,576,907)	(2,923,411)	(3,306,076)	(3,818,187)	(4,289,440)
Reserves	4,410,705	3,291,085	4,825,390	4,825,390	4,825,390	4,825,390	4,825,390
Total equity	7,321,254	6,901,921	7,923,387	8,596,378	8,906,247	8,741,229	8,470,344
TOTAL LIABILITIES AND EQUITY	10,052,171	9,928,048	10,924,269	11,970,988	12,625,784	12,520,398	12,186,709

(a) Full audited financial statements are published in the Authority's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	830,061	872,378	901,943	1,088,570	960,251	901,041	885,038
Capital appropriation	446,256	991,377	618,472	1,105,692	1,163,652	1,112,596	741,184
Holding account drawdowns	69,285	154,933	93,362	141,948	99,690	35,165	56,364
Royalties for Regions Fund:							
Regional Community Services Fund	9	10	7	9	79,935	79,935	79,935
Regional Infrastructure and Headworks Fund	500	17,931	7,544	27,601	8,267	9,773	-
Other	-	739	-	244	-	-	-
Net cash provided by State Government	1,346,111	2,037,368	1,621,328	2,364,064	2,311,795	2,138,510	1,762,521
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(193,057)	(214,718)	(202,949)	(225,975)	(235,918)	(250,172)	(253,899)
Grants and subsidies	(534,984)	(567,083)	(546,187)	(545,558)	(550,194)	(555,074)	(572,553)
Supplies and services	(225,748)	(235,167)	(248,216)	(431,042)	(468,188)	(313,584)	(278,512)
Accommodation	(32,085)	(28,941)	(30,761)	(34,423)	(37,427)	(38,863)	(46,898)
GST payments	(118,411)	(204,588)	(144,437)	(258,462)	(226,372)	(154,449)	(134,271)
Finance and interest costs	(88,626)	(103,953)	(85,487)	(80,001)	(88,963)	(99,354)	(102,788)
Other payments	(26,207)	(29,689)	(32,187)	(33,508)	(33,937)	(34,847)	(34,212)
Receipts							
Regulatory fees and fines	3,628	3,940	3,426	4,420	4,420	4,420	4,420
Grants and subsidies	16,760	26,028	37,139	114,177	109,352	15,307	60,625
Sale of goods and services	209,816	213,171	179,927	173,529	234,956	247,109	260,077
GST receipts	122,264	204,588	138,337	258,462	226,372	154,449	134,271
Other receipts	53,216	80,357	68,644	38,659	119,731	47,899	47,984
Net cash from operating activities	(813,434)	(856,055)	(862,751)	(1,019,722)	(946,168)	(977,159)	(915,756)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(416,636)	(1,169,372)	(642,488)	(1,769,703)	(1,391,542)	(724,004)	(318,184)
Proceeds from sale of non-current assets	-	-	5,928	-	-	-	-
Net cash from investing activities	(416,636)	(1,169,372)	(636,560)	(1,769,703)	(1,391,542)	(724,004)	(318,184)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(429,569)	(332,125)	(413,860)	(379,432)	(349,499)	(324,589)	(169,671)
Other payments	-	(40,000)	-	(114,042)	(479,385)	(775,276)	(540,816)
Proceeds from borrowings	538,776	615,046	591,606	785,779	701,040	389,214	111,641
Net cash from financing activities	109,207	242,921	177,746	292,305	(127,844)	(710,651)	(598,846)
NET INCREASE/(DECREASE) IN CASH HELD	225,248	254,862	299,763	(133,056)	(153,759)	(273,304)	(70,265)
Cash assets at the beginning of the reporting period	223,606	395,262	448,854	748,617	615,561	461,802	188,498
Cash assets at the end of the reporting period	448,854	650,124	748,617	615,561	461,802	188,498	118,233

(a) Full audited financial statements are published in the Authority's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

METRONET Projects Under Development

Part 9 Transport

Asset Investment Program

1. A \$2 billion provision, including \$1.9 billion over the forward estimates period, is incorporated for various METRONET projects including the Morley-Ellenbrook Line, Byford Rail Extension, Midland Station Redevelopment and High-Capacity Signalling Project. Funding will be allocated to specific projects upon completion of tender processes.
2. The \$1.9 billion over the forward estimates period is funded from a \$1.1 billion contribution from the Commonwealth, \$848.3 million capital appropriation and \$21 million from the Metropolitan Region Improvement Fund.
3. Refer to Budget Paper No. 3 for an overview of investment in METRONET.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
NEW WORKS							
METRONET Projects Under Development.....	2,002,770	-	-	123,876	479,385	775,276	540,816
Total Cost of Asset Investment Program	2,002,770	-	-	123,876	479,385	775,276	540,816
FUNDED BY							
Capital Appropriation.....			-	263,493	130,914	254,388	199,458
Capital Appropriation - Sourced from Commonwealth			-	115,000	297,585	364,173	273,342
Internal Funds and Balances.....			-	(275,617)	50,886	156,715	68,016
Metropolitan Region Improvement Fund			-	21,000	-	-	-
Total Funding.....			-	123,876	479,385	775,276	540,816

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Fremantle Port Authority

Part 9 Transport

Asset Investment Program

1. The Authority's Asset Investment Program (AIP) for 2020-21 to 2023-24 totals \$266.1 million, investing in projects across the inner and outer harbour to support the economic growth of the State through the import and export of containers, motor vehicles, bulk commodities and other trades.

Expenditure in the Inner Harbour

2. A total of \$14.9 million (2022-23) is forecast to be spent on Fremantle inner harbour berths upgrades, continuing upgrades to certain berths in the inner harbour to accommodate larger vessels and to allow for heavy-duty use.
3. Work continues on the Fremantle Waterfront Implementation Plan including the commercial precinct, with the objective of this project being to undertake the works and provide the services associated with the developments and land uses identified in the Fremantle Waterfront Masterplan for the western end of Victoria Quay. Expenditure of \$3 million (2020-21) and \$12.2 million (2021-22 to 2023-24) is subject to the Authority being able to secure private sector interest in the development through a planned Expressions of Interest process.

Expenditure in the Outer Harbour

4. A total of \$17.8 million (2020-21) and \$31.2 million (2021-22 to 2023-24) is forecast to be spent on the replacement and upgrade of assets at the Kwinana Bulk Terminal (KBT) to facilitate the ongoing import and export of bulk materials for customers.
5. The projected growth of the export and import of bulk commodities at the Kwinana Bulk Jetty (KBJ) requires an additional spend of \$10 million (2021-22) and \$10 million (2023-24) on improved product handling infrastructure and equipment. This investment will improve the utilisation of the KBJ.

WA Recovery Plan

6. The Authority will spend \$28.5 million over 2020-21 to 2021-22 to upgrade the KBT's import and export facilities comprising:
 - 6.1. \$25 million to upgrade material handling import infrastructure;
 - 6.2. \$3 million to concrete the export stockyard area; and
 - 6.3. \$0.5 million to upgrade power supplies to the terminal.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
Fremantle Waterfront Project Commercial Precinct Access and Services	4,279	1,329	-	-	2,950	-	-
Inner and Outer Harbour Security Upgrades Stage 2.....	3,224	2,776	2,094	448	-	-	-
Inner Harbour							
Deepening of the Inner Harbour Stage 1	107,655	97,415	-	-	-	10,240	-
Overseas Passenger Terminal	9,734	2,854	-	1,550	-	-	1,330
North Quay							
Berth Upgrades - Western Stage.....	74,213	69,522	-	-	-	4,691	-
Environmental Improvement Program	3,600	3,118	105	282	200	-	-
Land Acquisitions.....	25,400	160	-	19,740	5,500	-	-
Outer Harbour - Kwinana Bulk Jetty - Replace/Upgrade							
Transformer and Switchgear	4,700	4,556	710	144	-	-	-
Kwinana Bulk Terminal							
Infrastructure, Equipment Replacement and Upgrade.....	39,659	9,159	-	9,000	16,900	-	750
HV Power System Upgrade	6,000	694	694	3,806	1,500	-	-
Land Acquisition.....	33,232	30,298	10,178	2,934	-	-	-
Plant and Equipment							
Mobile Truck Mounted Capstans	700	200	-	250	-	-	-
Replacement of Navigational Aids.....	3,772	2,023	141	489	250	250	160

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Rous Head Seawall Construction and Rous Head Extension - Stage 2	52,042	51,350	272	692	-	-	-
Victoria Quay Fremantle Waterfront Implementation Plan	16,226	3,953	-	3,000	3,273	3,000	3,000
COMPLETED WORKS							
Inner Harbour							
Minor Works - 2019-20 Program	804	804	804	-	-	-	-
Rous Head - Replace Street Lighting (West)	1,151	1,151	184	-	-	-	-
Shore Tension Mooring System	4,681	4,681	269	-	-	-	-
Outer Harbour - Kwinana Bulk Terminal - Replacement and Relocation of Operations/Maintenance Offices and Workshop	3,892	3,892	2,003	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Kwinana Bulk Terminal							
Electrical Upgrades	500	-	-	500	-	-	-
Export Stockyard Area Concreting	3,000	-	-	3,000	-	-	-
Material Handling Infrastructure Renewal of Import System	25,000	-	-	7,500	17,500	-	-
Other New Works							
Inner and Outer Harbour							
Technology Projects	6,800	-	-	4,650	2,150	-	-
Water Minimisation (Environmental)	2,950	-	-	2,200	750	-	-
Inner Harbour							
Photovoltaic System Passenger Terminal	950	-	-	950	-	-	-
Provision of Alternative Vehicular Access	1,000	-	-	-	1,000	-	-
Replacement of HV cable from Main Substation to Substation 4	550	-	-	550	-	-	-
Replacement of Mechanical Plant	490	-	-	490	-	-	-
Kwinana Bulk Terminal							
Bulk Handling Equipment	12,000	-	-	-	-	12,000	-
Replacement of JC01 Conveyor	5,000	-	-	5,000	-	-	-
Minor Works							
2020-21 Program	16,977	-	-	16,977	-	-	-
2021-22 Program	8,000	-	-	-	8,000	-	-
2022-23 Program	12,000	-	-	-	-	12,000	-
2023-24 Program	12,000	-	-	-	-	-	12,000
North Quay - Berth - Heavy Duty Pad	7,900	-	-	-	750	3,900	3,250
Outer Harbour - Kwinana Bulk Jetty - Export-Import Infrastructure	39,500	-	-	-	10,000	-	10,000
Plant and Equipment - Replace Floating Plant	15,000	-	-	7,500	-	-	7,500
Victoria Quay							
H Berth Fender Replacement	3,800	-	-	3,800	-	-	-
Motor Vehicle Decking	15,900	-	-	-	-	2,000	13,900
Total Cost of Asset Investment Program	584,281	289,935	17,454	95,452	70,723	48,081	51,890
FUNDED BY							
Borrowings			-	48,300	52,500	27,000	25,500
Internal Funds and Balances			17,445	47,102	18,173	21,031	26,340
Other			9	50	50	50	50
Total Funding			17,454	95,452	70,723	48,081	51,890

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

WA Recovery Plan - Other Initiatives

1. In addition to the WA Recovery Plan projects included in the AIP, the Authority will spend \$2.8 million in 2020-21 to repair structural elements under Kwinana Bulk Berth 2.
2. The Authority also provided a waiver of rental payments for small business and not-for-profit groups totalling \$1.3 million over 2019-20 and 2020-21.

Kimberley Ports Authority

Part 9 Transport

Asset Investment Program

1. The Authority's Asset Investment Program for 2020-21 to 2023-24 totals \$12.2 million, investing in projects to support the economic growth of the Kimberley through maintaining critical port infrastructure.

Expenditure on Major Port Infrastructure

2. A total of \$4.3 million will be spent in 2020-21 to complete the purchase of a new marine crane which will assist with supporting oil and gas vessels that visit the Broome Port.
3. Minor works expenditure of \$1.8 million in 2020-21 and \$4.7 million across 2021-22 to 2023-24 will be spent to maintain and upgrade infrastructure to increase capacity and improve efficiencies at the Broome Port.
4. The Wharf Essential Works (Electrical Upgrade) project will be completed through expenditure of \$1.3 million over 2020-21 to 2021-22. These works are critical to mitigate outages at the wharf given its ageing electrical infrastructure.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
Major Port Infrastructure							
Crane Acquisition.....	5,900	1,600	1,600	4,300	-	-	-
Wharf Essential Works (Electrical Upgrade).....	1,429	108	-	660	661	-	-
COMPLETED WORKS							
Major Port Infrastructure							
Channel Dredging.....	15,300	15,300	13,199	-	-	-	-
Gangway at Broome Port	750	750	395	-	-	-	-
Wharf Extension of Life.....	23,364	23,364	382	-	-	-	-
Minor Works - 2019-20 Program	527	527	527	-	-	-	-
NEW WORKS							
Minor Works							
2020-21 Program.....	1,818	-	-	1,818	-	-	-
2021-22 Program.....	1,575	-	-	-	1,575	-	-
2022-23 Program.....	1,575	-	-	-	-	1,575	-
2023-24 Program.....	1,575	-	-	-	-	-	1,575
Total Cost of Asset Investment Program	53,813	41,649	16,103	6,778	2,236	1,575	1,575
FUNDED BY							
Funding Included in Department of Treasury							
Administered Item.....			6,150	-	-	-	-
Internal Funds and Balances.....			9,953	6,778	2,236	1,575	1,575
Total Funding.....			16,103	6,778	2,236	1,575	1,575

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

WA Recovery Plan - Other Initiatives

1. The Authority will spend \$3 million in 2020-21 and 2021-22 on essential wharf maintenance at the Port of Broome comprising:
 - 1.1. \$1.8 million to apply a protective coating to the steel substructure of the Broome Port wharf; and
 - 1.2. \$1.2 million to refurbish the access system under the wharf to provide maintenance personnel access to maintain power, water and fuel services.
2. The Authority provided a waiver of rental payments for small business and not-for-profit groups totalling \$0.3 million over 2019-20 and 2020-21. The Authority will be reimbursed for its foregone revenue through an operating subsidy payment of \$0.3 million in 2020-21.

Mid West Ports Authority

Part 9 Transport

Asset Investment Program

1. The Authority's 2020-21 Asset Investment Program includes funding that has been allocated to:
 - 1.1. a port-wide firefighting system to provide fully compliant fire systems across the port that meet standards and regulatory compliance requirements (the first stage of the project is in progress); and
 - 1.2. minor works projects to improve services, upgrade existing civil infrastructure, security, environmental systems, computer systems and replacement of equipment.

WA Recovery Plan

2. The Authority will spend \$11.6 million over 2020-21 to 2021-22 at the Port of Geraldton and the Fishing Boat Harbour to:
 - 2.1. strengthen the Wharf 4 deck slab and to replace the shiploader rails. This will improve utilisation of the shiploader and support the operational requirements of the berth, which is the port's main multi-good berth; and
 - 2.2. improve the Fishing Boat Harbour amenities. Fuel bowzers and walkways are to be replaced to improve amenities, given these facilities are located within the Port of Geraldton boundary.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COMPLETED WORKS							
Comprehensive Rehabilitation Works to Berth 3							
Extension and Berth 4 Structures	7,906	7,906	418	-	-	-	-
Miscellaneous Works							
2018-19 Program	5,979	5,979	1,313	-	-	-	-
2019-20 Program	2,786	2,786	2,786	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Fishing Boat Harbour							
Amenities	240	-	-	240	-	-	-
Replacement of Fuel Bowzers	330	-	-	330	-	-	-
Replacement of Northern Walkways	230	-	-	230	-	-	-
Replacement of Southern Walkways	500	-	-	-	500	-	-
Street Lighting	280	-	-	280	-	-	-
Wharf 4 Deck Strengthening and Rail Replacement	10,000	-	-	10,000	-	-	-
Other New Works							
Miscellaneous Works							
2020-21 Program	9,758	-	-	9,758	-	-	-
2021-22 Program	5,500	-	-	-	5,500	-	-
2022-23 Program	5,500	-	-	-	-	5,500	-
2023-24 Program	5,500	-	-	-	-	-	5,500
Port-wide Firefighting System	3,600	-	-	3,600	-	-	-
Total Cost of Asset Investment Program	58,109	16,671	4,517	24,438	6,000	5,500	5,500
Total	58,109	16,671	4,517	24,438	6,000	5,500	5,500
FUNDED BY							
Internal Funds and Balances			4,517	24,438	6,000	5,500	5,500
Total Funding			4,517	24,438	6,000	5,500	5,500

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

WA Recovery Plan - Other Initiatives

1. In addition to the WA Recovery Plan, the Authority will offer rent and boat pen lease waivers for small businesses and commercial vessels totalling \$1.1 million over 2019-20 or 2020-21.

Pilbara Ports Authority

Part 9 Transport

Asset Investment Program

1. The Authority's 2020-21 Asset Investment Program totals \$116.3 million for the provision of major and minor works, Dampier Cargo Wharf geotechnical works and design, construction of port infrastructure at the Port of Ashburton, revetment upgrades at the Port of Port Hedland, and construction of the Spoilbank Marina.
2. Geotechnical works, detailed design and preparation for tender documentation for the proposed Dampier Cargo Wharf Extension in the Port of Dampier are forecast to cost \$4.4 million in 2020-21, funded by the introduction of a Sustaining Infrastructure Due at the Port.
3. Chevron's handover of the Port of Ashburton infrastructure was completed in 2018-19. Works to support future development of the multi-user facilities at the port are forecast to be \$10 million in 2020-21 and \$13.8 million over the forward estimates period.
4. As a result of an agreed change in governance arrangements, the Port Hedland Spoilbank Marina construction has been transferred from DevelopmentWA to the Authority. The construction has forecast expenditure of \$43.5 million in 2020-21 and \$66 million in 2021-22. The expenditure will be funded from the Town of Port Hedland, industry and drawdowns from the Royalties for Regions Fund. The total expenditure on the Marina is \$136.5 million with various work packages being delivered by the Pilbara Ports Authority, Main Roads and the Department of Transport.
5. The minor works program, excluding the Port of Ashburton, totals \$21.8 million in 2020-21 and \$56.6 million over the forward estimates period. The program provides for replacement of mobile plant and office equipment, upgrades to safety, information and communications technology, electrical and other equipment, and infrastructure (civil and marine).

WA Recovery Plan

6. The Authority will spend \$71.2 million at the Port of Port Hedland, funded by the introduction of a Sustaining Infrastructure Due at the Port.
 - 6.1. The Port Hedland Inner Harbour Revetment Project has forecast expenditure of \$10 million in 2020-21 and \$10 million in 2021-22. It will enable the immediate upgrade of four revetment locations at the port.
 - 6.2. The Port Hedland Tug Haven Revetment Wall Upgrades Project will upgrade revetment walls and replace the perimeter sheet pile wall that was already deteriorating. Forecast expenditure is \$25.6 million in 2020-21 and \$25.6 million in 2021-22.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
Dampier Cargo Wharf Geotechnical Works and Detailed Design	5,000	634	634	4,366	-	-	-
Election Commitment - Port of Port Hedland - Spoilbank Marina.....	109,500	-	-	43,500	66,000	-	-
Port of Ashburton							
Minor Works.....	7,467	4,336	4,336	1,052	1,014	1,065	-
Port Infrastructure Construction Project.....	32,400	8,561	2,192	10,000	8,000	5,839	-
COMPLETED WORKS							
Minor Works							
2018-19 Program.....	14,430	14,430	3,459	-	-	-	-
2019-20 Program.....	12,824	12,824	12,824	-	-	-	-
Port of Port Hedland							
Berth 3 Deck Replacement.....	33,274	33,274	2,275	-	-	-	-
Port Improvement Rate							
Channel Marker Replacement Program.....	39,550	39,550	1,438	-	-	-	-
Channel Risk Optimisation Project.....	121,153	121,153	45,695	-	-	-	-
Integrated Marine Operations Centre.....	55,782	55,782	4,431	-	-	-	-

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
NEW WORKS							
COVID-19 WA Recovery Plan							
Port Hedland							
Inner Harbour Revetment Upgrades	20,000	-	-	10,000	10,000	-	-
Tug Haven Revetment Wall Upgrades	51,208	-	-	25,604	25,604	-	-
Other New Works							
Minor Works							
2020-21 Program	21,825	-	-	21,825	-	-	-
2021-22 Program	18,191	-	-	-	18,191	-	-
2022-23 Program	18,140	-	-	-	-	18,140	-
2023-24 Program	20,323	-	-	-	-	-	20,323
Total Cost of Asset Investment Program	581,067	290,544	77,284	116,347	128,809	25,044	20,323
FUNDED BY							
Drawdowns from Royalties for Regions Fund			-	19,500	40,000	-	-
Funding Included in Department of Treasury Administered Item			-	24,000	26,000	-	-
Internal Funds and Balances			77,284	72,847	62,809	25,044	20,323
Total Funding			77,284	116,347	128,809	25,044	20,323

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

WA Recovery Plan - Other Initiatives

1. In addition to the WA Recovery Plan Project included in the Asset Investment Program, the Authority will offer concessional port charges for liquified natural gas fuelled vessels refuelling in the Pilbara, totalling \$7.6 million over the forward estimates period.

Southern Ports Authority

Part 9 Transport

Asset Investment Program

1. The Authority's Asset Investment Program for 2020-21 to 2023-24 totals \$72.5 million, investing in projects to support the economic growth of the State through the import and export of various commodities.

Existing Projects and Minor Works

2. The Authority's 2020-21 Asset Investment Program of \$31.3 million includes:
 - 2.1. \$11.9 million of minor works across three ports for the replacement of plant and equipment, improvements to port infrastructure and other civil works;
 - 2.2. \$5.1 million to finalise the capacity upgrades at the Port of Bunbury's Berth 8 that will enhance port operations and improve Berth 8 efficiency;
 - 2.3. \$2.9 million to finalise the upgrades to sheds at the Port of Esperance which will improve trade facilitation and export opportunities; and
 - 2.4. \$0.6 million to re-engine the Port of Bunbury's primary pilot vessel (the Tuart) that will improve operational flexibility and ability to continue to provide safe and reliable pilotage services.

WA Recovery Plan

3. The Authority will spend \$25.2 million over 2020-21 to 2021-22 on the following infrastructure projects:
 - 3.1. \$15.5 million over 2020-21 to 2021-22 to commence the design and construction of a new access road and bridge to Turkey Point at the Port of Bunbury. The expenditure aims to address safety and operational issues at the Port by providing an alternative access route to the northern berths in Port of Bunbury's inner harbour, and Turkey Point and Vittoria Bay, which are areas frequently used by the public;
 - 3.2. \$3 million over to 2020-21 to 2021-22 at the Port of Bunbury for the construction of a secondary road hopper, construction of a required fire system at Berth 8, and replacement of the Berth 8 electrical substation; and
 - 3.3. \$6.7 million in 2020-21 at the Port of Esperance for the sealing of internal port roads and construction of additional container hardstands.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
Port of Bunbury - Infrastructure - Berth 8 Capacity Upgrade	8,882	3,819	3,819	5,063	-	-	-
Port of Esperance							
Shed 1 Upgrades	3,055	2,520	2,520	535	-	-	-
Trade Facilitation Upgrade - Shed 4	3,168	817	817	2,351	-	-	-
COMPLETED WORKS							
Hughes Road Upgrade	5,734	5,734	758	-	-	-	-
Minor Works - 2019-20 Program	8,238	8,238	8,238	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Port of Bunbury							
Berth 8 Substation Replacement	1,500	-	-	1,500	-	-	-
Infrastructure - Inner Harbour Access Bridge	15,500	-	-	2,250	13,250	-	-
Required Berth 8 Fire System	500	-	-	500	-	-	-
Secondary Road Hopper	1,000	-	-	-	1,000	-	-

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Port of Esperance							
Additional Container Hardstand	2,000	-	-	2,000	-	-	-
Berth 2 Hardstand and Stormwater System	3,200	-	-	3,200	-	-	-
Sealing Internal Port Roads	1,500	-	-	1,500	-	-	-
Other New Works							
Minor Works							
2020-21 Program	11,850	-	-	11,850	-	-	-
2021-22 Program	9,000	-	-	-	9,000	-	-
2022-23 Program	9,000	-	-	-	-	9,000	-
2023-24 Program	9,000	-	-	-	-	-	9,000
Port of Bunbury - Asset Replacement - Tuart Pilot							
Launch Re-engine	550	-	-	550	-	-	-
Total Cost of Asset Investment Program	93,677	21,128	16,152	31,299	23,250	9,000	9,000
FUNDED BY							
Drawdowns from Royalties for Regions Fund			-	2,250	13,250	-	-
Internal Funds and Balances			16,152	29,049	10,000	9,000	9,000
Total Funding			16,152	31,299	23,250	9,000	9,000

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

WA Recovery Plan - Other Initiatives

1. In addition to the WA Recovery Plan projects included in the Asset Investment Program, the Authority will spend an additional \$3.5 million in 2020-21 on the demolition of the Berth 2 Shiploader Circuit at the Port of Esperance.
2. The Authority has also allocated \$88,000 over 2019-20 and 2020-21 for the waiver of rental payments for small businesses and not-for-profit groups in Government-owned buildings.