

# Our Minister, Legislation, Role and Operations

## Responsible Minister

Honourable Rita Saffioti MLA  
Minister for Transport; Planning; Lands

## Enabling Legislation

The *Main Roads Act 1930* (WA), as last amended in 1996, establishes the Commissioner of Main Roads as a corporate body and sets out the powers and duties of the office.

## Our Role

Our role is to plan, build, maintain and operate Western Australia's State Road Network valued at more than \$47 billion. We work closely with our portfolio partners, the Department of Transport and the Public Transport Authority as well as local government to support the needs of all road users across the state by providing an integrated world-class road transport network.

## Extent of Operations

We are one of the most geographically dispersed road agencies in the world, responsible for more than 18,500 kilometres of road spread over 2.5 million square kilometres.

Last year we engaged directly with more than 4,500 suppliers and made in the order of \$1.962 billion in payments. Of our suppliers, 158 were state or local government agencies and 16 were research bodies or universities. The remainder are classified as contractors, consultants or suppliers and are predominately from the Western Australian economy. Our indirect supply chain is again more extensive with our construction projects engaging with multiple sub-contractors and suppliers.

Main Roads operates from eight regional locations throughout the state.

Region	Population (000)	Area Covered (000 km <sup>2</sup> )	State Roads (km)
1. Goldfields-Esperance	55	941	2,202
2. Great Southern	62	49	1,609
3. Kimberley	36	419	2,243
4. Metropolitan	1,943	5	882
5. Mid West - Gascoyne	63	421	3,624
6. Pilbara	61	506	2,734
7. South West	285	29	1,758
8. Wheatbelt	74	157	3,476
<b>Total</b>	<b>2,579</b>	<b>2,527</b>	<b>18,528</b>

# Our Business Model

We aspire to provide world class outcomes for the customer through a **safe, reliable** and **sustainable** road-based transport system.

## OUR FOCUS

### 'Keeping WA Moving' Sets our Future Direction

To achieve our Aspiration, the following four areas create a focus on delivering value, based on customer and stakeholder needs. These areas recognise the role our portfolio partners play and our own in helping to achieve integrated transport solutions for an efficient and user-centred state-wide transport network. Our focus in each area is:



#### Customers

Provide a transport network centred on what our customers need and value



#### Movement

Improve mobility of people and the efficiency of freight



#### Sustainability

Develop a sustainable transport network that meets social, economic and environmental needs



#### Safety

Provide improved safety outcomes for all users of the transport network

## WHAT WE RELY ON

### We draw upon key resources and relationships in the management of our business model

#### Our people

Strong leadership within a diverse, inclusive and values-driven workforce that operates in a safe environment with the right skills, capability and training

#### Know-how

A strong culture that recognises and cultivates innovation taking up the challenges ahead

#### Assets

A well-maintained road-based transport network that is safe, reliable and sustainable, centred on what our customers need and value

#### Network performance

Improving the mobility of people and the efficiency of freight through a well-managed and reliable road network

#### Natural resources

The environmental resources used in delivering our services

#### Financial capital

Sources of funding and appropriations utilised

#### Customers

Putting the customer and their experience at the centre of everything we do



### WHAT WE DO

We deliver our services and create value through these areas

- Road Safety
- Road Efficiency
- Road Management
- Road Maintenance
- State Development
- Community Access
- Business Activities

### THE VALUE WE CREATE

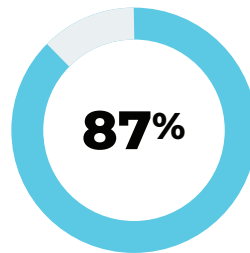
We consider the wider value delivered because of our services



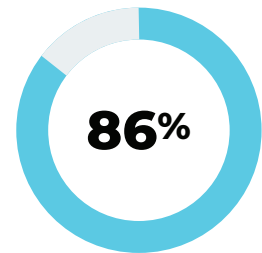
Lost Time Injury Frequency Rate



Annual Investment



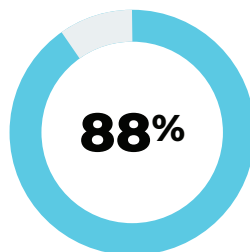
Network Availability



Satisfaction with our sustainability practices



Increase in value of the road network



Overall satisfaction with Main Roads



Average return on construction

### Value Chain



WITHIN ORGANISATION
  THROUGH RELATIONSHIPS
  CUSTOMER IMPACT

# Our Sustainable Approach and Defining Materiality

Released in 2016, our Sustainability Policy establishes a clear set of principles focused on creating lasting benefits socially, economically and environmentally. The policy reflects our maturity and is aligned with the sustainability focus and outcomes identified in Keeping WA Moving. The policy was developed in consultation with our portfolio partners and industry stakeholders. It is underpinned by six key aspects guided by our policy objective and are considered material:

- sustainable transport
- climate change
- environmental footprint
- behaviour
- governance and performance
- funding and financial matters.

Over the past year we engaged with internal and external stakeholders to develop supporting actions, areas for employee development and key metrics, including quarterly sustainability reports to the Corporate Executive, to measure performance to ensure our policy drives and guides our future direction. Further information on our approach to sustainability, including the updated policy, can be found on our website.

## Defining Materiality

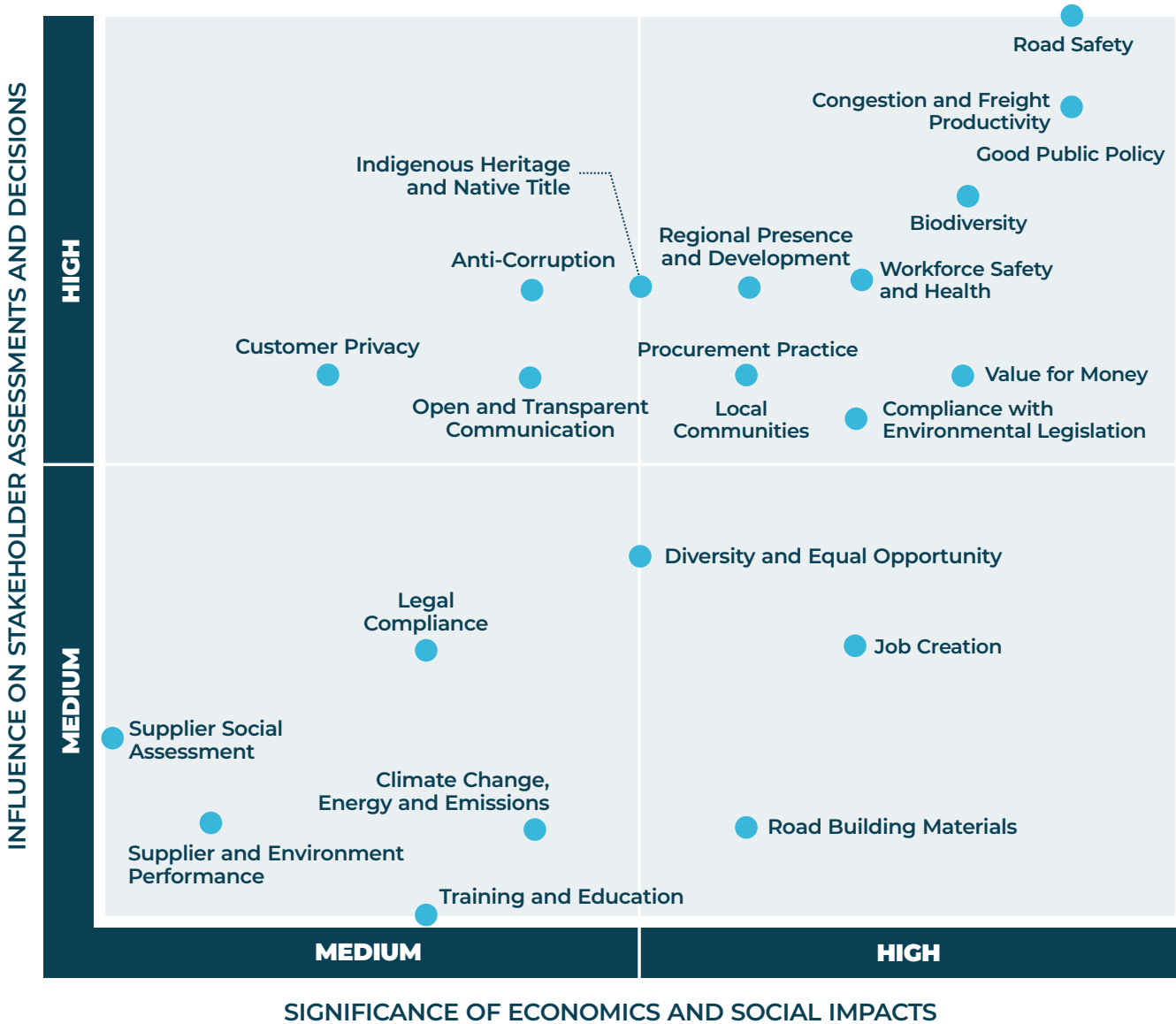
We ensure the relevance and validity of all areas of our business and stakeholder relations through a biennial desktop materiality review and internal stakeholder prioritisation workshops, with results reported to the Corporate Executive.

The review is conducted using a five-step process, informed by the Global Reporting Initiative (GRI) tests for materiality:

The analysis stage draws from our corporate and legislative commitments, key risks, corporate stakeholder engagement processes, media and Ministerial topics, and our peers' reporting practices.






The Matrix shows the results of our five-step materiality process, indicating what is important to our community and stakeholders.





















This report is prepared in accordance with the GRI principles of sustainability context, materiality, completeness and stakeholder inclusiveness, our value chain and the requirements specified in the Public Sector Commission’s Annual Reporting Framework. A GRI Content Index is available for reference in the online version of this report.

### Addressing our Most Important Material Issues

Our approach to addressing our top material issues and the alignment to addressing the Sustainable Development Goals (SDGs), of which Australia is a signatory, for each issue is shown in the table below. More information on how these topics relate to GRI including the GRI Content Index and the SDGs can be found on our website.

Material Issues	Key Impacts	Key Resources Affected	SDG Alignment
<i>Road Safety</i>	Western Australia's road death statistic, 6.2 road deaths per 100,000 population, is the poorest of the mainland states - about 24 per cent above the national average. We believe no one should die or be seriously injured on our state's road network, and we will manage the network for all road users to minimise the likelihood of road trauma.	Customers Network Performance Assets Our People Know-How	 
<i>Congestion and Freight Productivity</i>	It is one of our core objectives to reduce the impacts on our community and economy from congestion on the road network and to provide more efficient access for our freight customers.	Customers Network Performance Assets Our People Know-How	    
<i>Good Public Policy</i>	As a statutory authority we rely on our resources and know-how to ensure we have clear, transparent and strong governance approaches that prevent undue influence in the administration of our role and ensure swift, efficient and effective implementation of government policies and strategies	Customers Assets Our People Know-How	 
<i>Biodiversity</i>	Our state is widely recognised as having unique flora and fauna and our actions have the potential to cause negative impacts in sensitive and protected environmental areas.	Natural Resources Our People Know-How Assets Customers	 
<i>Workforce Safety and Health</i>	Our work environment means that our people, suppliers, partners and customers often interface with the road environment, moving traffic and heavy machinery in order to deliver our services.	Customers Our People Know-How Assets Network Performance	  
<i>Value for Money</i>	We must make effective use of the government funding we receive to deliver our services to the community.	Customers Assets Our People Know-How Financial Capital	 

Material Issues	Key Impacts	Key Resources Affected	SDG Alignment
<i>Regional Presence and Development</i>	We operate across a vast and isolated state and our rural operations can have significant impacts on regional towns, communities and their economies.	Customers Our People Know-How Assets Financial Capital	   
<i>Compliance with Environmental Legislation</i>	In some circumstances our activities are subject to state and federal environmental legislation. We may face penalties, reputational damage or loss of stakeholder and community confidence if we do not comply with our environmental obligations.	Natural Resources Our People Know-How Assets Financial Capital Customers	  
<i>Indigenous Heritage and Native Title</i>	We acknowledge the traditional custodians of Western Australia's lands and aim to protect Aboriginal cultural values wherever possible. We recognise that there is an unacceptable level of disadvantage in living standards, life expectancy, education, health and employment experienced by Aboriginal peoples. We are committed to making a change in our industry and progressing reconciliation.	Our People Assets Customers	  
<i>Local Communities</i>	Our works and operations impact communities that live and work within close proximity. Acquisition of property, noise and business continuity are examples of issues that need to be carefully managed, require stakeholder engagement and impact our role as good neighbours.	Customers Our People Know-How Assets	    
<i>Procurement Practices</i>	We rely on our supply chain to deliver tasks critical to our overall success. We engage with a large number of suppliers of varying characteristics. In 2017-18 we engaged directly with over 4,500 suppliers and made in the order of \$1.962 billion in payments. We are aware that our terms of payment can impact the cash flow and solvency of various businesses and seek to minimise those impacts. We also leverage our relationship with our suppliers to deliver priority government policy which includes training, indigenous engagement and supporting local business.	Our People Know-How Customers Assets Natural Resources	  

# Our Structure

We are one of the three state agencies that form the Transport Portfolio. Together with Department of Transport and Public Transport Authority, we work to enhance the coordination and delivery of transport services, under the guidance of the Minister for Transport.

This diagram shows how we fit together as a Portfolio and organisation. Further information about our Corporate Executive can be found in the Our Leaders and Governance sections.

**Hon. Rita Saffioti**  
Minister for Transport; Planning; Lands

**Richard Sellers**  
Commissioner of Main Roads

**Peter Woronzow**  
Managing Director (Acting)

**Leo Coci**  
Executive Director  
Infrastructure Delivery

- Major Projects
- Project Services
- NorthLink WA
- Business Management

**Neville Willey**  
Executive Director  
Human Resources  
(Acting)

- Human Resource Services
- Communities of Expertise
- Business Partners

**Tony Earl**  
Executive Director  
Network Operations

- Congestion Program Management
- Traffic Management Services
- Network Performance and Operations
- Real Time Traffic Operations

**Nicole Walton**  
Executive Director  
Strategy and Communications

- Strategic Communications
- Executive & Corporate Communications
- Operational Communications
- Strategy

**Des Snook**  
Executive Director  
Metropolitan and Southern Regions

- Heavy Vehicle Services
- Crisis and Emergency Management
- Level Crossing Safety and Policy
- Metropolitan Region
- Great Southern Region
- South West Region

**John Erceg**  
Executive Director  
Central and Northern Regions

- Term Contracts
- Kimberley Region
- Pilbara Region
- Mid West-Gascoyne Region
- Goldfields-Esperance Region
- Wheatbelt Region
- Network Management

**Philip D'Souza**  
Executive Director  
Finance and Commercial Services (Acting)

- Management Review and Audit
- Program Management Office
- Information Management
- Budget and Investment Planning
- Legal and Commercial Services
- Supply and Transport
- Finance Management
- Property Management

**Doug Morgan**  
Executive Director  
Planning and Technical Services

- Road Safety
- Materials Engineering
- Road and Traffic Engineering
- Asset and Geospatial Information
- Structures Engineering
- Road Planning and Development
- Environment



## Our Leaders

Corporate Executive is our peak decision-making body, comprised of our Managing Director and Executive Directors from our business units. Its objective is to set clear strategic direction to deliver government priorities and our Aspiration.



### **Peter Woronzow**

Acting Managing Director  
BA (Economics) GDPSM, CPA

Currently fulfilling the role of Managing Director, Peter draws on extensive experience to manage strategic partnerships and develop relationships to deliver successful outcomes for all involved. He is a member of CPA Australia and is a Director on the Board of ARRB Group Ltd and Austroads Ltd. Peter chairs Main Roads' Corporate Executive, Budget and Management Review and Audit Committees.



### **Philip D'Souza**

Acting Executive Director Finance and Commercial Services  
BCom (Accounting and Finance), Grad Cert. L&M, CPA

Philip is currently the Chief Finance Officer overseeing provision of sustainable and innovative financial, investment, planning, business and commercial services. He is a member of CPA Australia and is a standing member on the Transport Audit and Risk Committee. Philip has more than 28 years' experience in Main Roads specialising in strategic financial management policy, accounting, risk and governance.



### **Leo Coci**

Executive Director Infrastructure Delivery  
BEng (Hon), MBA

Leo has experience in, and has held, management roles in bridge design, road planning, project management and contract management. He is responsible for the procurement and delivery of high value, complex, infrastructure for some of our largest projects across Western Australia. Leo is on the ISCA Board and is also leading Main Roads' internal Senior Leadership Aboriginal Employment Initiatives Taskforce.



### **Doug Morgan**

Executive Director Planning and Technical Services  
BEng (Electrical), MBA

Doug contributes to sustainable integrated transport through providing leadership in engineering, project development, road planning, environmental services and spatial data management. He has extensive knowledge in traffic and heavy vehicle operations and his role includes responsibility for network planning and road classification across the state.



### **Tony Earl**

Executive Director Network Operations  
Traffic Engineer

Tony is responsible for optimising the performance of the road network to facilitate safe and reliable movement of people and goods, with a focus on improving productivity and reliability in the metropolitan area. His extensive knowledge and experience through 40 years of dealing with road network performance improvement in London is a great asset in addressing the issue of congestion.



### **Neville Willey**

Acting Executive Director Human Resources  
PostGrad Cert Bus, Prof Dip HRM

Neville is currently undertaking the role of Executive Director Human Resources and oversees the provision of Main Roads human resource business partnering model focussing on workforce and succession planning and developing a high performing culture of skilled professionals through improved approaches to talent management. He has extensive experience in the areas of human resource management, workforce planning and employee relations.



### **Des Snook**

Executive Director Metropolitan and Southern Regions and Heavy Vehicle Services  
BEng (Civil)

Des is responsible for asset management, maintenance and project delivery services for the Metropolitan, South West and Great Southern regions. He is also responsible for the delivery of Heavy Vehicle Services, electrical service assets, crisis and incident management, and railway crossing safety. At a national level, he represents Western Australia on the Board of Transport Certification Australia.



### **Nicole Walton**

Executive Director Strategy and Communications  
BACom, EMBA

Nicole has extensive experience in communications, marketing and strategic planning for a range of global and national businesses in Australia and the UK. Her focus on improving customer experience and stakeholder engagement, as well as business and digital improvement is integral to shaping Main Roads corporate strategy and customer and stakeholder engagement approach.



### **John Erceg**

Executive Director Central and Northern Regions  
BEng (Civil)

John is responsible for providing asset management, maintenance and project delivery services across the Wheatbelt, Goldfields-Esperance, Mid West-Gascoyne, Pilbara and Kimberley Regions. He also has state-wide responsibility for asset management and regional contracting strategies, policies and functions. In addition to having worked throughout the state, John has held leadership positions in heavy vehicle operations, Austroads and local and international network operations.

## **Leadership Team Changes**

Our Commissioner, Richard Sellers, continues to provide guidance and direction within the portfolio to achieve an integrated transport system. During the year, Richard took up a temporary acting role as Director General with the Department of Jobs, Tourism, Science and Innovation and Nina Lyhne, undertook the role of Acting Commissioner. We farewellled Francis Harrison, the Executive Director Human Resources and Neville Willey is currently acting in this role.