Downloads

The following additional supporting information is available in the online version of our Annual Report, available on our website.

- Main Roads Western Australia 2021 Annual Report
- GRI Content Index and Supplementary Information
- Sustainable Development Goal Reference Sheet
- Annual Sustainability Report 2021 for the following projects:
  - Tonkin Highway Grade Separated Interchanges (planning)
  - Tonkin Highway Extension (planning)
  - Manuwarra Red Dog Highway (Stage 4 – planning)
  - Armadale Road to North Lake Road Bridge
  - Great Eastern Highway Bypass Interchanges
  - High Street Upgrade
  - Karel Avenue Upgrade
  - Leach Highway and Welshpool Road Interchange
  - Mitchell Freeway Extension: Hester Avenue to Romeo Road
  - Roe Highway and Kalamunda Road Interchange
  - Smart Freeways – Mitchell Southbound
  - Swan River Crossings, Fremantle (planning)
  - Tonkin Gap Project and Associated Work

Managing Our Information Assets

State Records Commission (SRC) standards and ISO 15489:2016 Records Management continue to guide best practice recordkeeping supported by ISO 16175:2011 Principles and Functional Requirements for Records in Electronic Office Environments.

This year the records management application has been upgraded to the latest version and configuration and infrastructure are also undergoing review flowing from a System Health Check. In addition, we upgraded to the IDOL content indexing infrastructure and reindexing for search purposes, our processes were re-certified to ISO 9001:2015 and our bulk scanning and document processing application was upgraded to the latest version.

Our Service Delivery

Our information assets include 32,000 boxed records offsite, 1,800 boxed records onsite, 470,000 hardcopy and 78,000 electronic files onsite containing 17.9 million electronic documents. Revisions are held in a 26 terabyte TRIM database with 2,401 licenses users. Library information assets include 23 research databases, 17,000 hardcopy books, 23,000 electronic books, 24 hardcopy and 18 electronic business publications held in a 7.8 terabyte DbText Library database. During the year we saw continued growth in items registered coming in at 1.53 million, compared to 1.36 million last year and 1.32 in 2018-19.

Our services are delivered over a complex state-wide technology network consisting of 3 data centres with 1,300 servers (1,200 virtual), 3,500 end user devices delivering 350 applications accessing 608 terabytes of data, wireless connectivity and a voice over IP network including Skype for Business. We have begun the process of migrating applications and services to cloud technologies and this will continue over the coming years and are continuing to invest in Cyber Security capability.

During the year the TRIM web client has been upgraded and now provides full functionality for staff working from home or out in the field. A modern workplace assessment has also commenced to analyse Microsoft 365 capabilities to rank the maturity of the organisation governance processes, people and technology. This will include defining collaboration standards, implementation of Microsoft Teams, information classification, integrated search and a training program for business education.

Our system of capture provides bulk scanning and document processing using machine learning to automate the capture and storage of information. This year 47,249 items have been processed with a substantial reduction in hardcopy scanning as show here.

Year	Supplier Creation	Credit Notes	Accounts Payable	Statements	Invoices	Scanned General	Plans and Drawings	Total
2018-19	29	341	3312	1418	33115	5965	2398	46558
2019-20	63	439	2022	1852	35896	5927*	1796	47995
2020-21	68	534	1929	1595	39151	1482*	2490	47249

* reduced hardcopy scans

The following projects and initiatives were completed during the year:

- Upgraded the records management application from TRIM RM 8.3 to CM 9.4.4
- Upgraded the bulk scanning application Kofax TA7
- Migrated learning courses to the corporate Learning Hub
- Reviewed the Hardcopy Disaster Recovery Plan and identified Vital Records.
- Conducted a Northam Archiving Project to process hardcopy regional records to offsite storage
- Conducted Stage 1 of a Bunbury Archiving Project to process hardcopy regional records to offsite storage.
- Provided advice on Naming and Version Control Standards to support the Asset and Geospatial Data Management Plan.
- Reviewed Information Classification requirements in line with Government Policy
- 110 historic photographic albums of regional based roadworks and staff scanned offsite.
- 200 historic photographic albums of state-wide road works and staff scanned offsite
- 10,000 historical negatives were scanned offsite to produce digital photographs
- Contract Record keeping reviews are now conducted based on a standard checklist by a records practitioner prior to sign off and this year six (6) reviews have been completed.
- This year 6,013 TRIM Support enquiries were received through multiple communication channels with all resolved within 24 hours.
- Day boxed scanned hardcopy continues to be legally destroyed in accordance with the General Disposal Authority for Source Records.
- Documents and other items stored to TRIM indicate continued steady growth and audit logs indicate that over 80% of employees consistently use TRIM.

Our Training

We support good record keeping practices through our training programs providing a suite of training courses, materials and delivery methods that include online and localised inductions, hands on workshops and a number of short courses. Regular publication of updates to records policies, procedures, quick reference guides, FAQs, news items, available services and contacts have been provided to users through our intranet site.

The training program was suspended during 2020 following an internal review to focus on preparing training material for the TRIM CM Roll Out and development of our specific Online Records Awareness and TRIM system training courses. This included development of training material for staff working from home, use of the TRIM Web Client during COVID 19 restriction periods and impact on training delivery with implementation of O365. Reduced delivery of short courses was offset through publication of previously recorded training sessions made accessible to staff from the intranet over VPN. Training has now restarted and will pick up as we progress into the next year.

Additional Disclosures

Additional Financial Disclosures

Financial Targets: Actuals Compared to Budget

The following table provides a comparison of the financial targets and outcomes against criteria included in the Resource Agreement between the Commissioner of Main Roads, Minister for Transport and the Treasurer.

	2020-21 Target[1] $000	2020-21 Actual $000	Variation[2] $000
Total cost of services	1,431,671	1,373,783	(57,888) [a]
Net cost of services	159,160	(1,230,000)	(1,389,160)[b]
Total equity	51,110,396	53,497,585	2,387,189[c]
Salary expense limit	60,842	67,976	7,134[d]
Borrowing limit	–	–	[e]

(1) As specified in the Budgets Statements.

(2) Further explanations are contained in Note 9.13 'Explanatory statements (Controlled Operations)' to the financial statements.

    a) The variation in Total Cost of Services is mainly due to:

       – Supplies and services underspent by $105.3 million as a result of higher than anticipated capital works expenditure on Local Roads which includes Stephenson Avenue extension and Abernethy Road.

       – Grants and subsidies was higher by $50.270 million due to transfers of completed infrastructure assets to Local Government including Drumpellier Drive and Hepburn Avenue Noisewall.

    b) The variation in Net Cost of Services is mainly due to:

       – An increase in Grants from other bodies as a result of infrastructure assets transferred in from Local Government to the value of $1.436 billion.

    c) The variation in Total Equity is mainly due to:

       – The Infrastructure Asset value was underestimated by $2.229 billion compared to the Original Target. Road transfers from Local Government were approved in 2020-21, earlier than estimated, for Marmion Avenue, Ocean Reef Road and Gnangara Road, Curtin Avenue and Broome Cape Leveque Road.

    d) The variation in Salary Expense is mainly due to:

       – additional workforce requirements relating to the accelerated delivery of the larger Asset Investment Program and a reduced number of staff members taking leave due to COVID-19 international border impacts.

    e) Main Roads did not borrow any funds during the 2020-21 financial year.

	2020-21 Agreed Limit [1] $000	2020-21 Actual $000	Variation [2] $000
Agreed Working Cash Limit	49,421	39,311	(10,110) [f]

    f) The variation in Working Cash Limit was a result of higher payments associated with fast tracking of Major projects to assist with economic stimulus during COVID-19.

Capital Works

All disclosures in relation to capital works are included in the Financial Statements and Notes. Our annual Strategic Asset Plan details our 10-year investment needs and drivers. The Strategic Asset Plan adheres to the Department of Treasury's Strategic Asset Management Framework. Each major capital project follows the national Austroads project evaluation methodology where a Benefit Cost Ratio (BCR) is calculated incorporating quantifiable economic data and is supplemented by simplified economic, environmental and social assessments. The BCR records information on the benefits of a project on travel time savings, vehicle operating costs and smoother travel, safety, and maintenance. Other benefits and costs are considered via a multi-criteria analysis. Capital works financial progress is reported to the Corporate Executive on a monthly basis. Indirect economic benefits are now being measured in an attempt to assess the wider positive impacts delivered to the economy through enabling infrastructure. We have adopted a post project evaluation framework endorsed by Australian Transport Assessment and Planning and is a key feature of ISCA's Rating Tool, V2.0 to measure project success.

Ethical Procurement

The Western Australian Procurement Act 2020 (the Act), and Western Australian Procurement Rules (the Rules) came into full operation on 1 June 2021, replacing the State Supply Commission Act 1993 and Policies. Our procurement processes comply with the new requirements and continue to be certified to ISO 9001:2015. An ongoing compliance program is in place to ensure these policies and procedures are adhered to.

In addition to this, we introduced data analytics dashboards to enhance the compliance program these are reviewed periodically and any findings addressed.

A Tender Committee, consisting of two experienced senior officers from our organisation and two senior external government officials, provides additional assurance that procurement actions comply with policies and standards for high-risk and potentially contentious procurements. External probity auditors are engaged for large, complex or controversial procurement activities.

Social and Sustainable Procurement

The Government introduced the Western Australian Social Procurement Framework to enable improved social, economic and environmental benefits by leveraging government's procurement activity to improve community outcomes.

The Framework brings together all the state's social and sustainability policies and in conjunction with the Social Procurement Framework Practice Guide gives a clear message that social procurement forms part of value for money decision making.

We have a range of practices and internal policies in place to deliver sustainable and social procurement outcomes that exceed the state's requirements.

- We have exceeded the requirements of the State Aboriginal Procurement Policy and mandated targets with 36 contracts going to registered Aboriginal business at a value of $12.5 million representing 14.6 per cent of our total contracts.
- We had minimum mandatory targets for Aboriginal employment and business engagement in our major works contracts. During the year, 425,112 hours were worked by Aboriginal people on our contracts, with an Aboriginal business spend of $76.7 million.
- The WA Government's Buy Local Policy is applied in the evaluation of tenders and requires the successful contractor to report monthly on Buy Local commitments.
- The Western Australian Industry Participation Strategy is applied to all contracts that meet the value thresholds, tenderers are required to submit local participation plans to detail employment and local subcontracting opportunities that will arise if awarded the contract.

Procurement Grievances

Our procedure for dealing with procurement grievances is referenced in all tender documents and is accessible from our website. Endorsed by the Western Australian Road and Rail Construction and Maintenance Industry Advisory Group, the procedure provides for a customer-focused, fair, structured and relationship-based approach to reviewing grievances lodged by contractors. This is the fourth year where no grievances were received, confirming our procurement processes continue to be fair and equitable.

Unauthorised Use of Credit Cards

We hold 561 corporate credit cards with transactions reviewed for personal use by incurring and certifying officers during statement processing.

During the financial year there were 35,905 credit card transactions totalling $24,014,887.68, of which 39 transactions totalling $2007.33 were found to be for personal expenditure.

- All transactions were accidental use of the corporate card instead of a personal card and have been repaid.

Due to the nature of the personal expenditure in each instance, no disciplinary action was deemed to be required.

Pricing Policies of Services Provided

Our supply of goods and services represents works and services carried out for other public sector and private bodies on a cost recovery basis. Details are available in the notes to the Financial Statements. Relevant pricing policies we set are developed in accordance with the Department of Treasury's Costing and Pricing Government Services Guidelines.

Government Building Training Policy

State Government Building and Construction Contracts

Measure	Number
Active contracts within the scope of the GBT Policy in the reporting period	7
Contracts granted a variation to the target training rate in the reporting period	0
Head contractors involved in the contracts	5
Construction apprentices/trainees required to meet target training rate across all contracts	327
Construction apprentices/trainees employed by head contractors and the subcontractors they are using for the contracts	310
Contracts which met or exceed the target training rate	3

Statement of Expenditure

In accordance with Section 175ZE of the *Electoral Act 1907*, Main Roads incurred expenses of $390,300.00 during 2020–21 in advertising, market research, polling, direct mail and media advertising. Expenditure was incurred in the following areas:

	$
ADVERTISING AGENCIES	
Onpress Digital Pty Ltd	5,800
Advertising Agencies Total	**5,800**
DIRECT MAIL ORGANISATIONS	
Daniels Printing Craftsmen	1,100
Quickmail	6,300
Direct Mail Organisations Total	**7,400**
MARKET RESEARCH ORGANISATIONS	
Metrix Consulting Pty Ltd	189,900
Market Research Organisations Total	**189,900**
POLLING ORGANISATIONS	**Nil**
MEDIA ADVERTISING ORGANISATIONS	
Angry Chicken	10,800
Carat Australia Media Services Pty Ltd	21,300
Clockwork Print	1,200
Facebook	7,600
Initiative Media Australia	146,300
Media Advertising Organisations Total	**187,200**
Grand Total	**390,300**

Additional Environmental and Sustainability Disclosures

Infrastructure Sustainability Rating Status

We use the Infrastructure Sustainability (IS) Rating Scheme to evaluate sustainability within our highest value major projects. We have mandated that all projects greater than $100 million will be formally registered to undergo an IS rating. The table below indicates the status of our registered ratings across the project phases of planning, development, design and construction.

Program	Project	IS Version	Current Rating Phase	Target Rating	Tracking Status
Great Northern Highway Muchea to Wubin Stage 2 Upgrade	Overall Program	1.2	A Built	Commended	Verified Excellent Design
	Muchea North	1.2	As Built	Commended	Verified Excellent Design
	New Norcia Bypass	1.2	As Built	Commended	Verified Excellent Design
	Walebing	1.2	As Built	Commended	Scoped Out for As Built
	Miling Bypass	1.2	As Built	Commended	Verified Excellent Design
	Miling Straight	1.2	As Built	Commended	Verified Excellent Design
	Pithara	1.2	As Built	Commended	Verified Excellent Design
	Wubin	1.2	As Built	Commended	Scoped Out for As Built
NorthLink WA		1.2			Verified Excellent As Built
	NorthLink WA Central Section		Complete	Excellent	
	NorthLink WA Northern Section	1.2	Design	Excellent	Excellent
Metropolitan Roads Improvement Alliance	Armadale Road	1.2	As Built	Excellent	Verified Excellent Design
	Murdoch Activity Centre	1.2	As Built	Excellent	Verified Excellent Design
	Wanneroo Road Duplication	1.2	As Built	Excellent	Verified Excellent Design
Armadale Road	Armadale Road Northlake Road Bridge	2	Design	Silver	Silver
Bunbury Outer Ring Road	Bunbury Outer Ring Road	2	Planning	Bronze	Verified Silver Rating
Mitchell Freeway	Mitchell Freeway Extension – Hester Romeo	2	Planning	Bronze	Bronze
Tonkin Highway	Tonkin Gap and Associated Works	2	Planning	Bronze	Bronze
Tonkin Highway	Tonkin Highway Extension	2	Planning	Bronze	Bronze
Swan River Crossings	Swan River Crossings	2	Planning	Bronze	Bronze
Albany Ring Road	Albany Ring Road	2	Planning	Bronze	Bronze
Tonkin Highway	Tonkin Grade Separations	2	Planning	Bronze	Bronze

Program	Project	IS Version	Current Rating Phase	Target Rating	Tracking Status
Great Eastern Highway	GEH Bypass (Roe / Abernathy)	2	Planning	Bronze	Bronze
Karratha-Tom Price	Karratha-Tom Price (Stage 4)	2	Planning	Bronze	Bronze
East Link	East Link	2	Planning	Bronze	Bronze

Emissions by Type due to Operations and Congestion

As part of a commitment to develop a data driven approach to addressing congestion, based around agreed performance metrics and targets, a cloud based data factory was developed to collate and report road network performance data across major roads in metropolitan Perth.

The data system collates speed and volume information from multiple data sources across the 4,300 links, which currently represent the Perth major road network. Data is recorded on each link for every 15-minute interval dating back to January 2013. This system has been named the Network Performance Reporting System (NetPReS). Using the Australian Transport Assessment and Planning Guidelines 2016 published by the Transport and Infrastructure Council, NetPReS data has been used to estimate emissions trends on state roads and significant local roads in the Perth metropolitan area.

We act to directly manage the traffic flow of vehicles, which has consequences for the overall environmental impacts from the use of the road network that includes carbon emissions and air quality. The following tables reflect the impact that the roads we directly manage are having on energy use and emissions, which give an indication of the impact to air quality.

Annual Emissions due to Operations
Estimates for Perth Metropolitan State Road Network and Significant Local Roads

	2019	2020	2021
MVKT	10,477	9,644	11,043
Fuel Consumed (kl)	1,399,000	1,285,000	1,457,000
Emissions by Type (tonnes per year)			
CO_2	3,239,000	2,975,000	3,374,000
CH_4	423	389	441
N_2O	98	90	102
N_0X	1,697	1,559	1,767
CO	12,190	11,196	12,695
NMVOC	4,230	3,885	4,405
SOX	222	204	231
PM_{10}	39	36	41

Annual Emissions due to Congestion
Estimates for Perth Metropolitan State Road Network and Significant Local Roads

	2019	2020	2021
Fuel Consumed (kl)	53,000	50,000	64,000
Emissions by Type (tonnes per year)			
CO_2	123,000	116,000	148,000
CH_4	16	15	19
N_2O	4	4	4
N_0X	64	61	78
CO	462	436	558
NMVOC	160	151	194
SOX	8	8	10
PM_{10}	1	1	2

Emissions Metrics

Scope 1 or 2 and 3

GHG Type (t CO$_2$)	2019	2020	2021
Fuel	3,374	3,412	3,755
Street and traffic lights	22,382	20,236	20,303
Buildings	4,123	4,152	3,255
Air travel*	527	180	236
Projects and maintenance fuel use*	40,686	20,670	16,794
Waste*	19,317	6,739	16,788
Offsets	-2,749	-3,008	-3,356
Total	**87,660**	**52,381**	**57,775**

*Note: Air travel, project and maintenance fuel usage and waste are Scope 3 emissions

Scope 1 or 2 and 3

GHG Category (t CO$_2$)	2019	2020	2021
Scope 1	3,347	3,375	3,911
Scope 2	24,578	22,882	23,402
Sub Total	27,925	26,257	27,313
Offsets	-2,749	-3,008	-3,356
Total	**25,176**	**23,249**	**23,957**
Scope 3	62,483	29,132	33,818

Energy Use by Source

Energy Source	2019	2020	2021
Electricity usage (MJ) (within)	128,476,842	123,072,434	125,353,645
Installed Renewable Energy (MJ) (within)	1,800,180	3,202,232	3,590,177
Fuel and gas usage (MJ) (within)	49,387,873	49,182,637	49,006,760
Projects and maintenance (outside)	548,731,936	277,381,557	225,371,098

Intensity Indicators

	2019	2020	2021
MJ per km State Road	9,876	9,249	9,327
Scope 1 and 2 t CO$_2$ per km State Road	1.50	1.41	1.46

Imported Road Construction Materials

Indicator	2019 (000)	2020 (000)	2021 (000)
Sand (t)	2,678	175.7	342.1
Gravel (t)	2,037.9	2408.5	294.9
Crushed rock (t)	825.7	895.0	130.7
Limestone (t)	520.9	148.3	23.5
Aggregate (t)	45.2	70.6	23.6
Asphalt (t)	422.7	250.7	217.9
Bitumen	40.8	2563.8	161.0
Bitumen cutter	36.6	653.4	3.8
Emulsion	27.0	1775	112.2
Concrete and steel (t)	56.0	44.1	16.2
Concrete	32.0	34.3	34.3
Cement stabilised backfill	12.0	33.2	8.7
Mulch	12.0	2.4	0.4
Other (steel, paint, glass, primer, topsoil) (t)	19.0	13.1	36.2

Imported Recycled Construction Materials

Indicator	2019 (000)	2020 (000)	2021 (000)
Sand (t)	99.6	13.9	259.8
Road base (t)	66.3	57.2	13.3
Asphalt / profiling (t)	14.4	13.4	8.4
Crushed glass (t)	7.4	56.0	0
Rehabilitation purposes (t) – unsuitable material	88.5	4.3	3.1
Other (crumbed rubber, limestone, plastic, concrete, steel, topsoil, mulch) (t)	0.8	13.6	70.8
Imported construction materials with an eco-label (t)	1.5	1.5	73

Waste Materials to Landfill (Waste)

Indicator	2019 (000)	2020 (000)	2021 (000)
Kerbing / concrete (t)	2.4	3.1	2.5
Existing seal (t)	2.5	1.2	0.6
Unsuitable material (t)	77	27.0	4.7
Site office / general waste	2.2	0.6	0.1
Contaminated material	1.2	77.6	14.3
Other (roadside litter / waste, plastics) (t)	0.02	1.9	24.3

Materials Recycled

Indicator	2019 (000)	2020 (000)	2021 (000)
Sand (t)	162.2	118.3	529.6
Road base (t)	46.8	5.2	5.0
Asphalt / profiling (t)	17.0	2.2	7.7
Steel (t)	0.2	0.8	0.4
Concrete (t)	12.6	12.7	13.5
Office waste, general, roadside litter (t)	0.7	7.7	0.4
Timber	0.9	0.6	0.2
Rock	89.4	0.3	0
Other (green waste, plastic, topsoil, hydrocarbons) (t)	0.5	3.6	2.3

Data is based on calendar year

Waste Management: Roadsides, Buildings and Facilities

Reducing waste from across our business and supply chain is of increasing importance to support the circular economy, reduce emissions and lower our overall environmental footprint. Our infrastructure projects have the potential to generate significant volumes of wastes including contaminated materials. We are embedding principles of the WA Waste Strategy 2030 including reducing single-use plastics in our offices, increasing waste and recycled diversion rates, and implementing the containers for change initiative to support local community groups at a number of our project site offices.

We collaborate with key stakeholders, interested parties and community groups for a consistent litter management approach taking into account individual regional requirements. We continue to implement our State-Wide Litter Plan developed with the primary objectives of educating road users to take their litter with them and to reduce littering and illegal dumping. Implementing the plan involves boosting public awareness as well as increasing community buy-in and participation in litter reduction programs and behaviours. To facilitate this objective we provide funding to Keep Australia Beautiful to support the 'WA naturally thanks you initiative'.

Stakeholder Map – Stakeholder Inclusiveness

We engage with two broad categories of stakeholders, adjusting our engagement approach to meet their needs. Refer to our materiality assessment to view the broad current concerns and how they are being addressed.

Project Stakeholders

Project stakeholders are a person, business, organisation or group, interested in or impacted by a project or initiative we are undertaking. Initial identification occurs during the Planning stages of a project and new stakeholders are identified through the project lifecycle based on their interest or impact. Project stakeholders can vary from project to project and are tracked and managed in our Customer Relationship Management System (CONNECT). Project stakeholder concerns are unique to each project and are identified during the stakeholder engagement planning process and addressed further through a range of stakeholder engagement and community consultation activities including stakeholder forums and briefings, surveys and reference groups. Responses to topics and concerns are articulated in the project Communication and Engagement Strategy, which differs from project to project.

Corporate Stakeholders

Corporate stakeholders are a person, business, organisation or group interested in or impacted by our agency who may partner with us and influence or hamper the work we do. Corporate stakeholders are identified using an annual process that involves internal stakeholders across the entire organisation. Timing of the process aligns with our business planning cycle, to ensure that stakeholder engagement is a key enabler of business plans at all levels. We determine corporate stakeholder concerns using a biennial materiality review, performed in accordance with the Global Reporting Initiative. The review draws from our corporate and legislative requirements, key risks, media and ministerial topics and peer reporting practices to determine what is important to our stakeholders.

To complement and inform these two broad categories we also liaise and work through a range of forums both nationally and internationally to ensure that we are abreast of potential future trends and to work towards harmonisation of processes across Australia.

Our Approach to Stakeholder Engagement

We have adopted the AA1000 Stakeholder Engagement Standard 2015 (AA1000SES) to help us design, implement and assess quality stakeholder engagement that delivers integrated, sustainable outcomes.

Our engagement principles of Inclusivity, Materiality and Responsiveness are based on AA1000SES. We have also adopted the principle of Completeness to align with our commitment to sustainability, driven by the Global Reporting Initiative.

The AA1000SES principles underpin our engagement process to ensure we can effectively manage expectations about how feedback and involvement will influence decision-making, whilst considering project, commercial and political realities:

Frequency of engagement with each project stakeholder group depends on the specific concern or method of engagement identified in the Project Communications and Engagement Strategy.

Inclusivity
We believe all stakeholders have a right to be heard and take part

Materiality
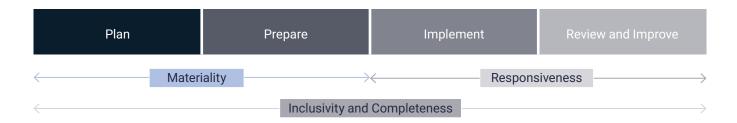We will find out and understand what is important to all our stakeholders

Responsiveness
We will respond and engage transparently and coherently in ways our stakeholders want, need and expect

Completeness
Our engagement will address and manage stakeholder material issues and integrate with our core strategy and operations

Each engagement is tracked and managed through our customer relationship management system. Corporate stakeholder type and frequency of engagement is identified in the annual Corporate Stakeholder Engagement Action Plan and is dependent on the stakeholder concern and priority level.

Plan	Prepare	Implement	Review and Improve

Materiality — Responsiveness

Inclusivity and Completeness

Land Acquisition for Road Projects

In instances when extra land is required to improve existing roads or to provide new transport corridors, land is acquired by negotiation or 'formal taking action' under the powers contained in the *Land Administration Act 1997*. The process of acquiring land can have significant community and social impacts. We aim to commence acquisition of land, two years prior to construction. Landowners have certain rights under the Act, such as the ability to object to the land take proposal, and are entitled to compensation. Further information is available on our website.

Additional Governance Disclosures

Our 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.

Additional Western Australian legislation guiding, and empowering Main Roads includes:

- *Land Administration Act 1997* providing powers for resumption of, and entry onto land
- Section 131 (Liability for damage to road infrastructure) of the *Road Traffic (Administration) Act 2008*
- Regulation 297 of the *Road Traffic Code 2000* providing the Commissioner with the power to erect road signs and traffic signals, and install road marking
- Section 40 of the *Road Traffic (Vehicles) Act 2012* providing the Commissioner with the authority to give an access approval for a complying restricted access vehicle to be on a road
- Section 33 of the *Road Traffic (Vehicles) Act 2012* providing the Commissioner with the authority to modify a mass or dimension requirement, as provided in the Regulations.

We have processes and controls in place ensuring our compliance with other state and commonwealth legislation and regulations impacting on our activities.

Ministerial Directives

There were no directives issued by the Minister for Transport during the year under section 19(b) of the *Main Roads Act 1930* (WA), as amended.

Freedom of Information

The *Freedom of Information Act 1992* (WA) gives the public a general right to apply for access to documents held by government agencies. An information statement in accordance with the requirements of the Freedom of Information (FOI) Act is available on our website. This statement provides a guide on how to apply for access to documents, as well as information about documents that may be available outside of the FOI process. During the year, we received 54 FOI applications. Enquiries on FOI can be emailed to: foi@mainroads.wa.gov.au.

Customer Privacy

Main Roads, as with all Western Australian Government agencies, is not subject to the *Privacy Act 1988* (Cwlth) and to date we do not have an equivalent statute. However, where possible, we adhere to the Australian Privacy Principles set out in Schedule 1 of the Privacy Act. Work is being conducted by the Department of Premier and Cabinet to introduce new whole-of-government privacy and responsible information sharing legislation for the Western Australian public sector.

We value the privacy of our customers and comply with the CCTV Usage Policy that outlines appropriate use and we do not automatically record on our CCTV cameras. We also operate in accordance with the Surveillance Devices Regulations 1999. Our approach to privacy is available on our website.

Public Interest Disclosures

We are committed to the aims and objectives of the *Public Interest Disclosure Act 2003* (WA). We recognise the value and importance of contributions by staff to enhance administrative and management practices and strongly support disclosures made regarding improper conduct.

Conflicts of Interest and Acceptance of Gifts

Our Code of Conduct and Integrity Framework requires all employees to ensure personal, financial and political interests do not conflict with performance or ability to perform in an impartial manner. Where a conflict of interest has been identified, strict declaration procedures must be followed. To ensure compliance with the Australian Accounting Standard AASB 124, a Related Party Transaction Declaration is signed by all senior officers .

Employees and contract personnel must not be influenced, or perceived to be influenced, by the offer or receipt of gifts, hospitality, or benefits in the course of their work. We maintain a register of Gifts and Benefits.

Integrated Management System

Our Integrated Management System (IMS) brings together our third-party certified systems and processes into a single framework. During the year we undertook a surveillance audit confirming we continue to comply with all requirements.

Current Certification	
Standard	**Processes**
ISO 9001:2015 Quality Management Systems	Project Management Contract Management Supply Corporate
ISO 14001:2015 Environmental Management Systems	Environmental
ISO 45001:2018 Occupational Health and Safety Management Systems	Occupational Health and Safety
Australian Government Building and Construction Work Health and Safety Accreditation Scheme – Office of the Federal Safety Commissioner	Occupational Health and Safety

Road Facts Summary Sheet

Road Industry Fact Summary	WA	Australia	WA (%)
Area (square km)	2,526,646	7,688,126	32.9
Population	2,663,561	25,697,298	10.4
Licensed drivers and riders[1]	1,884,023	N/A	
Vehicles on register including motorcycles	2,278,759	19,805,331	11.5
Annual vehicle kilometres travelled (VKT) (100 million VKT)	276.0	2,384.9	10.7
Road length excluding DBCA roads (kilometres)	147,372	N/A	
Fatalities (for calendar year 2019)	155	1,107	14.0
Fatalities/100 million VKT	0.6	0.5	
Fatalities /100,000 persons	5.8	4.3	
Fatalities/10,000 vehicles	0.7	0.6	
Serious injuries (for calendar year 2020)	1,641	N/A	
Serious injuries/100 million VKT	5.9	N/A	
Serious injuries /100,000 persons	61.6	N/A	
Serious injuries/10,000 vehicles	7.2	N/A	

1. Active licenses only
N/A Not available
DBCA Department of Biodiversity, Conservation and Attractions

Sources

Area	ABS Regional Population, 2019-20 (Cat. No. 3218.0) – 30 Mar 2021
Population	ABS Regional Population, 2019-20 (Cat. No. 3218.0) – 30 Mar 2021
Licensed Drivers	Driver and Vehicle Services, Department of Transport – 30 June 2020
Vehicles on Register	ABS Motor Vehicle Census (Cat. No. 9309.0) – 29 May 2020
Vehicle Kilometres Travelled	ABS Survey of Motor Vehicle Use (Cat. No. 9208.0) – 21 Dec 2020
Road Length	Main Roads Corporate System (IRIS) – 28 May 2021
Fatalities	Main Roads Crash System and BITRE Road Deaths Australia – December 2020
Serious Injuries	Main Roads Crash System – 31 May 2021

Road Classifications

Road Classification (as at 30 June 2021)	Sealed (km)	Unsealed (km)	Total (km)	Sealed (%)
National Land Transport Routes	5,538	0	5,538	100
Highways	5.482	108	5,590	98
Main Roads	6,808	759	7,567	90
Sub-Total	**17,828**	**867**	**18,695**	**95**
Local Roads regularly maintained	40,047	87,413	127,460	31
Local Roads not regularly maintained	185	1,032	1,217	15
Sub-Total	**40,232**	**88,445**	**128,677**	**31**
Roads managed by DBCA	351	35,363	35,714	1
Total WA Road Network	**58,411**	**124,675**	**183,086**	**32**

Sources

Corporate and Local Extracts as at 28 May 2021 from Main Roads Corporate System (IRIS)

DBCA: Department of Biodiversity, Conservation and Attractions

Notes

Local road lengths are reported information received from local government.

Local roads with cross section type 'unconstructed' or 'unknown' have been excluded.

Privately maintained roads have been excluded.

Glossary

Word	Definition
Bypass	An alternative route that enables through-traffic to avoid urban areas.
Carriageway	The portion of a road or bridge devoted to the use of vehicles, inclusive of shoulders and auxiliary lanes.
Community Engagement	Involving communities when prioritising and developing services in their own area. This includes consultation as well as more active processes so that communities can help to formulate plans or influence local developments.
Corporate Governance	The way we balance compliance against risk-taking as we direct, control and are held accountable for our performance.
Culvert	One or more adjacent pipes or enclosed channels for conveying a stream below formation level and carrying water under a roadway.
Drainage	The removal of water by flow from the ground or from its surface.
Freeway	A divided highway for through-traffic with no access for traffic between interchanges and with grade separation at all intersections.
Grade Separation	The separation of road, rail or other traffic so that crossing movements, which would otherwise conflict, are at different elevations.
Highway	Highways provide connection between capital cities. They are also principal routes between a city and the major producing regions of the State. Highways also service major transport terminals or significant commercial and industrial centres.
Incidence Rate	The number of lost-time injury/diseases divided by the number of employees * 100.
Main Road	A principal road in the road system.
Maintenance	The work on an existing road and infrastructure to maintain its efficiency or quality.
Median	A strip of road that separates carriageways for traffic in opposite directions.
MyHR	Main Roads HR self-service interface system for employees.
Overlay	The addition of one or more courses of pavement material to an existing road surface, generally to increase strength, and/or to improve ride quality.
Overtaking/Passing Lane	An auxiliary lane provided for slower vehicles to allow them to be overtaken.
Pavement	The portion of a carriageway placed above the levelled surface or earth or rock for the support of, and to form a running surface for, vehicular traffic.
Performance Indicator	A simple measure that allows objective comparisons such as road maintenance costs per kilometre in a region. This can then be compared to other regions and monitored.
Realignment	A change in the geometric form of the original centre-line of a carriageway with respect to the vertical and horizontal axes.
Seal	A thin surface layer of sprayed bitumen – a viscous liquid or solid impure mixture, consisting of hydrocarbons and their derivatives, used for road surfacing.
Stakeholder	Individuals or groups of people with a direct interest, involvement or investment in something.
Strategy	How a broad objective will be approached.
Sustainability	The long-term balance of social, environmental and economic factors into our activities, decision-making and investment processes.

Acronyms

ARRB	Australian Road Research Board
BCR	Benefit Cost Ratio
CCTV	Closed-circuit Television
CIC	Customer Information Centre
CPA	Certified Practising Accountant
CRC	Crush Recycled Concrete
EDMS	Electronic Document Management System
EEO	Equal Employment Opportunity
EV	Electric Vehicle
GPS	Global Positioning System
GRI	Global Reporting Initiative
HVS	Heavy Vehicle Services
IPAA	Institute of Public Administration Australia
IS	Infrastructure Sustainability
ISCA	Infrastructure Sustainability Council of Australia
ITS	Intelligent Transport System
KPIs	Key Performance Indicators
LED	Light-Emitting Diode
LTI	Lost-Time injury
NABER	National Australian Built Environment Rating System
OHS	Occupational Health and Safety
PATREC	Planning and Transport Research Centre
PIARC	Permanent International Association of Road Congresses
PID	Public Interest Disclosure
PSPs	Principal Shared Paths
RAP	Reclaimed Asphalt Pavement
RAV	Restricted Access Vehicle
RNOC	Road Network Operations Centre
ROSMA	Road Safety Management System
SBENRC	Sustainable Built Environment National Research Centre
SHW	Safety, Health and Wellbeing
WARRIP	Western Australian Road Research and Innovation Program

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