

Our Minister, Legislation, Role and Operations

Responsible Minister

Honourable Rita Saffioti MLA

Minister for Transport; Planning; Ports

Enabling Legislation

The *Main Roads Act 1930*, as amended, 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 \$54 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 nearly 18,700 kilometres of road spread over 2.5 million square kilometres. Last year we engaged directly with more than 6,124 suppliers and made in the order of \$2.217 billion in payments. Of our suppliers, 171 were state or local government agencies and 7 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 ²)	State Roads (km)
Goldfields–Esperance	54	941	2,202
Great Southern	61	49	1,608
Kimberley	36	419	2,243
Metropolitan	2,019	5	972
Mid West – Gascoyne Region	62	421	3,625
Pilbara	62	506	2,796
South West	293	29	1,758
Wheatbelt	76	157	3,491
Total	2,663	2,527	18,695

How We Create Value

We have identified seven Key Resources that are inputs to our business. The value creation model on the following pages reflect the achievement of our Aspiration through Keeping WA Moving, which in turn drives the delivery of our services to the community, resulting in the value we create through our activities.

Key Resources

This table shows the alignment between the six capitals identified in the Integrated Reporting <IR> Framework and how we have aligned them to reflect our own business activities and how we represent them in this report.

Resource	Referred to in report	Capitals	What it means for our business
Our people	Our People	Human	Strong leadership of a diverse and inclusive values-driven workforce that is operating in a safe environment and has the right skills, capability and training
Know-how	Enhancing Safety, Health and Wellbeing	Intellectual	A strong culture that recognises and cultivates innovation taking up the challenges ahead
Assets	Operations	Manufactured	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	Managing the Environment	Natural	The environmental resources used in delivering our services
Financial capital	Financial Overview Financial Statements	Financial	Sources of funding and appropriations utilised
Customers	Improving Customer Experience	Social and relationship	Putting the customer and their experience at the centre of everything that we do

Our Performance

The results listed in the model on the following page recognise the value created by our activities and relate directly to the seven key resources. Measures that reflect the value creation process exist for each of our services and business activities and more information is included in the Operations chapter.

Value Creation Model



Customers

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



Movement

Improve mobility of people and the efficiency of freight



Sustainability

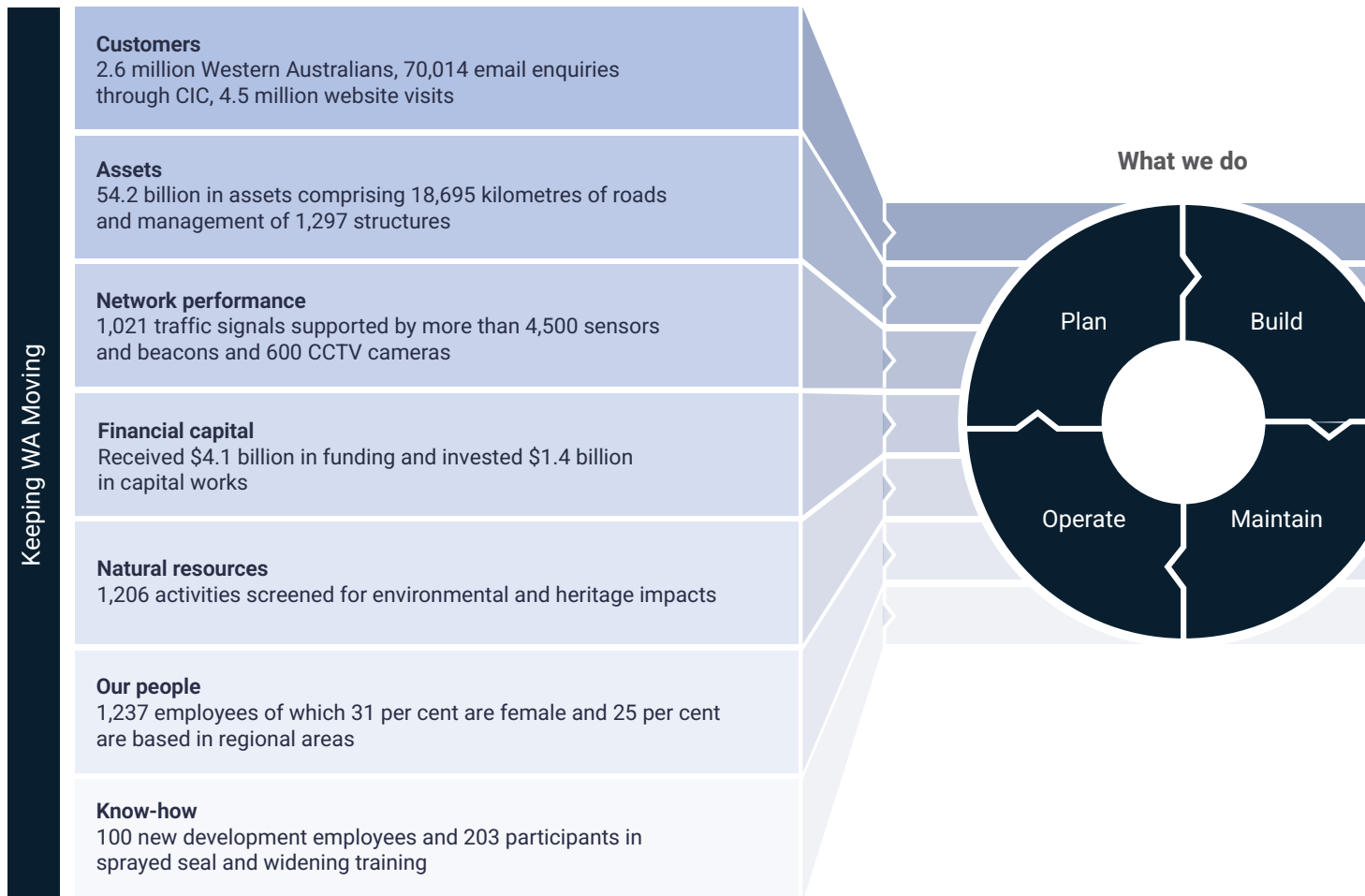
Develop a sustainable transport network that meets social, economic and environmental needs



Safety

Provide improved safety outcomes for all users of the transport network

Key resources



Our Values

Are the foundation upon which our organisation is built. They represent our culture, guide our behaviours, and influence decision-making and relationships with each other, our customers and partners.

Roads Matter

Taking pride in managing the road network for the benefit of the community.

Working Together

Enhancing relationships and teamwork.

Our Aspiration

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

What we deliver

What we create

Road Safety Provision of a safe road environment	93% community satisfaction	Improved safety at 127 blackspot locations. 4,300 kms of works started to prevent crashes
Road Efficiency Reliable and efficient movement of people and goods	\$589M in services delivered	93% of all travel on the network meeting configuration standards. 13% increase in traffic flow over Narrows inbound morning efficiency
Road Management Reliable and efficient movement of people and goods	92% community satisfaction	94% of bridges met standard strength criteria. 3% increase in the issue of restricted access vehicle permits
State Development Facilitation of economic and regional development	\$4.6B Increase in assets	Manuwarra Red Dog Highway creating jobs boosting tourism, improving access and increasing productivity in the Pilbara
Road Maintenance A well maintained road network	\$438M in services	89% community satisfaction. Increased the extent of the network younger than its optimal age from 85% to 87%
Community Access Improved community access and roadside amenity	84% total state road availability	Community satisfaction with cycleways and pedestrian facilities at 89%. Principal shared paths increase by 5% to 313 kilometres
Business Activities Exemplary environmental management, stakeholder engagement and development of our employees	\$2.2B in payments	6,124 suppliers. \$76.7 million spent with Aboriginal business. 2,753 tonnes crumbed scrap rubber bituminous binders used

Excellence in Customer Service

Understanding and providing what is important to our customers.

Embracing Challenge

Anticipating and taking up challenges.

Professionalism

Delivering the highest standards of service and expertise.

Family

Respecting and supporting our customers, the community and each other.

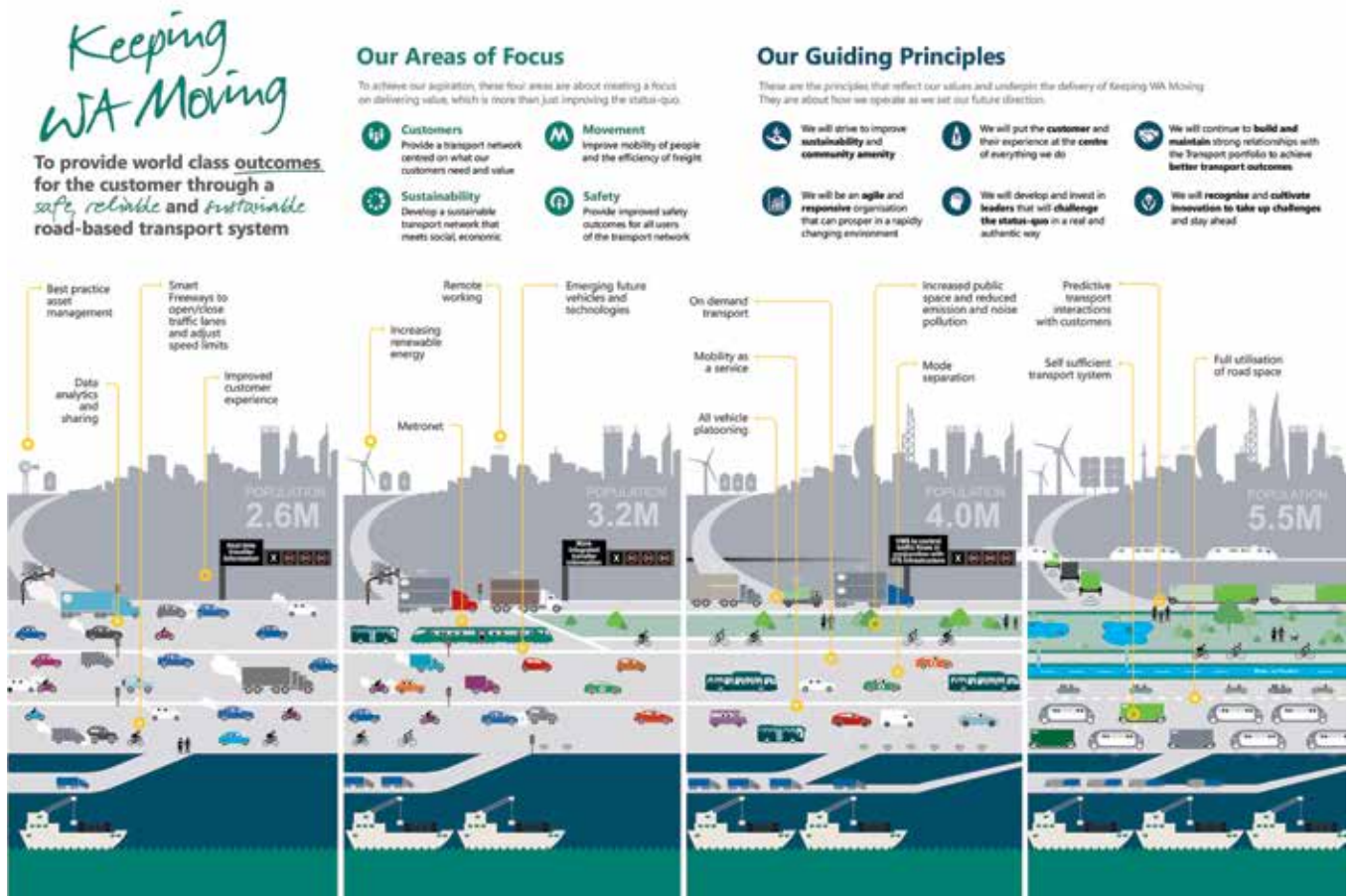
Linking Strategy, Futures and Innovation

'Keeping WA Moving' is our strategic direction; it underpins everything that we do. It defines our Aspiration:

To provide world class outcomes for the customer through a safe, reliable and sustainable road-based transport system

It also clearly outlines our guiding principles and areas of focus as Customers, Movement, Sustainability and Safety. These areas underpin what we do and help us concentrate on delivering what is important.

The future will look different from today, and we remind ourselves of this with a Keeping WA Moving visual representation. While not meaning to accurately predict the future the diagram reminds us that, in carrying out our decision-making, we need to consider potential changes.



Our guiding principles and areas of focus are enduring. In addition to these, we outline strategic initiatives, which are subject to change from year to year. The intent of these is to provide short-term priorities to help shape and guide our strategic direction. Our leadership team reviews them annually and a specific strategic initiative may last only one year, or many years, depending on changing priorities.

Our current strategic initiatives are:

Future Vehicles and Technology

Understanding further impacts of connected and automated vehicles, Intelligent Transport Systems and related technologies by removing barriers for adoption or supporting trials when appropriate. Potentially includes studies, simulations, trials and working groups.

Net Zero Emissions

Helping the transition towards a low carbon and climate resilient Western Australian economy to support the government's aspiration of net zero emissions by 2050.

Digital Engineering

Creating, capturing and using data from digital methods for engineering purposes. Potentially includes building information modelling, 3D models and visualisations.

Skills and Capabilities

Ensuring that we have the right skills and capabilities to deliver business outcomes now and into the future. Potentially includes succession planning, knowledge management and development programs.

Aboriginal Engagement and Participation

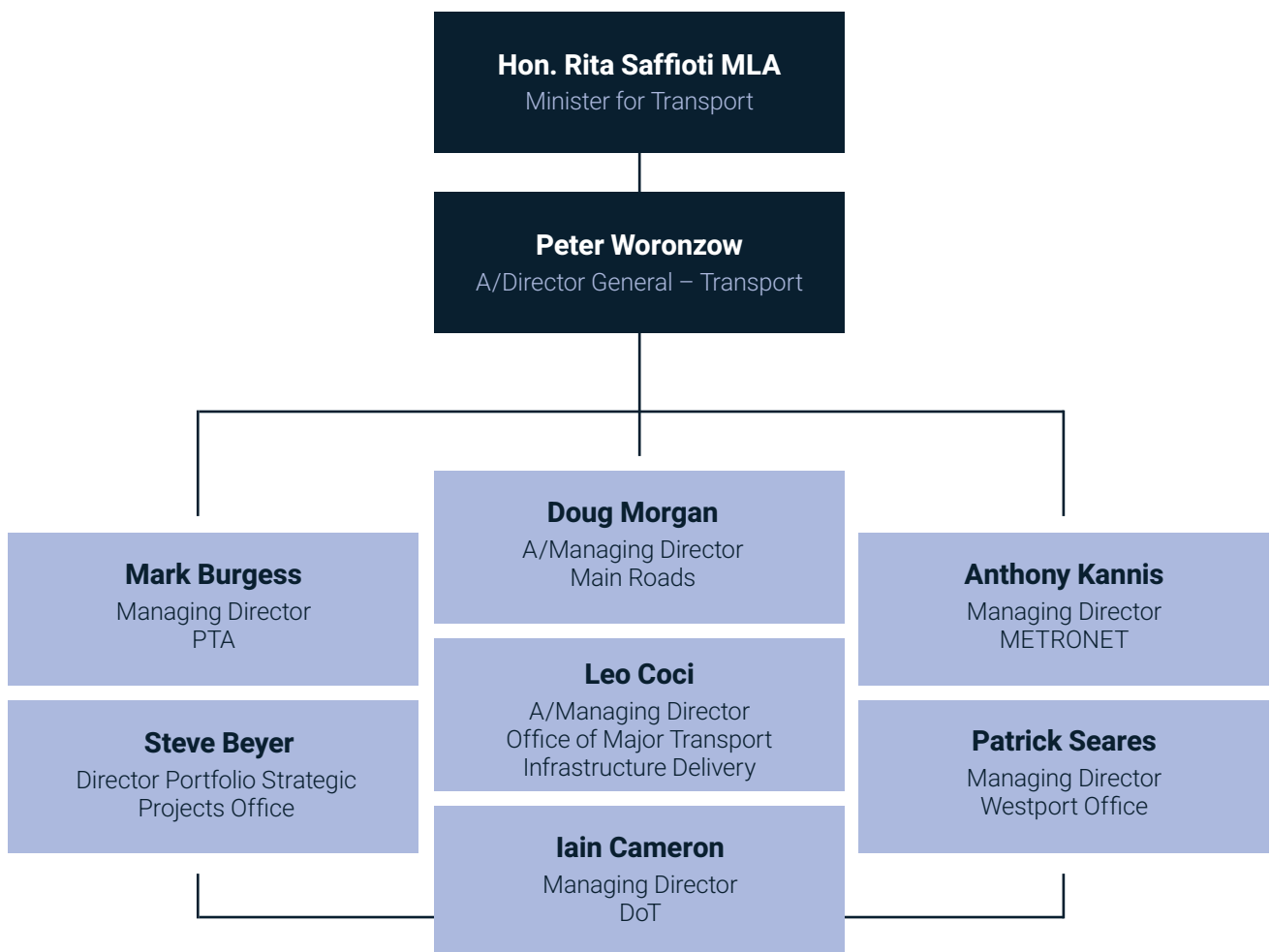
Ensuring that we remain committed to the engagement of Aboriginal peoples, provision of a workplace where Aboriginal cultures and histories are embraced and respected, and full participation in our workforce and supply chain is commonplace. This includes, but is not limited to, direct employment, Aboriginal business procurement and Aboriginal participation in the supply chain.

During the current year we have been monitoring working habit changes – shifts as a direct result of, initially, the COVID-19 pandemic but then, increasingly, due to shifting employee and employer preferences. There is a growing body of evidence that hybrid working models, where people work from both their workplace and home, will increase in popularity post pandemic. These trends are of strategic importance to the transport sector due to potential impacts on public transport and the road network. We will continue to monitor what happens in the Western Australian context to see if there is a need to understand what the impacts might be on our network and how we deliver services.

Our Structure

Transport Portfolio

We are one of three state agencies comprising the Transport Portfolio. Together with the Department of Transport and the Public Transport Authority, and reporting to the Minister for Transport, we work to enhance the coordination and delivery of transport services. This diagram shows how we fit together under the guidance of the Director General who has overall responsibility for providing strategic direction and leadership across the Portfolio.



Main Roads

This is the organisational structure for Main Roads. Further information about our Corporate Executive can be found in the Our Leadership Team and Governance and Risk sections.

Doug Morgan Managing Director (Acting)			
Belinda Stopic Executive Director Infrastructure Delivery (Acting)	Neville Willey Executive Director Human Resources (Acting)	Tony Earl Executive Director Network Operations	Alan Colegate Executive Director Strategy and Communications (Acting)
Major Projects	Business Partners	Congestion and Movement Program Management	Strategic Communications
Project Services	Employee Relations	Traffic Management Services	Executive and Corporate Communications
Business Management	Human Resource Services	Traffic and Road Network Performance	Operational Communications
	Safety, Health and Wellbeing	Real-Time Traffic Operations	Strategy
Des Snook Executive Director Metropolitan and Southern Regions	John Erceg Executive Director Central and Northern Regions	Philip D'Souza Executive Director Finance and Commercial Services (Acting)	Les Marchant Executive Director Planning and Technical Services (Acting)
Metropolitan Region	Term Contracts	Management Review and Audit	Road Safety
South West Region	Kimberley Region	Program Management Office	Materials Engineering
Great Southern Region	Pilbara Region	Information Management	Road and Traffic Engineering
Heavy Vehicle Services	Mid West–Gascoyne Region	Budget and Investment Planning	Asset and Geospatial Information
Crisis and Emergency Management	Goldfields–Esperance Region	Legal and Commercial Services	Structures Engineering
Level Crossing Safety and Policy	Wheatbelt Region	Supply and Transport	Road Planning
	Network Management	Finance Management	Environment
		Property Management	Project Development

Our Leadership Team

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



Doug Morgan

Acting Managing Director
BEng(Elect), MBA

Doug has taken on the role of acting Managing Director since January 2021 drawing on his experience having worked in many senior roles throughout his career at Main Roads. Most recently he has led the Planning and Technical Services team and has previously held responsibility for traffic management and heavy vehicle operations. Doug is a member of the Board of the Sustainable Built Environment National Research Centre and serves as a member of the Road Safety Commission.



Des Snook

Executive Director Metropolitan and Southern Regions
BEng(Civ)

Des is responsible for asset management, maintenance and project delivery services for the Metropolitan, South West and Great Southern regions. He also has state-wide responsibility for the delivery of heavy vehicle services, electrical service assets, crisis and incident management, and railway crossing safety. At a national level, he is Western Australia's Alternate Director on the boards of Austroads and Transport Certification Australia.



Philip D'Souza

Acting Executive Director Finance and Commercial Services
BCom(Acctg&Fin), GradCert. L&M, CPA

Philip, as Chief Finance Officer, oversees provision of sustainable and innovative financial, investment planning, business and commercial services. He is a member of CPA Australia and the CPA WA Division Public Sector Committee. He is the Independent Audit Committee Chair for the Department of Planning, Lands and Heritage and is a standing member on the Public Transport Authority Audit and Risk Committee. He is also the Chair of the Main Roads Budget Committee and Information and Communications Technology Governance Committee.



Les Marchant

Acting Executive Director Planning and Technical Services
BEng(Civ)

Les brings extensive experience in materials engineering, road construction and maintenance to his leadership role in Planning and Technical Services. He is far-sighted on sustainability and industry matters and practices. His responsibilities include overseeing Main Roads' road planning and project development activities, environmental services, spatial data management, as well as the organisation's technical standards in road engineering, road safety, structures, and geotechnical and pavement engineering.



Tony Earl

Executive Director Network Operations
Traffic Engineer

Tony is responsible for leading the team, based at our Road Network Operations Centre, to optimise performance of the state road network. This involves facilitating safe and reliable movement of people and goods, with a focus on reducing delays and the cost of congestion in the metropolitan area. He has extensive knowledge and international experience in establishing the operational strategy and building the capability to deliver road network performance improvements.



Neville Willey

Acting Executive Director Human Resources
PostGradCertBus, ProfDipHRM

Neville leads Main Roads' Human Resources function. His focus is on capability, safety and developing a high performing culture of skilled professionals. Neville brings extensive experience in the areas of human resource management, workforce planning and employee relations.



Alan Colegate

Acting Executive Director Strategy and Communications
DipAcc, GBC

Alan is responsible for corporate strategic planning and policy and the provision of timely, accurate and customer-centred communications. He represents Australia and New Zealand on the PIARC (Permanent International Association of Road Congresses) Technical Committee on Performance of Road and Transport Administrations. He has recently been elected as Chair of the Board of Australasian Reporting Awards Ltd and continues in his role as a Divisional Coordinator and member of the awards committee.



John Erceg

Executive Director Central and Northern Regions
BEng(Civ)

John is responsible for providing asset management, maintenance and project delivery across the Wheatbelt, Goldfields–Esperance, Mid West – Gascoyne, Pilbara and Kimberley regions. He also has state-wide responsibility for corporate asset management and regional contracting and delivery planning 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 roles.



Leo Coci

Acting Managing Director Office of Major Transport Infrastructure Delivery
BEng(Hon), MBA

Leo brings together Major Rail and Road Projects from Main Roads and Public Transport Authority into one delivery hub where teams collaborate and share expertise to bring efficiencies to fast track priority transport and infrastructure projects. 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 Infrastructure Sustainability Council of Australia Board and is a member of the Aboriginal Advisory Group.



Belinda Stopic

Acting Executive Director Infrastructure Delivery
BEng(Hon)

Belinda has more than 25 years of road and bridge engineering design experience, as well as construction and project management experience and is multi-skilled across a variety of disciplines. She is responsible for the procurement and delivery of high-value, complex infrastructure for some of our largest projects across Western Australia. Her focus and expertise are on project, contract and commercial management services in the delivery of infrastructure projects.



Carmelo Naso

Chief Information Officer
BBus(InfoProc), PSM

Carmelo, as Chief Information Officer, oversees the organisations diverse technology landscape and provides leadership in ensuring it remains relevant and contemporary in an ever-changing environment. He has extensive experience and knowledge in leading and managing Information Technology and his role includes the management of both the corporate and operational systems and infrastructure.

Leadership Team Changes

There were significant changes to the leadership team throughout the year as Peter Woronzow continued acting as Director General for the Transport Portfolio and as Commissioner of Main Roads.

During the financial year, Des Snook and Doug Morgan both acted in the position of Managing Director, with the latter undertaking the role since January 2021. In addition, Les Marchant has taken on, in an acting capacity, the role of Executive Director Planning and Technical Services.

Whilst Leo Coci continues to oversee and lead the Office of Major Transport Infrastructure Delivery team, Belinda Stopic is acting in the role of Executive Director Infrastructure Delivery. Leo continues to participate as an active member of the leadership team.