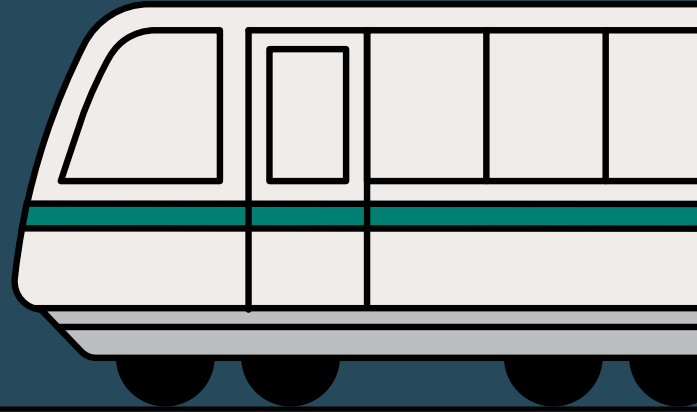


# Appendices



## Downloads

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

- Albany Ring Road
- Bunbury Outer Ring Road
- Causeway Pedestrian and Cyclist Bridges
- Great Eastern Highway Bypass Interchange
- Mitchell Freeway Extension Hester to Romeo
- Leach Highway Welshpool Road Interchange
- Smart Freeways Mitchell Southbound Hester to Warwick
- Smart Freeways Mitchell Southbound Reid to Vincent
- Stephenson Avenue Extension
- Thomas Road over Rail
- Tonkin Gap Project

# Managing our Information Assets

State Records Commission Standards and ISO 15489:2016 Records Management continues to guide best practice recordkeeping, supported by ISO16175:2011 Principles and Functional Requirements for Records in Electronic Office Environments. Our Recordkeeping Plan 2022 has been approved by the State Records Commission and provides guidance on the changing needs of our workforce and how we do business.

Our records management application has been upgraded to TRIM Opentext CM 9.4.4 with 2,605 licensed users. Our records management processes have been re-certified to ISO 9001:2015 Quality Management and our bulk-scanning and document processing application is now at the latest version, Kofax TA 7.9.

## Our Service Delivery

Our information assets captured and used by employees to conduct work on behalf of Government includes 7 kilometres of boxed records held offsite, 3 kilometres boxed records held onsite, 418,371 hardcopy files onsite, 155,648 hardcopy files offsite, and 99,000 virtual files containing 16.1 million digital items held in a 37 terabyte TRIM database. Library information assets include 23 research databases, 39,000 books/reports – 22,000 digital, held in an 8 terabyte Db Text library database linked to historical information and records held within the TRIM database.

A dedicated Main Roads ‘Working from Home’ SharePoint website provides general users with information to assist in saving and searching for documents using Microsoft 365 (M365) and the TRIM Web Client, including during COVID-19 restriction periods.

Our Digital Roadmap has given high priority to application connection between M365 SharePoint Online and TRIM following progressive rollout of Microsoft (MS) Teams during implementation of our modern workplace with improved governance processes, collaboration standards, technology and training. Business application databases, including TRIM, have been converted to 64-bit in preparation for our next TRIM upgrade.

An Information Classification Policy is being refined for staged implementation to:

- Target TRIM, M365 and the Data Catalogue to determine labels that comply with Western Australia’s State Government policy
- Work with a specialist company to review and update the current TRIM security model
- Conduct pilot projects to set up proof of concept using MS Purview Information Protection, provide user and administration training and develop a formal implementation plan

Our system of capture, Kofax TA7, provides bulk scanning and document processing using machine learning to automate the capture and storage of information to TRIM for further processing. All forms of incoming correspondence received at our head office go through Kofax TA7 and this year 53,062 items have been processed for storage to TRIM, as depicted in the table below.

Day boxed scanned hardcopy continues to be legally destroyed in accordance with the General Disposal Authority for Source Records.

Year	Supplier Creation	Credit Notes	Accounts Payable	Statements	Invoices	Scanned General	Plans and Drawings	Total
2020-21	68	534	1,929	1,595	39,151	1,482	2,490	<b>47,249</b>
2021-22	3	523	1,573	2,921	40,543	985	2,879	<b>49,427</b>
2022-23	3	349	1,192	2,229	45,469	1,203	2,617	<b>53,062</b>

In addition to core records activities, best practice recordkeeping and information management was used to complete the following projects and initiatives:

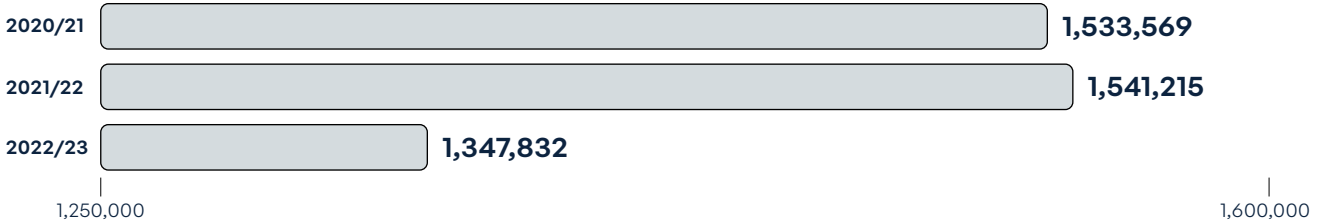
- Conducted a second comprehensive TRIM CM 9.4 System Health Check prior to our next upgrade where the priority will be on document lifecycle management between SharePoint and TRIM
- Submitted our Recordkeeping Plan 2022 and gained approval from the State Records Commission
- Implemented the PEPPOL e-invoicing network with processing through Kofax TA7 and document storage to TRIM
- Updated and submitted the Main Roads Retention & Disposal Schedule to State Records Office for approval
- Reviewed and minimised hardcopy compactus holdings resulting in dismantling and removal of a 20-bay compactus to create floorspace for ongoing processing of regional legacy records holdings to offsite storage/archiving
- Re-organised and consolidated hardcopy Library resources
- Finalised upgrade of the records management application to TRIM Opentext CM 9.4.4, including updates to affected procedures and user guidelines
- Upgraded third party Sigma applications for data imports, logs, drawings and pictures in TRIM
- Maintained the Main Roads mandatory in-house Online Records Awareness training course and TRIM Essentials course
- Continued our State Archiving Strategy to remove hardcopy legacy holdings from each of the Regions
- Scoped Derby/Broome/Kununurra Archiving Project (225 boxes) plus drawings
- Scoped Bunbury Archiving Project (200 boxes)

- Processing Albany Archiving Project (600 boxes)
- Processing Kalgoorlie Archiving Project (840 boxes) plus drawings
- Implemented triage of road planning referrals from within Information Services rather than Road Access Planning
- Reviewed scope of video storage, moving storage in TRIM to corporate Nomad video application
- Reviewed lifecycle management of social media records using the corporate Brolly application and archiving to TRIM
- Reviewed and incorporated the Information Services Business Continuity Plan (BCP) into the Branch
- Reviewed resourcing and delivery of records services within Head Office at DAC

Our Record Keeping Code of Practice for the Management of Contract Records is available on our website and guides compliance with the State Records Commission Standard 6: Outsourcing. Under this Code, submission of a Contract Recordkeeping Plan is required from contract companies within 28 days for approval. Contract Recordkeeping Plan reviews are conducted by a records practitioner prior to sign off and four reviews were completed this year.

Records management operations and projects are supported by our TRIM support help desk which triage customer enquiries and performs daily audits to protect critical records from deletion. This year 6,848 TRIM enquiries were received through multiple communication channels with most resolved within 24 hours. Documents and other items stored to TRIM (1.34 million) indicate substantial ongoing storage. Whilst there has been a drop in usage due to implementation of Microsoft Teams, audit logs indicate that 85 per cent of employees consistently use TRIM.

**TRIM ITEMS REGISTERED**



## Our Response to Future Trends

The suitability and dependability of information systems is crucial to the delivery of information, technology, and communications for our business.

Services provided to our people and customers are delivered over a complex state-wide technology network consisting of three data centres with 1,300 servers (1,200 virtual), 3,500 end-user devices delivering 350 software applications accessing 608 terabytes of data, wireless connectivity, and a voice over IP (VOIP) network including Microsoft Teams.

A more holistic approach to managing information is now being taken to improve information lifecycle management, data modelling and effective information governance. This is a prerequisite to the sharing of information across the Transport Portfolio and other Government agencies, whilst addressing agreed focus areas in our Information and Communications Technology (ICT) Strategy. To support this focus, an Enterprise Data Governance Committee has been established, Terms of Reference endorsed, Enterprise Data Management Plan developed, Data Release Policy endorsed, Data Licensing and Copyright Guideline endorsed, and our Information Classification Guideline is under review.

Real-time analytics using large volumes of data requires new skills, tools and processes to link, interpret and extract value from the many data sources available to Main Roads. This requires advanced analytics competency to provide advice, tools and techniques to business areas for decision making purposes. Efforts continue to broaden our data and analytics capabilities.

Cyber security remains challenging in reducing security risks for both Federal and State Government and we are proactively improving resilience to threats, vulnerabilities and challenges to drive protective security improvements using a systematic and managed approach.

Traditional ICT no longer applies given a rapidly changing technology landscape demanding stability, mobility, agility, and responsiveness. This has resulted in considerable change to the ICT structure and how it conducts business. Challenges remain in upgrading aged systems, hardware, and services as we progressively shift focus to cloud storage and technologies with an ICT Program of Works this year that totalled 90 projects valued at \$11.7 million.

## Our Training

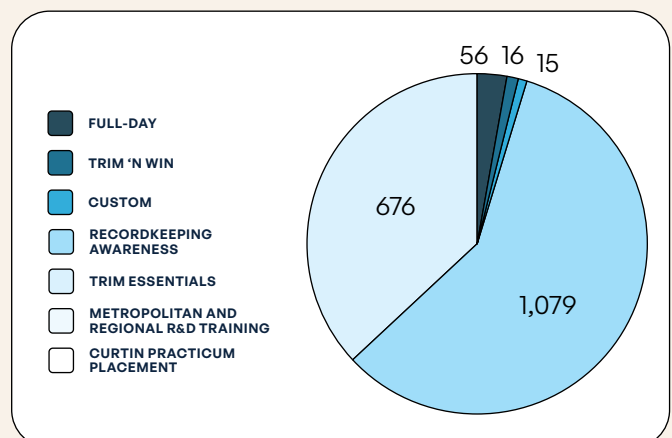
We support good recordkeeping practices through our training programs providing a suite of training courses, online and localised inductions, business process re-engineering, short courses, and a range of delivery methods. Regular updates to policies, procedures, user and system training guides, FAQs, news items, available services and contacts have been provided to users through our internal intranet and email distribution lists. Individual assistance is also available via remote online support and a dedicated TRIM support helpdesk.

The Online Trim Essentials, together with the mandatory Recordkeeping Awareness course, has been rewritten and tailored to the organisation. These courses are now provided to end users through the Learning Management System.

Limited training resources resulted in fewer lecture-based courses able to be run. To assist with demand, custom sessions were held ranging in topic from general TRIM functionality, such as workflow and searching, to more in-depth sessions on business processes, such as interdepartmental approvals and file structure.

This year there were 264 training enquiries received and the uptake, progress and completion of records training continues to be monitored

Training	2021-22	2022-23
Full-Day	110	56
TRIM 'n Win	37	16
Custom	0	15
Recordkeeping Awareness	1,273	1,079
TRIM Essentials	199	676
Metropolitan and Regional R&D Training	4	0
Curtin Practicum Placement	1	0
<b>Total Trained</b>	<b>1,624</b>	<b>1,842</b>



# Additional Disclosures

## Additional Financial Disclosures

### FINANCIAL TARGETS: ACTUAL RESULTS VERSUS BUDGET TARGETS

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 of Transport and the Treasurer.

	2022-23 Target <sup>(1)</sup> \$000	2022-23 Actual \$000	Variation <sup>(2)</sup> \$000
Total Cost of Services	1,713,561	1,739,743	26,182
Net Cost of Services	268,967	487,907	218,940 <sup>(a)</sup>
Total Equity	59,277,497	65,857,086	6,579,589 <sup>(b)</sup>
Salary Expense Limit	78,496	90,346	11,850 <sup>(c)</sup>
Borrowing Limit	-	130,000	130,000 <sup>(d)</sup>

(1) As specified in the Budgets Statements.

(2) Further explanations are contained in Note 10 Explanatory Statements to the financial statements.

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

- Rescheduling of Commonwealth grant receipts after the review of Commonwealth funded programs.

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

- Revaluation of infrastructure assets by \$5.0 billion using construction unit rates provided by professional estimators.

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

- A one-off cost of living payment of \$3,000 per employee
- A back-pay of 3% salary increase effective on and from 1 February 2022
- A 3% salary increase effective on and from 1 February 2023
- Additional staff from the transition of the maintenance function in-house for the Mid West Gascoyne and Wheatbelt regions.

d) Main Roads borrowed \$130 million from the Western Australian Treasury Corporation.

	2022-23 Agreed Limit <sup>(1)</sup> \$000	2022-23 Actual \$000	Variation <sup>(2)</sup> \$000
Agreed Working Cash Limit	56,140	57,767	1,627

### 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 monthly. Indirect economic benefits are now being measured 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 ISC's Rating Tool, V2.0 to measure project success.

## Additional Financial Disclosures

### *continued*

#### **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 1991* 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, Supply and Transport Branch, which provides independent governance over all Main Roads' procurements and procurement processes, periodically reviews a range of data analytics dashboards that enhances the compliance program, and any findings are addressed.

External probity auditors are engaged to observe the procurement process for all major capital works, and complex or sensitive professional services procurements to ensure the principles of probity, equity and accountability are adhered to.

#### **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 mandated targets with 56 contracts being awarded to registered Aboriginal business at a value of \$105.31 million.

We had minimum mandatory targets for Aboriginal employment and business engagement in our major works contracts. During the year, 550,500 hours were worked by Aboriginal people on our contracts, with an Aboriginal business spend of \$131.9 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 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.

No grievances were received during the year confirming our procurement processes continue to be fair and equitable.

#### **UNAUTHORISED USE OF CREDIT CARDS**

We hold 651 corporate credit cards with transactions reviewed for personal use by incurring and certifying officers during statement processing.

During the financial year there were 29,765 credit card transactions totalling \$10,100,073.50, of which 20 transactions totalling \$828.82 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.

## Statement of Expenditure

In accordance with Section 175ZE of the *Electoral Act 1907*, Main Roads Western Australia incurred \$433,700.00 during 2022-23 in advertising, market research, polling, direct mail and media advertising. Expenditure was incurred in the following areas:

	\$
<b>Advertising Agencies</b>	<b>Nil</b>
<b>Direct Mail Organisations</b>	
Quickmail	1,800
<b>Direct Mail Organisations Total</b>	<b>1,800</b>
<b>Market Research Organisations</b>	
Metrix Consulting Pty Ltd	332,000
<b>Market Research Organisations Total</b>	<b>332,000</b>
<b>Polling Organisations</b>	<b>Nil</b>
<b>Media Advertising Organisations</b>	
Carat Australia Media Services Pty Ltd	800
Facebook	3,800
Initiative Media Australia	95,300
<b>Media Advertising Organisations Total</b>	<b>99,900</b>
<b>Grand Total</b>	<b>433,700</b>



## 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.

We are seeking to expand sustainability practice within our projects. Main Roads' participation as a Pioneer Partner in the Infrastructure Sustainability Councils IS Essentials tool will potentially help facilitate a sustainability rating scheme suitable for smaller infrastructure projects and lead to improved outcomes in the civil construction sector both for Main Roads and for local governments. Main Roads currently has four projects registered for IS Essentials. These are Great Eastern Highway Wooroloo Upgrade (pilot phase complete); Great Northern Highway – Apple Street Roundabout (pilot phase complete); Smart Freeways Mitchell Southbound Reid Highway to Vincent Street; and the Causeway Pedestrian and Cyclist Bridges.

Program	Project	IS Version	Rating Phase	Target Rating	Tracking Status
<b>Armadale Road</b>	Armadale Road Northlake Road Bridge	2	As Built	Silver	Verified Bronze Design
<b>Albany Ring Road</b>	Albany Ring Road	2.0/2.1	Design	Silver	Bronze
<b>Bunbury Outer Ring Road</b>	Bunbury Outer Ring Road	2.0/2.1	Design	Silver	Verified Silver Planning
<b>Mitchell Freeway</b>	Mitchell Freeway Extension – Hester Romeo	2.0	Design	Silver	Verified Silver Design
<b>Tonkin Highway</b>	Tonkin Gap and Associated Works	2.0/2.1	Design	Silver	Verified Gold Design
<b>Great Eastern Highway Bypass Interchanges</b>	Great Eastern Highway Bypass Interchanges	2.0/2.1	Design	Silver	Silver
<b>Stephenson Avenue Extension</b>	Stephenson Avenue Extension	2.1	Design	Confidential Design and As Built Rating	Confidential Design and As Built Rating
<b>Smart Freeways Mitchell Freeway</b>	Hester Avenue to Warwick Road				Abandoned
<b>Causeway PSP Bridges</b>	Causeway Link Alliance	IS Essentials	Design	Silver	Behind
<b>Smart Freeways Mitchell Freeway</b>	Reid Highway to Vincent Street	IS Essentials	Design	Silver	Silver
<b>Tonkin Highway</b>	Tonkin Highway Extension	2	Planning	Bronze	Verified Bronze Rating
<b>Swan River Crossings</b>	Swan River Crossings	2	Planning	Bronze	Verified Silver Planning
<b>Tonkin Highway</b>	Tonkin Grade Separations Interchanges (Hale to Welshpool)	2	Planning	Bronze	Verified Bronze Rating
<b>Great Eastern Highway</b>	Great Eastern Highway Bypass (WPI Kalamunda)	2	Planning	Bronze	Bronze
<b>Karratha-Tom Price Road</b>	Manuwarra Red Dog Highway (Karratha-Tom Price Road Stage 4)	2	Planning	Bronze	Behind
<b>EastLink WA</b>	EastLink WA Package 1: Reid Highway Grade Separations	2	Planning	Bronze	Verified Silver Planning
	EastLink WA Package 2: Roe Highway to Clackline	2	Planning	Bronze	Bronze
	EastLink WA: Package 3: Clackline to Northam	2	Planning	Bronze	Bronze
<b>Mandurah Estuary Bridge Duplication</b>	Mandurah Estuary Bridge Duplication	2	Planning	Bronze	Verified Bronze Planning



## 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 4,500 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

	2021	2022	2023
MVKT	11,043	10,740	10,851
Fuel Consumed (kl)	1,457,000	1,425,000	1,453,000

### Emissions by Type (tonnes per year)

CO <sub>2</sub>	3,374,000	3,300,000	3,364,000
CH <sub>4</sub>	441	431	440
N <sub>2</sub> O	102	100	102
NO <sub>x</sub>	1,767	1,728	1,762
CO	12,695	12,416	12,660
NMVOG	4,405	4,308	4,393
SO <sub>x</sub>	231	226	231
PM <sub>10</sub>	41	40	41

### Annual Emissions due to Congestion

#### Estimates for Perth Metropolitan State Road Network and Significant Local Roads

	2021	2022	2023
Fuel Consumed (kl)	64,000	46,000	67,000

### Emissions by Type (tonnes per year)

CO <sub>2</sub>	148,000	130,000	155,000
CH <sub>4</sub>	19	17	20
N <sub>2</sub> O	4	4	5
NO <sub>x</sub>	78	68	81
CO	558	488	584
NMVOG	194	169	203
SO <sub>x</sub>	10	9	11
PM <sub>10</sub>	2	2	2

## EMISSIONS METRICS

### Scope 1 or 2 and 3

#### Greenhouse Gas (GHG) Type (t CO<sub>2</sub>)

	2021	2022	2023
Fuel	3,755	3,678	4,790
Street and traffic lights	20,303	18,346	15,659
Buildings	3,255	3,348	2,603
Air travel*	236	313	337
Projects and maintenance fuel use*	16,794	40,362	25,660
Waste*	16,788	18,234	2,536
Offsets	-3,356	-3,185	-3,479
<b>Total</b>	<b>57,775</b>	<b>81,096</b>	<b>48,106</b>

\* Note: Air travel, project and maintenance fuel usage and waste are Scope 3 emissions  
Emissions from 2022 have been restated

<b>Scope 1 or 2 and 3 GHG Category (t CO<sub>2</sub>)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Scope 1	3,911	3,586	4,569
Scope 2	23,402	21,019	16,971
Sub Total	27,313	24,604	21,540
Offsets	-3,356	-3,185	-3,479
Total	23,957	21,420	18,061
Scope 3	33,818	59,676	30,045

<b>Energy Use by Source Energy Source</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Electricity usage (MJ) (within)	125,353,645	125,203,879	123,500,274
Installed Renewable Energy (MJ) (within)	3,590,177	3,948,307	4,204,537
Fuel and gas usage (MJ) (within)	49,006,760	53,008,896	50,801,457
Projects and maintenance (outside)	225,371,098	223,868,024	290,834,114

<b>Intensity Indicators</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
MJ per km State Road	9,327	8,929	9,181
Scope 1 and 2 t CO <sub>2</sub> per km State Road	1.46	1.29	1.13

#### IMPORTED ROAD CONSTRUCTION MATERIALS

<b>Imported Road Construction Material Type in tonnes</b>	<b>2021 (000)</b>	<b>2022 (000)</b>	<b>2023 (000)</b>
Sand	342.1	3540.0	1,898.5
Gravel	294.9	1064.7	451.0
Crushed rock	130.7	434.5	225.5
Limestone	23.5	396.6	309.6
Aggregate	23.6	62.7	25.1
Asphalt	217.9	58.8	1,332.0
Bitumen	161.0	95.9	20.9
Bitumen cutter	3.8	15.6	19.0
Emulsion	112.2	78.9	1.6
Concrete and steel	16.2	17.5	10.5
Concrete	34.3	113.5	102.5
Cement stabilised backfill	8.7	34.2	108.5
Mulch	0.4	3.1	42.0
Other (steel, paint, glass, primer, topsoil)	36.2	97.4	14.8

#### IMPORTED RECYCLED & REUSED CONSTRUCTION MATERIALS

<b>Recycled &amp; Reused Material Type in tonnes</b>	<b>2021 (000)</b>	<b>2022 (000)</b>	<b>2023 (000)</b>
Sand	259.8	3,821.6	3,018.5
Road base	13.3	34.2	97.7
Asphalt / profiling	8.4	0.3	32.6
Crushed glass	0	0	0
Rehabilitation purposes – unsuitable material	3.1	16.8	0
Other (crumbed rubber, limestone, plastic, concrete, steel, topsoil, mulch)	70.8	258.4	336.9
Imported construction materials with an eco-label	73	14.4	182.7

## WASTE MATERIALS TO LANDFILL (WASTE)

Indicator	2021 (000)	2022 (000)	2023 (000)
Kerbing/concrete (t)	2.5	2.3	3.3
Existing seal (t)	0.6	0.0	0.0
Unsuitable material (t)	4.7	6.0	53.0
Site office/general waste	0.1	2.7	0.4
Contaminated material	14.3	0.05	0.0
Other (roadside litter/waste, plastics) (t)	24.3	30.3	0.0

## MATERIALS RECYCLED

Indicator	2021 (000)	2022 (000)	2023 (000)
Sand (t)	529.6	36.7	13.5
Road base (t)	5.0	4.5	0.0
Asphalt/profiling (t)	7.7	5.0	0.0
Steel (t)	0.4	1.1	0.0
Concrete (t)	13.5	45.9	0.1
Office waste, general, roadside litter (t)	0.4	0.8	0.2
Timber	0.2	0.3	0.0
Rock	0	0	0
Other (green waste, plastic, topsoil, hydrocarbons) (t)	2.3	3.0	238.4

Data is based on the calendar year

## WASTE MANAGEMENT: ROADSIDES, BUILDINGS AND FACILITIES

In areas from design, construction, operation, and management, we continue to incorporate improved waste management practices in our offices and depots. Green Star and 5-Star NABERS ratings (National Australian Build Environment Rating System) were achieved for incorporation of waste management principles in design and construction of offices and depots. Construction contractors are required to follow specific waste management practices.

From an operational perspective, the separation of general office waste and recyclables is encouraged by providing paper recycling bins (240L bins in utility areas and smaller bins in office spaces), battery recycling containers and printer cartridge recycling. Documents with sensitive or confidential information are collected in secure bins, shredded, and recycled. Waste collection contractors provide reports on the volumes of general and recyclable waste collected.

This year, an improvement to the waste separation strategy has been successfully delivered in our head office at the Don Aitken Centre. This involved creating centralised collection points for organics, co-mingled recycling, and general waste, plus the removal of individual waste bins at workstations. Signage has been installed and information released to educate staff on the appropriate waste separate process. This will be rolled out to other facilities where organics and recycling disposal is available.

The reduction of single use plastics continues to be encouraged, with the use of alternative bin liners, replacing disposable cups with a biodegradable paper product and removing plastic cups from some areas altogether. Waste avoidance strategies in our office facilities include:

- Setting printers and photocopiers to print on both sides by default
- Encouraging electronic files rather than hard copy
- Encouraging the use of ceramic cups, crockery, and cutlery rather than disposable products
- Providing mechanical hand dryers as an alternative to paper towel.

Our operational depots also support good practice waste management initiatives by separating different waste categories and either recycling or disposing as appropriate. Depot waste may be a by-product of the depot activities, such as from laboratories or temporary storage of waste from road projects or maintenance.

Our depots have waste management plans for asbestos, concrete, steel, aluminium, batteries, and waste oil. Recycling and disposal opportunities depend on the availability of these services in the region the depot is located.

We collaborate with community groups and state and local government agencies to reduce litter and illegal dumping. We continue to implement Main Roads State-wide litter strategy that supports the Litter Prevention Strategy for Western Australia 2020-25. Our strategy aims to reduce littering and illegal dumping with the focus areas of roadsides, rest areas, illegal dumping activity, loose loads, and abandoned vehicles. The implementation strategy 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 a \$30,000 annual sponsorship to Keep Australia Beautiful Council which provides resources for volunteer litter collection activities.

## Additional Environmental and Sustainability Disclosures *continued*

### STAKEHOLDER MAP – STAKEHOLDER INCLUSIVENESS

We engage with two broad categories of stakeholders, adjusting our engagement approach to meet their needs.

**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/impact. Project Stakeholders can vary from project to project and are tracked and managed in our Customer Relationship Management System (CONNECT).

Timing of the process aligns with Main Roads business planning cycle, to ensure stakeholder engagement is a key enabler of business plans at all levels.

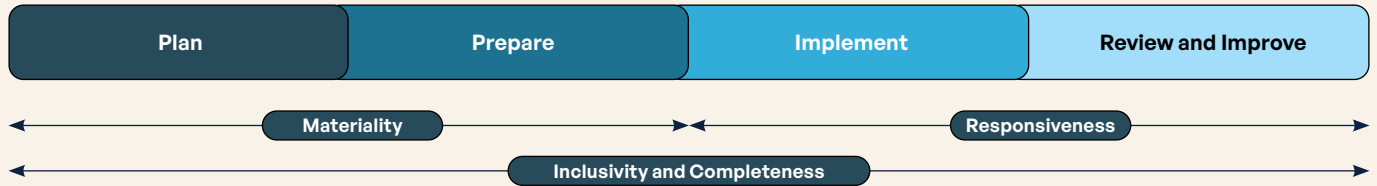
**Corporate stakeholders** are a person, business, organisation, or group interested in or impacted by our agency who may partner with us and influence or hamper the work we do. Corporate stakeholders are identified using an annual process involving internal stakeholders across the entire organisation. Timing of the process aligns with Main Roads business planning cycle, to ensure stakeholder engagement is a key enabler of business plans at all levels.

### 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 delivering 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 on feedback and involvement influencing decision-making, whilst considering project, commercial and political realities:



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

**PROJECT STAKEHOLDER CONCERNS**

Project stakeholder concerns are unique to each project and are identified during stakeholder engagement planning process. These concerns are determined using a desktop approach that interrogates media, ministerial and customer data sources, and usually depend on the risks associated with the project. Responses to topics and concerns are articulated in the project Communication and Engagement Strategy, which differs from project to project.

**CORPORATE STAKEHOLDER CONCERNS**

We determine corporate stakeholder concerns using a biennial materiality review, performed in accordance with the Global Reporting Initiative (GRI). 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.

**LAND ACQUISITION FOR ROAD PROJECTS**

In instances where land is required to improve existing roads or to provide new transport corridors, land is acquired by negotiation or ‘formal taking action’ in accordance with the statutory powers contained in the *Land Administration Act 1997 (WA)*. The process of acquiring land can have significant community and social impacts. Where possible Main Roads aims to commence acquisition of land 18 months to two years prior to construction commencing. Landowners have certain rights under the Land Administration Act, such as the ability to object to the land take proposal and they are entitled to compensation when land is required from their property for road purposes. We endeavour to pay fair and reasonable compensation based on valuation assessments by independent licensed valuers. Further information is available on our website.

## Additional Governance Disclosures

### OUR LEGISLATION

The *Main Roads Act 1930 (WA)* establishes the Commissioner of Main Roads as a body corporate and sets out the powers and duties of the office. The Act also has subsidiary legislation under it, namely the *Main Roads (Control of Advertisements) Regulations 1996 (WA)* covering Main Roads powers with respect to advertisements in or near the road reserve and the *Main Roads (Engineering Cadets) Regulations 1982 (WA)* covering the selection of cadets and other particulars. Additional Western Australian legislation guiding, and empowering Main Roads includes:

- *Road Traffic (Events on Roads) Regulations 1991 (WA)* set out approvals required from the Commissioner of Main Roads or their delegated authority with respect to events on roads
- The *Land Administration Act 1997 (WA)* provides powers for the resumption of and entry onto land
- Regulation 291 of the *Road Traffic Code 2000 (WA)* allows Main Roads to temporarily close a road subject to certain conditions
- Regulation 297 of the *Road Traffic Code 2000 (WA)* provides the Commissioner with the power to erect road signs, traffic signals and install road marking, and allow an authorised body to do certain related things
- Section 131 of the *Road Traffic (Administration) Act 2008 (WA)* makes those responsible for damage to the road jointly and severally liable to Main Roads for damages
- Section 33 of the *Road Traffic (Vehicles) Act 2012 (WA)* provides the Commissioner with the authority to modify a mass or dimension requirement, as provided in the Regulations
- Section 40 of the *Road Traffic (Vehicles) Act 2012 (WA)* provides the Commissioner with the authority to give an access approval for a complying restricted access vehicle to be on a road
- Section 44 of the *Road Traffic (Vehicles) Act 2012 (WA)* provides for the accreditation of persons in relation to certain heavy vehicles by the Commissioner of Main Roads for the purposes of sections 33(4) and 40(2).

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 during the year by the Minister for Transport under section 19(b) of the *Main Roads Act 1930 (WA)*, as amended.

### FREEDOM OF INFORMATION

The *Freedom of Information Act 1992 (WA)* (FOI Act) 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 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 58 FOI applications. Enquiries about FOI can be emailed to: [foi@mainroads.wa.gov.au](mailto:foi@mainroads.wa.gov.au).

### CUSTOMER PRIVACY

Main Roads, as with all Western Australian Government agencies, is not subject to the *Privacy Act 1988 (Commonwealth)* and to date Western Australia does not have an equivalent statute. However, where possible, Main Roads adheres to the Australian Privacy Principles set out in Schedule 1 of the *Privacy Act 1988*. Work is being conducted by the Department of Premier and Cabinet to introduce new whole-of-government privacy legislation and new, responsible information-sharing legislation for the Western Australian public sector. Main Roads values the privacy of our customers and complies with the CCTV Usage Policy that outlines appropriate use; we do not automatically record on our CCTV cameras. Main Roads also operate in accordance with the *Surveillance Devices Regulations 1999 (WA)*. 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 being made by staff regarding improper conduct. Public Interest Disclosure Guidelines are available on iRoads to all staff.

**CONFLICTS OF INTEREST AND ACCEPTANCE OF GIFTS**

Our Code of Conduct and Integrity Framework requires all employees to ensure that personal, financial, and political interests do not conflict with their public duty or ability to perform in an impartial manner. Where a conflict of interest occurs, it should always be resolved in favour of the public interest rather than personal interest.

All employees have a responsibility to declare all conflicts of interest (whether actual, potential, or perceived) for recording on the confidential Conflict of Interest Register. The Register is maintained by the Manager Legal and Insurance Services. Each Corporate Executive member signs a representation memorandum addressed to the Managing Director which includes a section on personal interests in our contracts. The Chief Finance Officer, Managing Director and Accountable Authority then sign a Management Representation letter to the Auditor General addressing various categories, including Internal Controls and Risk Management.

To ensure compliance with the Australian Accounting Standard AASB 124, a Related Party Transaction Disclosure is signed by all senior officers declaring personal details, controlling interests and transactional details. These records are audited to ensure Internal Control processes are consistently managed.

Our Integrity Framework states that employees and contract personnel must not:

- be influenced, or perceived to be influenced by the offer or receipt of gifts, benefits or hospitality
- engage in actions where a conflict of interest (whether perceived, potential or actual) arises in the course of their duty or contract obligations.

All offers of gifts, benefits and hospitality must be declared and recorded in the Gifts and Benefits Register which is also maintained by the Manager Legal and Insurance Services.

**INTEGRATED MANAGEMENT SYSTEM**

Our integrated management system 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

	WA	Australia	WA (%)
Area (square km)	2,526,632	7,688,094	32.9
Population	2,787,883	25,996,144	10.7
Licensed drivers and riders <sup>1</sup>	1,943,542	n/a	n/a
Vehicles on register including motorcycles	2,367,800	20,680,200	11.4
Annual vehicle kilometres travelled (VKT) (100 million VKT)	284.8	2400.1	11.9
Road length excluding DBCA* roads (kilometres)	147,591	n/a	n/a
Fatalities (for calendar year 2022)	175	1,188	14.7
Fatalities/100 million VKT	0.6	0.5	n/a
Fatalities /100,000 persons	6.3	4.6	n/a
Fatalities/10,000 vehicles	0.7	0.6	n/a
Serious injuries (for calendar year 2022)	1,547	n/a	n/a
Serious injuries/100 million VKT	5.4	n/a	n/a
Serious injuries /100,000 persons	55.5	n/a	n/a
Serious injuries/10,000 vehicles	6.5	n/a	n/a

<sup>1</sup> Active licences only

n/a Not available

\*DBCA Department of Biodiversity, Conservation and Attractions

## SOURCES

Area	ABS Regional Population, 2021-22 (Cat. No. 3218.0) – 20 Apr 2023
Population	ABS Regional Population, 2021-22 (Cat. No. 3218.0) – 20 Apr 2023
Licensed Drivers	Drivers and Vehicle Services, Department of Transport – 30 June 2022
Vehicles on Register	Australian Infrastructure and Transport Statistics Yearbook 2022
Vehicle Kilometres Travelled	Australian Infrastructure and Transport Statistics Yearbook 2022
Road Length	Main Roads Corporate System (IRIS) – (As at 20 June 2023)
Fatalities (Aus)	BITRE Road Deaths Australia – December 2022
Fatalities (WA) & Serious Injuries (WA)	Main Roads Crash System – (As at 19 June 2023)

## Road Classifications

Road Classification (as at 30 June 2023)	Sealed (km)	Unsealed (km)	Total (km)	Sealed (%)
National Land Transport Routes	5,540	0	5,540	100
Highways	5,527	104	5,631	98
Main Roads	7,072	715	7,787	91
<b>Sub-Total</b>	<b>18,139</b>	<b>819</b>	<b>18,958</b>	<b>96</b>
Local Roads regularly maintained	40,760	87,000	127,760	32
Local Roads not regularly maintained	57	817	873	7
<b>Sub-Total</b>	<b>40,817</b>	<b>87,817</b>	<b>128,633</b>	<b>32</b>
Roads managed by DBCA*	365	34,737	35,102	1
<b>Total WA Road Network</b>	<b>59,231</b>	<b>123,373</b>	<b>182,693</b>	<b>32</b>

\*DBCA Department of Biodiversity, Conservation and Attractions

### SOURCES

Corporate and Local Extracts as at 20 June 2023 from Main Roads Corporate System (IRIS)

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
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
iRoads	Our Main Roads employee intranet
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 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

ACRONYM	DEFINITION
BCR	Benefit Cost Ratio
BORR	Bunbury Outer Ring Road
CaLD	Culturally and Linguistically Diverse
CCTV	Closed-circuit Television
CIC	Customer Information Centre
CPA	Certified Practising Accountant
CPS	Community Perception Survey
CRC	Crush Recycled Concrete
DCCEEW	Department of Climate Change, Energy, the Environment and Water
EEO	Equal Employment Opportunity
EPA	Environmental Protection Authority
EV	Electric Vehicle
FOGO	Food Organics Garden Organics
FTE	Full-Time Equivalent
GHG	Greenhouse Gas Emissions
GRI	Global Reporting Initiative
HVS	Heavy Vehicle Services
IS	Infrastructure Sustainability
ISC	Infrastructure Sustainability Council of Australia
ITS	Intelligent Transport System
KPIs	Key Performance Indicators
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual
LTI	Lost-Time Injury
NABER	National Australian Built Environment Rating System
NetPReS	Network Performance Reporting System
OHS	Occupational Health and Safety
PIARC	Permanent International Association of Road Congresses
PID	Public Interest Disclosure
PLIaTS	Performance-Led Innovations at Traffic Signals program
PSPs	Principal Shared Paths
RAP	Reconciliation Action Plan
RAV	Restricted Access Vehicle
RNOC	Road Network Operations Centre
ROSMA	Road Safety Management System
RTW	Return To Work
SHW	Safety, Health, and Wellbeing
WARRIP	Western Australian Road Research and Innovation Program

# Contact Information

24 hr Customer Information Centre 138 138  
 Heavy Vehicle Services Helpdesk 138 486  
 Hearing Impaired TTY 133 677  
[www.mainroads.wa.gov.au](http://www.mainroads.wa.gov.au)

## Metropolitan Offices

### HEAD OFFICE

Don Aitken Centre  
 Waterloo Crescent  
 East Perth WA 6004  
 PO Box 6202 East Perth WA 6892  
[enquiries@mainroads.wa.gov.au](mailto:enquiries@mainroads.wa.gov.au)

### MEDIA ENQUIRIES/PUBLIC AFFAIRS

Media Enquiries 138 138

### MATERIALS ENGINEERING

5-9 Colin Jamieson Drive  
 Welshpool WA 6106  
 (08) 9350 1444

### HEAVY VEHICLE SERVICES

525 Great Eastern Highway  
 Redcliffe WA 6104  
 PO Box 374  
 Welshpool DC WA 6986  
[hvs@mainroads.wa.gov.au](mailto:hvs@mainroads.wa.gov.au)

## Regional Offices

### GOLDFIELDS-ESPERANCE

#### Kalgoorlie Office

83 Piesse Street  
 Boulder WA 6432  
 (08) 9080 1400

### GREAT SOUTHERN

#### Albany Office

2-6 Kelly Street  
 Albany WA 6330  
 (08) 9892 0555

### KIMBERLEY

#### Derby Office

Wodehouse Street  
 Derby WA 6728  
 (08) 9158 4333

#### Kununurra Office

Messmate Way  
 Kununurra WA 6743  
 (08) 9168 4777

### MID WEST-GASCOYNE

#### Geraldton Office

Eastward Road  
 Geraldton WA 6531  
 (08) 9956 1200

#### Carnarvon Office

470 Robinson Street  
 Carnarvon WA 6701  
 (08) 9941 0777

### PILBARA

#### South Hedland Office

12-16 Brand Street  
 South Hedland WA 6722  
 (08) 9172 8877

### SOUTH WEST

#### Bunbury Office

Robertson Drive  
 Bunbury WA 6231  
 (08) 9724 5600

### WHEATBELT

#### Northam Office

Peel Terrace  
 Northam WA 6401  
 (08) 9622 4777

#### Narrogin Office

Mokine Road  
 Narrogin WA 6312  
 (08) 9881 0566



**mainroads**  
WESTERN AUSTRALIA