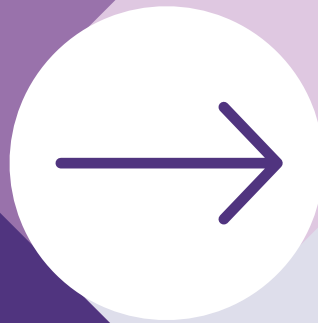


# Appendices



## Downloads

Stand-alone public sustainability reports are produced for our projects with sustainability obligations. This year, reports have been submitted and are accessible from our online report for the following projects:

- Causeway Pedestrian Cyclist Bridge
- Mandurah Estuary Bridge Duplication
- Smart Freeways Reid to Vincent
- Smart Freeways Hester to Warwick
- Tonkin Gap Project



# Managing our information assets

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

Our records management processes have been re-certified to ISO 9001:2015 Quality Management and our bulk-scanning and document processing application is currently at the latest version, Kofax TA 7.9. Our records management application is soon to be upgraded to TRIM OpenText Content Manager CM 23.4.1 Hotfix 3 with 2,855 licensed users.

## Our service delivery

Information assets captured and used by our people, include almost 60,000 hardcopy files onsite in various compactus and in regions, 1,000 boxes onsite, and 20,000 boxes offsite in external storage. 176,000 virtual files containing 19.1 million digital items and 2.6 million electronic documents are held in a 42 terabyte TRIM database.

Library information assets include 15,950 standards, 24 research databases, and 39,000 books/reports. Of the books and reports, 22,000 are digital and include a subscription to Springer eBooks. We further have 470 videos, 8500 photo negatives, 250 photos/albums, and 540 slide transparencies. Item records are held in an 8 terabyte TextWorks Library Database linked to historical information and records held within the TRIM database.

A dedicated Main Roads 'Working from Home' SharePoint website provides our people with information to assist in saving and searching for documents using Microsoft 365 (M365) and the TRIM Web Client.

Our Digital Roadmap has given high priority to our upcoming TRIM upgrade to an Open Text Content Manager 23.4.1 and a near future application integration between TRIM (CM 23.4.1), MS Teams, and M365 SharePoint Online with improved governance processes, collaboration standards, technology, and training. We have undertaken a comprehensive TRIM CM 9.4 System Health Check for this TRIM upgrade.

Our Information Classification Policy has been implemented across the agency, with Purview configured to label information with protective markings to comply with Western Australia's State Government policy.

Information Services is also involved in the 100 Years Anniversary of Main Roads providing records from photo, film, negative, and VHS Video collections.

All correspondence received at our head office is processed through Kofax TA7 with a total of 72,764 items processed this year for storage to TRIM, as depicted in the table below. Kofax TA7 provides bulk scanning and document processing using machine learning to automate the capture and storage of information to TRIM for further processing.

YEAR	SUPPLIER CREATION	CREDIT NOTES	ACCOUNTS PAYABLE	STATEMENTS	INVOICES	SCANNED GENERAL	PLANS AND DRAWINGS	TOTAL
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>
2023-24	5	294	729	1,124	66,868	630	3,114	<b>72,764</b>



Scanned 'day boxed' hardcopy records continue to be legally destroyed in accordance with the General Disposal Authority for Source Records.

In addition to our core records activities, best practice recordkeeping and information management were utilised to complete the following projects and initiatives:

- Finalised, and obtained approval from the State Records Office (SRO) for the updated Main Roads WA Retention & Disposal Schedule
- Updated and Implemented new SRO GDA Retention & Disposal Schedule at Main Roads
- Initiated upgrade of the records management application TRIM to OpenText CM 23.4.1, and integrated 3rd party applications including updates to affected procedures and user guidelines.
- Maintained our 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.
- Processed 127 boxes from Derby, Broome, and Kununurra including drawings which are now at 'Project Ready Status'.
- Processed 68 boxes from Bunbury which are now at 'Project Ready Status'.
- Processed 595 boxes from Albany which are now at 'Project Ready Status'.
- Ongoing processing Kalgoorlie Archiving Project (840 boxes) including drawings.
- Review and streamlining of information management services provided within the Don Aitken Centre.

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 of plans were completed this year.

Records management operations and projects are supported by our TRIM support help desk who triage customer enquiries, and perform daily audits, to protect critical records from deletion. This year 6,848 TRIM enquiries were received through various communication channels with most resolved within 24 hours. This financial year an additional 1.84 million artefacts were added to TRIM.

As part of our Information and Communications Technology (ICT) Strategy a more holistic approach to managing data and information is underway to improve its lifecycle management, data modelling and effective governance. This is a prerequisite to the success of our Digital Engineering program of work and the sharing of information across the Transport Portfolio, and other Government agencies, whilst addressing agreed focus areas in our ICT Strategy. To support this focus, an Enterprise Data Governance Committee has been established to provide governance and accountability for our data and information management environment, under whose leadership we have developed our Data Governance Framework and Operating Model. The rollout of the framework, including the policies, procedures, and training has commenced across Main Roads. Several tools have been implemented to support the framework including a Data Catalogue, Microsoft Purview, and a new data platform, which will enable self service reporting and analytics for end users.



### Our training

We continue to support good recordkeeping practices through our TRIM training programs, provided by our training team. We provide long and short structured courses, as well as customised one-on-one or group sessions as required by users and business areas. Our courses are delivered either online or in-person. Where feasible and appropriate, our team travel to regional offices to deliver training.

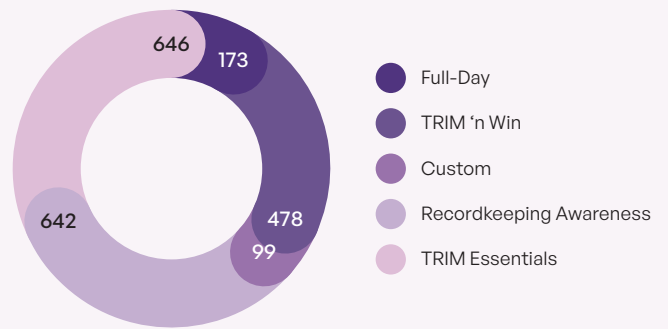
We further support our people by maintaining user guides, training material, and webinar recordings that are available to everyone via the Main Roads intranet (iRoads). We disseminate information via email and news articles on iRoads as a means of educating people on recordkeeping responsibilities, training opportunities, and system changes. We ensure our training and TRIM support teams are easily accessible and we encouraged people working for and with Main Roads to actively seek assistance from us.

Recordkeeping Awareness and TRIM Essentials training modules were released in February 2022 and are provided through the Main Roads LMS, LearningHub as mandatory induction courses for all new starters.

Our training team have significantly increased their training output in the past year due to an additional part time resource. This has enabled introduction of a stable and consistent training program that includes regular virtual TRIM ‘n Win courses, monthly full-day workshops, and a custom course for new file creators. They have also travelled to two regional offices to deliver training and assisted with the Information Classification training delivery.

Our training team responded to 301 direct enquiries and their training sessions had a total of 2758 participants over the year. These figures include delivery of Information Classification to 720 people to assist the Information Classification Rollout Project. The following table represents the breakdown of TRIM training courses and attendees.

TRAINING	2023	2024
Full-Day	56	173
TRIM ‘n Win	16	478
Custom	15	99
Recordkeeping Awareness	1,079	642
TRIM Essentials	676	646
<b>Total Trained</b>	<b>1,842</b>	<b>2,038</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.

\$000	2023-24 TARGET <sup>1</sup>	2023-24 ACTUAL	VARIATION <sup>2</sup>
Total Cost of Services	2,294,735	2,089,184	(205,685) <sup>a</sup>
Net Cost of Services	463,941	935,015	471,074 <sup>b</sup>
Total Equity	70,084,027	70,189,741	105,522
Salary Expense Limit	110,460	118,979	8,519 <sup>c</sup>
Borrowing Limit	187,200	687,220	500,020 <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 'Total cost of services' is due to payments for services and contracts being lower than anticipated through delays in the delivery of minor works and other programs.
  - b The variation in 'Net cost of services' is mainly due to lower than anticipated Commonwealth grants because of delays in approving project proposal reports by the Commonwealth Government.
  - c The variation in 'Salary expense limit' is mainly due to salary provision for back pay of 4.25% salary increase effective on and from 1 February 2024, based on the published Wage Price Index and accrued leave expense was higher than anticipated due to additional staff from the transition of the maintenance function in-house.
  - d An additional \$500.020 million was borrowed from the Western Australian Treasury Corporation. This was because of lower than anticipated Commonwealth grants due to delays in approving project proposal reports by the Commonwealth Government.

\$000	2023-24 AGREED LIMIT <sup>1</sup>	2023-24 ACTUAL	VARIATION <sup>2</sup>
Agreed working cash limit	87,334	72,431	(14,903)

- 1 As specified in the Budgets Statements.
- 2 Variation in 'Working cash limit' was a result of repayment of the Treasurer's Advance.

## 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 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 the Infrastructure Sustainability Council of Australia's Rating Tool, v2.1 to measure project success.

## Ethical procurement

Our procurement processes comply with the *Western Australian Procurement Act 2020* and Western Australian Procurement Rules 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. Our Supply and Transport Branch provides independent governance over all our procurements and related processes. They periodically review a range of data analytics dashboards that enhances the compliance program and addresses any findings. External probity auditors are engaged to observe the procurement process for all major capital works and complex or sensitive professional services procurements. This ensures principles of probity, equity and accountability are adhered to.



## Social and sustainable procurement

The Western Australian Social Procurement Framework, which came into effect on 1 June 2021, was introduced by the government to improve social, economic, and environmental benefits in WA communities by leveraging opportunities through state agencies' procurement activity. The Framework brings together all the state's social and sustainability procurement 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 social and sustainable procurement outcomes that exceed the state's requirements.

We apply the government's Western Australian Buy Local Policy 2022 in the evaluation of tenders to provide local businesses with enhanced access to the government market through the application of a range of initiatives and price preferences. The successful contractor is required to report monthly on buy local commitments. The Western Australian Industry Participation Strategy (WAIPS) provides locally based businesses with better opportunity for accessing and competing for Western Australian Government supply contracts. Its focus is mainly on small- and medium-sized enterprises. WAIPS is applied to all contracts that meet the value thresholds and tenderers are required to submit participation plans to detail employment and local subcontracting opportunities that will arise if awarded the contract.

We also apply the state Aboriginal Procurement Policy (APP) which mandates progressive targets for the award of WA Government contracts to Aboriginal businesses and Aboriginal Community-Controlled Organisations. During the financial year, we awarded a total of 196 contracts with an estimated value of \$886.7 million. Of these, and in accordance with the Western Australian Procurement Rules for state agencies, 39 of the contracts totalling an estimated \$39.36 million were awarded to registered Aboriginal businesses. This equates to 19.9% of the number of contracts awarded, which exceeds the APP minimum target of 4%.

Main Roads has been mandating minimum targets for Aboriginal employment and business engagement since 2017. During the year, more than 550,000 hours were worked by Aboriginal people on our contracts, with an Aboriginal business spend of \$210 million.

## 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 Australia 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. Our procurement processes are fair and equitable. One unsubstantiated grievance was received during the year.

## Unauthorised use of credit cards

During the financial year, we held 728 corporate credit cards which had 35,456 credit card transactions totalling \$12,331,179.91. Of these, 15 transactions totalling \$1,994.58 were found to be for personal expenditure. All corporate credit card transactions are reviewed for personal use by our incurring and certifying officers during statement processing. All transactions for personal expenditure were found to be accidental use of the corporate card instead of a personal card and have been repaid.

## 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 \$153,000 during 2023-24 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>	<b>Nil</b>
<b>Market research organisations</b>	
Metrix Consulting Pty Ltd	59,000
<b>Market research organisations total</b>	<b>59,000</b>
<b>Polling organisations</b>	<b>Nil</b>
<b>Media advertising organisations</b>	
Angry Chicken Publishing Pty Ltd	10,800
Facebook	29,600
Initiative Media Australia Pty Ltd	53,600
<b>Media Advertising Organisations Total</b>	<b>94,900</b>
<b>Grand Total</b>	<b>153,000</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. Our participation as a Pioneer Partner in the Infrastructure Sustainability Councils newest rating tool, IS Essentials has helped to facilitate a sustainability rating scheme suitable for smaller infrastructure projects. This can lead to improved outcomes in the civil construction sector. We currently have two projects registered for IS Essentials: 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
Armadale Road	Armadale Road Northlake Road Bridge	2	As-Built	Silver	Verified Bronze Design As-Built rating on hold/ abandoned
Albany Ring Road	Albany Ring Road	2.0/2.1	Design	Silver	Bronze Rating on hold/ abandoned
Bunbury Outer Ring Road	Bunbury Outer Ring Road	2.0/2.1	Design	Silver	Verified Silver Planning
Mitchell Freeway	Mitchell Freeway Extension – Hester Romeo	2.0	Design	Silver	Verified Silver Design – awaiting certification
Tonkin Highway	Tonkin Gap Project and Associated Works	2.0/2.1	Design	Silver	Verified Gold Design
Great Eastern Highway Bypass Interchanges	Great Eastern Highway Bypass Interchanges	2.0/2.1	Design	Silver	Silver
Stephenson Avenue Extension	Stephenson Avenue Extension	2.1	Design	Silver	Silver
Smart Freeways Mitchell Freeway	Hester Avenue to Warwick Road				Abandoned
Causeway PSP Bridges	Causeway Link Alliance	IS Essentials	Design	Silver	Behind
Smart Freeways Mitchell Freeway	Reid Highway to Vincent Street	IS Essentials	Design	Silver	Silver
Tonkin Highway	Tonkin Highway Extension	2	Planning	Bronze	Verified Bronze Rating
Swan River Crossings	Swan River Crossings	2	Planning	Bronze	Verified Silver Planning
Tonkin Highway	Tonkin Grade Separations Interchanges (Hale to Welshpool)	2	Planning	Bronze	Verified Bronze Rating
Great Eastern Highway	Great Eastern Highway Bypass (WP1 Kalamunda)	2	Planning	Bronze	Bronze
Karratha-Tom Price Road	Manuwarra Red Dog Highway (Karratha-Tom Price Road Stage 4)	2	Planning	Bronze	Verified Silver Planning
EastLink WA	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	Verified Silver Planning
	EastLink WA: Package 3 Clackline to Northam	2	Planning	Bronze	Verified Silver Planning
Mandurah Estuary Bridge Duplication	Mandurah Estuary Bridge Duplication	2	Planning	Bronze	Verified Bronze Planning
Tonkin Highway	Tonkin Grade Separations Interchanges (Kelvin)	2	Planning	Bronze	Verified Bronze Planning
Tonkin Highway North Ellenbrook Interchange	Tonkin Highway North Ellenbrook Interchange	2.1	Planning	Silver	Silver





### 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 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). 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. This has consequences for overall environmental impacts, including carbon emissions and air quality, from use of the road network.

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	2024
MVKT	11,043	10,740	10,851	11,145
Fuel Consumed (kl)	1,457,000	1,425,000	1,453,000	1,499,000
<b>Emissions by Type (tonnes per year)</b>				
CO <sub>2</sub>	3,374,000	3,300,000	3,364,000	3,471,000
CH <sub>4</sub>	441	431	440	453
N <sub>2</sub> O	102	100	102	105
NO <sub>x</sub>	1,767	1,728	1,762	1,818
CO	12,695	12,416	12,660	13,061
NM <sub>VOC</sub>	4,405	4,308	4,393	4,532
SO <sub>x</sub>	231	226	231	238
PM <sub>10</sub>	41	40	41	42

#### Annual emissions due to congestion

##### Estimates for Perth Metropolitan State Road Network and significant local roads

	2021	2022	2023	2024
Fuel Consumed (kl)	64,000	46,000	67,000	73,000
<b>Emissions by Type (tonnes per year)</b>				
CO <sub>2</sub>	148,000	130,000	155,000	169,000
CH <sub>4</sub>	19	17	20	22
N <sub>2</sub> O	4	4	5	5
NO <sub>x</sub>	78	68	81	89
CO	558	488	584	636
NM <sub>VOC</sub>	194	169	203	221
SO <sub>x</sub>	10	9	11	12
PM <sub>10</sub>	2	2	2	2

### Emissions metrics Scope 1, 2 and 3

GHG TYPE (T CO <sub>2</sub> )	2022	2023	2024
Fuel	3,678	4,790.4	7,409
Street and traffic lights	18,346	15,659	16,314
Buildings	3,348	2,602.8	2,682
Air travel*	313	337	220
Projects and maintenance fuel use*	40,362	25,660	36,556
Waste*	18,234	2,536	5,469
Offsets	-3,185	-3,479	-4,329.1
Total	81,096	48,106	64,321

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

### Scope 1, 2 and 3

GHG TYPE (T CO <sub>2</sub> )	2022	2023	2024
Scope 1	3,586	4,569	7,088
Scope 2	21,019	16,971	17,664
Sub Total	24,604	21,540	24,752
Offsets	-3185	-3,479	-4,329.1
Total	21,420	18,061	20,423
Scope 3	59,676	30,045	43,898

### Energy use by source

ENERGY SOURCE	2022	2023	2024
Electricity usage (MJ) (within)	125,203,879	123,500,274	124,927,460
Installed Renewable Energy (MJ) (within)	3,948,307	4,204,537	5,471,397
Fuel and gas usage (MJ) (within)	53,008,896	50,801,457	45,325,806
Projects and maintenance (outside)	223,868,024	290,834,114	521,217,004

### Intensity indicators

ENERGY SOURCE	2022	2023	2024
MJ per km State Road	8,929	9,181	8,966
Scope 1 and 2 t CO <sub>2</sub> per km State Road	1.29	1.13	1.30



### Imported road construction materials

IMPORTED ROAD CONSTRUCTION MATERIAL TYPE IN TONNES (000)	2022	2023	2024
Sand (t)	3,540.0	1,898.5	2,956.6
Gravel (t)	1,064.7	451.0	623.3
Crushed rock (t)	434.5	225.54	59.4
Limestone (t)	396.6	309.6	9.5
Aggregate (t)	62.7	25.1	73.8
Asphalt (t)	58.8	133.2	33.9
Bitumen	95.9	20.9	0.0
Bitumen cutter	15.6	19.0	0.0
Emulsion	78.9	1.6	0.0
Steel (t)	17.5	10.5	2.1
Concrete	113.5	102.5	46.8
Cement stabilised backfill	34.2	108.5	3.9
Mulch	3.1	42.0	0.0
Other (Limestone Blocks) (t)	97.4	14.8	139.7

### Imported recycled and reused construction materials

RECYCLED AND REUSED MATERIAL TYPE IN TONNES (000)	2022	2023	2024
Sand	3,821.6	3,018.5	293.0
Road base	34.2	97.7	66.1
Asphalt/profiling	0.3	32.6	22.5
Crushed glass	0	0.0	0.0
Rehabilitation purposes – unsuitable material	16.8	0.0	0.0
Other	258.4	336.9	16.0
Imported construction materials with an eco-label	14.4	182.7	0.0

### Waste materials to landfill (Waste)

INDICATOR (000)	2022	2023	2024
Kerbing/concrete (t)	2.3	3.3	0.0
Existing seal (t)	0.0	0.0	0.0
Unsuitable material (t)	6.04	53.0	0.3
Site office/general waste	2.7	0.4	0.0
Contaminated material	0.05	0.0	0.0
Other (roadside litter/waste, plastics) (t)	30.3	0.0	198.0



## Materials recycled

INDICATOR (000)	2022	2023	2024
Sand (t)	36.7	13.5	0.0
Road base (t)	4.5	0.0	7.7
Asphalt/profiling (t)	5.0	0.0	0.0
Steel (t)	1.1	0.0	2.3
Concrete (t)	45.9	0.1	0.0
Office waste, general, roadside litter (t)	0.8	0.2	0.2
Timber	0.3	0.0	0.0
Rock	0	0.0	7.7
Other (green waste, plastic, topsoil, hydrocarbons) (t)	3.0	238.9	0.0

## Waste management: roadsides, buildings and facilities

In areas as varied as 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, the National Australian Built Environment Rating System were achieved for incorporating 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, separation of general office waste and recyclables is encouraged by providing paper recycling bins – 240 litre bins in utility areas and smaller bins in office spaces, as well as 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.

Our head office at the Don Aitken Centre has further improved the waste separation strategy by having centralised collection points for organics, co-mingled recycling and general waste. Some offices have removed individual waste bins at workstations, encouraging staff to separate their waste at the collection points. Organics recycling is encouraged at other offices where the collection of this waste stream is available.

The reduction of single use plastics continues, with the use of alternative bin liners, and biodegradable paper cups. 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 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 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, 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. Main Roads litter strategy focuses on efforts in the following areas and aspects: roadsides, rest areas, loose loads, abandoned vehicles and illegal dumping. Implementing 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 Western Australia’s Keep Australia Beautiful Council for resources enabling volunteers to undertake litter collection activities.



### 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.

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.

### 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 (GRI).



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

Project stakeholder concerns are unique to each project and are identified during the 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 are determined 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.



# 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 was amended in late 2023. Amendments facilitate Main Roads operations and functions, creating an improved framework for a modern road authority's services. Main Roads is currently developing regulations, using some of the powers contained in section 37 of the Act and through a thorough and consultative process. The Act also has subsidiary legislation under it, namely. Main Roads (General) Regulations 2023, Main Roads (Control of Advertisements) Regulations 1996 covering powers with respect to advertisements in or near the road reserve and the Main Roads (Engineering Cadets) Regulations 1982 covering selection of cadets.

Additional guidance, and empowerment for Main Roads comes from legislation outlined here:

- *Road Traffic (Events on Roads) Regulations 1991* sets out approvals required from the Commissioner of Main Roads or their delegated authority with respect to events on roads
- The *Land Administration Act 1997* provides powers for the resumption of and entry onto land
- Regulation 291 of the *Road Traffic Code 2000* allows us to temporarily close a road subject to certain conditions
- Regulation 297 of the *Road Traffic Code 2000* provides the Commissioner with the power to erect road signs, traffic signals and install road marking, and allow an authorised body to carry out certain related activities.
- Section 131 of the *Road Traffic (Administration) Act 2008* 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* 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* 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* 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).
- *Surveillance Devices Regulations 1999* regulation 6.1 (da) which empowers authorised public authorities to monitor traffic on a road as defined in section 6 of the Main Roads Act.

We have controls in place ensuring our compliance with other legislation and regulations.

## Ministerial directives

No directives were issued by the Minister for Transport under section 19(b) of the *Main Roads Act*, as amended.

## 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 related to ISO 9001:2015; ISO 14001:2015; ISO 45001:18 and the Australian Government Building and Construction Work Health and Safety Accreditation Scheme.





## 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 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 processed 44 FOI applications. Enquiries about FOI can be emailed to: [foi@mainroads.wa.gov.au](mailto:foi@mainroads.wa.gov.au).

## Customer privacy

As with all Western Australian Government agencies we are not subject to the *Privacy Act 1988 (Cth)* and to date Western Australia does not have an equivalent statute in force. However, where possible, Main Roads adheres to the Australian Privacy Principles set out in Schedule 1 of the Privacy Act. Work is continuing by 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 our CCTV Usage Policy that outlines appropriate use; we do not automatically record on our CCTV cameras. Main Roads also operates in accordance with the *Surveillance Devices Regulations 1999 (WA)* which were amended in late 2023. 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. The Public Interest Disclosure Guidelines are available on iRoads for staff.

## 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 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 our 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 by, 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.



# Road facts summary sheet

ROAD INDUSTRY FACT SUMMARY	WA	AUSTRALIA	WA (%)
Area (square km)	2,526,632	7,688,094	32.9
Population	2,881,227	26,648,878	10.8
Licensed drivers and riders <sup>1</sup>	1,989,189	N/A	
Vehicles on register including motorcycles	2,438,000	21,168,000	11.5
Annual vehicle kilometres travelled (VKT) (100 million VKT)	296.2	2,539.5	11.7
Road length excluding DBCA* roads (kilometres)	147,600	N/A	
Fatalities (for calendar year 2023)	158	1,266	12.5
Fatalities/100 million VKT	0.5	0.5	
Fatalities/100,000 persons	5.5	4.8	
Fatalities/10,000 vehicles	0.6	0.6	
Serious injuries (for calendar year 2023)	1,425	N/A	
Serious injuries/100 million VKT	4.8	N/A	
Serious injuries/100,000 persons	49.5	N/A	
Serious injuries/10,000 vehicles	5.8	N/A	

<sup>1</sup> Active licences only

**Sources**

Area	ABS Regional Population, 2022-23 – 26 March 2024
Population	ABS Regional Population, 2022-23 – 26 March 2024
Licensed Drivers	Drivers and Vehicle Services, Department of Transport – 30 June 2023
Vehicles on Register	Australian Infrastructure and Transport Statistics Yearbook 2023
Vehicle Kilometres Travelled	Australian Infrastructure and Transport Statistics Yearbook 2023
Road Length	Main Roads Corporate System (IRIS) – (As at 17 June 2024)
Fatalities (Aus)	BITRE Road Deaths Australia – December 2023
Fatalities (WA) & Serious Injuries (WA)	Main Roads Crash System – (As at 17 June 2024)

\*DBCA: Department of Biodiversity, Conservation and Attractions

## Road classifications

ROAD CLASSIFICATION (AS AT 30 JUNE 2024)	SEALED (KM)	UNSEALED (KM)	TOTAL (KM)	SEALED (%)
National Land Transport routes	5,541	0	5,541	100
Highways	5,557	104	5,661	98
Main roads	7,063	723	7,786	91
<b>Sub-Total</b>	<b>18,161</b>	<b>827</b>	<b>18,988</b>	<b>96</b>
Local roads regularly maintained	41,078	86,709	127,787	32
Local roads not regularly maintained	57	768	825	7
<b>Sub-Total</b>	<b>41,135</b>	<b>87,477</b>	<b>128,612</b>	<b>32</b>
Roads managed by DBCA*	365	37,750	38,115	1
<b>Total WA Road Network</b>	<b>59,661</b>	<b>126,054</b>	<b>185,715</b>	<b>32</b>

**Sources**

Corporate and Local Extracts as at 17 June 2024 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
DCCEEW	Department of Climate Change, Energy, the Environment and Water
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 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

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
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
ICT	Information and Communications Technology
IS	Infrastructure Sustainability
ISCA	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

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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

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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  
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