
Welcome

Welcome to our 95th Annual Report. Since the Main Roads Board was formed in 1926, we have operated in an ever-changing world. There have been wars and a depression, and major advances in technology and transport.

The people of Main Roads have a pivotal role in keeping Western Australia moving and connected. If you are interested in exploring these aspects of history and major milestones in the context of our state's growth, please visit our website.

About Us

We are a statutory authority responsible for planning, constructing, maintaining and operating Western Australia's State Road network valued at more than \$54 billion. We work closely with our Portfolio partners and local government to support the needs of all road users across the state by providing an integrated world-class road transport network.

We are one of the most geographically dispersed road agencies in the world, responsible for almost 18,700 kilometres of road spread across 2.5 million square kilometres.

About This Report and its Scope

This report has information about our operational, financial and business performance for 2020-21. It covers all operations managed by Main Roads operating from eight regional locations throughout the state.

Once again, our Annual Report is online only, with downloads available. It presents our performance and achievements through up-to-date online content along with information outlining and demonstrating current activities.

The report shows what we have achieved during the year, how we performed, the value we created, and looks ahead at the challenges and new opportunities that can influence our business. We detail our material issues and activities to improve service delivery reflecting the strong commitment we have to our customers.

In preparing this report, we have sought to adopt Integrated Reporting. Throughout the report, symbols indicate the Key Resources consumed as inputs for our business activities. Integrated reporting aims for a more cohesive approach to demonstrating how we create value over time and show benefits to stakeholders.

This report is also prepared in accordance with the internationally recognised Global Reporting Initiative (GRI) framework 'core' option. We are continuing to develop to a 'Comprehensive' level with the inclusion of more reporting against these indicators.

In addition, we have reported in line with the *Financial Management Act 2006* (WA) and the 2021 Western Australian Public Sector Reporting Framework.

Comments and Feedback

We welcome your comments, feedback or thoughts on our approach or on any aspect of our Annual Report.

Our Stories

The following are some of our stories from the past twelve months that we have featured in this year's report.



Regional Upgrades for Road Safety

Installation of audible edge lines and sealing shoulders will provide a more forgiving road environment. In the first 12 months of this new safety program, work commenced on more than 4,300 kilometres of road works seeking to prevent fatal or serious injury crashes.



Creating a Sustainable Workforce

Our new Regional Engineering Associate Traineeship Program supports regional employment, seeking to improve employment outcomes for regional youth and Aboriginal peoples. The aim of the traineeships is to create a long-term talent pipeline for regional technical roles.



Asbestos Management on Manuwarra Red Dog Highway

Manuwarra Red Dog Highway provides safer road access for tourists and locals and delivers productivity benefits for the resourcing industry. But before work could commence we had to address and make safe the largest asbestos contamination ever found on one of our worksites.



Kids' Bridge: Realisation of a Long-Held Dream

A long-held dream to provide sick kids and their families with a chance to escape the rigours of daily hospital treatment has been realised with the construction of Perth's new Kids' Bridge (Koolangka Bridge), linking the Perth Children's Hospital and Queen Elizabeth II Medical Campus with Kings Park.



Providing Green Jobs and Roadsides in the Wheatbelt

As part of the Western Australian Government's Green Jobs Plan, we will be contributing a further \$5 million to improve and increase roadside vegetation in the agricultural region. Revegetation efforts offset the impacts of roadworks and road improvements.



When it's Bigger Than You

Our 'Know what to do when it's #BiggerThanYou' campaign used television advertisements, radio and social media to educate road users on the role of Pilots and Wardens on the roads, and is helping to bring about a change in behaviour and increase awareness.



Our Guide to Driving in Western Australia

To help road users better plan and manage their next adventure across our great state we produced a 'Driving in Western Australia – A Guide to Safe Stopping Places' guide. Proving to be a handy addition to gloveboxes, the guide has information and tips to make journeys easier and safer.

Who We Are

We manage and maintain:

18,695 km

of roads over 2.5 million kms²

- Including **5,538 km** of National Land Transport Routes
- **1,200+** incidents managed per month on Metro Roads
- **10,000 Intelligent Transport System devices** installed on the State Road network

We regulate and provide services:

35,000+

heavy vehicle permits

- **4,600+** WA Heavy Vehicle Accredited Operators
- **1,800+** Heavy Vehicle Pilot Licence Holders
- **15,000+** vehicles inspected by our Transport Inspectors

We engage with our customers:

88,499

calls received

- **70,000+** email enquiries
- **547,894** project-related email updates sent to our project subscribers
- **68% increase** in project subscriptions

Our Performance

Community satisfaction

92%

Main Roads

89%

Road Maintenance

93%

Road Safety

89%

Cycleways and Pedestrians

Investing in the community

\$4.1B

total funding

\$54.2B

total assets

\$2.8B

total expenditure

\$76.7M

total spend through
Aboriginal Businesses

Commissioner's Foreword



Peter Woronzow
Acting Commissioner of Main Roads

I am pleased to present Main Roads Western Australia's 95th Annual Report. During the past year Main Roads, as part of the Transport Portfolio, continued to play a key role in connecting people and places, providing linkages between land and sea, moving freight, and providing essential services to the Western Australian community.

We are living in a time of unprecedented change, with technological, environmental and societal developments transforming the way we live and do business.

This year was no exception. The COVID-19 pandemic continued to present not only us, but the world, with a unique and pressing challenge in cooperation, adaptability and resilience.

For this reason, innovation has been a core element of the past year's strategic priorities and achievements. Our ability to harness technological opportunities, adapt to change and deliver our projects sustainably has been key to achieving our portfolio vision of providing integrated transport solutions and services accessible to everyone.

In addition, the severe weather events we've experienced over the past 12 months have been challenging – with devastating bushfires and cyclones damaging the state, at times concurrently – our responsive and coordinated efforts have kept communities connected and safe.

I'm pleased with how we are working together to face these obstacles, evidenced through the many successful outcomes and initiatives we profile in this report and throughout the 2020-21 Connecting People and Places document.

While it has been an incredibly testing year, through all the challenges there are indeed opportunities going forward. Billions of dollars are being invested into projects which have been brought forward to provide job creation now when the state's economy needs it the most.

During its first year of operation the Office of Major Transport Infrastructure Delivery, comprising teams from both the Public Transport Authority and Main Roads, has enabled a faster, more streamlined rollout of major infrastructure projects, including METRONET, to inject stimulus and create jobs.

As we enter an unparalleled era of infrastructure construction – with transport projects accounting for almost half of the State's Asset Investment Program – it is essential a skilled workforce is in place to help deliver this record pipeline of works.

To increase opportunities for jobseekers to be part of our transport infrastructure boom, the new Infrastructure Ready TAFE program has been established.

Developed in partnership with industry and key training departments the program gives graduates the job-ready skills they need to be immediately employable on our major infrastructure projects – and it's working.

To date 54 per cent of the people who completed the course have been employed in a civil infrastructure business working on our state's road and rail projects.

Another transformational, job-creating initiative progressed during the year is the Westport project.

In 2020-21, the State Government announced Western Australia's future container port will be built in Kwinana, after the Westport Independent Taskforce comprehensively assessed 28 different options and the program progressed from Stage 2B to 3. The new container port in Kwinana will unlock Western Australia's economic growth, deliver local jobs and opportunities in our southern suburbs and support the evolution of Fremantle.

Despite the changing fabric of Western Australia, the fundamentals of our transport system remain – it is the ultimate social enabler for people from all backgrounds and of all abilities.

Our road network is a vital part of this mix, with our investment program spanning from the Great Southern to the Kimberley and out to the state's borders.

Doug has highlighted many of these significant projects in his review but projects such as Smart Freeways, sealing of the Broome Cape Leveque Road, opening of Manuwarra Red Dog Highway and the Wanneroo Road and Ocean Reef Road interchange make a huge difference in improving efficiency and safety along some of our state's most important corridors.

These projects will transform our regional and metropolitan roads and the benefits will flow onto individuals, businesses and the Western Australian economy for years to come.

Representing one of the world's most expansive road networks, we are committed to working cooperatively and productively across all levels of government, to ensure our road network remains safe and meets the needs of the community, industry and stakeholders.

By July 2022, up to 7,000 kilometres of regional roads will be upgraded across the state under the Regional Road Safety Upgrades program. In the last year we saw improvements to more than 4,300 kilometres of these roads.

The \$455 million commitment from State and Federal Government will continue to see the fast roll-out of lifesaving works on rural and regional roads significantly improving road user safety and helping to reduce road trauma through the installation of various road treatments and upgrades.

We know investment drives opportunities for all Western Australians, but it also allows us to focus effort on things that are very important to Main Roads and the Transport Portfolio – the customers and travellers who form our community – the people of Western Australia.

We strive to engage Aboriginal communities and provide a pathway for Aboriginal business to help shape the future of transport in Western Australia. Leading the way is our Aboriginal participation team who help facilitate increased participation in our projects and maintenance contracts. The team is charged with developing effective strategies to provide opportunities for Aboriginal businesses, suppliers and people across the state

We are focussed on enhancing the wellbeing of Aboriginal people through increased employment and training opportunities and have been proactively changing our policies, processes and working arrangements to ensure we make a difference within our industry.

Main Roads is set to be one of the first agencies to meet the State Government's requirement for a set percentage of annual contracts to be awarded to registered Aboriginal businesses. Our commitment to supporting Aboriginal participation and engagement has seen us purchase more than \$75 million of services through Aboriginal owned businesses and achieve just under nine per cent of Aboriginal participation on our worksites.

Whether it's actively recruiting youth and indigenous people, installing and monitoring artificial hollows for Carnaby's Black Cockatoos or using recycled construction and demolition materials in our projects, it's clear the true measure of our success is not weighted on construction alone, but on our willingness and ability to give back to the communities in which we operate and live.

More than \$6.5 billion has been committed to major infrastructure projects over the next two years, and with \$280 million anticipated to be spent on transport portfolio works monthly, we have certainly been entrusted with a great responsibility.

While I don't underestimate the magnitude, I have every confidence we have the people, systems and most importantly the energy and goodwill to help government achieve its agenda. I look forward to what I'm sure will be another productive year for transport in Western Australia.

Peter Woronzow

A/Commissioner of Main Roads

Managing Director's Review



Doug Morgan

Acting Managing Director of Main Roads

Transport is essential to Western Australia and our road network is critical to connect communities, grow the economy and provide employment opportunities for many.

We strive to provide safe, reliable roads, bridges and paths that benefit the community and cater for the future growth across the state.

We have seen further disruptions from the COVID-19 pandemic throughout the year and we have a unique role in supporting the economy by continuing to progress and deliver infrastructure projects. With an unprecedented level of investment in road construction creating more opportunities for local jobs and businesses, we continued to deliver our works program despite lockdowns, storms and bushfires. Building and managing an integrated transport system is a major focus of the government and we are committed to ensuring our road network meets the needs of the community, industry and stakeholders.

Operational Performance

Our strategic direction 'Keeping WA Moving' continues to help us ensure that we deliver value as we achieved our highest expenditure ever at \$2.8 billion including more than \$1.4 billion invested in capital works. It's interesting to note that only four years ago our budget was \$2.2 billion demonstrating the government's commitment to the transport network.

Investment in our roads across regional Western Australia continued with several major project milestones achieved. The completion of 90 kilometres of road construction on the Broome – Cape Leveque Road delivered on its objective to create employment for local Aboriginal people.

It was also great to see works begin on the Bunbury Outer Ring Road and the Albany Ring Road with both projects bringing substantial benefits to the south of the state. In March we saw the commencement of works on the Coolgardie to Esperance Highway upgrade which is achieving high levels of Aboriginal engagement and participation.

In his Foreword Peter mentioned the importance of the Regional Road Safety program and the excellent work that has been done to ensure the delivery of these works on our regional roads helping to prevent up to 2,000 fatal or serious injuries.

In September 2020, the Premier opened Manuwarra Red Dog Highway which has improved safety, connectivity and reduced travel times across the Pilbara. We also increased capacity and safety on Bussell Highway between Bunbury and Busselton with new lanes, road improvements and bridge construction. The opening of the Smart Freeway in August 2020 has achieved average travel time saving of five minutes and a 13 per cent increase across the Narrows Bridge during morning peak hour. On Reid Highway we have removed the last sections of single carriageway and built a new bridge linking Caversham and Dayton, greatly improving access.

In December we opened the upgraded Wanneroo Road and Joondalup Drive interchange which included three significant local road upgrades and complemented other congestion improving works on Wanneroo and Ocean

Reef Roads, Dualling of Reid Highway in West Swan and additional southbound lanes on the Mitchell Freeway saving commuters 13 minutes. I have highlighted just a small component of the works delivered throughout the year and you will find more information on these and other projects throughout this report and on our website.

Improving Sustainability and Social Outcomes

Our business and support services continue to focus on encouraging sustainable practices, improving customer experience, and developing our people and their safety, health and wellbeing.

An area of focus that we have had is to recognise the need to create the capability within industry to deliver on all these works, whilst addressing those most impacted by job losses as a result of the pandemic. Through the Infrastructure Ready Skills program we have worked with key industry partners and the education sector promoting roles to Aboriginal, young and female jobseekers.

Our commitment to supporting Aboriginal participation and engagement has seen significant gains since we started our program in 2019 and we know there is more to be done in this area. We are continuing to work with our industry partners to achieve even better outcomes.

Providing lasting benefits socially, economically and environmentally continues to be a key focus for us as we have committed \$5 million to the Wheatbelt Revegetation Bank program. This will provide a source of environmental offsets for projects and is part of the government's Green Jobs Plan.

This year we replaced our aging telephony system and introduced technology that will improve our Customer Information Centre services for people seeking transport information. In addition, the Transport Portfolio's community consultation website, My Say Transport received an upgrade, improving user experience and building on traditional community engagement activities.

I am proud of the continued work to build a diverse and inclusive agency as we released our first Multicultural Plan in December 2020. The plan identifies new ideas and acknowledges activities underway aimed at creating an inclusive environment that meets the needs of our people who are culturally and linguistically diverse.

Recruiting staff in our regions is a continued focus, supporting our commitment to regional employment and particularly improving employment outcomes for youth and Aboriginal peoples. Traineeships offered in every one of our regions began in January 2021 with trainees working full time while completing a Diploma of Civil and Structural Engineering. We now have 100 development employees in our program and are looking to grow this program further.

Our safety performance is not as strong as we would like it to be, particularly in respect of management of traffic around worksites with several serious injuries throughout the year. We are working closely with our construction partners and the traffic management sector to look at how we can improve safety at worksites for employees, contractors and the public. We remain committed to strengthening our safety performance and are strongly focused on supporting our employees in their safety, health and wellbeing capability development.

Future View

In the next 12 months it is critical that we remain adaptive and that we continue to support the state's strategy to respond to, and recover from, the impacts of COVID-19. Whilst we continue to deliver vital transport infrastructure that will not stop us from continuing to adopt emerging trends and explore the benefits of transformative technologies to improve customer experience and deliver a better more connected and integrated transport network.

This includes progressing the construction of two major projects to improve efficiency, Tonkin Gap and Leach Highway – Welshpool Road Interchange. We will also strive to make the most of our existing metropolitan infrastructure through innovative and emerging Intelligent Transport Systems on Smart Freeway – Mitchell Southbound.

Investment in our roads continues across regional Western Australia through works including the Coolgardie Esperance Highway upgrade, Gibb River Road sealing and upgrades and the ongoing construction of the Bunbury Outer Ring Road and Albany Ring Road.

While firmly focused on delivery, we continue to explore the use of technology to improve the real-time management of the network and provide traveller information. We pride ourselves on seeking ways to overcome challenges and identify new opportunities by being agile and innovative.

Our staff and contractors across the state remain committed to providing world class outcomes for our customers. It's a great pleasure for me to be part of a team that contributes to making the road network safer, more efficient and sustainable. Whilst the last year has been challenging in many ways I want to thank everyone who has worked for, and with us, for their support, their resilience and adaptability over the last year. I am looking forward to working with you all again as we continue to build connected communities.

Doug Morgan

Acting Managing Director of Main Roads

Our Outcomes

Timely, accurate performance information provides insights and can enable judgement on the effectiveness and efficiency of our services.

The following scorecard provides a snapshot of how well we are performing against our key areas of focus aligned with our operational activities as identified against our strategic direction – Keeping WA Moving. More information including multi-year trends and further analysis is included throughout the report.



Movement – Improve mobility of people and the efficiency of freight

Assets Network performance Financial capital Our people Know-how

Key Outcomes Sought	Results	Target	Actual	Status
Facilitation of economic and regional development	Our target for the average return on expenditure was not met	4.2	3.2	✘
	Contracts completed on time came within target with a decrease from last year	90	83	✔
	Contracts completed on budget exceeded our target showing continued strong performance	90	100	✔
Improved community access and roadside amenity	Floods and fires had an impact on how often 100% of the network was available	95	84	✘
	Contracts completed on budget performed strongly, exceeding our target	90	100	✔
	The contracts completed on time exceeded our target and was higher than last year	90	100	✔
A well-maintained road network	Community satisfaction with road maintenance improved with one of our best results	90	89	✔
	Our preventative and proactive maintenance indicator achieved its highest rate ever	85	87	✔
	Average \$ cost of network maintenance per lane-kilometre of road network target was achieved and was lower than estimated	8,800	8,121	✔

Key Resources

Achieved ✔ More work to do ✘

Key Outcomes Sought	Results	Target	Actual	Status	
Reliable and efficient movement of people and goods	Road network permitted for use by heavy vehicles	B-double – 27.5 m	97	98	✓
		Double Road Train – 36.5 m	80	82	✓
	The % of roads that meet network configuration standards improved		92	93	✓
	The % of bridges meeting strength requirements met the agreed target		94	94	✓
	The % of bridges meeting width requirements met the agreed target		96	96	✓
	Contracts completed on time is below target and lower than previous results		90	72	✗
	Contracts completed on budget exceeded our target showing continued strong performance		90	97	✓
	Average \$ cost of network management per million vehicle kilometres travelled came in higher than our target		4,539	6,748	✗



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

Customers	Our people	Know-how
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Key Outcomes Sought	Results	Target	Actual	Status
Providing a transport network centred on what our customers need and value	Customer satisfaction with Main Roads has increased since last year	90	92	✓
	We increased the number of customer subscriptions to our project updates	5% increase	19% increase	✓
	The target for resolving enquires at first point of contact was achieved	80	96	✓
A well-maintained road network	Community satisfaction with road maintenance improved with one of our best results	90	89	✓
Improved community access and roadside amenity	Community satisfaction with cycleways and pedestrian facilities remains strong	90	89	✓
Provision of a safe road environment	Community satisfaction with road safety has increased	90	93	✓



Safety – Provide improved safety outcomes for all users of the transport network

Assets	Network performance	Financial capital	Our people	Know-how
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Key Outcomes Sought	Results	Target	Actual	Status
Provision of a safe road environment	Contracts completed on time came in below target	90	64	✗
	Contracts completed on budget showed continued strong performance	90	95	✓
	Black Spot location indicator is within our target and was a slight decrease	7.30	7.22	✓

For information on what we have done to develop a sustainable transport network that meets social, economic and environmental needs go to the Sustainability Chapter.

Regional Upgrades for Road Safety



Regional Upgrades for Road Safety

The rate of fatalities and serious injuries caused by run-off-road and head-on crashes in regional Western Australia is five times higher than in the Perth metropolitan region.

By July 2022, the Regional Road Safety Program will have invested \$455 million in upgrades to almost 7,000 kilometres of regional roads to significantly reduce this crash rate. Audible edge lines, known as rumble strips, will be installed, and shoulders will be sealed to provide a more forgiving road environment.

In the first 12 months of the program, work commenced on more than 4,300 kilometres of road, at a cost of almost \$260 million. This initial work includes 120 kilometres on Albany Highway between the metro area and Williams, with an additional 55 kilometres underway south of Williams, and 68 kilometres underway between Cranbrook and Albany.

To the east, more than 260 kilometres of Great Eastern Highway has been upgraded including 90 kilometres between Kellerberrin and Walgoolan and 50 kilometres between Malabine and Cunderdin. Work on more than 700 kilometres of Eyre Highway is also underway, along with 111 kilometres of Brookton Highway, and 50 kilometres of York Merredin Road.

North of Perth, upgrades to more than 1,000 kilometres of Great Northern Highway have commenced across the Mid-West Gascoyne, Pilbara and Kimberley regions along with 78 kilometres of Burkett Road and 65 kilometres of Brand Highway. Almost 100 kilometres of work on Indian Ocean Drive has been completed.

Across the south west, we're upgrading 170 kilometres of South Western Highway, 58 kilometres of Sues Road, 63 kilometres of Vasse Road, 113 kilometres of Northam Cranbrook Road and 55 kilometres of Albany Lake Grace Road.

In the first six months of 2021–22, almost 2,300 kilometres of roads across Western Australia are scheduled for upgrade, with approximately 1,400 kilometres to be upgraded in the second half of the year. When complete, 57 per cent of the state's regional road network will be upgraded, all part of a major effort to prevent fatal or serious injury crashes on these roads.

Traineeship Program Creating a Sustainable Workforce



Traineeship Program Creating a Sustainable Workforce

Our Regional Engineering Associate (EA) Traineeship Program is a new addition to our development employee programs and supports regional employment, in particular improving employment outcomes for regional youth and Aboriginal peoples. Trainees are recruited from and live in their local region.

The aim of the EA traineeships is to create a long-term talent pipeline for regional technical roles in critical functions identified through our workforce planning framework.

Following successful completion of a two-year traineeship students will receive a Diploma of Civil and Structural Engineering. Student learning will be mostly on the job with a strong focus on hands-on experience in all aspects of the EA role, which includes:

- direct experience on small projects including road widening or passing lane construction, road maintenance projects including reseal or pavement repair, or larger projects including new road construction
- experience drafting pavement and surfacing designs that contribute to improvements to the regional road network and improve road safety
- asset management planning activities for road and bridge work programs
- activities involving assessment of road condition and field and laboratory testing on materials, soils and pavement.

Formal block training is delivered by North Metropolitan TAFE and all students travel to the East Perth campus twice a year to undertake these modules. At completion of the qualification, trainees will be appointed to permanent roles within the regions as an EA.

A summary of the first Regional Engineering Associate Trainee cohort is outlined below:

Region	Location	Number
Kimberley	Derby	3 (1 Aboriginal)
Pilbara	South Hedland	1
Mid-West Gascoyne	Geraldton	3 (1 Female, 1 Aboriginal)
Goldfields Esperance	Kalgoorlie	2 (1 Aboriginal)
Wheatbelt	Northam Narrogin	2 (1 Female) 1
South West	Bunbury	4 (1 Female)
Great Southern	Albany	5 (1 Aboriginal)
Metropolitan	Perth	4
	Total	25

We have five overarching Development Employee Programs to meet the needs of the business, covering a range of career entry pathways into civil and electrical disciplines via university, TAFE or traineeships. The addition of 25 regional EA trainees to these programs brings our total to 100 development employees in 2021. To find out more information visit our website.