

# Year In Review

## Our Highlights

### WORLD LEADERS GATHER

With more than 200 traffic management personnel we managed to keep Perth moving during the largest gathering of world leaders ever in Australia.

**700 Motorcades**

### GATEWAY WA

Minister announces details of a visionary plan to address future road needs for the growing Perth airport and surrounding industrial areas.

**\$1 billion**

### ONE STOP SHOP

Bringing together four agencies into a one stop shop is enhancing productivity making movement of oversize loads safer, quicker and more efficient.

**Cutting red tape**

### COMMUNITY SATISFACTION

Overall community satisfaction with our services continues to be high.

**95%**

### BUSINESS EXCELLENCE

Following external evaluation we are recognised with the highest award in 2011 against the Australian Business Excellence Framework.

**Silver**

### ROE HIGHWAY INTERCHANGE

While saving \$11 million we have improved safety and efficiency by allowing Roe Highway traffic to flow uninterrupted over Great Eastern Highway via two new bridges.

**\$101 million**

### ENGAGEMENT RECOGNISED

The International Association for Public Participation Australia (IAP2) recognised the Roe Highway Extension project for community engagement as WA project of the year.

**Core Values Award**

### DEDICATED PEOPLE

We recognise and say thank you to Phil Ladner and John Steineck who have both achieved significant personal milestones.

**50 Years of Service**

# Our Financial Summary

Our Financial Summary seeks to provide a view on some key elements of our financial statements. The information is intended to complement our full financial statements for 2011–12 which are available at pages 117 to 158.

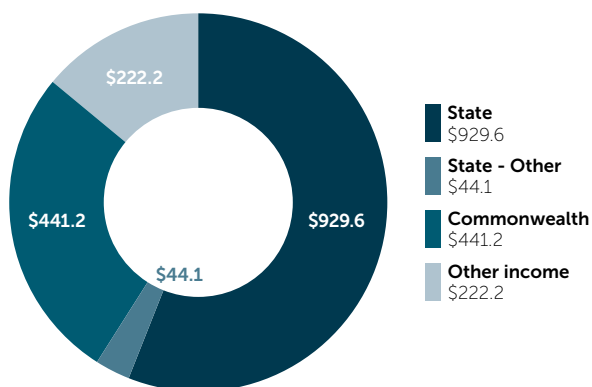
## KEY HIGHLIGHTS

- » \$1.5 billion of Services Delivered
- » \$67.3 million Increase in the Value of Infrastructure Assets
- » \$565 million Invested in Capital Works

## INCOME

We received a total income of \$1.6 billion in 2011-12. A breakdown of categories is shown below:

### Income Sources (\$ million)



The largest contribution to our income represents appropriations from the State Government totalling just over \$929 million or 57% of total funds received. At 27%, our second highest contribution comes from the Commonwealth Government valued at more than \$441 million. These funds assist national and regional economic and social development by improving the performance of land transport infrastructure and include the national Black Spot program and other local and national road projects.

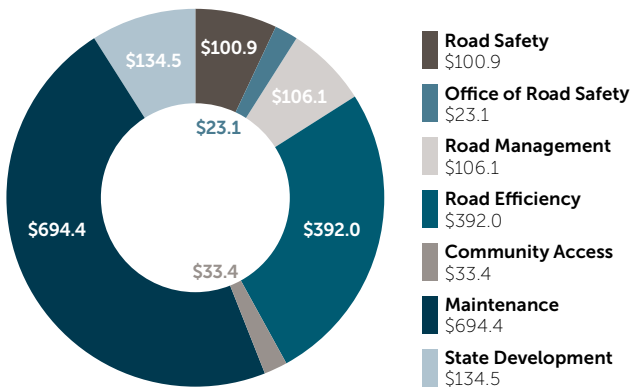
Other income sources include collections from fines allocated to the Road Trauma Trust Account totalling almost \$58 million and funds from the Fire and Emergency Services Authority to reinstate and re-open road infrastructure damaged by natural disasters, which over the last 12 months amounted to \$41 million.

## EXPENDITURE

During the year we spent funds of \$1.5 billion in delivering services

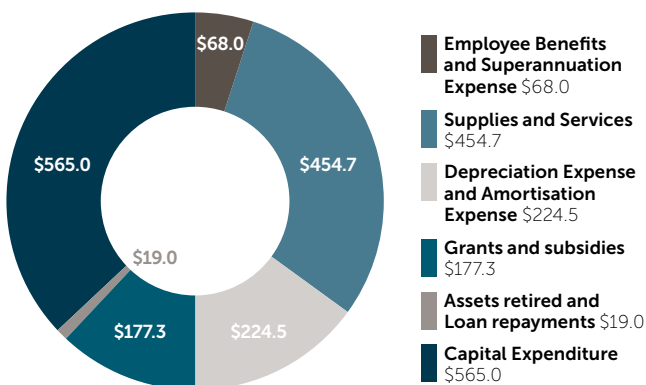
### Expenditure by Program (\$ million)

The following graph shows the allocation of these funds aligned against our seven-outcome based Programs. Further information on each of the Programs, the projects delivered, our performance and achievements are included in the Performance section.



### Expenditure by Type (\$ million)

As you might expect our largest expenditure areas are capital works and supplies and services associated with asset management, network operations and of course maintenance of our road network. In addition due to the size of our asset base we also have a significant amount of depreciation. The next biggest area of expenditure is associated with grants and subsidies primarily to Local Government assisting with the maintenance and improvement of the local road network.



## OUR ASSETS

This year the total value of our assets is \$41.2 billion which is an increase of about \$400 million when compared against last year, due to a recent revaluation of assets and new capital works investments. The major component of our assets is road infrastructure assets, making up 94% of what we own representing \$38.9 billion. This graph shows the changing trend in the value of the assets we manage on behalf of the community over the last four years.

### Our Assets (\$ billion)

|         |        |
|---------|--------|
| 2011-12 | \$41.2 |
| 2010-11 | \$40.8 |
| 2009-10 | \$38.3 |
| 2008-09 | \$38.7 |

## OUR LIABILITIES

Our liabilities comprise of loans, employees' leave entitlements and other payables such as creditors, major contracts and services accruals and unsettled property acquisitions. This year the total value of our liabilities is \$265.5 million representing a slight increase of just over \$20 million from last year. This increase was due to the significant number of major contracts in progress where we recognise work completed but not physically paid. Below is the trend of our liabilities at the end of each financial year over the last four years.

### Our Liabilities (\$ million)

|         |         |
|---------|---------|
| 2011-12 | \$265.5 |
| 2010-11 | \$245.1 |
| 2009-10 | \$251.8 |
| 2008-09 | \$259.3 |

# CHOGM Success

On 26 October 2011, Her Majesty, Queen Elizabeth II arrived in Perth in a 17-car convoy for the Commonwealth Heads of Government Meeting (CHOGM). In the largest ever gathering of world leaders in Australia, over 50 Heads of Government, Ministers, Senior Officials and their delegations travelled to Perth. This event brought an estimated \$80 million into the WA economy and Main Roads was proud to have played an integral role in ensuring the safe passage of over 3,000 delegates, including 1,000 media personnel, working 24 hours a day over the 28 to 30 October weekend.

As the agency responsible for providing traffic management for CHOGM, we started our preparation in late 2010. This international event brought together teams from Main Roads, WA Police, City of Perth and the Public Transport Authority to manage traffic activities. Over 200 traffic management personnel were involved in managing and implementing road closures and related traffic impacts. The CHOGM Traffic Operations Centre was created specially to manage traffic activities, allowing the continuity of operations during road traffic changes for the community.

In keeping with Main Roads' Traffic Operations Centre's motto – "Keeping WA Road Users Moving", an enhanced one-stop information portal was created, the Traffic Roads Info Point (TRIP) which uses a variety of media to reach road users and the broader community. Road traffic information was delivered via email, SMS, commercial and community radio stations in Perth. Perth has approximately 1.2 million car owners, and with TRIP, Main Roads was able to reach almost 83% of all Perth drivers, providing them with traffic updates during the CHOGM.

"It is thanks to Main Roads' ongoing cooperation and many months of planning that there were no incidents on our roads and the public were so well informed."

The Director General Transport, Reece Waldock, on the CHOGM success.

In the days leading up to CHOGM, the Main Roads website traffic almost doubled with 41,822 views of the CHOGM FAQ. During this period, our Twitter account grew by 355 followers, attracting over 800 visits back to the Main Roads website with CHOGM-related tweets. On top of providing traffic-related information to the public, Main Roads' Customer Information Centre answered more than 1,000 calls from the public during CHOGM. Calls ranged from how and when people could see the Queen, what road closures were in place, to members of the public reporting protest banners hanging off Freeway overpasses.

CHOGM was the biggest single event management project ever undertaken by Main Roads. We successfully achieved our objectives in supporting the Police to provide safe, efficient and effective movement of delegates. We also minimised traffic congestion for the remaining road network which were impacted by parallel events and other activities during CHOGM. It was an excellent and valuable experience for Main Roads to be part of the CHOGM Taskforce.



Hon. Minister for Transport, Troy Buswell MLA visits the CHOGM Traffic Operations Centre

# Our Performance Scorecard

Key Performance Indicators are an integral part of managing outcomes in areas that have been identified as being critical to our business. The following is a summary of our success in delivering agreed Government outcomes. As the results show, for the vast majority of measures, we are achieving our goals with the exception of percentage of contracts completed on time. Some reasons for not achieving that target include unfavourable weather conditions, relocation of utilities, and changes in scope. Full explanations on all the measures can be found on the corresponding page reference for each indicator. In addition, there are a range of other relevant business measures incorporated within the contents of the report.

## KEY

- Target
- ✓ We are achieving our goals
- ✘ Desired results not achieved – taking action

|  |                   | Level of Achievement | Status | Ref |     |
|--|-------------------|----------------------|--------|-----|-----|
| <b>ROAD SAFETY</b>   |                   |                      |        |     |     |
| % Community satisfaction of road safety                                |                   | 92%                  | ✓      | 110 |     |
| Black spot location indicator  |                   | 10.7                 | ✓      | 110 |     |
| % of contracts completed on time                                       |                   | 67%                  | ✘      | 110 |     |
| % of contracts completed on budget                                     |                   | 95%                  | ✓      | 110 |     |
| <b>OFFICE OF ROAD SAFETY</b>   |                   |                      |        |     |     |
| % Effectiveness of road safety awareness campaigns                     |                   | 60%                  | ✓      | 111 |     |
| % of ORS Projects completed on time                                    |                   | 87%                  | ✓      | 111 |     |
| % of ORS Projects completed on budget                                  |                   | 97%                  | ✓      | 111 |     |
| <b>ROAD EFFICIENCY; ROAD MANAGEMENT</b>                                |                   |                      |        |     |     |
| % Community satisfaction   |                   | 95%                  | ✓      | 112 |     |
| % Road network permitted for use by heavy vehicles                     | B Double – 27.5m  | 96%                  | ✓      | 112 |     |
|  | Double RT – 27.5m | 96%                  | ✓      | 112 |     |
|  | Double RT – 36.5m | 78%                  | ✓      | 112 |     |
|  | Triple RT – 53.5m | 44%                  | ✓      | 112 |     |
| % Network configuration  | Roads             | 89%                  | ✓      | 112 |     |
|  | Bridges           | Strength             | 95%    | ✓   | 113 |
|  |                   | Width                | 95%    | ✓   | 113 |
| % of contracts completed on time                                       |                   | 55%                  | ✘      | 113 |     |
| % of contracts completed on budget                                     |                   | 82%                  | ✓      | 113 |     |
| Average \$ cost of network management per million vehicle km travelled |                   | \$3,853              | ✘      | 113 |     |



Fitzgerald River National Park

|  |                  | Level of Achievement | Status | Ref |
|--|------------------|----------------------|--------|-----|
| <b>STATE DEVELOPMENT</b>   |                  |                      |        |     |
| Average return on construction expenditure                                 |                  | 2.1                  | ✓      | 114 |
| % of contracts completed on time   |                  | 33%                  | ✗      | 114 |
| % of contracts completed on budget   |                  | 100%                 | ✓      | 114 |
| <b>MAINTENANCE</b>   |                  |                      |        |     |
| % Smooth travel exposure   |                  | n/a                  | -      | 115 |
| % Community satisfaction road maintenance                                  |                  | 90%                  | ✓      | 115 |
| % Preventative maintenance indicator                                       |                  | 85%                  | ✓      | 115 |
| % Availability of traffic signals, road lighting and emergency phones      | Traffic signals  | 99.4%                | ✓      | 115 |
|  | Road lighting    | 96.1%                | ✓      | 115 |
|  | Emergency phones | 99.9%                | ✓      | 115 |
| Average \$ cost of network maintenance per lane kilometre of road network  |                  | \$7,946              | ✗      | 115 |
| <b>COMMUNITY ACCESS</b>  |                  |                      |        |     |
| % of the year that 100% of the Main Roads' State road network is available |                  | 89%                  | ✓      | 116 |
| % Community satisfaction with cycleways and pedestrian facilities          |                  | 76%                  | ✗      | 116 |
| % of contracts completed on time   |                  | 80%                  | ✓      | 116 |
| % of contracts completed on budget   |                  | 100%                 | ✓      | 116 |

# Leadership

## Director General Transport Foreword

Western Australia has firmly established itself in the last 12 months as leading the nation, in terms of economic and population growth. Our State is going through a period of significant transformation and a sustainable and integrated transport network is integral to maintaining this growth in the long term.

As the landscape changes, the Transport portfolio – Department of Transport, Main Roads and Public Transport Authority – continues to play a key role in connecting people and places, providing linkages between land and sea, moving freight and providing essential services to the Western Australian community.

In the heart of the city, major projects such as Elizabeth Quay and Perth City Link will positively change the form and function of the city. These forward thinking developments will also change the way people travel to and within the city in the short, medium and long-term. Across the State we need to continue our focus on maintaining and improving major regional transport routes for freight and passenger vehicles.

In response to these opportunities the Transport portfolio is developing a series of strategic plans and projects to manage congestion and a rapidly growing population, complement major developments and keep our State moving. These initiatives will ensure Western Australia has a sustainable and integrated transport system by delivering balanced transport solutions, which will benefit metropolitan and regional road users, public transport patrons, cyclists, pedestrians and industry.

Main Roads WA is a key part of this mix and with an annual budget of \$1.6 billion aimed at developing and maintaining a road network of over 18,500 kilometres, the organisation's position is critical to the economic and social wellbeing of the State.

Looking back over the past year, I am especially proud of the increased collaboration and strengthened relationships between the Transport portfolio and other lead Government agencies. I commend the many teams and individuals who are working together to deliver on these long-term infrastructure priorities and provide the best transport solutions.

In summary, we must look ahead and consider the bigger picture, where our State is a world class destination and an even better place to live. From ports to pedestrians, we are under scrutiny to get transport right, and that is exactly what we plan to do.



**Reece Waldock**  
Director General Transport



# Managing Director's Message

Once again it has been another year of significant milestones and fantastic achievements for Main Roads. The lead up to Western Australia hosting the Commonwealth Heads of Government Meeting (CHOGM) last year was both busy and exciting. We worked together with many different organisations as Perth hosted the largest gathering of world leaders in Australia. It was the single largest event management project undertaken by Main Roads and it was an invaluable experience for everyone involved.

During the year we delivered more than \$1.5 billion of road programs and services to the people of Western Australia. Once again our performance in achieving 97% expenditure against budget is testament to the skills, dedication and commitment of our people as we continue to deliver social and economic benefits in a way that is truly sustainable for future generations. This is being done in an environment that continues to see Western Australia have the fastest growing population in Australia and one of the strongest economies.



## PERFORMANCE


There were many wonderful achievements throughout the year and our annual report showcases many of them. The following represent some of the more significant projects that are underway; and many projects where planning and development have commenced:

- » The \$350 million upgrade of the Great Eastern Highway between Kooyong Road and Tonkin Highway started in June 2011 and has made excellent progress as work is carried out a site that carries almost 52,000 vehicles per day. Innovative practices are being used to manage worksite and road user safety and the myriad of utilities and services that exist within the entire site. Work is progressing well and remains on schedule.
- » In May the Minister for Transport released details of the Gateway WA project, resulting from a two-year planning study that produced a visionary Ultimate Concept Plan for the project. This Plan addresses the growing Perth Airport and the future needs of the Kewdale and Forrestfield industrial and freight areas, and the project will be one of the largest infrastructure projects ever undertaken in Western Australia. Construction is due to commence in 2013.
- » The \$112 million upgrade of Dampier Highway will be delivered during the last quarter of 2012. Due to the rich aboriginal heritage in this area extensive consultation has taken place with heritage groups and specialist expertise used in many of the construction techniques.

- » Management of the roadworks in the Fitzgerald River National Park is progressing well. Main Roads is working closely with the Department of Environment and Conservation to enhance tourist access and facilities and assist economic and social development in surrounding communities. The first stage of works was completed in May this year, stage two will commence in October.
- » The announcement of a 'One Stop Shop for Heavy Vehicles' in May by the Minister will bring huge benefits to the heavy haulage industry. This will bring to an end the need for industry operators to deal with up to four separate agencies in order to move an oversize load. More initiatives will be rolled out to further assist industry meet its needs.

As always we deliver many projects across the State aimed at achieving our program outcomes and more information is included throughout this report and is constantly being updated on our website and through our twitter feeds.





"I leave this organisation in the knowledge that together all of us have worked hard to not just meet the challenges and opportunities that we have faced, but in doing so we have created a better place for those that come after us."

Managing Director, Menno Henneveld

## IMPROVEMENT AND INNOVATION

Last year we became the first Australian public sector agency to achieve certification against the Global Reporting Initiative (GRI) which strengthens our commitment to a fully integrated reporting framework that meets international standards of accountability, transparency and openness. The following are just some of the highlights from our environmental, relationship and people areas.

- » We have continued to work to protect environmental values, minimise our impacts, energy usage and waste whilst conserving natural resources. Our Greenhouse Gas Scope emissions continue to be reduced from our 2009-10 benchmark.
- » Our Climate Change Adaptation Plan to aid us in achieving our best practice Target of a 15% reduction against 2010 levels by 2020 is in place and integrated within our business planning processes.
- » Two new Community Working Groups for the Mitchell Freeway Extension and Tonkin Highway Extension have been established. These groups bring together Local and State Government, industry bodies, community opinion leaders, residents and local commercial entities to determine the optimum longer term infrastructure needs within the community.
- » We continue to benchmark our customer service practices against the best and I am pleased to say that in October last year we were identified as being the winners in the WA State Government Category in the Australian Customer Service Excellence Awards. This was reinforced when we became amongst the first organisations to be certified against the new International Customer Service Standards.
- » The Community continues to rate their overall satisfaction with Main Road highly, with 95% rating our performance as OK or better. A new question this year revealed that 39% of the community feel more stressed travelling than at the same time last year and this represents a growing challenge that we are moving to address
- » We set new records during the year with our Perth Metropolitan Twitter account now having more than 10,000 followers and the new WA Roads Twitter account showing steady growth.
- » Main Roads achieved a Silver International Standard at the Australian Business Excellence Awards, and was the higher performing organisation at these prestigious awards.
- » Throughout the year we have continued to invest in the development of our people as we seek to identify new opportunities and enhance their capabilities whilst ensuring we create a fair, equitable and diverse workplace. Our Creating the Workforce of the Future strategy is continuing to drive improvements and innovation across the State for all sections of our workforce as we continue to operate in a very competitive environment to secure skilled people.



Bunbury Port Access Road

## LOOKING AHEAD

I mentioned at the outset that we have a number of very large projects currently underway that will be scheduled to be completed next financial year including works on Great Eastern Highway, widening of the Kwinana Freeway, completion of the Dampier Highway duplication works, complete upgrade works on the Morley Drive intersection at Tonkin Highway and completion of Stage Two of the Bunbury Outer Ring road to name a few. In addition we should see substantial progress on the Esperance Port Corridor works, and the realignment works on Great Northern Highway around the Wedgefield industrial area in Port Hedland.

Work has already commenced on the development and creation of a new strategic plan to take us through to 2020. Building on the success we enjoyed from 2k12 we have once again adopted scenario planning as the basis for determining our future direction and priorities. We have already begun engaging extensively with our own people, our portfolio partners and key stakeholders as we work together to identify our new areas of strategic focus paving the way forward. It is an exciting time of growth across many sectors in the State and it is important that we identify the right direction to ensure that we continue to work successfully with our portfolio partners, our suppliers and the community in providing the right transport solutions now and into the future.

## REFLECTIONS

This will be my last annual report as Managing Director of Main Roads. Over the last decade, firstly as Commissioner and more recently as Managing Director I have had the pleasure and privilege of working with a team of talented and professional people across the entire State. These are people who are absolutely dedicated, committed and passionate about delivering the best possible road services to the community of Western Australia. These are the people that make Main Roads the success that it is today, and I believe will continue to make it one of WA State's leading Government agencies.

I leave this organisation in the knowledge that together all of us have worked hard to not just meet the challenges and opportunities that we have faced, but in doing so we have created a better place for those that come after us.

Thanks to everyone in Main Roads who has contributed to our success over the last decade and I wish you all the very best for the future.

**Menno Henneveld**  
Managing Director

# Our Corporate Executive Team

Each member of the leadership team heads one of the corporate areas responsible for managing the business. This team provides the direction that ensures we provide safe and efficient road access to the community.



## LEADERSHIP TEAM CHANGE

- » After 38 years of service, Rob Giles, Director Strategic Relationships, is currently on extended leave and will retire in September 2012.
- » Phil Ladner, formerly Executive Director Infrastructure Delivery, has continued with his transition to Phased Retirement in his role of Executive Director Project Delivery Development.

## MENNO HENNEVELD

### Managing Director of Main Roads

Menno has been with Main Roads for 10 years. Previous roles include a 38-year career in the water industry. Menno holds a Bachelor of Engineering (Civil) from the University of Western Australia; a Postgraduate Diploma in Administration from Curtin University; and is a Fellow of Engineers Australia, the Australian Institute of Company Directors, the Chartered Institute of Logistics and Transport, and the Customer Service Institute of Australia.

Menno chairs Main Roads Corporate Executive and Management Review and Audit Committees. He also holds many positions including Chair of the Austroads International Committee and in 2006 was appointed Australia's First Delegate to the World Road Association where he is a member of the Executive Council and is the Chair of the Communications and International Relations Commission.

He is also Chair of the National Heavy Vehicle Regulator Project Implementation Board, a member of the National Engineers Registration Board, the ROADS Foundation and the Planning and Transport Research Centre. Menno recently achieved recognition for his 43 years of service to the water and road transport industries by being awarded a Fellowship of the Australian Academy of Technological Sciences and Engineering.



### **STEVE POTTER**

#### **Acting Director, Strategic Relationships**

Steve has been with Main Roads for 41 years. His substantive position is Ministerial and Local Government Relations Manager. Previous appointments have included Manager Government and External Relations and Acting Chief of Staff and Policy Advisor to the Minister for Planning and Infrastructure.

His Directorate is responsible for managing the areas focused on Government and external relations, community engagement, road user and customer services, and public affairs. A key role of this group is to develop and ensure strong corporate relationships with some of our key stakeholders. Internally, an important role is to drive improved customer service, collaboration, inclusiveness and engagement across Main Roads.



### **PETER WORONZOW**

#### **Executive Director, Financial and Commercial Services**

Peter has been with Main Roads for more than 30 years. Previous appointments include senior leadership positions in commercial management, supply and transport and legal and commercial services.

Peter holds a Bachelor of Arts (Economics), a Graduate Diploma in Public Sector Management, and studied accounting and management at the University of Western Australia. Peter is a member of CPA Australia and is a Fellow of the Institute of Public Accountants. His Directorate is responsible for developing and managing financial, commercial and corporate solutions that support achieving Main Roads outcomes.

Peter chairs the Main Roads Business Improvement and Budget Committees. He also holds positions on the Whole of Government Steering Committees for the Centre of Excellence and Innovation in Infrastructure Delivery and the Gateway Review Process.

He has previously held positions on the Board of the Southern Gateway Alliance responsible for the new Perth to Bunbury Highway, is former Chairman of the Board of the associated Mandurah Entrance Road project and is currently on the Board of the Perth City Link Project.



### **LEO COCI**

#### **Executive Director, Infrastructure Delivery**

Leo has been with Main Roads for 35 years. Previous appointments include senior positions in areas such as bridge design, road planning, project management and contract management.

Leo holds a Bachelor of Engineering (Honours) and a Master of Business Administration from the University of Western Australia and is a member of Engineers Australia.

His Directorate is responsible for delivering high value and complex road infrastructure projects and for the development of project delivery capability in the organisation.

Leo chairs the City East Alliance and South Metro Connect boards.



### **DOUG MORGAN**

#### **Executive Director, Planning and Technical Services**

Doug has been with Main Roads for 24 years. Previous appointments include Director Heavy Vehicle Operations, Traffic Operations Manager and Project Engineer (Graham Farmer Freeway).

Doug holds a Bachelor of Engineering (Electrical), a Masters of Business Administration and is a member of Engineers Australia. His Directorate is responsible for contributing to sustainable integrated transport through providing engineering, environmental and asset management expertise.

Doug chairs the Main Roads Corporate Safety, Health and Wellbeing Committee. He also holds a position on the South Metro Connect Board and represents Main Roads on the Heavy Vehicle Charging and Investment Reference Group.



### **JOHN ERCEG**

#### **Executive Director, Regional Services**

John has been with Main Roads for 29 years. Previous roles include Regional Manager Gascoyne, Acting Director Heavy Vehicle Operations and Manager Road Network Operations. John holds a Bachelor of Engineering (Civil) from the University of Western Australia.

His Directorate is responsible for road asset management, network operation and maintenance and capital delivery throughout Western Australia. These services are delivered from our 10 regional offices. John has previously represented Australia on the World Road Association Management of Road Network Operations Technical Committee and Main Roads on the Austroads Network Taskforce.



### **DES SNOOK**

#### **Executive Director, Road Network Services**

Des has been with Main Roads for 33 years. Previous appointments include Executive Director Urban Roads, Operations Manager North, and Regional Manager in Wheatbelt South and Pilbara regions.

Des holds a Bachelor of Engineering (Civil) and is a member of Engineers Australia and the Australian Institute of Company Directors. His Directorate is responsible for leading road network operations, which enables our community to benefit from safe, reliable and efficient journeys. The major functional areas are in Traffic Management, Road Safety and Heavy Vehicle Operations.

Des is a member of the Road Safety Council, a Director on the Board of Transport Certification Australia Ltd and a member of the Ministerial Heavy Vehicle Advisory Panel. At a national level Des is the State's representative on the High Level Reference Group for the development and implementation of the National Heavy Vehicle Regulator.



Collie River Bridge



## JOHN TAYA

### Executive Director, Organisational Development

John has been a member of Main Roads' Corporate Executive for 13 years. Previous appointments include Executive Director Human Resources, working for the Department of the Premier and Cabinet, and in the Public and Private Sectors in Australia and in London.

John holds a Bachelor of Commerce and a Master of Industrial Relations from the University of Western Australia. He has lectured in the MBA programs at the Graduate School of Management at the University of Western Australia, Chifley Business School and at the Graduate School of Business at Curtin University.

His Directorate is responsible for the strategic planning of the organisation, Human Resource Management, Human Capital Management, Cultural Corporate Governance, Innovation and Internal Communication.

John chairs the Main Roads Corporate Development Committee and the Workforce Management Committee. He also holds a position on the board of the ROADS Foundation, is the Chair of the Management Advisory Board of Curtin University, is on the Advisory Board of the UWA Engineering Futures Foundation and is a member of the Austroads Capability Taskforce.



### **BOB PHILIPS**

#### **Director, Budget and Financial Planning**

Bob has been with Main Roads for 24 years. Previous appointments include 22 years' experience in senior accounting positions at the WA College of Advanced Education (now Edith Cowan University) and West Australian Newspapers.

Bob holds a Diploma in Accountancy, a Graduate Diploma in Professional Accounting and is a Certified Practising Accountant.

His Directorate is responsible for contributing to the development, management and preparation of the budget and programming activities. This includes the annual budget and forward works program, liaising with the Department of Transport, Department of Treasury and the Commonwealth Department of Infrastructure and Transport. He also has responsibility for managing the State Road Funds to Local Government Agreement with the WA Local Government Association.

Bob is a member of the Transport Portfolio Investment Sub-Committee, the State Road Funds to Local Government Advisory Committee and the Commonwealth Nation Building Black Spot Consultative Panel.



### **IAIN CAMERON**

#### **Executive Director, Office of Road Safety**

Iain has been with the Office of Road Safety for 12 years. Previous appointments include various roles with the departments of Education and Health and Edith Cowan University. Iain holds a Bachelor of Physical Education and Diploma of Education from the University of Western Australia, a Post-graduate Diploma in Health Promotion and Master of Public Health from Curtin University. Iain is a Graduate of the Australian Institute of Company Directors.

His office is responsible for providing policy and strategy advice and support to the Road Safety Council (RSC) and Minister for Road Safety on measures to reduce road trauma on WA roads. This includes monitoring and reporting on progress, delivering road safety education campaigns and working collaboratively with agencies and stakeholders to coordinate the implementation and funding of projects to reduce road trauma from the Road Trauma Trust Account.

Iain holds a position as an Independent Director on the Board of the Australasian New Car Assessment Program and the RSC.





# Performance

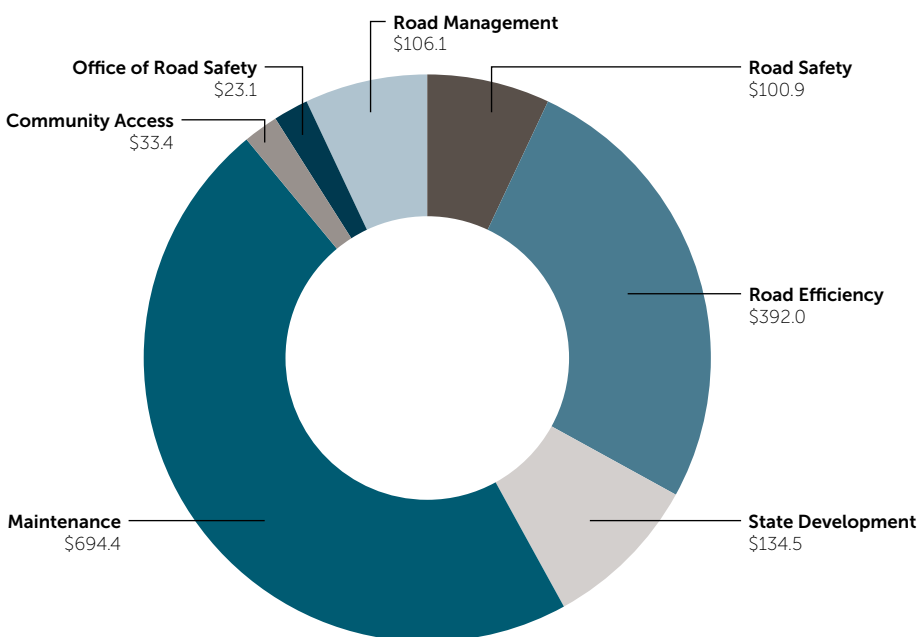
## How We Achieve Government Goals

The Government has identified four goals that we must achieve in delivering services to the community. Main Roads achieves the delivery of these goals through a Program Management approach. There are seven Programs that drive outcome-based decision making to achieve agreed business outcomes. Key performance measures assist the Government, Main Roads and the community in determining the impact of the delivery of services within each Program.

The following table shows the relationship between the Government's Goals and the services and outcomes we deliver in order to achieve those Goals.

| Government Goals                        | Main Roads Outcomes                                 | Main Roads Programs   | Page Ref. |
|---|---|-----------------------|-----------|
| Results Based Service Delivery          | Providing a safe road environment                   | Road Safety           | 24        |
|   |   | Office of Road Safety | 46        |
|   | Reliable and efficient movement of people and goods | Road Management       | 52        |
|   |   | Road Efficiency       | 28        |
| State Building – Major Projects         | Facilitate economic and regional development        | State Development     | 34        |
| Stronger Focus on the Regions           | A well maintained road network                      | Maintenance           | 38        |
| Social and Environmental Responsibility | Improved community access and roadside amenity      | Community Access      | 42        |

This graph shows the allocation of expenditure attributed to each of our Programs (in \$ million).





# ROAD SAFETY

## PROVIDING A SAFE ROAD ENVIRONMENT

This program seeks to reduce the State's road fatality rate to the lowest in Australia, minimising road factors contributing to road trauma and reducing the serious crash injury rate.

2012 **\$101m**

2011 **\$100m**

2010 **\$162m**

2009 **\$149m**

### EXPENDITURE

# \$101 million

# 7%

 OF TOTAL BUDGET

## KEY PERFORMANCE INDICATORS

|   | 2012 Target | 2012 Actual | Result | Ref |
|---|-------------|-------------|--------|-----|
| % Community satisfaction of road safety | 90          | 92          | ✓      | 110 |
| % of contracts completed on budget      | 90          | 95          | ✓      | 110 |
|   | 2009        | 2010        | 2011   |     |
| WA Road Fatalities                      | 190         | 193         | 179    |     |
| WA Hospitalisations                     | 2,568       | 2,497       | 2,384  |     |

## INTRODUCTION

The Road Safety program results in infrastructure that will provide a safe environment for all road users. It includes all State and National Black Spot projects and other projects aimed at improving the road network that have safety as the main driver. This includes works such as intersection improvements, overtaking lanes, rail crossings and bridge safety improvements. Some of the key projects and road safety initiatives delivered through the program are shown below.

## ACHIEVEMENTS

| Project  | Total Project Cost (\$ million) | 2011-12 (\$ million) | Completion Date | Description   |
|--|---------------------------------|----------------------|-----------------|---|
| <b>GASCOYNE REGION</b>   |                                 |                      |                 |   |
| North West Coastal Highway   | 2.8                             | 2.8                  | September 2011  | Construct northbound and southbound overtaking lanes. Widen existing lanes to 7 m traffic lanes with 1 m sealed shoulders |
| <b>GOLDFIELDS-ESPERANCE REGION</b>                                   |                                 |                      |                 |   |
| Great Eastern Highway  | 1.0                             | 1.0                  | April 2012      | Formation and seal widening of 13.7 km section  |
| Great Eastern Highway (Lady Loch Intersection)                       | 0.8                             | 0.8                  | April 2012      | Intersection upgrade to accommodate 36.5 m road trains  |
| Goldfields Highway (Eastern Bypass)                                  | 0.3                             | 0.3                  | June 2012       | Install lighting between Williamstown Road and Roberts Street   |
| Goldfields Highway (Williamstown Road Intersection)                  | 0.8                             | 0.8                  | June 2012       | Intersection upgrade to accommodate turning movements   |
| <b>GREAT SOUTHERN REGION</b>   |                                 |                      |                 |   |
| South Coast Highway Manypeaks  | 5.3                             | 3.8                  | March 2013      | Widen formation and seal shoulders west of the Manypeaks town site  |
| <b>METROPOLITAN REGION</b>   |                                 |                      |                 |   |
| West Coast Highway (Manning Road Intersection)                       | 2.9                             | 0.2                  | August 2011     | Modify pedestrian ramps, signals and gaps   |
| Albany Highway (Ashburton/John Street Intersection to Leach Highway) | 9.6                             | 2.3                  | January 2012    | Upgrade and installation of traffic signals   |
| Mitchell Freeway (Cedric Street Overpass/ Glendalough Train Station) | 2.7                             | 0.8                  | April 2012      | Installation of Freeway barriers  |
| <b>MID WEST REGION</b>   |                                 |                      |                 |   |
| North West Coastal Highway   | 6.6                             | 5.6                  | October 2012    | Realignment works to improve sub-standard horizontal or vertical curves and extension of north bound passing lane         |



| Project   | Total Project Cost (\$ million) | 2011-12 (\$ million) | Completion Date | Description   |
|---|---------------------------------|----------------------|-----------------|---|
| <b>PILBARA REGION</b>                                   |                                 |                      |                 |   |
| Marble Bar Road   | 1.5                             | 1.5                  | June 2012       | Gravel re-sheeting north of Nullagine   |
| <b>SOUTH WEST REGION</b>                                |                                 |                      |                 |   |
| Pinjarra Road (Husband/Ronlyn Intersection)             | 3.1                             | 1.9                  | October 2011    | Installation of traffic signals at intersection                                 |
| Lakelands – Lake Clifton Road (Mandurah Estuary Bridge) | 0.2                             | 0.2                  | March 2012      | Installation of guardrail extensions  |
| Pinjarra Williams Road                                  | 1.2                             | 1.0                  | June 2012       | Widen, seal and improve drainage  |
| <b>WHEATBELT NORTH REGION</b>                           |                                 |                      |                 |   |
| Great Northern Highway (Bindi to Lyons Section)         | 1.0                             | 1.0                  | May 2012        | Reconstruct shoulders and widen seal  |
| Northam Pithara Road (Patterson Road Intersection)      | 0.9                             | 0.6                  | June 2012       | Shoulder widening at intersection   |
| <b>WHEATBELT SOUTH REGION</b>                           |                                 |                      |                 |   |
| Albany Highway  | 0.3                             | 0.3                  | May 2012        | Installation of audio tactile line markings on centre line at various locations |
| Brookton Highway (Nicholls Curves)                      | 3.5                             | 3.5                  | June 2012       | Widen narrow seal and realign substandard sections east of Hyden                |

## BLACK SPOT PROGRAMS

A total of 154 projects were funded by the State Black Spot Program, with 20 projects on State roads and 134 projects on Local Roads, representing an investment of \$20 million. In addition 46 projects were funded from the Nation Building Black Spot Program representing an investment of more than \$8 million.

## RAILWAY LEVEL CROSSING UPGRADE PROGRAM

The State expended over \$3 million during 2011-12 to ensure railway level crossing safety. Works undertaken include the upgrade of three crossings from passive to active control (flashing lights), and the refurbishment of 11 crossings with updated equipment.

## LOOKING AHEAD

- » The State Black Spot Program will have \$10 million for 26 projects on State roads, and \$10 million for 115 projects on Local roads.
- » The Federal Black Spot Program will have \$7 million for 43 projects.
- » The Safer Roads and Bridge Improvements Programs will have funding of \$35 million.

# CASE STUDY

## Albany Highway Upgrade Completed

**The \$9.8 million Albany Highway Upgrade from Ashburton/John Streets to Leach Highway project was completed in February 2012 bringing improved safety for pedestrians and all road users in and around the suburb of Bentley. The completion of works was delayed due to bad weather.**

The route is a critical feeder road from the eastern suburbs into the city and had a significant crash record that needed to be addressed. In addition to creating improved efficiency along the route the project delivered excellent safety benefits and increased accessibility for the local community, in particular to and from local shopping centres. The project resulted in Albany Highway being widened from the intersection of Ashburton and John Streets through to Alexandra Place. Works included upgraded traffic signals, providing dedicated right turn lanes and upgrading all shared paths and intersections including providing a new central median island along the length of the project. In addition, provision was made for bus bays to be upgraded to meet current design standards greatly improving levels of safety for all road users as well as undergrounding of all power and improved street lighting.

Extensive community consultation was critical in this project and involved residents, local businesses, the City of Canning and road users who were invited to comment and provide input to the concept design. An outcome of the community engagement was a decision to install new traffic signals at the intersection of Albany Highway/Bedford/Ewing Streets, instead of building a median strip at Bedford/Ewing Streets. These new traffic signals now provide dedicated right turn lanes for much safer access to and from the highway on each approach. This solution also provides improved access to businesses north of Ewing Street whilst greatly enhancing safety for pedestrians crossing the highway.

Traffic Management was an important element of the project as the work site carries around 35,000 vehicles per day. The safety of works crews, the community and road users was a major priority. Careful consideration was also given to ensure high levels of access whilst the works were underway due to the extent of commercial businesses within the work site.





# ROAD EFFICIENCY

## PROVIDING RELIABLE AND EFFICIENT MOVEMENT OF PEOPLE AND GOODS

This program seeks to improve the efficiency, capacity and utilisation of the existing road network as part of a total transport network.

2012 **\$392m**

2011 **\$221m**

2010 **\$197m**

2009 **\$241m**

### EXPENDITURE

# \$392 million

# 26%

 OF TOTAL BUDGET

## KEY PERFORMANCE INDICATORS

|                                    | 2012 Target | 2012 Actual | Result | Ref |
|------------------------------------|-------------|-------------|--------|-----|
| % Community satisfaction           | 90          | 95          | ✓      | 112 |
| % of contracts completed on budget | 90          | 82          | ✓      | 113 |
| % of contracts completed on time   | 90          | 55          | ✗      | 113 |

## INTRODUCTION

The Road Efficiency Program provides infrastructure that has improvements in freight, levels of service or traffic management as the main driver. This includes projects that deliver geometric improvements, road widening, bridge strengthening and retrofitting of Intelligent Transport System capabilities. Some of the key projects and achievements delivered through the program are shown below.

## RECOGNITION

### WA Spatial Sciences Excellence Awards 2012

- » Winner 'Infrastructure and Construction Award' – *Mitchell Freeway Widening*
- » Winner 'Overall Industry Award' – *Mitchell Freeway Widening*

## ACHIEVEMENTS

| Project  | Total Project Cost (\$ million) | 2011-12 (\$ million) | Completion Date | Description  |
|--|---------------------------------|----------------------|-----------------|--|
| <b>GASCOYNE REGION</b>                                 |                                 |                      |                 |  |
| Minilya Exmouth Road                                   | 1.1                             | 0.1                  | August 2011     | Construct road train assembly area including sealed surface and lighting   |
| North West Coastal Highway/Minilya Exmouth Road        | 0.3                             | 0.3                  | April 2012      | Seal six parking bays  |
| North West Coastal Highway                             | 3.5                             | 3.5                  | May 2012        | Widen and seal shoulders to 1 m from Yannarie River north  |
| <b>GOLDFIELDS-ESPERANCE REGION</b>                     |                                 |                      |                 |  |
| Eyre Highway and Great Eastern Highway                 | 0.3                             | 0.3                  | June 2012       | Install facilities at Heavy Vehicle rest areas (Borrabin Rest Area, Great Eastern Highway)   |
| <b>METROPOLITAN REGION</b>                             |                                 |                      |                 |  |
| LED Traffic Signal Upgrade – Various Roads             | 5.0                             | 4.4                  | May 2012        | Replace traffic control signals lanterns with LED technology   |
| Roe Highway/Great Eastern Highway Interchange          | 101.5                           | 48.9                 | July 2012       | Construction of a grade separated interchange  |
| Kwinana Freeway 3rd Lanes (Leach Hwy to Roe Hwy)       | 57.6                            | 39.0                 | August 2012     | Widening to provide three lanes in each direction  |
| Murdoch Drive/South Street Intersection Upgrade        | 15.0                            | 1.1                  | November 2013   | Upgrade the intersection to cater for the increase in traffic volumes as a result of the Murdoch Activity Centre and the wider precinct                |
| Great Eastern Highway (Kooyong Road to Tonkin Highway) | 300.0                           | 108.0                | December 2013   | Upgrade 4.1 km to a six lane dual carriageway, on road cycle facilities, bus priority facilities and pedestrian paths                                  |
| High Street Fremantle                                  | 8.0                             | 2.5                  | September 2015  | Undertake planning & reconstruction for a dual carriageway High Street/Leach Highway – Carrington Street to Stirling Highway                           |
| Gateway WA – Perth Airport & Freight Access            | 1004.0                          | 24.7                 | 2017            | Upgrade of Tonkin Highway between Great Eastern Highway and Roe Highway; Leach Highway between Orrong Road and Perth Airport; and Orrong Road widening |



| Project  | Total Project Cost (\$ million) | 2011-12 (\$ million) | Completion Date | Description  |
|--|---------------------------------|----------------------|-----------------|--|
| <b>PILBARA REGION</b>  |                                 |                      |                 |  |
| North West Coastal Highway/Karratha Road Intersection                      | 0.7                             | 0.7                  | June 2012       | Construct left turn lane and right turn overtaking bulge   |
| Great Northern Highway   | 1.3                             | 1.3                  | June 2012       | Extend road train assembly area south of Newman and construct and seal parking bay   |
| Various Roads  | 4.6                             | 4.6                  | June 2012       | Construct and seal parking bays, rest areas and concrete flood crossing  |
| Dampier Highway Duplication – Balmoral Road West to Burrup Road Stages 2–6 | 112.8                           | 56.0                 | December 2012   | Construction of 12.5 km of dual carriageway, cycle lane, intersection modifications at various locations and a road bridge over Seven Mile Creek |
| <b>SOUTH WEST REGION</b>   |                                 |                      |                 |  |
| Coalfields Highway (Shines Section)  | 25.0                            | 4.2                  | May 2012        | Realignment and reconstruction to improve road user safety   |
| <b>WHEATBELT NORTH REGION</b>  |                                 |                      |                 |  |
| Lancelin Road  | 1.2                             | 0.8                  | March 2012      | Reconstruct shoulders and widen seal   |
| <b>WHEATBELT SOUTH REGION</b>  |                                 |                      |                 |  |
| Narrogin-Kondinin Road (Cuballing East Road Intersection)                  | 1.3                             | 1.3                  | April 2012      | Realignment and intersection upgrade to cater for heavy vehicle movements  |
| Northam-Cranbrook Road (Taylor Street Intersection)                        | 0.5                             | 0.4                  | 2012-13         | Upgrade intersection to cater for 36.5 m road trains   |
| Brookton Highway (Brookton East)   | 6.3                             | 2.3                  | 2012-13         | Upgrade Northam-Cranbrook Road and Yeo Road intersections to improve horizontal and vertical alignments with an 8 m seal on a 10 m formation     |

## OPENING OF ROE HIGHWAY/GREAT EASTERN HIGHWAY INTERCHANGE

Delivered on time and under budget, the new \$101.5 million Great Eastern and Roe Highway interchange will improve traffic flow and safety at the busy Midvale intersection. Transport Minister Troy Buswell said that the joint State and Federal project will significantly improve safety and efficiency by allowing Roe Highway traffic to flow uninterrupted over Great Eastern Highway via two new bridges. With over 60,000 vehicles using the intersection daily, it acts as the major gateway to Western Australia for road traffic from the Eastern States and forms part of WA's freight network. Construction began in late 2010 and was completed in June 2012 with savings of \$11 million achieved. The Minister commended the good working relationship that was created between Main Roads, Macmahon, residents, local businesses and other stakeholders throughout the project.

## LOOKING AHEAD

- » Continue work to extend the dual carriageway on Dampier Highway
- » Continue project development activities associated with the Gateway WA project and commence construction
- » Continue to widen and reconstruct Coalfields Highway
- » Continue to widen and seal shoulders north towards Onslow turn-off
- » Continue upgrading Great Eastern Highway to a six lane dual carriageway between Kooyong Road and Tonkin Highway
- » Widening 7.2 kilometres of Mitchell Freeway northbound
- » Complete widening of Kwinana Freeway to three lanes from Leach Highway to Roe Highway and installation of Managed Freeways Technology
- » Upgrade the intersection between South Street and Murdoch Drive.



*Great Eastern Highway / Roe Highway Interchange*

# CASE STUDY 1

## Revealing Gateway WA Flyover Vision

In May 2012, Transport Minister Troy Buswell revealed the first flyover vision for the Gateway WA Project Master Plan. This detailed immediate road upgrades required to support Perth Airport's plans for terminal consolidation, as well as the future needs of the Kewdale and Forrestfield industrial and freight transport area. The \$1 billion project will be funded by a Federal Government contribution of \$686 million, and a State Government contribution of \$318 million.

As one of the largest infrastructure projects ever undertaken in Western Australia, Gateway WA will cater for the expected growth in freight movements and air passenger travel, forecasted to double between now and 2031.

It is the result of a comprehensive, two-year planning study completed by Gateway Vision (a joint venture between GHD and BG&E consultants) on behalf of Main Roads. This study produced a visionary Ultimate Concept Plan – identifying the long term road layout required to meet transport needs of the year 2031 and beyond (catering for a Perth population of 3.5 million) – and a Project Master Plan detailing road upgrades required immediately.

A broad range of engagement activities were undertaken with stakeholders and the community throughout the study, including:

- » Formation of a Community Liaison Group
- » Public displays at local shopping centres
- » Two open forums
- » Project newsletters widely distributed to local households and businesses
- » Newspaper advertising and advertorials
- » Regular meetings of technical advisory groups, addressing specific issues such as freight, environmental impacts, drainage and aesthetics
- » Meetings with special interest groups to discuss local issues of concern.

Feedback received during this consultation influenced a number of key decisions relating to road design, access arrangements, environmental management, amenity for pedestrians and bicycle riders, and aesthetics for the treatment of the Gateway to Western Australia.



Given the size, scale and complexity of the project, work will progress in packages to minimise disruption to road users, residents and industry. Submissions have been sought from industry partners interested in forming an alliance with Main Roads to deliver the Gateway WA project and the successful consortium will be appointed by the end of 2012. Construction of the first package of works is anticipated to start in 2013, with project completion expected by 2017 prior to consolidation of the domestic and international airport terminals. For the latest information or to view the flyover vision visit the projects page on our website.

## CASE STUDY 2

# Upgrading Great Eastern Highway Innovatively

**A \$350 million upgrade of Great Eastern Highway between Kooyong Road and Tonkin Highway started with a ground breaking ceremony on one of Perth's principal transport routes in June 2011. The project delivered by City East Alliance (CEA), comprised of Main Roads, Leighton Contractors, GHD and NRW, and is funded by the State and Federal Governments.**

This project will see a 4.2 kilometre section of the highway upgraded to six lanes with a central median, on-road cycling facilities and a continuous pedestrian path. Currently this stretch of road is restricted by traffic capacity and has poor pedestrian and bicycle rider facilities. With an average weekday traffic count of almost 52,000 vehicles, the site is operating beyond its design capacity and has a crash rate almost twice that of the State average.

A key challenge of this project is the relocation, replacement and protection of utilities such as telecommunications, water, power and gas. Earlier this year, crews undertook extensive service location surveys via ground penetrating radar, electronic cable locators and a truck mounted vacuum that exposed and measured the depth of a service with minimal damage. The data obtained was used in 3D computer modeling to assist with the road's design. This information is used to guide the team as it installs more than 80 kilometres of new and relocated services which potentially can clash with existing operational services.

CEA implemented innovative traffic management practices that raised industry awareness of reducing risks associated with working with live traffic. Some techniques include: electronic speed advisory signs, variable speed limit signs, improved safety barriers from New Zealand and America, using portable speed humps for night road works, and trialing truck and trailer mounted attenuator units.

In addition, the CEA is proposing to use recycled asphalt pavement in various layers of the full depth pavement and investigating the use of warm mix asphalt to reduce energy consumption and environmental impacts during manufacture. In a further commitment to sustainability, the project participated in the Australian Green Infrastructure Council's Infrastructure Sustainability Rating schemes pilot trials. More information can be found on our website.

The expected completion date is December 2013. The project will deliver increased efficiency, capacity and safety whilst giving greater access and connectivity for pedestrians and bicycle riders. Importantly, public transport services will be more attractive with the reduction in travelling times. The delivery of new facilities and urban designs will also improve amenities for local residents. For the latest information visit the project website at [www.cityeastalliance.com](http://www.cityeastalliance.com).





# STATE DEVELOPMENT

## FACILITATING ECONOMIC AND REGIONAL DEVELOPMENT

This program seeks to expand the road network in accordance with State and Commonwealth transport and land use strategies that will facilitate the economic and regional development of the State.

|      |        |
|------|--------|
| 2012 | \$135m |
| 2011 | \$113m |
| 2010 | \$279m |
| 2009 | \$426m |

### EXPENDITURE

# \$135 million

# 9%

 OF TOTAL BUDGET

### KEY PERFORMANCE INDICATORS

|  | 2012 Target | 2012 Actual | Result | Ref |
|--|-------------|-------------|--------|-----|
| Return on construction expenditure (as an average) | 2.0         | 2.1         | ✓      | 114 |
| % of contracts completed on budget                 | 90          | 100         | ✓      | 114 |

### INTRODUCTION

The State Development Program includes most expansion, major infrastructure and bypass projects that have economic and regional development support as the primary driver. This program is predominantly made up of the largest and most complex works delivered. The following are some of the key projects and achievements delivered through the program.

## ACHIEVEMENTS

| Project   | Total Project Cost (\$ million) | 2011-12 (\$ million) | Completion Date | Description   |
|---|---------------------------------|----------------------|-----------------|---|
| <b>GASCOYNE REGION</b>  |                                 |                      |                 |   |
| Onslow Road   | 16.8                            | 16.8                 | June 2012       | Widen and seal shoulders, construct four passing lanes, reconstruct 11 km of pavement and upgrade intersections at North West Coastal Highway, Beadon Creek Road and Twitchen Road  |
| <b>GOLDFIELDS-ESPERANCE REGION</b>  |                                 |                      |                 |   |
| Esperance Port Access Corridor  | 120.0                           | 11.3                 | December 2013   | Reconfigure existing services, rail track and two lane road to facilitate the expansion of the port. This includes closure of two level crossings and their replacement with grade separated crossings, a bridge linking Twilight Beach Road to the Esplanade, and a road bridge over the railway and a bridge connection between Harbour Road and Johns Street |
| <b>KIMBERLEY REGION</b>   |                                 |                      |                 |   |
| Kununurra Heavy Vehicle Route Stages 1–2 (Planning and Design)            | 7.0                             | 1.1                  | December 2011   | Planning for the heavy vehicle route from Victoria Highway to Weaber Plains Road, new bridge over Ord River   |
| Ord Farms Road Project  | 2.0                             | 0.7                  | December 2014   | Materials investigation, ground modelling and data management for Landcorp's Ord Farms Project  |
| <b>METROPOLITAN REGION</b>  |                                 |                      |                 |   |
| Reid Highway/Mirrabooka Interchange                                       | 30.0                            | 14.2                 | November 2011   | Construct interchange at Reid Highway and Mirrabooka Ave  |
| Roe Highway Extension Project Development (Kwinana Freeway to Stock Road) | 20.5                            | 2.6                  | December 2011   | Project development for the 5 km construction of a new dual carriageway highway   |
| Graham Farmer Freeway Widening  | 57.0                            | 0.7                  | December 2013   | Widen tunnel from two lanes to three lanes in each direction and widen Mitchell Freeway northbound tunnel exit to two lanes   |
| Roe Highway Stage Seven GRS Asphaltting                                   | 0.9                             | 0.9                  | June 2012       | Remove existing open graded asphalt and replace with geofabric reinforced seal followed by 30 mm open graded asphalt  |
| <b>PILBARA REGION</b>   |                                 |                      |                 |   |
| Great Northern Highway – Realignment Port Hedland                         | 262.5                           | 22.9                 | June 2014       | An 8 km realignment of Great Northern Highway to the North and West of the Wedgefield Industrial Area. A grade separated interchange, a low level road bridge over South West Creek and a road over rail bridge   |
| <b>SOUTH WEST REGION</b>  |                                 |                      |                 |   |
| Jalbarragup Road Bridge   | 4.4                             | 0.7                  | November 2011   | Construction of new bridge to replace low level crossing.   |



Graham Farmer Freeway entrance East

## LOOKING AHEAD

- » Continue construction of the Esperance Port Access project.
- » Undertake construction of the reconfiguration of Great Northern Highway in Port Hedland.
- » Continue construction of Bunbury Outer Ring Road Stage One and Bunbury Port Access Road Stage Two.
- » Construction of a southbound on ramp from Abernethy Road onto Tonkin Highway in Kewdale.
- » Commence construction to provide an additional lane in the Graham Farmer Freeway tunnel in both directions and construct an additional northbound lane on Mitchell Freeway from Charles Street east to Hutton Street.
- » Replacement of Big McPhee Bridge on Great Northern Highway.
- » Construction and sealing of various sections of Goldfields Highway between Wiluna and Meekatharra.

# CASE STUDY

## Dampier Duplication, Helping to Protect Aboriginal Heritage Sites

The \$112.8 million upgrade of the Dampier Highway remains on track to meet its anticipated completion date in Summer 2012. This upgrade is a State and Federal Government-funded project designed to improve the safety of the highway and create essential infrastructure to support the growing population and industry in this part of the Pilbara.



The project, delivered as a design and construct contract, will be carried out in two stages and duplicates just over 12 kilometres of the Karratha to Dampier Highway between Balmoral Road West and Burrup Road intersections. The first stage will be finished by August 2012 and will complete works between Balmoral Road West and the airport turnoff. Stage Two, which is the section from the airport turnoff to the Burrup intersection, is due for completion by December 2012.

The Construction Reference Group, operating since 2009 brings together representatives from the local community, industry and Local Government. The main purpose of the Group is to ensure the voices of all stakeholders are heard in the run up to and during the delivery of the project. Its advice and guidance has been very useful.

Part of the works falls within an area rich in Aboriginal heritage resulting in strict conditions to avoid any adverse impact to these important sites. The nature of the project meant that some blasting was required as the rock cutting depth along this section of road

varies and in some locations is as high as 14 metres. Extensive consultation took place with heritage groups including Wong-Goo-Tt-Oo, Ngarluma and Yaburara and the Coastal Mardudhunera Aboriginal Corporation. In addition, sites were inspected prior to and post rock blasting with a heritage consultant who verified the condition of the sites and an independent blasting consultant who audited the impact of the work. Some of the actions taken included stabilising sites with sand bags and temporary coverings, placing blast mats across the blast area to minimise fly rock disturbances and, monitoring vibrations during blasting. Based on the success of the precautionary and control measures used on this project it has been agreed that these measures will be used in other projects with similar constraints.

The current status of the project along with more information is available by visiting [www.dampierhighway.com.au](http://www.dampierhighway.com.au).

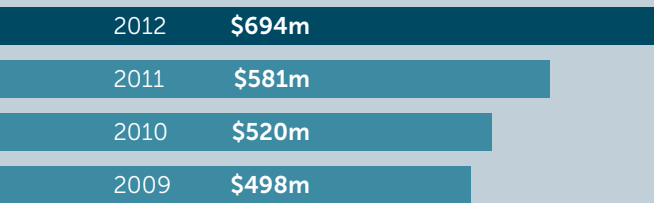




# MAINTENANCE

## PROVIDING A WELL MAINTAINED ROAD NETWORK

This program seeks to maintain the existing road and bridge network by maximising asset life and minimising whole of life costs.



### EXPENDITURE

# \$694 million

# 47%

 OF TOTAL BUDGET

## KEY PERFORMANCE INDICATORS

|  | 2012 Target | 2012 Actual | Result | Ref |
|--|-------------|-------------|--------|-----|
| % Community satisfaction with road maintenance | 90          | 90          | ✓      | 115 |
| % Availability of traffic signals              | 99          | 99.4        | ✓      | 115 |
| % Preventative maintenance indicator           | 84          | 85          | ✓      | 115 |

## INTRODUCTION

The Maintenance Program covers the maintenance of all road, bridge and ancillary assets, road verges and reserves. Works include routine and periodic maintenance and reconstruction works where the primary reason is due to pavement failure. Some of the key projects and achievements delivered through the program are shown below.

## ACHIEVEMENTS

| Project                                       | Total Project Cost (\$ million) | 2011-12 (\$ million) | Completion Date | Description   |
|---|---------------------------------|----------------------|-----------------|---|
| <b>GASCOYNE REGION</b>                        |                                 |                      |                 |   |
| North West Coastal Highway                    | 6.1                             | 6.1                  | November 2011   | Flood damage repairs resulting from December 2010 flood |
| Regional Project Maintenance                  | 9.3                             | 10.7                 | June 2012       | Maintenance of network                                  |
| Various State Roads                           | 6.7                             | 8.0                  | June 2012       | Reseal and resurfacing works                            |
| <b>GOLDFIELDS-ESPERANCE REGION</b>            |                                 |                      |                 |   |
| Regional Project Maintenance                  | 14.1                            | 14.8                 | June 2012       | Maintenance of network                                  |
| Various State Roads                           | 2.7                             | 2.7                  | June 2012       | Reseal and resurfacing works                            |
| <b>GREAT SOUTHERN REGION</b>                  |                                 |                      |                 |   |
| Regional Project Maintenance                  | 11.2                            | 11.3                 | June 2012       | Maintenance of network                                  |
| Various State Roads                           | 5.9                             | 6.1                  | June 2012       | Reseal and resurfacing works                            |
| <b>KIMBERLEY REGION</b>                       |                                 |                      |                 |   |
| Great Northern Highway (Fitzroy River Bridge) | 2.3                             | 4.0                  | October 2011    | Flood damage repairs and reinstate guide bank           |
| Great Northern Highway (Big McPhee Bridge)    | 0.4                             | 0.4                  | March 2012      | Structural repairs                                      |
| Regional Project Maintenance                  | 23.4                            | 23.2                 | June 2012       | Maintenance of network                                  |
| Various State Roads                           | 0.8                             | 0.8                  | June 2012       | Reseal and resurfacing works                            |
| <b>METROPOLITAN REGION</b>                    |                                 |                      |                 |   |
| Regional Project Maintenance                  | 41.1                            | 41.0                 | June 2012       | Maintenance of network                                  |
| Various State Roads                           | 20.3                            | 20.2                 | June 2012       | Pavement repairs  |
| Graham Farmer Freeway                         | 6.2                             | 6.2                  | June 2012       | Tunnel maintenance contract                             |



| Project   | Total Project Cost (\$ million) | 2011-12 (\$ million) | Completion Date | Description   |
|---|---------------------------------|----------------------|-----------------|---|
| <b>MID WEST REGION</b>                              |                                 |                      |                 |   |
| Regional Project Maintenance                        | 27.0                            | 27.4                 | June 2012       | Maintenance of network                              |
| Various State Roads                                 | 2.7                             | 2.7                  | June 2012       | Reseal and resurfacing works                        |
| Great Northern Highway and Mount Magnet Road        | 22.4                            | 14.9                 | November 2012   | Flood damage reinstatement works                    |
| <b>PILBARA REGION</b>                               |                                 |                      |                 |   |
| Various State Roads                                 | 4.9                             | 4.9                  | December 2011   | Flood damage reinstatement works-pavement repairs   |
| North West Coastal Highway                          | 1.0                             | 1.0                  | December 2011   | Strengthen corrugated steel pipes south of Karratha |
| Regional Project Maintenance                        | 25.0                            | 25.2                 | June 2012       | Maintenance of network                              |
| Various State Roads                                 | 5.1                             | 5.1                  | June 2012       | Reseal and resurfacing works                        |
| <b>SOUTH WEST REGION</b>                            |                                 |                      |                 |   |
| Regional Project Maintenance                        | 17.3                            | 17.9                 | June 2012       | Maintenance of network                              |
| Various State Roads                                 | 11.1                            | 11.1                 | June 2012       | Reseal and resurfacing works                        |
| <b>WHEATBELT NORTH REGION</b>                       |                                 |                      |                 |   |
| Regional Project Maintenance                        | 16.4                            | 16.7                 | June 2012       | Maintenance of network                              |
| Various State Roads                                 | 5.0                             | 5.1                  | June 2012       | Reseal and resurfacing works                        |
| Northam Pithara Road (Cunjardine Salt River Bridge) | 0.9                             | 0.9                  | June 2012       | Construct new continuous concrete bridge deck       |
| <b>WHEATBELT SOUTH REGION</b>                       |                                 |                      |                 |   |
| Regional Project Maintenance                        | 12.1                            | 11.4                 | June 2012       | Maintenance of network                              |
| Various State Roads                                 | 4.8                             | 4.8                  | June 2012       | Reseal and resurfacing works                        |

## LOOKING AHEAD

- » Maintenance of the State road network through the continuing operation of the Integrated Services Arrangements.
- » Continue works to recondition formation and gravel on Useless Loop Road.
- » Overlay failed sections of Rudds Gully Road and Goulds Road.

# CASE STUDY

## Alternative Funding: The Answer to Adequate Maintenance

Maintenance is a key area of focus in the management of high volume freight areas of the rural road network. Over the last 12 months, we have investigated initiatives to secure additional funding to ensure roads with significant increases in heavy vehicle traffic are adequately maintained.



*Sealing works on Onslow Road*

For a number of years, concessional loading has been in operation in Western Australia allowing trucks to operate at increased axle loads enabling up to 25% more product to be moved on the road network, using fewer trucks. However, heavier trucks cause significantly more wear and tear to the road network. To address this issue, Main Roads has negotiated with industry to secure contributions towards ongoing road maintenance costs.

In November 2011, we implemented the Road Maintenance Contribution Policy to secure contributions from mining companies that move in excess of 300,000 tonne of product per annum, on the State road network, and are allowed concessional loading. The scheme is expected to generate more than \$10 million per annum, even at a modest charge of 0.4 cents per tonne per kilometre, as vast quantities and distances are involved. Funds will be collected on a quarterly basis and utilised on improving safety along road networks.

Another milestone in securing additional maintenance funds was achieved when we entered a formal agreement with Chevron resulting in a contribution of \$16 million towards improvements on Onslow Road.

Currently the main arterial and freight transport route between the Onslow town site and North West Coastal Highway, Onslow Road was built as a service to the community but not designed to cater for resource industry expansion, in particular the Wheatstone and Macedon gas hub developments. It is anticipated that at the peak of construction for these projects there will be excess of 10,000 road train movements per month along Onslow Road.

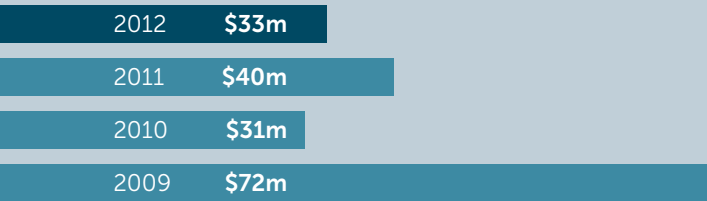
Improvements completed in April 2012 saw the sealing of existing shoulders, construction of four new overtaking lanes and the installation of line marking. A more extensive upgrade of Onslow Road will be required when the Macedon and Wheatstone projects are substantially completed. As part of a State Agreement, a further \$67 million has been secured from Chevron, enabling the existing pavement to be widened, increasing the total seal width to nine metres. It is hoped that this type of arrangement will provide a blueprint for other key resource developments planned across the State.



# COMMUNITY ACCESS

## IMPROVING COMMUNITY ACCESS AND ROADSIDE AMENITY

This program seeks to improve personal mobility and community access needs on the road network.



EXPENDITURE

**\$33 million**

**2%** OF TOTAL BUDGET

### KEY PERFORMANCE INDICATORS

|   | 2012 Target | 2012 Actual | Result | Ref |
|---|-------------|-------------|--------|-----|
| % of the year that 100% of the State road network is available    | 70          | 89          | ✓      | 116 |
| % Community satisfaction with cycleways and pedestrian facilities | 90          | 76          | ✗      | 116 |
| % of contracts completed on budget                                | 90          | 100         | ✓      | 116 |

## INTRODUCTION

The Community Access Program provides infrastructure including remote access roads, pedestrian and bicycle rider access, improved access and mobility for those with disabilities, integration of public transport initiatives, and improved amenities such as information bays, noise attenuation and landscaping. Some of the key projects and achievements delivered through the program are shown below.

## ACHIEVEMENTS

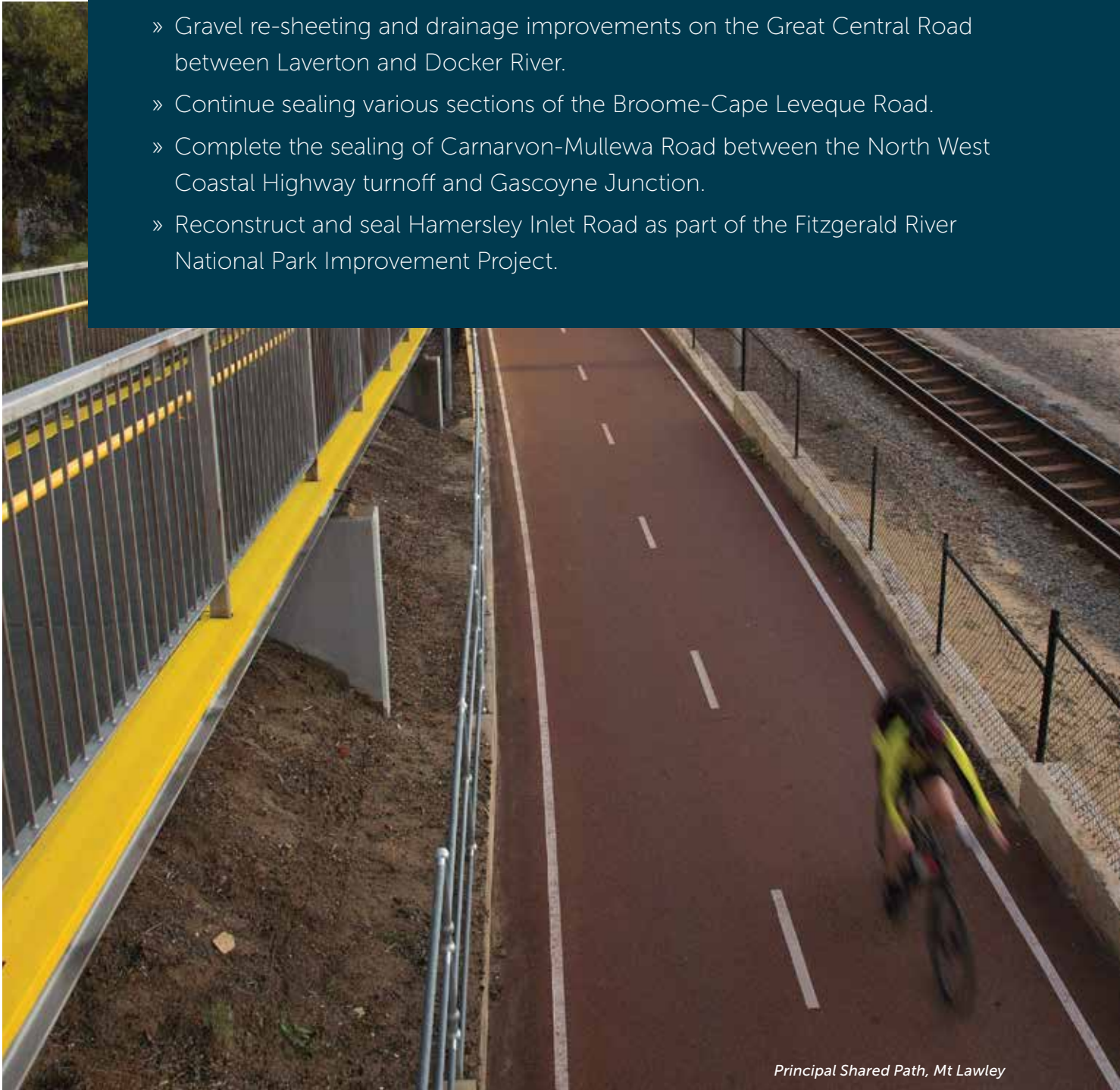
| Project                                    | Total Project Cost (\$ million) | 2011-12 (\$ million) | Completion Date         | Description  |
|--|---------------------------------|----------------------|-------------------------|--|
| <b>GASCOYNE REGION</b>                     |                                 |                      |                         |  |
| Harbour Road                               | 1.0                             | 1.0                  | December 2011           | Construction of Carnarvon Boat Ramp Parking Facility on behalf of Department of Transport  |
| <b>GREAT SOUTHERN REGION</b>               |                                 |                      |                         |  |
| Fitzgerald River National Park Improvement | 30.0                            | 16.7                 | July 2013               | Construction of Hamersley Drive and associated spur roads near Hopetoun; upgrade and seal sections of roads to Point Ann near Bremer Bay |
| <b>KIMBERLEY REGION</b>                    |                                 |                      |                         |  |
| Gibb River Road                            | 3.0                             | 3.0                  | November 2011           | Improve formation drainage and gravel between  |
| Gibb River Road                            | 2.9                             | 2.9                  | June 2012               | Upgrade and sealing of gravel road   |
| <b>SOUTH WEST REGION</b>                   |                                 |                      |                         |  |
| Forrest Highway (Eelup Roundabout)         | 16.0                            | 8.9                  | October 2011 & May 2012 | Stage 1: Construction of left hand slip lane<br>Stage 2: Construction of slip lanes and signals on roundabout                            |



Eelup Roundabout, Bunbury

## LOOKING AHEAD

- » Continue undertaking various improvement works on the Gibb River Road including gravel re-sheeting and drainage improvements.
- » Gravel re-sheeting and drainage improvements on the Great Central Road between Laverton and Docker River.
- » Continue sealing various sections of the Broome-Cape Leveque Road.
- » Complete the sealing of Carnarvon-Mullewa Road between the North West Coastal Highway turnoff and Gascoyne Junction.
- » Reconstruct and seal Hamersley Inlet Road as part of the Fitzgerald River National Park Improvement Project.



*Principal Shared Path, Mt Lawley*

# CASE STUDY

## Fitzgerald River National Park: Protecting a UNESCO-listed Biosphere



*Tourist access facilities, Fitzgerald River National Park*

**A total of \$40 million has been committed to the Fitzgerald River National Park Improvement Project, which will enhance tourist access and facilities and assist economic and social development in local communities.**

A State and Federal Government funded project, managed by Main Roads and the Department of Environment and Conservation (DEC), we are using local contractors and suppliers to complete these works. The project will provide road upgrades, recreational site improvements and walk trails. It was decided that the focus on road works and visitor facility upgrades would be concentrated on the eastern side of the park at Hopetoun as this is the entrance used by approximately 70% of the parks visitors.

As the largest conservation reserve in southwest Western Australia the project was required to be undertaken with strict environmental care to protect the delicate UNESCO-listed biosphere. Prior to the start of works, flora, fauna, dieback and heritage surveys were completed and formed the basis of Environmental Management Plans that were continually reviewed during construction. Rehabilitation plans were also implemented to ensure that re-vegetation of sites was managed carefully and successfully.

Road works include the widening and sealing of existing gravel roads along Hamersley Drive from the eastern park entrance to Hamersley Inlet. In May 2012, almost 15 kilometres of road works on the eastern end of the park had been sealed with the remaining sections to be completed during the next construction season, commencing in October 2012.

This project has been a steep learning curve for Main Roads and DEC with the maintenance of environmental integrity of the Park, especially in the re-vegetation of affected sites. Assisting the Project Management team throughout the project has been a Project Reference Group comprising representatives from DEC, Main Roads, Friends of Fitzgerald River National Park, Local Government, Tourism WA and the South West Aboriginal Land and Sea Council.

Despite the scale of the works within the park no significant negative environmental outcomes have occurred which is a testament to the commitment and dedication of the teams involved. The Fitzgerald River National Park is the single largest piece of vegetation that has not been exposed to dieback disease of any large scale and the organisations involved have worked hard to maintain this status. For more information on the project, visit the projects page on our website.



Leave speed behind.



## OFFICE OF ROAD SAFETY

### LEADING AND COORDINATING THE STATE ROAD SAFETY STRATEGY

This program seeks to achieve improved coordination and community awareness of road safety in Western Australia.



### EXPENDITURE

**\$23 million**

**2%** OF TOTAL BUDGET

### KEY PERFORMANCE INDICATORS

|  | 2012 Target | 2012 Actual | Result | Ref |
|--|-------------|-------------|--------|-----|
| % Effectiveness of road safety awareness campaigns | >50         | 60          | ✓      | 111 |
| % of projects completed on time                    | 90          | 87          | ✓      | 111 |
| % of contracts completed on budget                 | 90          | 97          | ✓      | 111 |

## RECOGNITION

### 2011 Premier's Award

- » Joint Winner in 'Improving Government Category' – *Online Crash Reporting Facility*

### 2011 Campaign Brief WA Awards

- » Advertiser of the Year Award – Office of Road Safety
- » Best of Year 'Television Advertisement' – *Enjoy the Ride*

### 2011 AdNews National Awards

- » Ad Campaign of the Year – *Enjoy the Ride*

### 2011 Perth Advertising and Design Awards

- » Gold 'Best of Show' – *Enjoy the Ride*
- » Gold 'TV and Cinema Social Marketing/Charity' – *Enjoy the Ride*
- » Gold 'Newspaper and Magazine Social Marketing and Charity' – *Behind Closed Doors/ Driver Distraction*
- » Eight further awards for Radio, TV and online – *Enjoy the Ride*

### AWARD Awards

- » Best of Year Radio for Advertisement and Campaign – *Interrupted*
- » Four Bronze awards for TVC, Website, Digital Campaign and Viral film – *Enjoy the Ride*

## INTRODUCTION

This program is unique within the Main Roads' program structure and represents the activities of a single business unit. This program represents the Office of Road Safety which is the lead organisation for road safety in Western Australia and has responsibility for developing, coordinating, promoting and monitoring the State's road safety strategy, *Towards Zero*. We provide road safety policy, research, evaluation and community education. As the administrative body for the Road Safety Council (RSC) and Government, we are responsible for administering the Road Trauma Trust Account (RTTA) for road safety programs which from 1 July 2012 will receive 100% of the speed and red light camera fines revenue. Funds are provided to agencies and organisations to implement priority safety projects consistent with the Government's *Towards Zero* strategy. The Office monitors and reports on the implementation and the results being achieved. Together with the RSC, we promote the shared responsibility of road safety with the main objective of significantly reducing road trauma on our roads.

## Towards Zero

*Towards Zero* is the State's Road Safety Strategy. The underlying philosophy of the strategy means we do not accept that any human being should die or be seriously injured on our roads. Realistically, we understand it is not practical to achieve zero fatalities on our roads by the year 2020, but we do not accept any death or serious injury as inevitable. Using a Safe System approach, *Towards Zero* advocates for safe drivers in safe vehicles, travelling at safe speeds on safe roads. If all cornerstones of the *Towards Zero* strategy are fully implemented, we have the potential to save 11,000 people from being killed or seriously injured between 2008 and 2020. That is a reduction of around 40% on present day levels. There is also a potential cost saving to the community of up to \$2.4 billion. For more information visit our website at [www.ors.wa.gov.au/](http://www.ors.wa.gov.au/)

## Road Safety Council

The Road Safety Council is independently chaired by Professor D'Arcy Holman and includes representatives from the Departments of Transport, Planning, Education, Health, Main Roads, Western Australian Local Government Association, Office of Road Safety, Insurance Commission of Western Australia, Western Australia Police and the Royal Automobile Club of Western Australia, representing the State's road users. The Council identifies measures to improve road safety; identifies and recommends measures to reduce deaths and injuries resulting from road crashes; evaluates and monitors the effectiveness of these measures; and makes recommendations to Government to improve the safety of the State's roads.

## ACHIEVEMENTS

### Leading Business Planning and Projects to Reduce Road Trauma in WA

We have led the most significant change to road safety budgeting and strategy in WA in partnership with other Road Safety Council agencies, to gain approved funding for projects in five priority areas that address major crash types on our roads. Additional funds from the 100% allocation of speed and red light camera fines to the RTTA will ensure achievement of maximum effective road safety benefits.

On behalf of the Council and Government, we have led the development of a results focused performance monitoring framework improving road safety by identifying major projects, preparing business cases for consideration and funding, encouraging government to maximise the effective use of additional funds into the RTTA to reduce road trauma.

### Hosting the Australasian Road Safety, Policing and Education Conference

We hosted the Australasian Road Safety Research, Policy and Education Conference in November 2011 at the Perth Convention Centre. With over 100 concurrent presentations and six interactive workshops covering the safe system, research engineering and education, the conference theme was 'Driving Research, Policy and Action towards Zero Deaths and Serious Injuries'.

Aimed at deliberately addressing the crucial process of setting bold and ambitious targets and turning knowledge into action to reduce road trauma, former Minister for Road Safety, Police and Emergency Services, Rob Johnson MLA, outlined his commitment to WA's road safety in his opening speech.

The conference featured three keynote speakers: psychologist, social researcher and novelist, Hugh Mackay, Superintendent Paula Rose from New Zealand Police and Dharmesh Shah from the Traffic and Public Transport Authority, City of Gothenburg, Sweden.

### Road Safety Council Extranet

Developed in house to help manage the administration and business activities of the RSC, the extranet was a prime example of leading organisational and online communication skills. Members can now download current papers and search for historic papers through a custom built, secure and functional extranet.

## Research Programs

On behalf of the Road Safety Council, we reviewed and funded the following research:

### Novice Driver Research and Recommendations

An independent study by the Curtin-Monash Accident Research Centre (C-MARC) in collaboration with the Centre for Automotive Safety Research of the University of Adelaide, found that a power to weight ratio restriction had little road safety benefit. As a result, the State Government accepted the recommendation to not introduce power to weight ratio restrictions for novice or young drivers.

The Government is considering other recommendations from the RSC that will be more effective in further enhancing the safety of novice drivers.

### Management of the Road Safety Council Research Program

We fund road safety research to understand the causes of road trauma, identify new and evaluate existing safety measures, and research ways to prevent road trauma. Since 2009, C-MARC developed programs of work in response to identified RSC needs. During the year, the Research Program produced the following reports:

- » **Designing Safer Roads to Accommodate Driver Error** – assisted in identifying and prioritising road design counter measures to improve safety at metropolitan intersections.
- » **An Enhanced Road Safety Information System for WA** – outlined a framework for a proposed information system, facilitating the systematic monitoring, reporting and management of road safety performance for WA.
- » **Identifying Measures to Promote Benefits of Safer Speeds** – provided consideration for measures designed to promote greater acceptance of safer speeds for WA.
- » **The Relationship Between Vehicle Performance and Novice Driver Crash Involvement** – provided contemporary recommendations regarding proposed vehicle restrictions for novice drivers in WA.



The television show 'Off the Boot' featured the 'Belt Up' message

### Mid West Road Safety Alliance Set Up

Based on the success of the industry alliances in the Pilbara and South West, there was strong interest in creating a new road safety alliance in the Mid West. The Mid West road network has seen a steady increase in tourism and heavy vehicle movements. A successful regional road safety forum run by the Office of Road Safety in Geraldton in September 2011 provided the impetus for the creation of this new alliance.

The alliance model is a partnership initiative that promotes a cooperative approach towards improving road safety and reducing road trauma on road networks in regional WA. It includes representation from Police, Main Roads, Local Government and Office of Road Safety as well as local private industries and the mining sector.

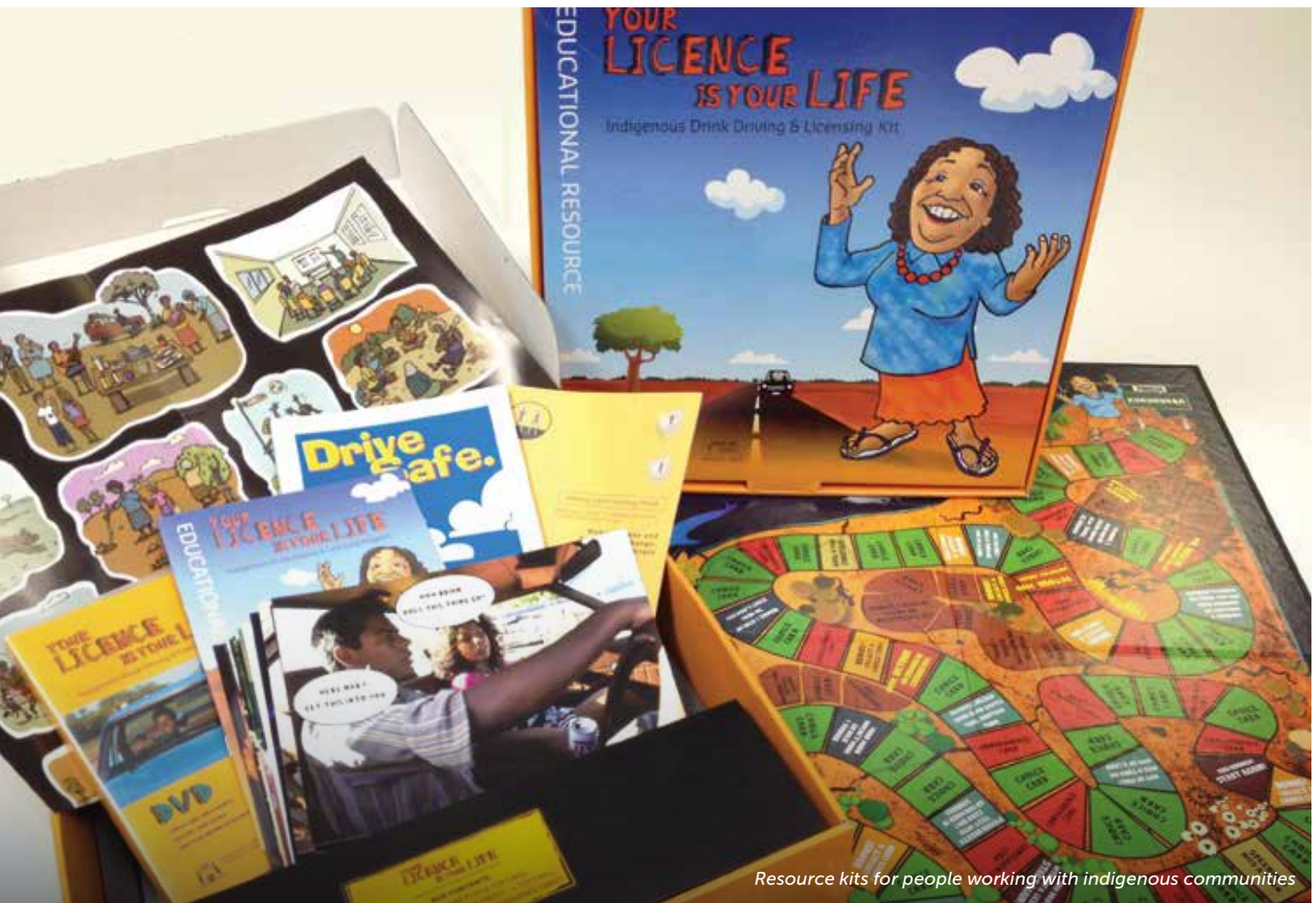
### Community Education

Speed and drink driving continue to be the two biggest killers on our roads. We undertake major community education campaigns to raise community awareness to ultimately lead to behavioural changes to reduce speed and drink driving related deaths in WA.

These are paired with our multi-award-winning speed behaviour campaign – *Enjoy the Ride*, and the 'Distractions' campaign – *Behind Closed Doors*, both of which have rated highly in recall among the target groups when evaluated.

For regional WA, a campaign titled Sashes was launched to address the prevalence of young males killed in crashes when not wearing a seat belt. We also partnered with WIN TV to broadcast 'Off the Boot', WA's only regional football television show. The show featured important road safety 'Belt Up' messages, again targeting young males in regional and rural WA. The show concluded in September 2011 with the end of the football season.

An Indigenous Drink-Driving and Licensing Education Kit was released to simplify obtaining a driving licence for the Indigenous community and spread the word about drink driving. The resource kit assists people working with Indigenous communities and was developed in consultation with stakeholders and Indigenous people across the State. Consisting of a range of interactive resources developed for Indigenous Western Australians, it will assist in the preparation of the application process and include an option for people with lower literacy levels.



Resource kits for people working with indigenous communities

## LOOKING AHEAD

- » Monitoring and reporting road safety results with the new performance indicator framework.
- » Contributing towards finalisation of an International Standard on road safety management for organisations (ISO 39001).
- » Managing increased funding from speed and red light cameras into the RTTA for future road safety initiatives.
- » Continuing to produce community education campaigns with a focus on priority areas for reducing road trauma.

# CASE STUDY

## Drink and Drug Driving Penalties: A Model Approach



**Alcohol is a contributing factor in over 30% of fatal crashes leading to death and is costing our community in excess of \$200 million each year. In October 2011 amendments to the Road Traffic Act 1974 relating to penalties for drink and drug driving offences came into effect. Drink driving penalties in Western Australia had remained unchanged since 1997 and needed to be changed to ensure they are at a level that will effectively deter people from driving after drinking alcohol or taking drugs.**

This project represents a model approach to policy development. A consultant was engaged to research and review current penalties and a resource was dedicated to coordinate and manage the policy development and legislation change process. In addition, extensive input was sought from a range of organisations, including the former Injury Research Centre, National Drug Research Centre, WA Alcohol and Drug Authority, WA Police, the Department of Transport, the Department of the Attorney General, the Department of Corrective Services and the Office of Road Safety.

In 2006, the Road Safety Council endorsed the consultant's report and recommendations were made to Government. However, with the change of Government

in 2008 it was necessary to recommence the approval process. Given the lapse in time, the review was updated to consider changes to relevant Western Australian legislation and to ensure parity with penalties in other jurisdictions. A revised Cabinet Submission was approved by Cabinet and new legislation was passed in 2011.

Western Australia's penalties are now in line with other States, reflecting the increased risk of crashing as alcohol or drug intake increases. Changes affect monetary fines and disqualifications, with penalties higher for repeat offenders. In addition, selected groups of drivers are now required to drive with a zero Blood Alcohol Content. A communication campaign to prepare the community ran for five weeks and included radio, print and direct mail.

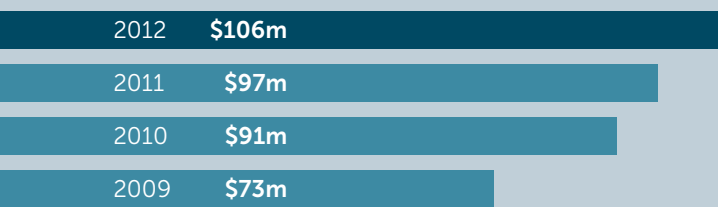
The changes in penalties will contribute to a reduction in the incidence of drink and drug driving by enhancing the effectiveness of existing penalties to deter people from engaging in this behaviour. Combined with effective enforcement and supported by education they form a powerful response to help make our roads safer for everyone. For more information on this or other road safety initiatives visit our website at [www.ors.wa.gov.au/](http://www.ors.wa.gov.au/)



# ROAD MANAGEMENT

## PROVIDING RELIABLE AND EFFICIENT MOVEMENT OF PEOPLE AND GOODS

This program seeks to optimise real-time management of the network, provide traveller information, improve asset management planning, and to support service delivery.



EXPENDITURE  
**\$106 million**

**7%** OF TOTAL BUDGET

## KEY PERFORMANCE INDICATORS

|   |         |          | 2012 Target | 2012 Actual | Result | Ref |
|---|---------|----------|-------------|-------------|--------|-----|
| % Community satisfaction with Main Roads  |         |          | 90          | 95          | ✓      | 112 |
| Network configuration<br>(% of travel that occurs on roads meeting Main Roads AMP Investigatory Criteria) | Roads   |          | 90          | 89          | ✓      | 112 |
|   | Bridges | Strength | 95          | 95          | ✓      | 112 |

Note: Road Efficiency and Road Management both contribute to the outcome of "Providing reliable and efficient movement of people and goods" and so share some key indicators.

## INTRODUCTION

The Road Management Program covers activities associated with the management and operations of the road network including providing technical advice about the road network that cannot be allocated to a specific road project. It includes achievements of the State's Traffic Operations Centre, Road Safety Support, Heavy Vehicle Operations and Planning and Technical Services. Some of the key projects and research activities delivered through the program are outlined below.

## TRAFFIC OPERATIONS AND SERVICES ACHIEVEMENTS

### Intelligent Transport Systems – Enhancing Perth's Freeways

We have continued to roll-out Intelligent Transport Systems (ITS) aimed at providing new opportunities to manage congestion and reduce road crashes and the environmental impacts of transport. The continued deployment of foundation Intelligent Transport Systems will enable real-time traffic monitoring, incident management, traveller information and congestion management on Perth's freeways. Some of the foundation ITS, delivered through the Efficiency Program, and other initiatives implemented over the past year include:

- » 12 additional CCTV Cameras installed, providing real time vision of the road network and assisting with Incident Response Management
- » 24 Web Cameras installed on Freeways to allow the public to view traffic conditions online
- » Roe Highway ITS expansion: 16 kilometres of fibre optic cable added from Orrong Road to Great Northern Highway
- » Tonkin Highway ITS expansion: 4.5 kilometres of conduit and pits installed to cater for fibre optic cable along Reid Highway to Great Eastern Highway.

## ROAD SAFETY SUPPORT SERVICES ACHIEVEMENTS

All details of our Road Safety policy and guidelines, along with a range of safety tools and information that may be of use to practitioners and the community, are available on our website. Below is an update to some of our initiatives this year:

### Road Safety Strategy 2011-15

'To eliminate death and serious injury crashes on the Western Australian road network.' This is the vision of Main Roads Road Safety Strategy – *The Road Toward Zero*, which embeds the 'Safe System' approach across the organisation and road sector. The Road Safety Strategy and its principles have been disseminated as part of the annual regional training/workshops on Road Safety Auditing, Crash Investigation and Traffic Management.

### Fatal Crash Investigations

A total of 135 preliminary fatal crash investigations were undertaken over the past year. In addition, 44 comprehensive full reports have been completed in circumstances where the road may have contributed to the crash. The road improvements identified during the assessments are collated into a Corrective Action Report and sent to the relevant Asset Managers for their action.

### Crash Analysis Reporting System

The 'Crash Analysis Reporting System' (CARS) is a new web based application for the analysis of crash data and Benefit Cost Ratio (BCR) calculations. The program which has replaced the old 'CRASHtool' system was launched in conjunction with the new 'Web Reporting Centre' earlier this year, and training is currently being held at regional forums for Main Roads staff, Local Government and contractors, across the state.





## HEAVY VEHICLE OPERATIONS ACHIEVEMENTS

We are responsible for the regulation of road network access for vehicles in excess of 19 metres in length, 4.3 metres in height, 2.5 metres in width or 42.5 tonnes gross mass. These are known as restricted access vehicles. We regulate, through the issue of permits and notices and the movement of restricted access vehicles on the Western Australian road network in accordance with State and National legislation. Responsibilities also include balancing Government policy objectives for road safety, transport efficiency for State economic benefits, community amenity and preservation of road assets. The following are some of the initiatives that have been undertaken by our Heavy Vehicle Operations area:

### Accreditation

WA Heavy Vehicle Accreditation (HVA) consists of two module standards – Maintenance and Fatigue Management. Restricted Access Vehicle operators need to comply with these standards in order to satisfy WA HVA requirements. Every year Restricted Access Vehicle operators are audited by a certified HVA Auditor to make sure they comply with the required standards for Maintenance and Fatigue Management. Records and documentation for nominated Restricted Access Vehicles and Commercial Vehicle drivers involved in the WA HVA scheme are items that are required to be audited.

We have more than 4,000 accredited operators under the current system and to monitor operator compliance, Main Roads Accreditation Officers and a panel consisting of two external RABQSA Certified Auditors conduct the audits. During the year, 220 Random Audits were conducted, exceeding our target of 207 audits.

### Compliance

We are responsible for monitoring and improving upon the heavy vehicle compliance outcomes of road safety and infrastructure protection; minimising the adverse impact of road transport on the community; and reducing unfair competitive advantage within the transport industry. A key commitment has been the move towards a more strategic approach to compliance enforcement based on intelligence gathering and targeted enforcement in areas where indicators show there is a higher percentage of non-compliant activity. A program of continual improvement through greater utilisation of technology is enabling a more efficient use of resources and improved on-road practices.

### Permits

Restricted access vehicles must obtain permits to operate on the State's road network. Each permit will outline the type of vehicle allowed to use it and its operating conditions. There are currently in excess of



## PLANNING AND TECHNICAL SERVICES ACHIEVEMENTS

### Bridge Management System

The Bridge Management System (BMS) is a central system to capture and store bridge related data. The BMS will assist in asset management by providing information on bridge condition and configuration. Maintenance and upgrades can then occur in a consistent, transparent and informed manner.

Phase One of the Program Management Module was released in September 2011 for regional Asset Managers (Structures). The BMS enabled managers to prepare their annual work program in an agreed, consistent format and is being used to prepare future works. Phase Two is currently under development and will track approvals and assist with bridge asset management processes through to project delivery phase.

Work has started on the development of a Route Selector and Period Permits module. Due for completion in December 2012, the efficiency of the assessment and approval process for Period Permits, as reviewed by Structures Engineering, will be improved.

### Emerging Surveying Technologies

As a result of being continuously proactive in testing new surveying technologies and techniques, survey work on a section of Mitchell Freeway between Hepburn Avenue and Hodges Drive won the 2012 WA Spatial Sciences Excellence Awards. Utilising the Mobile Light Detection and Ranging System Scanning Technology, Main Roads worked with McMullen Nolan group to survey the freeway carriageways without a single surveyor present. This meant that survey work had no impact on traffic flow and significantly reduced safety issues to both surveyors and road users. Data capture for 15 kilometres of the targeted area was completed in just one day, a significant improvement from using conventional data collection methods which take three weeks to complete. This new technique saves substantial time, money, traffic management and manpower.

### Clever Road Designs

As part of the Graham Farmer Freeway Tunnel/Mitchell Freeway widening project, a new freeway on-ramp will be constructed from an existing freeway off-ramp. By using existing road geometry and structures, this low-cost, easy to build solution maximises the use of existing infrastructure and requires no major clearing. The new slip lane will make better use of the underutilised left-hand lane on the Mitchell Freeway northbound and will facilitate motorists wishing to exit the Freeway at Vincent or Powis Streets. The concepts underpinning this solution can potentially be used in other urban road networks.

20 permit products available to operators including oversized, product specific and extra mass permits. Across these products we issued just over 35,000 permits last year. The current movement of over-size and over-mass items has generated an increase in the number of complex permit assessments. Permits are now delivered through a new Restricted Access Vehicle System.

### Restricted Access Vehicle System Update

The Restricted Access Vehicle System (RAVS) was launched in June 2012 completing Stage One of its development. With an improved look and feel to the application, we were able to realise the immediate benefits of automated letter preparation and storage into our document storage system. The introduction of the application will enable improvements in the accuracy and quality of data being captured, consistency in the content of correspondence, and more importantly, improved turnaround time in preparing and distributing Permits and reminder notices for our customers.

The next stage of the project is a web-based online Permit component where customers will be able to prepare, submit and pay for their Permit applications. The initial release of that stage is planned for December 2012.



*Transport Inspectors on the job*

## LOOKING AHEAD

- » Finalising an Over-Size, Over-Mass Unit at HVO to provide the vehicle industry with a centralised point of contact for processing applications and approvals required to conduct over-size, over-mass movements.
- » Drafting a Brownfields Road Design Guide to provide guidance on how best to improve existing road geometry in stages when funding for complete construction is not provided all at once.
- » Preparing an interactive training package to ensure graduates rotating in Road Traffic Engineering are exposed to the principles of road design.
- » Providing Active Traffic Management in the CBD area and Freeways' connections through a new traffic Incident Response Service, additional CCTV monitoring and parking management.
- » Increasing cycling opportunities by developing key links in the Principal Shared Path Network.

# CASE STUDY

## Heavy Vehicles One Stop Shop

During April 2012 the Minister for Transport, Troy Buswell MLA, announced a new 'one stop shop' for heavy vehicle matters allowing transport operators to obtain permits for a single shift in one application with Main Roads. Implemented in three stages, these applications will be processed by the Heavy Vehicle Over-Size and Over-Mass Unit. Based at our Heavy Vehicle Operations Branch, the 'one stop shop' will provide the heavy vehicle industry with a centralised point of contact to process permit applications and approvals required to conduct over-size, over-mass movements. This will bring huge benefits to the heavy haulage industry by ending the need for transport operators to deal with up to four separate agencies in order to obtain an over-size load permit, book a traffic escort and get a referral to the power utilities for power line clearance.

Main Roads recently established the Heavy Vehicle Network Access Section to liaise directly with mine operators and resource companies to gain reliable insights into projected over-size and over-mass movements. As part of improving access for these vehicles, work to underground eight power lines along Great Northern Highway between Bindoon and Wubin has been completed. In addition we have also relaxed restrictions on heavy vehicle movements requiring line-lifting services in the metropolitan area from Monday to Thursday between 10am and 2pm. Further work will be done in this area to improve the processes associated with over-size movements and increase efficiencies.

In August 2012, an integrated application form will be launched, allowing heavy vehicle operators to submit permit applications and book traffic escorts at the same time. A Helpdesk will also be established to meet increased industry needs and expectations.

By the end of 2012, Main Roads will have collaborated with Western Power and Horizon Power schedulers to determine how line-lifting services will be managed by the Over-size and Over-mass Unit. The last stage of the 'one stop shop' will include the launch of an online application and payment system along with a new pilot vehicle operator's accreditation scheme.

The new Over-size and Over-mass Unit will assist industry and Government unlock the benefits to be reaped from our strong resources economy whilst ensuring people and freight move safely and efficiently across Western Australia's road network.





# Improvement & Innovation

## Significant Challenges & Opportunities

The road network continues to play a vital role in the State's economic prosperity. It provides positive outcomes that assist to improve people's quality of life. It also provides greater access to community services as the basis for creating a strong foundation into the future.

We have a significant part to play in helping industry and Government to unlock the potential economic and social benefits arising from the continuing strong resources economy. However, in seeking to meet community expectations and deliver government outcomes there will always be challenges to overcome and opportunities to capture and benefit from. The following provides a snapshot of some of those captured opportunities from the last 12 months and looks ahead into what our immediate future might hold.

## ECONOMIC

As an organisation we need to ensure that we continue to be well placed in order to achieve the delivery of more than \$5.5 billion in services over the next four years including, \$1.7 billion of capital works and distributing \$760 million in grants to Local Government. With our Portfolio Partners, Local Government and other agencies we will be working to deliver a range of significant major projects across the State.

Whilst major capital projects form a large part of the budget, it is imperative that we achieve the best value and outcomes from the equally important smaller initiatives on our program, especially in rural areas. In addition, we need to ensure that the objectives identified in our Integrated Service Arrangements are achieved as almost \$1.4 billion is invested over the next four years in maintaining the road asset. Whilst we are still seeking to understand the full implications of the Carbon Tax it is apparent that it will have an impact in terms of costs associated with management of the network and the delivery of our projects.

## SOCIAL

Western Australia now has the fastest growing population in Australia with the most recent figures showing an increase of 2.6% to almost two and a half million people. The latest projections show that the State's population will reach three million people before 2026; these new figures are around 400,000 higher than previous projections made just five years ago. Our task is to serve the needs of a growing population while addressing the impacts this has on meeting land use and access needs of individuals, the community and business.

Responding to this significant change in our communities and meeting both new and additional needs of road users as a result of that change is a growing challenge. The State's vehicle fleet continues to grow at the fastest rate in Australia. In less than a decade, there will be a 30% increase in kilometres travelled. In response to this increasing urban congestion, the Transport Portfolio will need to work together to maintain the quality of life and meet the access needs of individuals and the community. This will be occurring in an environment where growth in the freight sector is expected to almost double from 2008 levels by 2030.

We have a clear and important responsibility in contributing to the solutions that will address these growing concerns. It will be a great challenge to provide services that will enable the community to make more informed travel decisions as well as to achieve a better integration of transport modes to improve productivity, efficiency and safety. We will be strongly supporting a transport system that supports shared access including walking, cycling, public transport and use of all forms of vehicles.

## ENVIRONMENTAL

Our natural environment is a valuable asset that is subject to many pressures, including the loss and degradation of native vegetation which is seen as a long-term issue. Developing and managing an extensive road network creates such pressure but is also an opportunity to make gains in biodiversity, the efficient use of natural resources and reductions in carbon-based emissions. In addressing environmental challenges, a key focus will be on continuing the development of our people to be more effective in fulfilling their environmental responsibilities and endeavours. We will be seeking more consistent outcomes in land rehabilitation, roadside habitat preservation, and reducing carbon emission intensity across our business.

In terms of climate change, we are proactively looking to manage the road asset and its use in a way that seeks to reduce the significant contributions that transport makes to carbon emissions and the resultant impact that has on communities, the economy and the environment. Climate change is predicted to have a significant impact on transportation, therefore affecting the way we plan, design, construct, operate and maintain our infrastructure. Decisions taken today related to the redesign and retrofitting of existing infrastructure, or the location and design of new infrastructure, will affect how well our network is able to adapt to climate change into the future.

## LOOKING AHEAD

This year marks the end of our current Strategic Plan, 2k12, and significant effort is going into the development of our next Strategic Plan, 2020. We have decided to build our Plan on the highly successful scenario-based planning approach, previously used. We will take all challenges and opportunities into account as we work with our stakeholders and partners to deliver integrated transport solutions through enhanced road services aimed at improving the travel wellbeing of all Western Australians.

# ENVIRONMENTAL PRACTICES

## COMMITTED TO RESPONSIBLE ENVIRONMENT STEWARDSHIP

We seek to protect the environmental values of road reserves, minimise impacts on the natural environment, energy consumption and waste and conserve natural resources.

### KEY PERFORMANCE INDICATORS

|  | 2009-10     | 2010-11         | 2011-12         | Ref |
|--|-------------|-----------------|-----------------|-----|
| GRI Achievements                             | B           | B (GRI checked) | B (GRI Checked) | 161 |
| Scope 1 and 2 Emissions (t CO <sub>2</sub> ) | 31,575      | 28,042          | 28,368          | 62  |
| Electricity Usage (MJ)                       | 117,008,514 | 108,319,936     | 112,238,856     | -   |
| Fuel and Gas Usage (MJ)                      | 67,913,220  | 46,728,944      | 41,623,216      | -   |

Note: Emissions calculated as per Department of Environment and Conservation requirements which align to the National Greenhouse and Energy Reporting Act 2007.

### RECOGNITION

#### 2011 WA Environmental Awards

- » Finalist 'Government Leading by Example' – *New Perth Bunbury Highway Project*

### INTRODUCTION

Our commitment to responsibly managing our road operations is established through a corporate Environmental Policy, which addresses the principles of protecting environmental values, minimising impacts, energy use and waste, and conserving natural resources. The Environmental Policy is implemented throughout the organisation via management systems and processes. Our Environmental Policy Statement can be found on our website. Our environmental objectives are as follows:

- » Implement a systems-based approach to environmental management
- » Seek full compliance with all statutory environmental requirements
- » Maintain or improve the biodiversity values of roadsides
- » Minimise the impacts of noise associated with the road network
- » Protect Aboriginal heritage values of road reserves
- » Minimise the environmental impacts of materials used in road construction
- » Maximise the efficiency of resources used by Main Roads
- » Minimise impacts of roads on water quality.

## ACHIEVEMENTS

### Managing Director’s Sustainability Awards

The “How Sustainable Are You” competition is run as part of Sustainable September where entrants are asked to give examples of how they have supported sustainability and what the benefits were. The following were recognised for their efforts:

- » **Individual** – Amy Walton and Tom Engelke for demonstrating a committed effort to supporting sustainability at home through recycling and energy efficiency.
- » **Project** – Metropolitan ISA demonstrated a committed effort to reduce carbon emissions and energy consumption through the introduction of a dual battery system on their trucks.
- » **Branch or Region** – Wheatbelt North Region demonstrated a commitment to sustainability in their projects and workplace through their recycling practices.

### Property Management

Our commitment to improving environmentally sustainable performance in our offices, depots and housing has continued during the year. While we seek further improvements in the management of energy and water resources across our existing facilities, we are also building sustainability characteristics into new construction and refurbishment projects. Examples of this can be seen in the inclusion of solar power to recently completed residential projects; the adoption of thermally insulated wall and roof panels into designs for a new laboratory; and the trial of LED panels with a view to inclusion into an office refurbishment. Implementation and monitoring of these trial sites will continue and proven trials will be adopted as new standards.

### Environmental Management of Road Projects

Environmental impact assessment is integrated into the road project planning and development process. Early screening indicates where preliminary impact assessment is needed, which then determines the need for detailed field investigations. Where impacts are likely to be significant, then referral to State or Commonwealth regulators occurs in accordance with statutory assessment and approval processes.

The table below indicates the number of road projects and assessment type. There were four instances of non-compliances this year. Three of them relate to the clearing of native vegetation while one concerns an Aboriginal heritage site.

| Level of Environmental Assessment  | 2009 | 2010 | 2011 |
|--|------|------|------|
| Number of road projects subjected to environmental screening                                     | 71   | 97   | 83   |
| Number of road projects for which environmental impact assessment was conducted                  | 82   | 60   | 44   |
| Number of road projects referred for possible assessment under State or Commonwealth legislation | 4    | 8    | 2    |
| Number of road projects assessed under State or Commonwealth legislation                         | 1    | 4    | 1    |
| Environmental Compliance   | 2009 | 2010 | 2011 |
| Number of environmental non-compliance instances   | 9    | 12   | 4    |

### Aboriginal Heritage

Planning and assessment of road projects includes researching Aboriginal heritage sites in the vicinity. Consultation with Traditional Owners, Native Title groups and the Department of Indigenous Affairs are important early steps in considering potential impacts. On-site meetings with community representatives also occur in order to understand the significance of heritage in an area and to avoid site disturbance wherever possible. This year, 35 formal meetings took place.

### Carbon Reduction Plan-Climate Change Adaptation and Mitigation

We have developed a Carbon Reduction Plan and Target (5-15% reduction of 2010 levels by 2020) for our Scope One and Two emissions and have finalised a Climate Change Adaptation Plan for our business. Details of various initiatives and achievements that reduce our emissions and energy consumption can be found on our website under the Climate Change section.



## Energy Usage and Greenhouse Gas

| Scope 1 or 2 and 3<br>GHG Type (t CO <sub>2</sub> ) | 2009-10       | 2010-11       | 2011-12       |
|---|---------------|---------------|---------------|
| Fuel  | 5,049         | 3,597         | 2,914         |
| Street and Traffic Lights                           | 25,206        | 22,894        | 23,400        |
| Buildings   | 4,959         | 4,816         | 5,378         |
| Air Travel  | 462           | 496           | 513           |
| Offsets   | -4,954        | -1,753        | -4,535        |
| <b>Total</b>  | <b>30,722</b> | <b>30,050</b> | <b>27,670</b> |

| Scope 1 or 2 and 3<br>GHG Type (t CO <sub>2</sub> ) | 2009-10       | 2010-11       | 2011-12       |
|---|---------------|---------------|---------------|
| Scope 1   | 4,661         | 3,160         | 2,803         |
| Scope 2   | 26,914        | 24,882        | 25,566        |
| Sub Total   | 31,575        | 28,042        | 28,368        |
| Scope 3   | 4,101         | 3,761         | 3,836         |
| Offsets   | -4,954        | -1,753        | -4,535        |
| <b>Total</b>  | <b>30,722</b> | <b>30,050</b> | <b>27,670</b> |

Note: 2012 fleet emissions yet to be offset.

The level of emissions for 2011-12 is on target for our 2020 goal. A total for our scope one and two emissions was to not exceed 31,575 t CO<sub>2</sub> which was achieved with our calculated emission levels of 28,368 t CO<sub>2</sub>. The result is due to initiatives rolled out as part of the Carbon Reduction Plan and largely as a result of the continued roll out of LED traffic signal lighting on the road network and fleet fuel use reductions.

## Resource Conservation

Our main objective is to minimise the environmental impacts of materials use in road construction. Natural materials are crucial in road building. When obtaining road building materials, we endeavour to avoid clearing of natural vegetation, particularly high value vegetation.

This is achieved through strategic materials searches and extracting material from previously cleared or degraded areas where possible. The following table details the extent and type of materials extracted over the last three years:

## Materials Extracted

| Indicator                                      | 2009   | 2010  | 2011   |
|--|--------|-------|--------|
| <b>IMPORTED ROAD CONSTRUCTION MATERIALS</b>    |        |       |        |
| Sand (000s t)                                  | 622    | 842   | 735    |
| Gravel (000s t)                                | 1,422  | 89    | 1,161  |
| Crushed rock (000s t)                          | 239    | 109   | 254    |
| Limestone (000s t)                             | 251    | 320   | 144    |
| Aggregate (000s t)                             | 89     | 60    | 48     |
| Asphalt (000s t)                               | 372    | 68    | 83     |
| Other (000s t)                                 | 180    | 159   | 387    |
| <b>KERBING, BARRIERS, BRIDGES AND CULVERTS</b> |        |       |        |
| Concrete (cubic metres)                        | 25,040 | 8,549 | 10,876 |
| Other (000s t)                                 | 3.01   | 4.65  | 1.49   |

## Resources Recycled

| Indicator                             | 2009   | 2010   | 2011    |
|---------------------------------------|--------|--------|---------|
| <b>WASTE MATERIALS TO LANDFILL</b>    |        |        |         |
| Kerbing (m)                           | 5,072  | 10,591 | 3,640   |
| Pavement/footpath (m <sup>2</sup> )   | 2,837  | 13,438 | 3,445   |
| Existing seal (m <sup>2</sup> )       | 73,894 | 88,817 | 215,265 |
| Unsuitable material (m <sup>3</sup> ) | 22,116 | 6,360  | 77,944  |
| Other (m <sup>3</sup> )               | 922    | 10,060 | 8,943   |
| <b>RECYCLED MATERIALS</b>             |        |        |         |
| Total (000s t)                        | 82.75  | 14.66  | 74.08   |

The non-homogenous nature of road projects and wide diversity of materials used across the State mean that it is not possible to make comparisons or draw trend analysis from one year to another.

## LOOKING AHEAD

- » Continued development of a Sustainability Performance Framework.
- » Continued deployment of a Carbon Reduction Plan and Climate Change Adaption Plan action.
- » Seek to get a major project rated under the Australian Green Infrastructure Council's Infrastructure Sustainability rating scheme.
- » Development of a Portfolio Sustainability Policy.

# CASE STUDY

## Climate Change, the Risk to Road Infrastructure

The Road and Traffic Engineering Branch has completed an assessment of the potential risks to existing road infrastructure in coastal areas due to rising sea levels associated with climate change.



The assessment report was put together via a desktop analysis, site inspections and valuable input from regional personnel. A range of factors, such as road usage (traffic volumes), the proportion of heavy vehicles, age of pavements, roughness, network importance and whether adverse effects are likely to be felt within the next 20 to 30 years were considered. Based on the above factors, two rising sea level scenarios were used to assess the potential implications to our road infrastructure. A prioritised list of highways and major roads was drawn up to indicate which roads need closer assessment.

A 300 millimetre sea level increase could be expected within the next 20 to 30 years – a timeframe consistent with our current road planning and design horizons. With this scenario, the total length of highways and main roads at potential risk by 2032 is approximately 121 kilometres. We also consider a one metre sea level increase to be a possibility by the year 2100 whereby the length of highways and main roads at potential risk is approximately 166 kilometres.

More than 50 kilometres of State roads have been assessed to warrant earlier, more detailed evaluation. The indicative replacement value of this at risk infrastructure is in the order of \$85 million.

It is important to note however, that storm surges have not been taken into account in the assessment report. More research is required before there is a useful understanding of the potential effect that climate change will have on effect of storm surges along specific coastal areas.

It is anticipated that a pilot study will be undertaken at one of the highest priority sites to identify remedial or intervention treatments to mitigate the risks and thereby ensure the ongoing provision of a safe, efficient and effective road system. The more detailed assessment will be done in consultation with other agencies and Local Government to promote a consolidated and consistent approach. We envisage that other State and Local Government agencies may be interested to peruse this report and associated methodologies when they consider the risks to future sea level rise in relation to their coastal infrastructure.



# ENHANCING RELATIONSHIPS

## PROVIDING THE RIGHT ROADS FOR OUR COMMUNITY

We strive to make roads work for all road users in Western Australia by creating and sustaining an open, supportive and responsive organisation.

### KEY PERFORMANCE INDICATORS

|   | 2009-10 | 2010-11 | 2011-12 | Ref |
|---|---------|---------|---------|-----|
| % of our commitment to customer service delivery  | 89%     | 89%     | 94%     | 66  |
| % satisfied with our overall performance          | 97%     | 97%     | 95%     | 67  |
| % community satisfaction with complaints handling | 68%     | 62%     | 80%     | 67  |

### RECOGNITION

#### 2011 Australian Customer Service Excellence Award:

- » WA State Winner 'State and Federal Government Category'
- » National High Commendation 'National Customer Charter' – *Customer Service Charter*

#### 2011 IAP2 Australasian Core Values Awards:

- » WA Regional Winner 'South Metro Connect' – *Roe Highway Extension*
- » Runner Up 'Project of the Year' South Metro Connect – *Roe Highway Extension*

### INTRODUCTION

Our aim is to be recognised for a culture of collaboration, transparency and responsible decision making. Our community and stakeholder engagement objectives include building strong strategic collaborative relationships through ensuring all key stakeholders are well informed and provided with factual, accurate and regular information. Objectives also include identifying and addressing stakeholder, community and industry concerns and managing the impacts of our operations in the communities in which we work. These objectives are supported by our Community Engagement policy which clearly outlines our key principles and commitments. As a result of the policy, we have developed Guidelines for Community and Stakeholder Engagement to assist any staff undertaking community engagement in their project. A checklist provides a simple outline to help us identify our key stakeholders.

## COMMUNITY ENGAGEMENT ACHIEVEMENTS

### Strategic Review

A strategic review is currently underway on our community engagement program to ensure it meets the current and future needs of our community and stakeholders. This review includes:

- » Evaluation of our goals
- » Utilising new technologies
- » Internal restructuring possibilities to effectively implement and manage community engagement initiatives
- » Re-evaluating our corporate KPIs and aligning these to our stakeholder's needs.

### Value Assurance Review: Our Internal Project Review Process

These reviews, implemented as part of the RO&DS methodology, are conducted internally on each major strategic project, with a budget of \$10 million or more, to ensure that projects are meeting both internal project management objectives as well as external stakeholder expectations. A Value Assurance Review can be conducted at each project phase or when it is felt that an assessment is warranted. This approach is utilised to ensure consistency over projects, risk mitigation and gap analysis. We average around five reviews per annum using accredited personnel.

Reviews are either planned or underway for the following projects:

- » South Metro Connect – Roe Highway Extension
- » Gateway WA – Airport and Freight Project
- » City East Alliance – Great Eastern Highway Kooyong Road to Tonkin Highway Upgrade
- » Great Northern Highway Project
- » Fremantle Traffic Bridge
- » Mitchell Freeway Extension Community Working Group
- » South Street Interchange
- » Esperance Port Access Project
- » Stirling City Centre Alliance
- » Managed Motorways Project

We consider the project cost, timeframe, progress, stage and risk when conducting the above review.

### RO&DS/Gateway Review: Our External Project Review Process

We have brought onboard Sinclair Knight Merz's community engagement and strategic relationships capability to undertake an independent review of our RO&DS Methodology and the Department of Treasury's Gateway Review. This is to ensure that the delivery of community engagement aligns with key project management methodologies and that the Gateway Review meets the whole-of-government priorities.

The Value Assurance Review process and community engagement initiatives are reviewed to ensure they meet the objectives of their processes.

A key initiative that will stem from this review will be the development of a relationships policy that will identify and build long-term mutually beneficial relationships. Main Roads is in the process of implementing a new consultation paradigm through the support of the Minister for Transport that aims to develop these key relationships.

### Ministerial Community Working Groups: A New Consultation Paradigm

Through the endorsement of the Minister for Transport, we are tasked to undertake a new consultation approach that aims to align commercial, government and community interests in developing effective road transport solutions. This engagement model is proposed to be adopted on strategic assessments triggered by State and Federal Government.

There are currently two ministerial initiatives that are implementing this long-term strategic, integrated approach which include the Mitchell Freeway Extension Community Working Group and the Tonkin Highway Extension Community Working Group.

These Community Working Groups work in partnership with Local Government to bring on board input from: high level government, industry bodies, community opinion leaders, residents and local commercial industry to determine the correct infrastructure requirements for that region. This consultation process is transparent and accountable, conducted via a strategic Value Management Process and endorsed by the Centre for Excellence for Infrastructure Delivery. The outcome of this consultation process will be a preliminary business case with recommendations that will list the cost and benefits of each option to allow Government to better engage with communities and make decisions thereby delivering effective transport solutions.



Main Road's Twitter site

## CUSTOMER SERVICE ACHIEVEMENTS

### Customer Service Strategy

We have a history of delivering excellent customer services supported by strategies such as Excellence in Roads. Our vision for 2020 is to deliver even better services to our customers. This means being customer centric in all our actions, decisions, planning and communications. We are currently developing our new Customer Service Strategy, 'Delivering Better Services' which is based on feedback from customers, internal and external stakeholders and reviews of our operations using The Australian Business Excellence Framework and the International Customer Service Standards. This new strategy, supported by excellence in operational customer service, will deliver improved services to our customers.

### Customer Service Excellence

Our commitment to customer service and our vision 'to be recognised for excellence in customer service and world-class road access' was acknowledged on 26 October 2011 when Main Roads was announced the winner of the WA State Government Category in the Australian Service Excellence Awards.

This was reinforced by the improvements shown in an independent assessment of our practices against the International Customer Service Standards. Comments from the assessors of this independent assessment were: "It is appropriate that as an industry leader in the application of the International Customer Service Standard, Main Roads is among the first organisation to be certified against the new ICSS 2010–2014 at the Integration level".

We were also recognised nationally for our Customer Service Charter in the Australian Service Excellence Awards where we were named as finalists. Reviewed and relaunched in 2011, our new Customer Service Charter introduced an approach that saw us moving away from customer transactional activities to focusing on a whole-of-organisation approach.

### Customer Charter Index

An index consisting of 27 measures assists us in assessing our commitments to customer service delivery and how we as an organisation align to these commitments. These measures, grouped in categories based on our values, are created based on our Customer Service Charter to ensure that we are performing satisfactorily in the standards of service which is expected of us.

As part of our commitment to accountability and transparency, the results are published on our website each quarter. For 2011-12, we achieved a 93.5% target towards our commitments to customer service.

### Advisory Groups

To ensure that our operations are open, accountable, fair and flexible, we collaborate with our customers and stakeholders. We obtain essential input from a range of specialist Advisory Groups which includes the required frequency of meetings each year in brackets:

- » Customer Service Advisory Council (4)
- » Cycling and Pedestrian Advisory Group (3)
- » Disability Advisory Group (12)
- » Environmental Advisory Group (2)
- » Western Australian Road Construction and Maintenance Industry Advisory Group (4)
- » State Road Funds to Local Government Advisory Committee (3)
- » Traffic Management for Works on Roads Advisory Group (4)
- » Traffic Management for Events Advisory Group. (4)

## Community Perception Survey

The Community Perception Survey (CPS) has been conducted annually for 17 years and tracks a wide range of issues such as our overall performance on congestion, road safety and maintenance of the road network.

The survey is a key source of information which is used to identify improvements and contributions to our business planning cycle. It highlights areas of focus and helps us to ensure the needs of the wider community are addressed. For more information, and to obtain a copy of the full 2011-12 results, please visit our website.

In December 2011, we completed qualitative research around the CPS which involved dialogue with our customers to better understand what drives their satisfaction. This research has resulted in a revised survey which now measures 96% of what drives overall satisfaction. Previous surveys only measured 35%.

This revised survey was conducted in April 2012. Some key points from the 2012 survey report include:

- » Overall satisfaction of 95%, a slight decrease from 97.1% last year.
- » Our Corporate Performance Indicators show strong and relatively stable performance in the areas of Road Safety and Road Maintenance. However, there is a long-term, gradual decrease in satisfaction levels.
- » There is a significant decrease in performance in providing cycleways and pedestrians facilities and work is being done to identify why the significant decrease has occurred.
- » New questions in the 2012 survey revealed that 42% of community members perceive their journey times to be taking longer than last year and 39% of the community feels more stressed travelling than this time last year.

## Customer Feedback

As an organisation we use customer feedback, including complaints, to improve our business practices. Employees who join the organisation are trained in our Complaints Handling Policy and Procedures as part of their induction and we analyse and report on complaint trends and customer interactions monthly to Corporate Executive.

Feedback received is analysed and reported to our Business Improvement Committee where improvement actions are allocated to individual Executive Directors. Remedial actions taken to address feedback received are monitored in a closed-loop reporting cycle introduced in 2011 by the committee.

The following shows the types of feedback that we have received:

| Feedback Type         | Total |
|-----------------------|-------|
| Complaints            | 1,783 |
| Compliments           | 154   |
| Customer Requests     | 336   |
| Business Improvements | 100   |

Whilst this table shows the top five areas for complaints:

| Category of Complaints | Percentage (%) |
|------------------------|----------------|
| Traffic Signals        | 12             |
| Planning Issues        | 10             |
| Safety Issues          | 9              |
| Road Works             | 6              |
| Road Condition/Quality | 6              |

Our policies and procedures are supported by a monthly quality assurance check using the complaints handling survey. This assesses customer satisfaction with the complaints process and how complaints were handled. For the quarter ending 30 June 2012, 80% of people interviewed indicated that they were satisfied with how their complaint was handled.

## Online Services

In recognition of the growing demand for the provision of information in an electronic format, we have committed significant time and effort to enhancing our online services. Our website is currently undergoing a redesign which will enable more pertinent information being provided to our customers in a timely manner. Our traffic camera service is also being upgraded and a further focus is concentrated on enhancing our social media presence to deliver more effective customer services.

## Twitter

Twitter continues to be a successful method of communication for the delivery of incident and traffic information on the Perth road network, which is unmatched by any other road agency in Australia. The Perth metropolitan Twitter account now has more than 10,000 followers. Due to this success, a WA Roads' Twitter account has been created to provide regional traffic information, which is seeing steady growth in its number of followers. In just six months, this account has acquired almost 750 followers.

## Customer Service Advisory Council

Established in 2006, the Customer Service Advisory Council has supported our improvement in service delivery and challenged us to extend and broaden our thinking in our operations and projects. This year the council has agreed to increase its meetings from three to four per annum. It takes a strategic view of our operations and has input into improving services to our customers.

During the year, the Council provided feedback and direction on the following activities:

- » The Customer Service Strategy
- » Night works at Reid Hwy and Alexander Drive Interchange Project
- » Variable Message Signs Policy Development
- » Event Management – The Freeway Bike Ride.

## Customer Information Centre

The Customer Information Centre (CIC) provides a 24 hours a day, seven days a week service to the Western Australian community. It provides information using a range of communication tools catering for diverse community needs.

The CIC continues to play an important role in State-wide incident management by providing information to the public and stakeholders. Several cyclones kept the CIC busy in assisting communities and travellers in the cyclone affected areas along with bushfires and other major incidents across the State including during CHOGM.

Emails continue to be a major communication method of choice by customers with the CIC responding to an average of 1,500 emails per month. All emails are responded to within 24 hours of receipt with 80% of email queries being answered at the first point by the CIC team.

(The Customer Information Centre was renamed from the Customer Contact Centre in November 2011)

## Disability Access and Inclusion Plan

Main Roads launched a revised Disability Access and Inclusion Plan (DAIP) in 2012. Our new plan's main objective is achieving the State Government's vision for a better quality of life for all Western Australians. The DAIP has been produced in recognition that people with disabilities, their families and carers have the same rights to access our services and employment opportunities as any other member of the community. The Plan will add further emphasis to the significant progress that we have already made in addressing the needs of people with disabilities since its inception in 1995. The DAIP provides a framework that outlines a suite of implementation strategies designed to enable us to achieve the following seven outcomes during the lifetime of the plan. The Plan focuses on the principles that people with disabilities:

- » Have the same opportunity as other people to access the services of, and any events organised by Main Roads.
- » Have the same opportunity as other people to access the buildings and other facilities of Main Roads.
- » Should receive information from Main Roads in a format that will enable them to access the information as readily as other people are able to access it.
- » Should receive the same level and quality of service from the staff of Main Roads as other people receive.
- » Have the same opportunities as other people to make complaints to Main Roads.
- » Have the same opportunities as other people to participate in any public consultation by Main Roads.
- » Have the same opportunities as other people to access employment at Main Roads.

For further information on all the desired outcomes and progress on the DAIP please visit our website.

| Customer Contact Statistics | 2010    | 2011    | 2012    | Variance |
|-----------------------------|---------|---------|---------|----------|
| Telephone Calls             | 183,140 | 239,782 | 208,140 | -31,642  |
| Email Enquires              | 13,292  | 16,014  | 18,104  | +2,090   |
| Perth Twitter followers     | 960     | 3,670   | 10,516  | +6,846   |
| Perth Tweets                | 755     | 2,155   | 6,266   | +4,111   |
| WA Roads Twitter Followers* | N/A     | N/A     | 748     | N/A      |
| WA Roads Tweets*            | N/A     | N/A     | 324     | N/A      |

\*Commenced in January 2012



*Customer Information Centre*

## **LOOKING AHEAD**

- » Develop a Community Engagement Model for major infrastructure projects.
- » Implement a Value Assurance Review schedule across Main Roads.
- » Establish and engage in Community Working Groups for the Mitchell Freeway and Tonkin Highway Extensions.
- » Develop a next generation customer service strategy.
- » Develop a road user profile analysis.
- » Pilot a Customer Relationship Management IT-based solution.



# CASE STUDY 1

## Setting the Community Engagement Benchmark

The aim of the South Metro Connect or the Roe Highway Extension project was to work collaboratively with community, stakeholders, specialist consultants and regulatory authorities to develop a concept design. This design should exceed expectations and ultimately receive statutory approval for the extension of Roe Highway from its current location at Kwinana Freeway to Stock Road.



Historically, this section of the proposed Roe Highway Extension has been controversial because it will pass through an area of high environmental and recreational value. The area also holds great significance for Aboriginal people and the project is likely to impact on some registered heritage sites. There are also some development constraints.

Because of these issues, the communities in the immediate vicinity and those that are impacted by the traffic congestion on existing roads have held polarised views for nearly three decades. Conservation groups have been well organised and effective in attracting attention to the area and successive State governments have been influenced by the community with regard to this section of the extension. This is the environment in which community engagement for this project began.

However, in the face of that challenge the South Metro Connect team, being Main Roads and our partners AECOM, won the International Association for Public Participation (IAP2) Core Values Award for 2011 'Project of the Year' for the WA region and was Runner Up for the Australasian 'Project of the Year'. The Core Values Awards recognise and encourage projects that are at the forefront of public participation.

The community engagement undertaken was inclusive and transparent and included using a Multi Criteria Analysis tool and participatory engagement methods. The outcome was to create a planning concept that would gain environmental approvals as well as address the issues that have divided the community.

Throughout the process the Project Team achieved participation satisfaction levels that were increased from 72% for the first collaborative workshop through to 91% when the last workshop was held. What this project did was to offer a first in providing the community with decision making opportunities during the project development stage with the design team which ultimately influenced design outcomes for a Main Roads Project. For more information on this project visit the project website at [www.southmetroconnect.com.au](http://www.southmetroconnect.com.au)

# CASE STUDY 2

## Saying 'Thank You' to Community Individuals

We have launched a Program to say 'Thank You' to individuals and groups who work with us to deliver better services to the public. The program acknowledges that in order for us to achieve our vision and goals, help and support is needed from our customers and community members. Our Customer Recognition Program was launched in July 2011 and since its launch, four outstanding community members have received these Awards.

### ROD SHAW

#### Metropolitan Region

Rod is a commuter bicycle rider who emails weekly advising of hazardous locations or damage to Principal Shared Paths used by bicycle riders and pedestrians. He provides reliable information on issues relating to particular sections of paths and provides practical advice, building a positive relationship with the people working on the maintenance of these paths.

### MIKE NORMAN

#### Metropolitan Region

Several times a year Mike does a 'Caltrop run' from Warwick train station to Perth City on his bicycle, using his panniers to collect the troublesome Caltrop weed. The return trip of 35 kilometres, removing Caltrop in both directions, takes him over five hours to complete. He involves and informs other bicycle riders and encourages them to actively remove the Caltrop which produces fruit with sharp spines causing punctures to bicycle riders. He also engages with residents and businesses to encourage their interest in the removal of this weed.

### MICK "SANDFIRE" LANAGAN

#### Pilbara Region

As a volunteer ambulance driver from Sandfire Roadhouse, Mick has attended numerous crashes along a 600 kilometres stretch of Great Northern Highway between Port Hedland and Broome. To reduce crashes and fatalities in the region, Mick educates travellers about the dangers of speed, fatigue, drink driving and not wearing seatbelts. As well as contributing to the Roadwise Committee and Heavy Vehicle Forum, he arranged a 'Blessing of the Road' with the Uniting Church in a bid to reduce fatalities along Great Northern Highway. This was supported by tourists, community members and the heavy vehicle industry.



Michael Filby Receiving his Community Contribution Award

### MICHAEL FILBY

#### Great Southern Region

Michael's passion for the Walpole landscape saw him 'adopt', through Keep Walpole Beautiful, a 120-kilometres stretch of South West Highway which he keeps litter-free. Michael has won various awards for his work including the 2007 State Environment Award for litter prevention, the 2008 Dame Phyllis Frost Award, and the 2010 Outstanding Service Award from the Department of Environment and Conservation.



# OUR PEOPLE

## CREATING A WORKFORCE FOR THE FUTURE

Our people make a significant difference in the community. Not only do we seek opportunities to develop our present day workforce, but we also work towards 'creating our workforce for the future'.

## KEY PERFORMANCE INDICATORS

|  | 2010  | 2011  | 2012  | Ref |
|--|-------|-------|-------|-----|
| Full Time Equivalent (Average)                                       | 1,043 | 1,018 | 1,002 | 72  |
| Women in Leadership (Level 5 & Specified Callings Level 2 and above) | 85    | 88    | 101   | 74  |
| Total Employee Retention Rate %                                      | 94%   | 93%   | 92%   | 76  |

## INTRODUCTION

The 'Creating Our Workforce for the Future' strategy is the key to creating an organisation where people embrace and accept those who aspire to bring innovative ideas, skills and perspectives to work. This strategy expands on one of the key areas of focus from our 2k12 Strategic Plan. It aims to ensure that the right people are attracted and retained to address future skill and competency needs that will sustain us into the future. Throughout the year, work continued on implementing a range of innovative, leading-edge initiatives aimed at creating a workforce for the future based on a philosophy that people are the key to a competitive edge.

## OUR WORKFORCE PROFILE AS AT 30 JUNE 2012

### Workforce Statistics

We have a total of 1,160 employees (in headcount), however, some employees do not work on a full-time basis and therefore the total number of permanent employees is higher than the number of Full-Time Equivalents (FTEs) reported.

| Employees                        | 2010  | 2011  | 2012  |
|----------------------------------|-------|-------|-------|
| Full-Time Equivalent (Average)   | 1,043 | 1,018 | 1,002 |
| Permanent Employees (Headcount)  | 1,098 | 1,070 | 1,080 |
| Part-Time Employees (Headcount)  | 52    | 58    | 68    |
| Fixed-Term Contracts (Headcount) | 9     | 18    | 12    |

## RECOGNITION

### AHRI National Awards

- » Finalist 'Lynda Gratton CEO of the Year' – *Menno Heneveld, Managing Director*
- » Finalist 'Lynda Gratton Manager of the Year' – *Neville Willey, Manager Organisational Development and Review*

### HR Leader Compass Awards

- » Highly Commended 'Mastertek Award for Employer of Choice (Public Sector)'

### Australian HR Awards

- » Finalist 'Employer of Choice (Public Sector and NFP)'

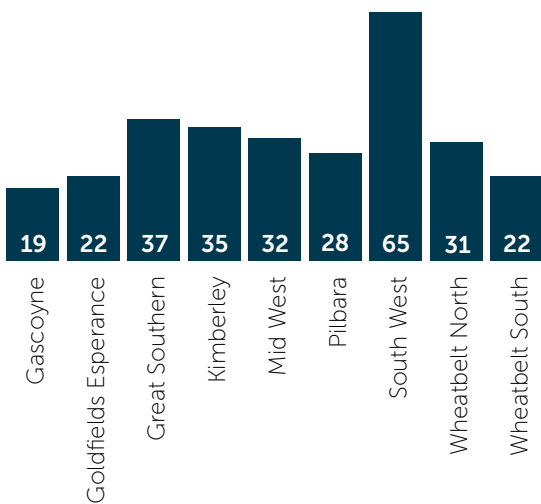
### WA Training Awards

- » Finalist 'Employer of Choice of the Year 2011'

## Regionally Based Workforce

Outside of our metropolitan-based operations, we have nine rural offices managing our regional road infrastructure. The employee distribution by region is shown below.

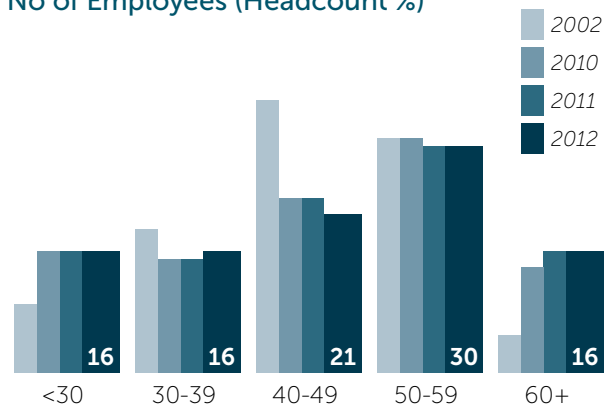
### No. of Employees (Headcount)



## Age Profile

In the below graph, we see that 30% of our workforce is in the 50-59 age group. A large portion of these employees are highly skilled and experienced people in important functions of the business. Over the last 10 years, we have increased attraction and retention emphasis on developmental employees and have steadily improved that number. Development employees who have completed their developmental programs now make up almost 15% of our total workforce. In addition, we have also introduced a phased retirement program, retaining employees from a higher age group which is pivotal in providing experienced knowledge transfer, mentoring and coaching to key areas of our business.

### No of Employees (Headcount %)



## PROMOTING DIVERSITY AND EQUAL OPPORTUNITY

Main Roads strives to create a rich, diverse workforce. There is strong emphasis on promoting equality to ensure our workplace is free from harassment and discrimination and that all employees have equal access to training, progression and promotion. Focus continues on the implementation of a number of initiatives in our Diversity Plan – The Road to Diversity. These proposals closely align with the Equity and Diversity Plan for the Public Sector Workforce which is a whole-of-government initiative aspiring to increase diversity in the State's workforce. Following are some of the initiatives that our Diversity Committee has been focusing on.

### Women in Leadership

Once again, we have had a strong focus on continuing to improve our female representation at senior levels. The Diversity Committee supported the implementation of our 'Women in Management' (WiM) Action Plan which targets attracting, retaining and developing women within Main Roads, particularly in the technical and professional areas encourages women to apply for acting, developmental and promotional opportunities. Since its implementation in March 2011, the representation of women in the workforce has improved.

As at 30 June 2012, 29.6% of our workforce are women, 32% of our permanent female employees are in Level 5 and above positions, and 32% of all acting opportunities were filled by women. Continuing our efforts with our Action Plan, we have:

- » Developed and implemented a tailored Professional Women's Training Program
- » Formalised a Professional Women's Speakers Series, targeting successful professional women to come into Main Roads to speak about their 'Road to Success'. Over the last 12 months, key speakers included Michelle Fyfe, Acting Assistant Commissioner for Police, and Lisa Scaffidi, the Right Hon Lord Mayor of Perth.
- » Promoted our flexible working arrangements through job advertisements and encouraged women and people with diverse backgrounds to apply.
- » WiM Champions from each Directorate continued to meet on a bi-monthly basis to discuss and report on the progress of the implementation of the Action Plan.
- » Provided more women with acting and promotional opportunities by creating awareness in various Directorates to consider women for higher profile project work.

### NAIDOC Week

We recognise the importance of engaging our staff in National Aborigines and Islanders Day Observance Committee Week activities throughout the State. We invite staff to recognise the significant contributions of Aboriginal and Torres Strait Islander people within their local community and consider their contribution to our business. This year we invited Toby McGrath to speak about his 'Road to Success' and to share his stories with our people in the metro area.



*Executive Director Organisational Development, John Taya (right) introduces Toby McGrath to speak to staff during NAIDOC Week*



*Main Roads supports a variety of charities throughout the year*

## Harmony Week

All Directorates and Regional Offices celebrated 2012 Harmony Week in their own special way. One of the most popular activities was based around sharing tasty international treats and wearing costumes to events. Morning teas and lunches were held across the State. Harmony Week allows us to celebrate the richness and diversity of all of our employees and the added value this brings to enrich all of our lives and communities.

## The ROADS Foundation

The Austroads capability program identified growing skills shortages in the civil construction industry and in response Main Roads working with the Western Australian Local Government Association established The ROADS Foundation in November 2006. The Foundation facilitates traineeships for young or unemployed people in regional communities that will lead to long-term careers in the industry.

Since its inception, The ROADS Foundation has successfully assisted and supported 164 young people in civil construction traineeships through 10 road construction contractors and alliances, 14 Local Governments and throughout Main Roads regional offices. In the past 12 months The ROADS Foundation has commenced supporting an additional 28 existing worker trainees employed by the Cities of Armadale, Gosnells and Swan, while a further 15 trainees have been placed within the Shire of Brookton, Leighton Contractors, NRW and Main Roads. The ROADS Foundation continues to support its existing 75 trainees across the State.

In addition job readiness training has been provided to indigenous young people with new mentors continuing to be recruited and inducted across the State. As part of its support of the Foundation, Main Roads provides access to a fleet vehicle and office accommodation, furniture and supplies within our head office at the Don Aitken Centre for three employees. During the year our Managing Director, Menno Henneveld took over as Chair of ROADS following the retirement of the inaugural Chair Mike Wallwork.

## Family Day

Family Day promotes a healthy work-life balance while recognising all contributions to the organisation. Each Directorate and region puts together a display for visiting family and friends outlining past achievements and current projects as well as new and upcoming projects and events. In turn, it allows our families and friends to be involved in all aspects of our work.

## Giving back to the Community

Throughout the year we supported a number of charities including the Starlight Children's Foundation, SIDS, Kids WA and Cancer Council WA to name a few. This complements other initiatives including our 'workplace giving program' offered through payroll enabling staff to donate to selected charities throughout the year.



## ATTRACTION AND RETENTION

### Workforce Planning Process

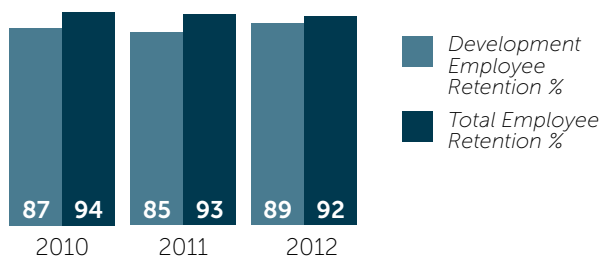
The workforce planning that we have undertaken has once again placed Main Roads in a sound position, successfully forecasting and setting in place the strategies needed to appropriately resource the organisation for 2011-12.

As one of the leaders in workforce planning within the Public Sector we were also heavily involved in sharing information with other agencies throughout the year on the way we involve the business in our workforce planning. We have developed a functional and innovative approach to workforce planning which attracts a higher level of participation from Senior Branch Managers and supports forecasting for the future, knowledge management, capability development and development employee programs in line with our strategic direction.

With the establishment of the Transport Portfolio, we have also taken the opportunity to work together with our portfolio partners and recently embraced a leadership role to integrate workforce planning and building capability across the Transport Portfolio.

### Our Turnover Rate

Our total annual employee turnover rate is just under 8% of which less than 1% is made up of our development employees (see below).



### Received Applications

Over the past 12 months we advertised 128 vacancies, receiving 1,898 applications. Of the total number of positions advertised, 114 resulted in appointment. An analysis of applicants shows that we are attracting interest from school leavers, graduates, overseas and interstate applicants, and as well as specialised professionals.

|  | 2010  | 2011 | 2012  |
|--|-------|------|-------|
| Positions advertised                         | 67    | 45   | 128   |
| Applications received                        | 1,000 | 649  | 1,898 |
| Average applications per advertised position | 14.9  | 14.3 | 14.8  |

### Enterprise Bargaining Agreement

Negotiations for two enterprise agreements covering AWU and APEA employees were finalised in May 2012 whilst the CSA enterprise agreement was finalised in June 2012. The agreements are for a three-year term expiring in January 2015. The agreements reflect our commitment to family values and new ways of working through increased flexibility around working hours and phased retirement, and creating more effective and efficient ways of rostering for shift workers.



*Participants at the Accreditation Course for Bridge Inspectors*

## DEVELOPING CAPABILITIES

### Development Employee Leadership

We actively promote the development of our next generation workforce through our Development Employee Leadership Programs that enables graduates to develop their skills while professionally enhancing and building their careers in a practical environment. Our graduates receive valuable experience on the program through diverse rotations, mentoring, and continued alliance with Engineers Australia Professional Development program. Participants who have successfully completed the program will attain a Diploma of Management.

### Project Management Development

A second cohort completed this program to develop and improve their competency in the project management discipline. This program is targeted at staff working in business related areas or on non-infrastructure projects. This year, 14 employees were awarded the nationally recognised Diploma in Project Management.

### Inspiring Leadership Development

Currently in its second year, participants on this program are completing a range of workplace-based projects that feed into the processes of supporting the development of our new strategic plan. Participants will look towards providing creative approaches to scenario planning and reviews of our business processes.

### Executive Development

Due to be finalised by the end of 2012, this program focuses on supporting learning for our senior staff against four corporate themes: Strategy, Innovation, Values and Leadership.

### Accreditation Course for Bridge Inspectors

A second two-day course to provide training to qualified and experienced bridge engineers and associates was held during the year. At the end of the course, participants were accredited to undertake detailed bridge inspections on steel and concrete bridges throughout the State. Training helps to provide consistencies between different bridge inspectors in how defects are assessed and how the condition of each bridge clearly determines the priorities for maintenance works.

### TechXchange

This program is an initiative that has been running very successfully since 2005. The one-hour, monthly forum provides an opportunity for technical experts to share their knowledge and experience with other employees and technical partners. The sessions are aimed at younger, less experienced employees looking to improve their technical skills and network with our technical gurus.



## Lunch and Learn Seminars

Our Learning and Development Branch has continued running 'Lunch and Learn' sessions. Designed to broaden employees' thinking and encourage creativity, these workshops complement key components of our leadership framework and include strategy, innovation, leadership and values. Each 45 minute session allowed employees to leave the workshops with useful tips and tools to apply to their own working life. All sessions were presented by Curtin University and included kits designed to engage leadership, management, creativity and innovation.

## Competency Development

With almost 50% of our workforce already over the age of 50 years, it is essential that we are able to maintain and increase our workforce capability as a large proportion of our employees with a wealth of experience retire. The new system is a competency-based approach for targeting the development of leadership and technical competencies of our workforce. This system focuses on operational and our employees' career development needs. It supports our workforce planning, succession planning, knowledge management and learning and development strategies through a modified Individual Competency Development Plan process. Training on the new competency development system has commenced in priority areas which have the greatest need for retention and competency development. All employees will benefit from this new competency approach which provides greater transparency and objectivity in our existing individual performance development system.

## Giving the Green Light to Masters Placement Students

Over the past year we have played host to Masters' students from the University of Western Australia and Curtin University. We welcome the contribution that these students make to the organisation through additional capability and the completion of complex projects which significantly adds to our knowledge base.

## INSPIRING INNOVATION

At Main Roads, innovation is a key area of ongoing focus. We encourage innovative thinking in our employees, with graduates working in groups on innovation projects as part of our Development Employee Leadership Program (DELP). Some ideas explored include document currency audit system, digital signatures for verified submission of electronic timesheets, installation of solar bus shelters along Great Eastern Highway and an Online Graduate Rotation Booking System.

Some other initiatives that we have been working on in support of our commitment to developing innovative thinking include:

- » Innovation Work Groups
- » Publication of Innovation Magazine
- » Development of an Innovation Framework
- » Development of an Innovation Architecture
- » Innovation Sessions
- » Calendars
- » Monthly Awards
- » Benchmarking Survey
- » Development Programs.



*Hon. Troy Buswell MLA, Minister for Transport (left) and Reece Waldock, Director General Transport (right) with Graham Jacoby who won the Managing Director's Award for Innovation*

## LOOKING AHEAD

- » Creating a focus on a 'Culture of Innovation'.
- » Linking development to career progression through competency-based programs.
- » Developing ways to capture and measure enhanced productivity through human capital management initiatives.
- » Developing and consolidating communication and engagement strategies.

# CASE STUDY 1

## The Big Meet

Main Roads is represented at a wide range of careers expos and fairs across the State each year as we seek to attract young professionals and future leaders to our organisation. Primarily, we target career fairs to provide students with an understanding of the potential careers available in their fields and the wide range of opportunities that are accessible to them.

Our existing Development Employees attend these events to support and provide tangible examples of work and life at Main Roads by sharing their experiences with those who are setting up careers in similar fields. It is important for students to hear about the engaging and valuable work they can be involved in and hearing this first hand from former students is invaluable. Students tend to enjoy hearing from people who have participated in the programs because many of them are seeking a potential career where they will be contributing to innovative developments in their field, and where they will be highly motivated and supported in their role with a future that can deliver on their aspirations.

Some of the expos we participated in this year have included the Careers Education and Employment Expo, South West Careers Expo, Port Hedland Senior High School, Engineers Australia Face to Face Young Engineers Expo, ECU Engineering Expo, Curtin Careers Fair, Worldly Women, The Big Meet and Skills West.

We are also working with the University of Western Australia to run a civil engineering practice unit for final year students. This provides students an insight into skills required in the successful delivery of technical processes in building infrastructure.

Our programs offer excellent leadership learning and development, mentoring, and rotation opportunities which greatly benefit young leaders and provide an opportunity to develop a broad range of competencies. Rotations also form the foundation for future careers and ensure the successful transition of student to Graduate to future leader. Each year we endeavour to attract applicants and raise awareness of our Development Employee Programs ready for our annual recruitment drive throughout the community, schools and universities where we promote the opportunities available to students and graduates. For more information on development opportunities, visit our website.



*Managing Director, Menno Henneveld addresses students at the University of WA*

# CASE STUDY 2

## Celebrating 50 Years of Service



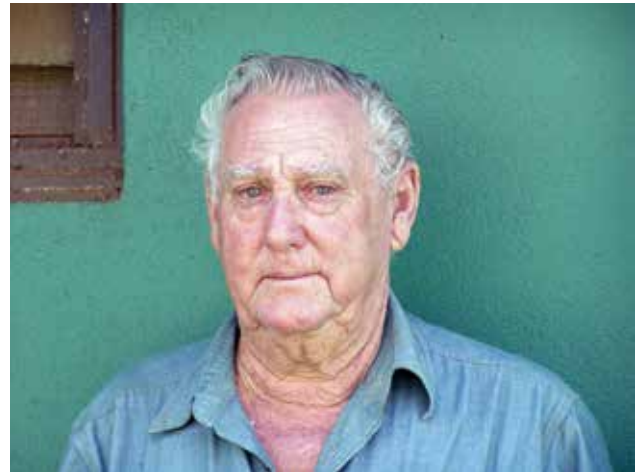
**Phil Ladner commenced service with Main Roads in February 1962, undertaking a five-year engineering cadetship. On graduation he was posted to Northam Division and over the years also served in Moora, Kimberley, Bunbury and Metro Divisions.**

Phil's career involved construction, materials engineering, contract management and dispute resolution, project and contract management process, and major projects delivery.

In the early 1970's, Phil took two years' leave without pay to take up an Australian Road Reach Board fellowship for research into pavement materials in WA. On his return, he was appointed Divisional Engineer Kimberley to complete the Port Hedland-Broome section of Great Northern Highway. He also served in Bunbury and Perth Metropolitan as Divisional Engineer.

In 1999 he was appointed as Executive Director Major Projects and over a period of 11 years to 2010, led major projects work valued at \$3.3 billion, culminating in the delivery of the New Perth Bunbury Highway project. This included four alliance contracts in which Phil chaired the alliance boards.

His career has also included involvement with Austroads in the roles of Program Manager Asset Management and in earlier years, Commissioner's Technical Aide. Phil is currently in the second year of a two-year phased retirement period as Executive Director Project Delivery Development, involving knowledge transfer in project delivery.



**John Steineck completed 50 years of service with Main Roads in November 2011. His career commenced in 1961 as a Survey Hand in Geraldton and he worked in both the construction and maintenance areas in the Mid West. John has worked on many challenging projects, such as the construction of the Great Northern Highway between Meekatharra and Newman.**

John's depth of knowledge in construction and maintenance practice and in particular bituminous surfacing is well known both within Main Roads and the construction industry. Throughout his time with Main Roads, John has been willing to pass on this knowledge and has received commendation letters from a number of external organisations praising his involvement and assistance on various projects. He was nominated in 2006 for a Commissioner's Award for Customer Service in recognition of his ability and willingness to share his knowledge.

John is continuing his good work with development and management of the resealing program within Pilbara and is using his extensive knowledge to assist in the production of training videos on all aspects of resurfacing.



# SAFETY, HEALTH & WELLBEING

## THINK SAFE, WORK SAFE, HOME SAFE

The safety, health and wellbeing of our people is essential to the success and sustainability of our business. An operative Safety, Health and Wellbeing culture relies on effective systems and processes in place, involving a commitment to safety by 'living' the ideals in our day to day behaviours.

## KEY PERFORMANCE INDICATORS

| Indicators     | 2010-11 Actual | 2011-12 Target     | 2011-12 Actual | Result | Ref |
|----------------|----------------|--------------------|----------------|--------|-----|
| Fatalities     | 0              | 0                  | 0              | ✓      | 85  |
| Frequency Rate | 3.4            | 0 or 10% reduction | 2              | ✓      | 85  |
| Incidence Rate | 0.65           | 0 or 10% reduction | 0.36           | ✓      | 85  |
| Severity Rate  | 0.0            | 0 or 10% reduction | 0.0            | ✓      | 85  |

1. Frequency rate is (the number of LTI/Ds over the previous 12 months)\*1,000,000 divided by the number of hours worked during that 12 month period.
2. Incidence rate is (the number of LTI/Ds divided by the number of employees)\*100.
3. Severity rate is (the number of LTI/Ds that resulted in 60 days or more lost divided by the total number of LTI/Ds)\*100.

## INTRODUCTION

Our corporate safety slogan 'Think Safe – Work Safe – Home Safe' serves as a reminder of the emphasis we place on behavioural safety, safe work practices and ongoing health and lifestyle education to support the wellbeing of our people.

## ACHIEVEMENTS

### Third Party and Work Safe Plan Certification

Our Occupational Safety and Health Management System (OSHMS) was assessed and re-certified to Australian Standard 4801 in October 2011. Corporately, we are proudly in the process of undergoing assessment to maintain our WorkSafe Plan – Gold Certification.

### Organisational OSH Commitment and Engagement

We continue to be committed to providing a safe and healthy work environment for our people that is based on strong collaborative relationships and visible leadership at all levels of the organisation. Through the OSHMS's multi-layered committee structure (at both the Directorate and regional level) our management plans are based on corporate initiatives, local issues and consultation, which thereby ensures that we are aware of our risks and can manage them effectively. Our committees comprise senior management, employees and elected safety and health representatives. The commitment from these committee representatives allows a forum for consideration of contentious issues, and provides a conduit through which all our people can be informed and involved in OSH matters.

In February 2012 a Safety, Health and Wellbeing (SHW) Communication Working Group was established with the intent of bringing together individuals from across the organisation to discuss methods of effectively communicating SHW and enhancing the SHW culture. Initiatives from this working group are referred to the Corporate Committee for endorsement.

## RECOGNITION

### IPAA Lonnie Awards

- » Special Commendation 'Occupational Safety, Health and Injury Management' – 2011 Annual Report

### Safe Work Week 2011

All Regions and Directorates were encouraged to organise activities for Safe Work week to put safety in the spotlight and increase awareness of how our overall health and wellbeing can impact our safety at work and at home. In 2011 we celebrated Safe Work week over the period 31 October to 4 November. Activities included a nutrition presentation, healthy cooking demonstrations, safety video's and Take 10@10 toolbox safety talks.

The biggest event during the week was the Health Expo which included a variety of services that staff could take part in and these included iridology, reflexology, live blood screening, seated massage, upper and lower body fitness testing and blood pressure testing. We will again host this successful event in 2012.

### Corporate OSH Management Systems Training

OSH for Line Managers is a one day intensive training course customised for Main Roads with relevance to our OSHMS. The course contains five modules including OSH Law; OSH Management Systems; Hazard Management; Incident and Injury Management; and OSH Leadership, Culture and Communication.

The objectives of the course are to make line managers aware of their legal responsibilities and of potential exposures to legal risk that could impact Main Roads as an agency. The course also aims to provide line managers with OSH management skills enabling them to implement the OSH management systems in their area of responsibility and to effectively carry out their OSH activities. Over the last three years, more than 90% of our managers have completed this training.

## Partnering with ISA Safety Managers - Community of OSH Practitioners

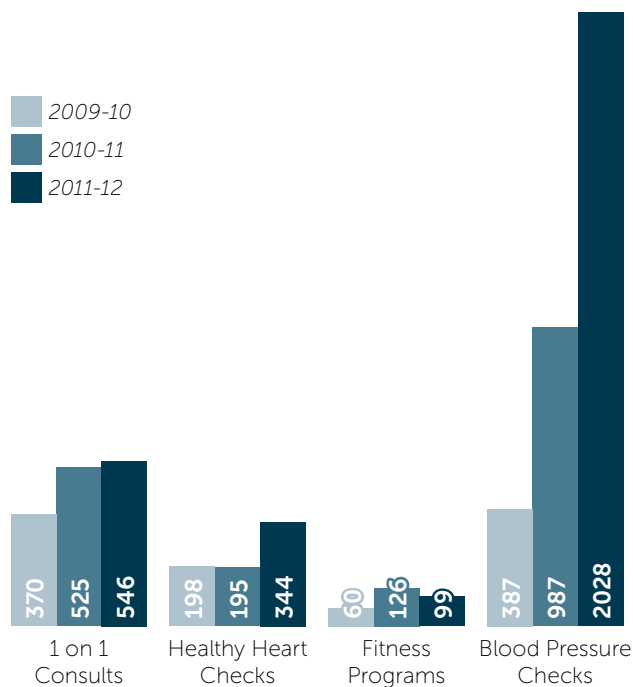
We have commenced quarterly OSH practitioner meetings with Directorate and regional safety personnel including our ISA partners. The meetings contribute to Main Roads' OSH Principles and Objectives through the development and sharing of best practice knowledge, skills and work practices. The community works collaboratively to:

- » Discuss issues relevant to OSH and participate in joint problem solving.
- » Foster the sharing of knowledge, skills and work practices utilising a community approach.
- » Challenge and recommend improvements to existing policies, processes and practices.
- » Identify practices that would benefit from standardisation and implement best practice across regions while recognising local differences.
- » Develop new capabilities in OSH skills and competencies.

## Taking Proactive Safety, Health and Wellbeing Preventative Measures

We continue with our proactive approach in helping our people manage their health. Approximately 230 employees took part in our annual flu vaccinations and around 400 employees participated in skin cancer screening programs. We also continued our commitment to providing a confidential Employee Assistance Program for our staff. The Program is an organisation-funded counselling service which provides support to employees who may be experiencing problems, affecting their job performance or personal lives. The graph below shows the participation of our employees in various initiatives offered by the Health and Wellbeing service provider.

## Exercise and Consult Participation



Earlier in the year we released our Corporate Health and Wellbeing Calendar listing dates of community events that we encourage staff to participate in. Such events include the City to Surf, Freeway Bike Hike, Great Bike Ride, HBF Run for a Reason and Corporate Cup activities.

The Health and Wellbeing program service provider has introduced an online wellness tracker for our staff to track and measure their own progress towards improving their wellbeing. The online tool has become popular with staff who use this tool to update their exercise regimes, weight, BMI, glucose and blood pressure levels. We are also in the process of introducing a Safety, Health & Wellbeing Index that will allow us to determine the perceptual and actual effectiveness of our Safety, Health & Wellbeing initiatives.

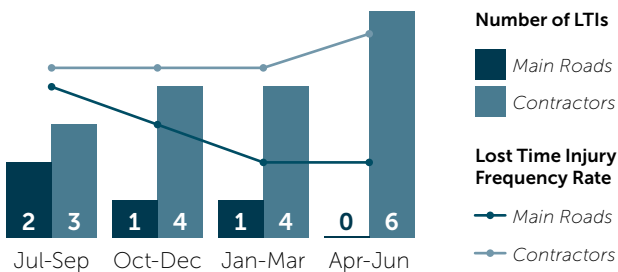
In working towards our goal of reducing musculoskeletal injuries in the office, we have completed over 50 work station ergonomic assessments this year and arranged training courses that covers manual tasks and ergonomics in the workplace.

## PERFORMANCE REVIEW

Our reporting processes focus on a combination of lag and positive indicators to capture the outcomes of incidents and identify the proactive behaviour our staff engages in to determine and manage hazards in the workplace. Some of these indicators include hazards reported, close-out of these hazards, attendance at OSH committees and toolbox meetings, induction of new staff and undertaking workplace inspections.

### Lost Time Injuries

LTI/D is defined as an injury or disease that results in the affected employee being unable to work for one full shift or longer. The following graphs show our performance and that of our contractors during the year:



*\*We rely heavily on all contractors to provide accurate information to Main Roads within the required timeframe. LTI Contractor statistics are accurate at the time of reporting and are to be considered as estimated.*

During the past year, we sustained 4 LTI/D, resulting in a decrease in our Lost Time Injury/Disease Frequency Rate from 3.4 to 2 serious injuries sustained per million hours worked. Our contractors also sustained 17 LTI/D resulting in an increase in their LTIFR from 3.5 to 5.4.

Although our ultimate goal is for zero harm, we had fewer LTI's and NLTI's this year, which is an improvement on our performance from last year. The majority of our serious incidents involved manual handling/ergonomics, equipment and slips/trips/falls. In the next year, we will again be focusing our attention on minimising the likelihood of these risks recurring. A breakdown of our incidents by type is outlined below.

### Summary of all incidents by type and severity

| Incident Type     | LTI | NLTI | NMI | Total |
|-------------------|-----|------|-----|-------|
| Equipment         | -   | 10   | 13  | 24    |
| Slips/Trips/Falls | 2   | 11   | 7   | 20    |
| Other             | -   | 8    | 8   | 16    |
| Vehicle           | -   | 1    | 12  | 14    |
| Sprains/Strains   | 2   | 25   | 1   | 28    |
| Environment       | -   | 1    | -   | 1     |
| Human Factor      | -   | 4    | 4   | 8     |
| Bites/Stings      | -   | 4    | 2   | 6     |
| Health            | -   | 1    | -   | 1     |
| Total             | 4   | 65   | 47  | 118   |



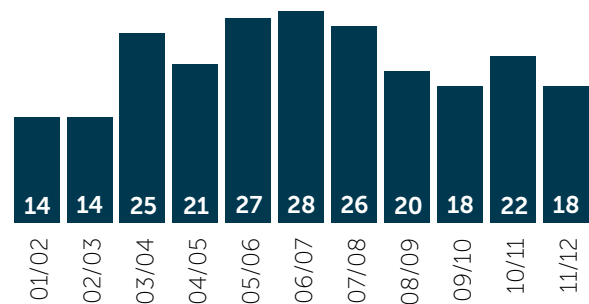
Great Southern Region Depot, Albany



## WORKERS' COMPENSATION AND INJURY MANAGEMENT

During the past year, Main Roads incurred 18 workers' compensation claims in total. Of these claims, five have been finalised, with none pended or declined; 100% of our injured workers returned to full time work within 13 and 26 weeks of sustaining their injury. The graph shows our performance compared to previous years.

Claims Lodged (Period Ending 30 June)



### LOOKING AHEAD

- » Implementing the Occupational, Health and Wellbeing Strategy.
- » Review OSHMS in alignment with the upcoming Workplace Safety and Health Laws (WA).
- » Increased training to all levels of management on Workers' Compensation and Injury Management.
- » A strong focus on developing Safe Work Method Statements and Job Safety Analysis.
- » Implementing an electronic hazard and incident reporting management system.

# CASE STUDY

## Advanced Warning Mats Improve Safety

Following a range of near-miss incidents for workers and community members on Principal Shared Paths (PSP), in collaboration with our Integrated Services Arrangements partner Downer Mouchel, Main Roads arranged the trial of an innovative safety measure. PSPs are a high standard Shared Path primarily provided for regional commuter bicycle trips, though they serve many local destinations along the way. These paths are designed to offer a high level of safety for pedestrians and bicycle riders due to their superior standards and separation from motor traffic.

It has been observed that in the course of maintenance works being carried out on our PSPs, users were not always complying with or aware of traffic management initiatives warning them in advance of such works. The result being that there have been a growing number of near-miss incidents recorded involving bicycle riders, pedestrians and maintenance workers.

Due to the nature and high design standards of PSPs it is not uncommon for bicycle riders to ride at high speeds with their heads down, often missing the traffic management devices in place during path works. To address this issue our maintenance team worked with a group of bicycle riders to trial an innovative solution.

The trial involved a variety of rubberised mats the width of a standard PSP, positioned across the path whilst participating bicycle riders rode their bikes over them in monitored dry, wet, sandy and rocky conditions. The objective was to ascertain whether these mats, to be used well in advance of the works' site with warning messages like 'Slow Down – Path Works Ahead', would alert the bicycle riders become more aware of the potential risks ahead and to act accordingly.

The mats chosen were designed to create just the required impact without causing the bicycle riders to fall off their bikes or veer off the path or sustain any kind of injury. The use of such a device during path works is targeted to ensure the safety of all PSP users including pedestrians, parents with prams, special needs persons and bicycle riders and the personnel working on or around the PSPs. If this trial proves successful, appropriate high visibility warning messages will be designed to ensure improved safety during night works as well.



