ROSMA

Smart decisions today, for a safer tomorrow.

Road Safety Management System POLICY

JUNE 2016

THE GOVERNMENT OF WESTERN AUSTRALIA

mainroads
WESTERN AUSTRALIA

Keeping WA Moving

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D15#676693

Contents

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Amendments

Revision Number	Revision Date	Description of Key Changes	Section / Page No.
N/A	11/11/2015	Final Draft for Approval	All
1	24/11/2015	Minor changes noted during Steering Committee meeting approval November 19th 2015	Page 4; Appendix 2; et al
2	15/04/2016	Minor changes to ensure alignment and reference to IMS documents. Removal of process diagrams.	All
3	23/06/2016	Formatting and minor amendments throughout to align with suite of ROSMA documents	All

This Policy **(Road Safety Management at Main Roads)** applies to road trauma reduction at Main Roads through Safe System principles.

Managers of infrastructure, maintenance and operational activities and projects, as well as policy, guideline and process development activities should refer to the guideline **Road Trauma Reduction** (D15#686631) for guidance and advice on the practical implementation of this Policy.

Asset and Network Managers should refer to the guideline **Road Safety Project Identification Strategy** (D15#686636) for guidance and advice on the development of road safety treatment projects and programs.
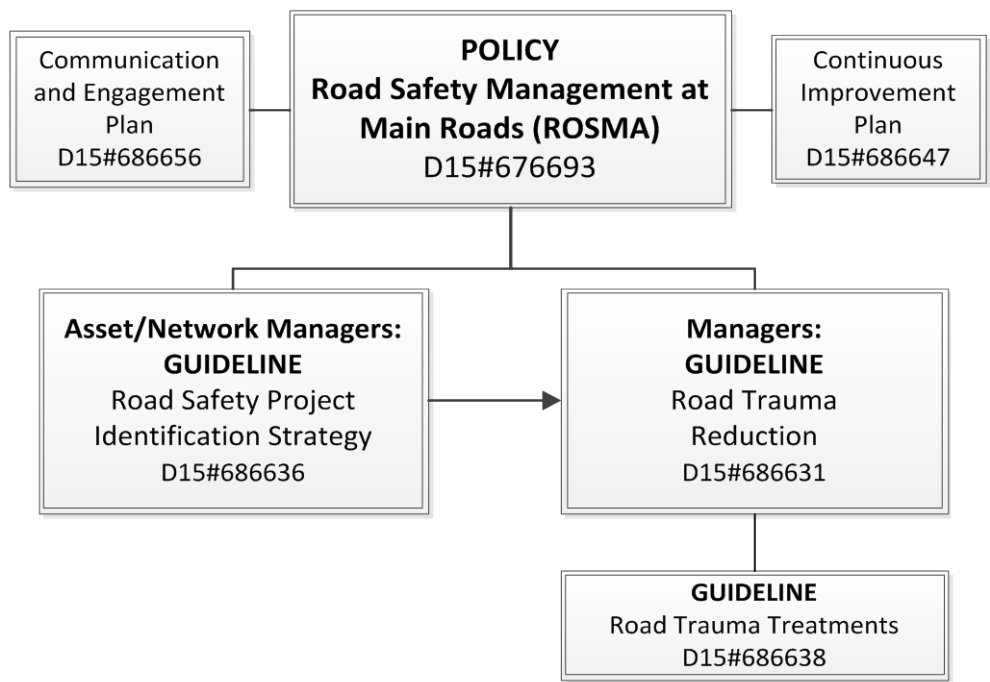
1   ROSMA Policy Statement

Main Roads Western Australia is committed to our aspiration *"To provide world class outcomes for the customer through a safe, reliable and sustainable road-based transport system"*, as set out in our *Keeping WA Moving* strategic direction. The safety area of focus within this strategy aims to provide improved safety outcomes for all users of the transport network. Therefore, we have introduced an initiative to provide a Safe System under our commitment to the State Government's *Towards Zero* Road Safety Strategy 2008-2020 for Western Australia [1].

To achieve this Main Roads requires that a Road Safety Management (ROSMA) system based on Safe System principles be implemented at Main Roads.

2   Safe System Principles

In 2009 the Western Australian Government endorsed the *Towards Zero*, Road Safety Strategy 2008-2020 [1]. The main premise of *Towards Zero* [1] is that death and serious injury should not be tolerated as inevitable consequences for using the road transport system. Like the road safety strategies of other high performing jurisdictions, *Towards Zero* is based on Safe System principles and sets an ambitious target for reducing death and serious injury.

As represented in *Towards Zero* the Safe System approach is summarised in Figure 1. This figure highlights the importance of managing the interaction of road users, roads and roadsides, travel speeds and vehicles in preventing crashes killed and serious injury crash outcomes The Safe System acknowledges that even the most compliant road users make mistakes so the road system needs to be forgiving and cater for these errors.

Figure 1: Safe System approach

Safe System is a philosophy that differs from past road safety approaches in that it recognises the following principles:

- **Ethics** – it is no longer acceptable to operate a transport system that tolerates death and serious injury for mobility
- **Tolerance to force** – road users' tolerance to force in crashes are now known and have been related to impact speeds for key crash types
- **Fallibility** – it is understood that road users unintentionally make mistakes that may lead to death and serious injury
- **Trauma Management** – death and serious injury risks within the transport system should be managed to minimise harm

3 Purpose

The purpose of this document is to set out Main Roads' requirements for implementing a Road Safety Management (ROSMA) system based on Safe System principles.

4 Outcome

The intended outcome of the application of this Policy is to eliminate death and serious injury crashes, within our influence, on the state road network.

5 Scope

This Policy applies to any Main Roads infrastructure, maintenance, operational, policy, guideline and process activities that may influence the rate or density of fatal and/or serious injury on the state road network.

6 Strategy

Main Roads has a significant role with regard to road safety within Western Australia (see Appendix 1). As the state road authority Main Roads is charged with managing and providing safe road infrastructure and operations to all road users across the state road network. It is also responsible for ensuring the safety of its staff and those working directly and indirectly on roads within its jurisdiction.

Therefore our strategy for reducing fatal and serious injury on the state road network is focused on the areas that Main Roads can directly influence, which are:

- Ensuring that projects implemented on the state road network are assessed, selected, developed and delivered with the aim of reducing death and serious injury
- Developing and delivering effective road safety treatment programs
- Operate and implement policies that manage the risk of being killed or seriously injured on our roads or while working directly or indirectly for Main Roads

To achieve the above we will implement a Road Safety Management (ROSMA) system at Main Roads with the components shown in Figure 2.

Figure 2: Road Safety Management at Main Roads

6.1   Governance and Assurance Framework

A Governance and Assurance Framework enables:

- Demonstration of commitment from senior management
- Compliance with ISO 39001:2012 [2] "Road Traffic Safety (RTS) Management Systems Requirements with Guidance for Use" by:
    - o Establishing an RTS policy (this Policy) that is consistent with the strategic direction of Main Roads (i.e. elimination of death and serious injury on the state road network).
    - o Implementation of a process for determining RTS targets and objectives compatible with strategic direction of Main Roads
- Support to other management functions
- Continuous improvement of our RTS management system (i.e. ROSMA)

Our Governance and Assurance Framework is presented in Section 7.1.

6.2   Road Safety Targets and Performance Indicators

In order to provide focus of achieving real reductions in the number of people killed and seriously injured on the state road network, it is necessary to define road safety targets that challenge Western Australia to match the best jurisdictions in the world.

Table 1: 2014 Fatal Crash Rate in Western Australia compared with other jurisdictions

Location	Fatal crash per 100,000 population	Potential lives saved in WA per year
Western Australia	7.2	-
Queensland	4.72	63
New South Wales	4.15	78
Victoria	4.26	75
United Kingdom (2012)	2.8	112
Sweden (2012)	3.00	107

In 2014 the fatal crash rate in Western Australia was 7.2 per 100,000 population. This is the highest rate in Australia compared to other states. If we apply the Safe System as successfully as Queensland, New South Wales or Victoria we have the potential to save over 70 lives per year. If we matched 'world leaders' (United Kingdom and Sweden) we could save over 100 lives per year.

Road safety targets not only demonstrate Main Roads' commitment to *Towards Zero*, they also provide a focus for programs and projects implemented on the state road network by clearly stating what levels of safety need to be achieved.

Our road safety targets are presented in Section 7.2.

To measure our progress, we need to define Performance Indicators. These enable us to determine the effectiveness of the programs, projects, policies and treatments that we implement.

Our Performance Indicators are presented in Section 7.3.

6.3   Road Trauma Reduction

Main Roads is responsible for the state road network. This requires Main Roads to undertake infrastructure activities such as the assessment, selection, development and delivery of new roads and intersections, maintenance of existing network features, the implementation of operational activities and the development of policies, guidelines and processes.

Some of the above projects and activities result from road safety treatment programs (see Section 7.5), whilst others result from other needs (e.g. asset preservation, congestion management etc.).

All these activities, whether intended to or not, may influence road trauma (the number of people killed or seriously injured) on the state road network. This influence may be positive (reducing road trauma) or negative (increasing road trauma).

Therefore, our strategy for reducing road trauma is to put in place a Road Trauma Reduction Process which is applied to all projects and activities that affect the state road network.
This process involves determining an appropriate road safety target for the project or activity, and providing the means for enabling this reduction to be achieved.

Practical implementation of the process is through a Road Trauma Reduction Guideline which is summarised in Section 7.4.

6.4   Road Safety Funded Programs

Main Roads' road safety funded programs include, but are not limited to:

- National and State Black Spot programs
- Metropolitan Intersection Crashes program (Road Trauma Trust Account (RTTA))
- Regional and Remote Road Improvements program (RTTA)
- Safer Roads program
- Metropolitan Safety Improvement program (RTTA)

The purpose of the Road Safety Project Identification Strategy is to provide a means of identifying road safety projects which can be funded through Road Safety Programs.

Practical implementation of the process is through a Road Safety Project Identification Strategy Guideline which is summarised in Section 7.5.

6.5   Supporting Policies, Processes and Tools

A number of policies, processes and tools support the implementation of this Policy. Some are already established at Main Roads, while others have been developed specifically to support road trauma reduction.

Process and tools developed in support of this Policy include:

- Road Trauma Risk Analysis Guideline: provides a detailed understanding of road trauma across the state road network (used for both road safety treatment program targeting and road trauma reduction on projects and activities)
- Road Trauma Treatment Guideline: provides details of Safe System treatments which can be applied on projects and the tools enabling their evaluation.

These are summarised in Sections 7.6.1 to 7.6.2.

Existing policies with links to this Policy are:

- Road Safety Audit: ensures that projects implemented on the network have infrastructure that reduces road trauma, and identifies potential hazards on existing network
- Safety, Health and Wellbeing
- Crash Investigation: enables Main Roads to understand and eliminate the road related factors contributing to killed and serious injury crashes on the state road network

These are summarised in Sections 7.6.3 to 7.6.5.

6.6   Awareness and Continuous Improvement

Awareness of the Road Safety Management system (ROSMA) by Main Roads 'stakeholders' is an essential part of the successful implementation of ROSMA. Therefore a Communications and Engagement Plan has been produced and will be continually updated.

The Communications Plan is summarised in Section 7.7.1.

In order to ensure the effectiveness of our strategy in reducing the number of people killed and seriously injured, on the state road network, a plan for continuous improvement will be implemented.

This Continuous Improvement Plan will focus on measuring and reporting factors that influence the success or otherwise of achieving our road safety targets. This in turn will lead to refinement of the process.

The Continuous Improvement Plan is summarised in Section 7.7.2.

7   Implementation

7.1   Governance and Assurance Framework

The Governance and Assurance Framework adopted for the implementation of Road Safety Management at Main Roads is presented in Appendix 2.

This consists of a Steering Committee (which is a Corporate Executive sub-committee) and a Governance Committee overseeing the work associated with implementation of this Policy. Terms of reference for these Committees are also presented in Appendix 2.

7.2   Road Safety Targets

Road Safety Targets:

- Demonstrate Main Roads commitment to the applicable road safety strategy
- Ensure projects and activities affecting the state road network focus on safety.
- Provide a means of measuring progress of this Policy in reducing the number of people killed and seriously injured on the state road network

The current applicable road safety targets are available on the iRoads ROSMA page.

7.2.1   Derivation Process and Approval

Derivation of road safety targets is the responsibility of Road Safety Branch and is undertaken annually within the month of the publication of verified crash data by Asset and Geospatial Information (AGI) branch or when the applicable road safety strategy changes. In addition to deriving road safety targets for the state road network, Road Safety Branch will also:

- Recommend interim road safety targets (if applicable) for the state road network
- Recommend road safety targets to be applied to projects and activities

Approval of the road safety targets (inclusive of interim and project targets) is the responsibility of the Main Roads Corporate Executive.

At publication of this Policy, the applicable Road Safety Strategy is *Towards Zero* [1] within which the killed and serious injury reduction objective is summarised as follows:

> "During the year 2020, there will be 40% reduction in the number of those killed or seriously injured on the entire WA road network compared with 2005-2007 baseline levels."

This target assumes that the Safe System is fully implemented by "others" (WA Police (WAPOL), Department of Transport (DOT), WA Local Government Association (WALGA) etc.). *Towards Zero* indicates the reductions will come from each Safe System cornerstone as shown in Figure 3. It should be noted that within *Towards Zero*, speed limit reduction is explicitly excluded from the Safe Speeds cornerstone.

Main Roads' area of direct influence is in the Safe Road and Roadsides, and 1/3 of the Safe Speeds cornerstone. Within our area of influence we will make a full contribution to the *Towards Zero* target.
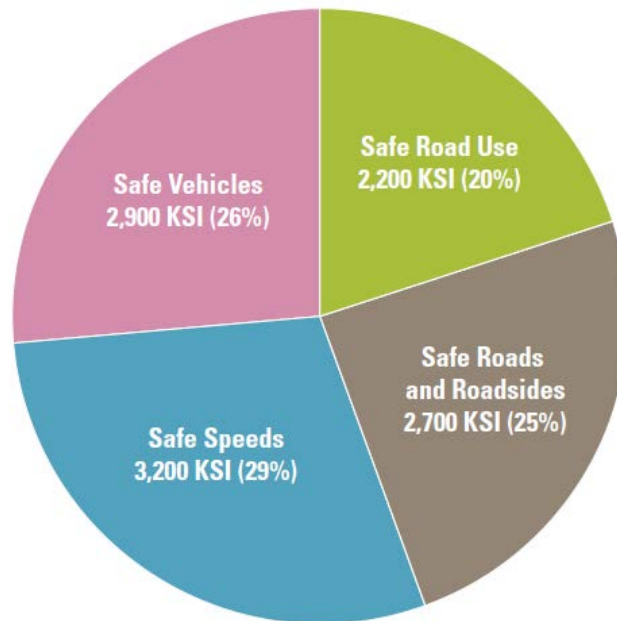
Figure 3: Contribution of each Safe System cornerstone as outlined in *Towards Zero*

7.3 Performance Indicators

The primary objective of this Policy is the achievement of the road safety targets described in Section 7.2. This can only be achieved through the effective implementation of road trauma reduction. It therefore follows that progress towards both the target and effectiveness of road trauma reduction need to be monitored.

When measuring performance, it is important to recognise that there are cornerstones outside the influence of Main Roads.

Taking the above into account, Performance Indicators have been identified. As shown in Table 2 and Table 3 these measure progress towards road safety targets and the effectiveness of the Road Safety Management System. It is the responsibility of Road Safety Branch to measure and report on these.

In addition to the Performance Indicators presented in Table 2 and Table 3, there are other supplementary performance measures that support continuous improvement of this Policy (see Section 7.7.2).

Table 2: Performance Indicators measuring progress towards Road Safety Targets

Indicator	Purpose	Method of evaluation	Required
Number of KSI crashes on the state road network.	Measures progress against road safety targets Used to determine the success or otherwise of programs on the state road networks	Analysis of crash data	Annually; updated quarterly.
Number of Police attended fatal crashes on the state road network that involved Excessive Behaviour	Used to determine the overall trend in fatal and serious injuries which is within the influence of Main Roads	Analysis of crash data completed by road safety commission	Annually
Proportion of KSI crashes on the state road network on/at: • **Metro Mid-blocks** • **Metro Intersections** • **Rural Mid-blocks** • **Rural Intersections**	Used to determine whether or not road safety treatment programs need to be re-focused	Analysis of crash data	Annually
Number of killed and seriously injured persons as a result of a road traffic accident involving persons on Main Roads business	Reported on to comply with ISO 39001[2] requirements.	Incidents database	Annually; updated monthly

Table 3: Performance Indicators measuring the effectiveness of the Road Trauma Process

Indicators	Purpose	Method of Evaluation	Required
Number of projects able to implement road safety treatments that are likely to achieve their agreed trauma reduction target	Establishes whether programs are delivering as expected	Analysis of crash data, project implementation	Annually; updated quarterly
Cost per KSI saved	To gauge anticipated and actual return for investment at a project or program level.	Analysis of crash data combined with cost of road safety treatment programs	Annually (this will be reported on once data becomes available ~3 years)

7.4   Road Trauma Reduction Guideline

The Road Trauma Reduction Guideline (D15#686631) is also available on the iRoads ROSMA page.

The guideline applies to all Main Roads projects and activities that could conceivably have an influence on the number of people killed or seriously injured through crashes on the state road network. These include infrastructure, maintenance and operational activities and projects, as well as policy, guideline and process development activities.

The successful implementation of this process on a project or activity involves:

- Demonstrating an understanding of the road trauma risk associated with the project or activity
- Where appropriate, the setting of achievable, realistic and timely road trauma reduction targets
- Where required, selecting, evaluating and developing Road Trauma Reduction Treatments suitable for delivery.

The successful outcome of this process is a significant reduction in the number of deaths and serious injuries on the state road network.

7.5   Road Safety Project Identification Strategy Guideline

The Road Safety Project Identification Strategy Guideline (D15#686636) is also available on the iRoads ROSMA page.

The purpose of the Road Safety Project Identification Strategy is to optimise the identification of road safety projects which can be funded through Road Safety Programs.

More information about the derivation of our strategy is provided within the Guideline.

7.6   Supporting Policies, Processes and Tools

7.6.1   Road Trauma Risk Analysis Guideline

The Road Trauma Risk Analysis Guideline (D15#675339) is also available on the iRoads ROSMA page.

This guide describes the approach used to develop an understanding of the level and type of road trauma risk on the state road network. It also describes the methodology used to develop road trauma reduction targets applicable to projects and activities.

7.6.2   Road Trauma Treatments Guideline

The Road Trauma Treatments Guideline (D15#686638) is available on the iRoads ROSMA page.

The Road Trauma Treatment Guideline provides information on the use of and development of Safe System treatments and contains the following:

- An extensive library of Safe System treatments.
  For each treatment the following information is provided:
  - Application – how the treatment can be applied
  - Issues – what issues may be associated with using the countermeasure
  - Crash reduction – the effectiveness of the treatment
  - Other benefits – that may be gained by using the treatment (e.g. congestion management)
  - Cost
  - Treatment life
- Safe cross-section maps for the rural road network for 2031.

7.6.3 Road Safety Audit

Road Safety Audit (D15#159750) is a formal, systematic, independent assessment of the potential road safety risks associated with a new road project or road improvement project. The assessment considers all road users and suggests measures to eliminate or mitigate those risks.

The Road Safety Audit process provides managers with a mechanism to identify potential crash risk in the delivery of infrastructure projects and aims to reduce the risk of trauma and crashes on the road network.

As the process is an assessment of road engineering projects it is limited to two of the four cornerstones of the Safe System approach, namely; Safe Roads and Roadsides, and Safe Speeds.

7.6.4 Safety, Health and Wellbeing

This Policy includes a systematic process for the investigation of road related incidents involving Main Roads staff and those engaged in activities for Main Roads.

A copy of this policy can be found at http://iroads/People/SHW/Pages/Safety-Health-and-Wellbeing-Policy.aspx

7.6.5 Crash Investigation

Crash investigations are complementary to Road Safety Audits (see Section 7.6.3) in the identification of road environment factors as a contribution to the cause and severity of crashes on the state road network in Western Australia. However, unlike Road Safety Audits, crash investigations are a reactive process triggered by an incident. The combination of Road Safety Audits and Crash Location Reports provide Asset Managers with powerful mechanisms to identify weak links in the road network and to reduce the risk of trauma and crashes on the road network.

The objective of a Crash Investigation is to identify any road environment safety issues that could represent unnecessary and/or unreasonable hazards to road users. The investigation incorporates analysis of the road crashes recorded at the location to determine crash rates, trends, and crash types. The report analyses crash types at a location against the network average and recommends remedial measures to reduce the recurrence or severity of the predominant crash types.

The objectives of a Crash Location Report are to:

- Review the existing road against current standards and recommend remedial action to reduce the probability of an incident and severity to an acceptable level of risk
- Report on the conclusions drawn and make recommendations to minimise or eliminate hazards
- Analyse the characteristics of recorded road crashes at the location
- Establish common factors for crash groupings
- Analyse and determine the trends (if any) in the crash pattern and the possible cause
- Determine whether the KSI crash that prompted the Crash Investigation to occur was a predominant crash type
- Evaluate the site in terms of interaction of the road user with the surroundings and to visualise potential impediments and conflicts

To ensure that the maximum emphasis is placed on engineering and Safe System treatments, every investigation team must be led by a qualified and experienced Crash Investigator.

Further information about Crash Investigation can be found at:
http://iroads/AboutUs/OurStructure/PlanningTechnicalServices/RoadSafety/Pages/crash.aspx

7.7 Awareness and Continuous Improvement

7.7.1 Awareness

The ROSMA Communication Plan (D15#686656) is also available on the iRoads ROSMA page.

The plan supports:

- Communication of the importance of effective Road Safety Management
- Communication of the Policy within the organisation
- Understanding the implications of not conforming with this Policy
- Actively seeking involvement and comment from interested parties
- Making this Policy outward facing and available to interested parties

The aim of the Communication Plan is to achieve an understanding and acceptance of Road Safety Management (ROSMA) within Main Roads. This will support the implementation of a Road Safety Management System which is aligned with the ISO 39001 [2] Standard (see Section 8.5).

7.7.2 Continuous Improvement Plan

The ROSMA Continuous Improvement Plan (D15#686647) is available on the iRoads ROSMA page.

The purpose of the Continuous Improvement Plan is to ensure the continuing effectiveness of our strategy in reducing the number of people killed and seriously injured on the state road network. It is also intended to prevent, or reduce, undesired effects from the strategy.

Our strategy for continuous improvement is based on a cycle of:

- Monitoring
- Analysis and research of treatments
- Reporting, recommendations and action
- Emergency response
- Audit of the process
- Improvement actions

Monitoring considers how the elements of the Road Safety Management (ROSMA) system are working and whether these need to be modified. Analysis and research focuses on ensuring that information on the effectiveness and availability of Safe System treatments is up-to-date and relevant to Western Australia.

Reporting, recommendations and action considers how the results from the above will be acted upon and communicated. Emergency response concerns our response to killed and serious injury crashes on the state road network. Finally, a process for the internal and external auditing of the ROSMA Policy is implemented.

7.8 Integration with Business Processes

The Road Trauma Reduction Process (Section 7.4) is to be integrated within Enterprise Project Management system (EPM).

The EPM is expected to define the steps that are undertaken on all capital works conducted or commissioned by Main Roads. A Business Mapping Process is currently underway to define these steps. ROSMA is part of this process with the expectation that the Gates defined in the Road Trauma Reduction Guideline will be integrated into the EPM.

8   Compliance with Law and Standards

There are a number of acts, standards and guides to which Main Roads subscribes. These influence ROSMA and underpin other internal policies and guidelines.

8.1   WA Road Traffic Act 1974

This Act consolidates and amends the law relating to road traffic for incidental and other purposes. It includes licensing of vehicles and drivers and the regulation of serious traffic offences. The Act influences driver risk taking behaviour; as drivers that fail to comply with the Act risk fines, suspension, criminal records and imprisonment. Examples include drink driving and reckless driving.

8.2   Road Traffic Code

The Code goes into detail regarding road traffic devices and what action drivers must take to avoid infringements. The Code details levels of fines and demerit points that apply for different traffic infringements. The Code provides the regulations that enable the enforcement of road rules for various types of traffic control devices (e.g. stop signs and barrier lines). The Code enables Main Roads to put traffic control devices in place that drivers must comply with to prevent fines and/or demerit point infringements.

8.3   Main Roads Act

An Act to consolidate and amend the law relating to and making provision for the construction, maintenance, and supervision of roads (highways, main, secondary and other), the control of access to roads and for other related purposes.

8.4   Occupational Safety and Health Act 1984

This Act promotes and improves standards for occupational safety and health, facilitates the coordination of the administration of the laws relating to occupational safety and health, and for incidental and other purposes.

8.5   International Standard 39001

ISO 39001:2012 [2] specifies requirements for a Road Traffic Safety (RTS) Management System to enable an organisation that interacts with the road traffic system to reduce death and serious injuries related to road traffic crashes which it can influence. The requirements in ISO 39001:2012 include development and implementation of an appropriate RTS policy, development of RTS objectives and action plans, which take into account legal and other requirements to which the organisation subscribes.

9   Roles, Responsibilities and Competency

Implementing the ROSMA policy requires the participation and support of a number of stakeholders internal to Main Roads. These stakeholders have various roles and responsibilities which require a certain level of competency. These are summarised in Table 4 along with how the identified competencies will be achieved and maintained according to the Communication Plan.

Table 4: Road Safety Management Stakeholders

Stakeholder	Role	Responsibility	Competency	Communication and Engagement
Executive Directors	• Member of ROSMA Steering Committee • Member of Corporate Executive	• Strategic Direction • Policy Development • Promoting ROSMA	• Understanding the principles of the Safe System • Communicating ROSMA with authority	• Training in Safe System Principles • Provision of and training in promotional materials
Branch Managers	• Member of ROSMA Governance Committee (selected Branch Managers)	• Guideline development and implementation	• Understanding the principles of the Safe System	• Training in Safe System Principles
	• Branch Management	• ROSMA promotion within each branch	• Understanding the principles of the Safe System • Understanding the components of ROSMA	• Training in Safe System Principles • Training in the components of ROSMA
Road Safety Branch	• General Support to ROSMA Implementation	• Road Trauma Risk Analysis (Mapping) • Road Safety Auditing • Crash Investigation • Road Trauma Reduction Process • Monitoring and continuous improvement • Communication / Engagement	• Crash analysis via IRIS[*] • Utilising Integrated Mapping System (IMS) • Road Safety Auditing • Crash Investigation •	• Required competencies covered by job role statements
Project and Activity Managers	• Project Management	• Complying with the Road Trauma Reduction Guideline	• Awareness of Guideline and its implementation • Understanding Safe System principles	• Training in Safe System Principles • Training in application of the guideline
Asset and Network Managers	• Asset and Network Management	• Implementation of Road Safety Project Identification Strategy Guideline	• Awareness of Guideline and its implementation • Understanding Safe System Principles	• Training in Safe System Principles Training in application of the guideline

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[*] IRIS: Integrated Road Information System; Main Roads' corporate database.

Stakeholder	Role	Responsibility	Competency	Communication and Engagement
ROSMA Champions	• ROSMA Champion	• A focal point for communication and implementation of ROSMA in each Region	• Knowledge of ROSMA processes and areas of influence Good communication skills	• Training in Safe System Principles • Training in application of the guidelines
All staff		• Awareness of ROSMA	• Awareness of approach and its benefits • Understanding of commitment to embed approach through ROSMA in Main Roads	• Awareness training through inductions and on-line courses

10 Document Control

Main Roads uses a computer based Records Management System called Records Manager (RM). RM ensures that there are controls for identification, storage, protection, retrieval, retention and disposal of records.

All documents relating directly to ROSMA are stored within RM container 15/8132.

All ROSMA associated document control within Main Roads is carried out according to the IMS Records Management Process document D11#268289.

Document control of external ROSMA associated documents are carried out according to the IMS Corporate Control of External Reference Procedure D11#138967. This is especially applicable for Australian Standards, Austroads publications and Government legislation.

11 Definitions

Term	Definition
Crash Investigator	Is an accredited Road Safety Auditor who is also recognised by Main Roads for their ability in assessing crash risk related to the road environment.
Excessive Behaviour	Are generally police attended crashes that were either a) police reported speed as playing a primary or contributing factor due to at least one vehicle travelling in excess of the speed limit or at an inappropriate speed for the prevailing conditions, or b) driver/rider had a blood alcohol content in excess of 0.05, or c) driver/rider had illegal drugs in their system.
KSI	Killed and/or serious injury (as a result of a road crash).
Managers	Managers of infrastructure, maintenance and operational activities and projects, as well as policy, guideline and process development activities.
Mid-block	The section of road between intersections.
ROSMA (Road Safety Management)	A system adopted by Main Roads for managing Road Trauma on the state road network.
Road Traffic Safety (RTS)	A term used within ISO 39001 which translates directly to Road Safety within the context of Main Roads.
Road Trauma	Death and/or Serious Injury resulting from a road crash.

12 References and related Documents

Document No	Description
D15#676693	Policy – Road Safety Management for Main Roads (ROSMA)
D15#686636	Guideline – Road Safety Project Identification Strategy
D15#686631	Guideline – Road Trauma Reduction
D15#686656	Communication Plan
D15#686647	Continuous Improvement Plan
D15#675339	Guideline – Road Trauma Risk Analysis
D15#686638	Guideline – Safety Treatments
D15#686673	Resource Plan
D15#159750	Road Safety Audit
D14#574698	Policy and Guideline for Crash Investigations
ROSMA IRoads Page: http://iroads/AboutUs/OurStructure/PlanningTechnicalServices/RoadSafety/Pages/ROSMA-.aspx	
[1] Towards Zero – Road Safety Strategy, Government of Western Australia, 2009 http://www.ors.wa.gov.au/Documents/Strategies/ors-towards-zero-strategy.aspx	
[2] ISO Standard 39001 "Road Traffic Safety (RTS) Management System – Requirements with Guidance for Use" (first published in 2012)	

13 Appendices

Appendix	Title
Appendix 1	Main Roads and Road Safety
Appendix 2	Governance and Assurance
Appendix 3	Cross Reference to ISO 39001 Requirements

Appendix 1: Main Roads and Road Safety

A1.1 Role

Our aspiration is to provide world class outcomes for the customer through a safe, reliable and sustainable road-based transport system.

Our role in Western Australia, as the state road authority is to manage and provide safe road infrastructure to all road users across the State. In doing so we are also responsible for ensuring the safety of our staff and those working directly and indirectly on roads within our jurisdiction.

A1.2 Structure / Directorates

Main Roads is divided into directorates which either service or deliver elements of our business, which need to work together to achieve our aspiration. The purpose of each directorate is presented in Table 5.

Table 5: Main Roads Directorates

Directorate	Purpose
Infrastructure Delivery Directorate (IDD)	Delivers high value road projects, providing the community with quality facilities state wide.
Central & Northern Regions (CNR)	Manages the network throughout Central and Northern WA.
Metropolitan & Southern Regions (MSR)	Manages the network throughout the Metropolitan and Southern Regions of WA.
Network Operations (NO)	Monitors and optimises the performance of the Metropolitan road network.
Planning and Technical Services (PTS)	Provides design, engineering, environmental, asset management and surveying expertise.
Heavy Vehicle Services (HVS)	Responsible for safe, efficient and sustainable heavy vehicle access to the WA road network.
Finance and Commercial Services (FCS)	Develops and manages financial, commercial and corporate service functions.
Human Resources (HR)	Partnering with the business to deliver HR solutions, services and expertise.
Strategy & Communications (SC)	Creates a consistent and centralised approach to communication and strategy across the organisation.

A1.3 Road Safety Influences

Western Australia's *Towards Zero* Road Safety Strategy [1] recognises that road deaths and injuries can be reduced by identifying strategies to improve the four cornerstones of the Safe System: Safe Road Use; Safe Roads and Roadsides; Safe Speeds; and Safe Vehicles (see Figure 1: Safe System approach).

Main Roads undertakes a number of functions that directly impact Road Safety. These are presented in Table 6.

Table 6: Main Roads functions impacting road safety

Function	Cornerstone	Control	Influence
ROSMA (PTS)	Safe Roads and Roadsides; Safe Speeds; Safe Vehicles; Safe Road Use	Details processes to ensure organisation delivers Safe System outcomes	Influencing road maintenance and construction activities which decreases crash risk across Main Roads business
Safety Program Criteria (PTS)	Safe Roads and Roadsides; Safe Speeds	Determine where and what road improvements are targeted through guidelines	Ensures funding programs are targeted at maximising reduction of KSI crash risk.
Funding Submissions / Business Cases (CNR, MSR, IDD)	Safe Roads and Roadsides; Safe Speeds	Prioritises submission of road improvement projects	Influences crash risk by targeting correct road improvements
Distribution of Road Safety Program Funds and other funding sources (FCS)	Safe Roads and Roadsides; Safe Speeds; Safe Vehicles; Safe Road Use	Decides and prioritises what road activities / projects are funded to enable organisation outcomes to be achieved	Influences crash risk by distributing capital and recurrent funds to areas of need. Influencing the ability and quality of the organisation outcomes
Capital Works (IDD, CNR, MSR)	Safe Roads and Roadsides; Safe Speeds	Road projects, contract control, direct managed, value for money	Crash risk during and post construction
Maintenance Arrangement Contracts (CNR, MSR)	Safe Vehicles, Safe Road Use, Safe Speeds	Vehicles procured, inductions for drivers, disciplining speeding, value for money, authority for maintenance decision making	Crash risk for contracted employees. Influences how funds are distributed that impact crash risk
Maintenance Works (CNR, MSR)	Safe Roads and Roadsides; Safe Speeds	Contract control, direct managed, value for money, how and to what level roads are maintained	Crash risk by prioritising maintenance activities whilst undertaking, and post maintenance
Congestion Management (NO)	Safe Roads and Roadsides; Safe Speeds; Safe Road Use	Managing and optimising performance of the road network	Influences driver behaviour and therefore likelihood and severity of crashes. Also influences regulatory control
Traffic Management Policy and Guidelines (NO, PTS)	Safe Roads and Roadsides; Safe Speeds	Managing traffic through calming, signage, providing for all road users	Designing policy to encourage speed compliance and decreases crash risk
Regulatory Traffic Controls (NO)	Safe Roads and Roadsides; Safe Speeds	Driver behaviour and police enforcement options	Crash risk on state and local roads

Function	Cornerstone	Control	Influence
Road Design Standards (PTS)	Safe Roads and Roadsides; Safe Speeds	Road treatment options	Determines what is built which directly influences crash risk and outcomes
Incident Response (MSR)	Safe Roads and Roadsides; Safe Speeds	Determining detours, remove debris, coordinated response	Reducing the domino effect of incidents. Decreasing the risk of road crashes by safely managing traffic
Works by others within road reserve (MSR & CNR)	Safe Roads and Roadsides	Build quality, future work cost, road design	Crash risk both post build and during construction
Road Planning (PTS & CNR)	Safe Roads and Roadsides; Safe Speeds	Determining future road function and needs	Influences future crash risk by determining where, when and what should be invested in
Heavy Vehicle Access (HVS)	Safe Roads and Roadsides; Safe Speeds; Safe Vehicles; Safe Road Use	Vehicle types, oversize / mass conditions, routes permitted, influences legislation around driver behaviour	Crash risk on state and local roads. Large influence on maintenance costs
Fleet management (FCS)	Safe Vehicles, safe speeds	What vehicles are used, directing speeding fines, monitoring speed	Crash severity outcomes for employees. Improve driver behaviour. Likelihood of crash
Property Management (FCS)	Safe Roads and Roadsides	Land available for design solutions	Crash risk and future costs associated with planned works
Safety, Health and Wellbeing (HR)	Safe Road Use, Safe Speeds	Operational procedures, near miss reporting, project KPI's, disciplining speeding, driver inductions	Reduced risk of incidents through improved operational procedures, culture and behavioural changes (both internal and contractors)
Public Relations / Communications (SC)	Safe Road Use, Safe Speeds	Information regarding congestion and incidents	Reduce risk taking behaviour through enabling improved journey planning
Project Management Office (FCS)	Safe Roads and Roadsides	Supports project management and delivery processes. Imbeds processes policies and procedures	Influencing the quality of project delivered and ensures hold points for safety; effecting the crash risk

A1.4 Interaction of Functions

Many of the functions listed in the table above directly impact on the road safety outcomes for other functions of Main Roads business. These functions have been grouped into those that interact with *all (grey), many (blue)* and are *independent (white).* The functional interactions are summarised in Figure 4.
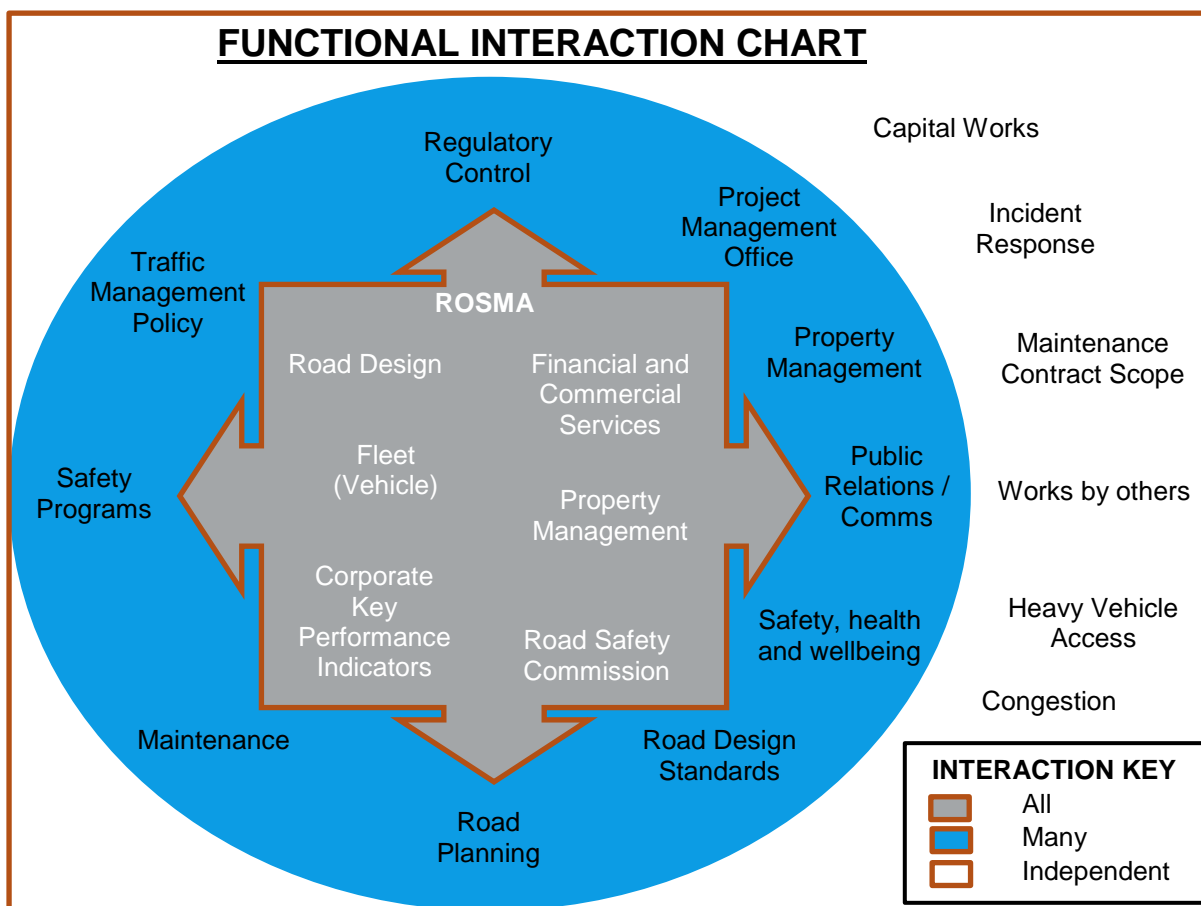

FUNCTIONAL INTERACTION CHART

Figure 4: Interaction of functional areas

A1.5 ROSMA Stakeholders

Internal stakeholders are described in Section 9. External stakeholders are in Table 7.

Table 7: External Stakeholders

Stakeholder	Interaction
Road Users	Road users require and expect to be able to drive safely and efficiently from their origin to their destination.
Political	One of state governments' portfolios is the transport portfolio. The transport portfolio's purpose is to provide and enable safe, accessible and efficient movement for the economic and social prosperity of Western Australia. Road safety performance is important to politicians as it is an emotional subject that is often in the media.

Stakeholder	Interaction
Road Safety Council	The Road Safety Council has formal responsibility for advising Government on programs and initiatives for reducing road trauma in Western Australia. It considers advice from evidence-based research, community consultation and from the main government agencies and other stakeholders who have a role in road safety. The council therefore has a vested interest in ROSMA and this document will give the council a clear understanding of what Main Roads is doing to reduce road trauma.
Road Safety Commission	The Road Safety Commission (RSC) is the lead agency within state government for the *Towards Zero* Road Safety Strategy [1]. Main Roads and RSC share a vision in providing a Safe System to reduce and ultimately eliminate killed and serious injury crashes. The RSC administers funds allocated to the Road Trauma Trust Account and road safety programs which are delivered through Main Roads. Both the RSC and Main Roads are interested in ensuring these improvement programs lead to safer road outcomes. RSC deliver educational campaigns which have the ability to modify road user behaviour and therefore the level of risk taking behaviour on our road network.
Local Government (LG)	Main Roads undertakes preliminary fatal crash investigations on LG roads. LG can use these to address identified safety issues with their roads. There are road safety improvement programs that are administered by Main Roads such as the Black Spot Program which a LG can apply for funding for intersection and road upgrades. There are other aspects of ROSMA that could be applied to LG roads in the future to assist them with identifying, reviewing and prioritising road safety improvements.
RAC	One of RAC's areas focus is ensuring the safety of WA roads for its members. They campaign state government to fund road safety improvement projects to combat undesirable road safety trends. RAC often use the media to ensure their voice is heard.
Western Australian Police (WAPOL)	The Major Crash Investigation Section (MCIS) of WAPOL provide a specialist service investigating fatal and serious injury crashes state wide, where a criminal charge is likely. MCIS are predominantly focused on the human and vehicle factors that may have contributed to the crash. Main Roads conducts crash investigations focused on the road environment aspects of the crash which are referred to MCIS. WAPOL currently manage speed enforcement activities with regard to fixed and mobile camera enforcement.
Coroner's Office	In some cases the Coroner may comment and make recommendations about public safety, to help prevent similar deaths happening. Our ROSMA system may be of interest to the Coroner's office so that they can understand what Main Roads is doing to prevent road fatalities.

A1.6 Legal Framework and Requirements

See Section 8.

A1.7 Strategic Direction

ROSMA is aligned with our strategic aspiration to provide world class outcomes for the customer through a safe, reliable and sustainable road-based transport system.

ROSMA will help guide our organisation to achieve Western Australia's *Towards Zero* Road Safety Strategy [1].

ROSMA has been structured with the intent that our organisation could achieve ISO 39001 certification.

Appendix 2: Governance and Assurance

A2.1 Governance and Assurance Framework

As described in Appendix 1, Main Roads has a complex interaction with the state road network and stakeholders. This has necessitated the implementation of a Governance and Assurance framework to facilitate the implementation of Safe System principles at Main Roads.
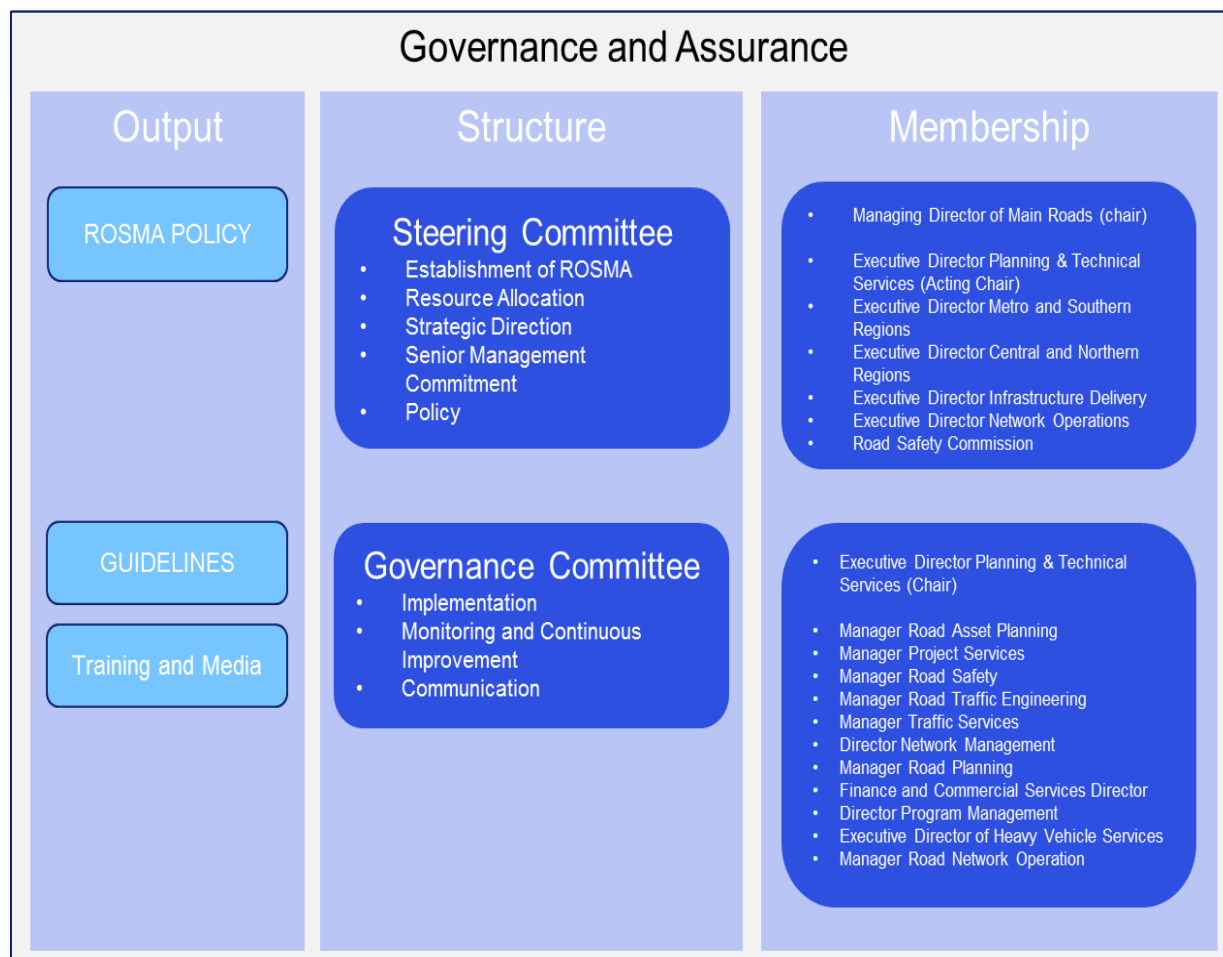

Governance and Assurance

Output
- ROSMA POLICY
- GUIDELINES
- Training and Media

Structure

Steering Committee
- Establishment of ROSMA
- Resource Allocation
- Strategic Direction
- Senior Management Commitment
- Policy

Governance Committee
- Implementation
- Monitoring and Continuous Improvement
- Communication

Membership
- Managing Director of Main Roads (chair)
- Executive Director Planning & Technical Services (Acting Chair)
- Executive Director Metro and Southern Regions
- Executive Director Central and Northern Regions
- Executive Director Infrastructure Delivery
- Executive Director Network Operations
- Road Safety Commission

- Executive Director Planning & Technical Services (Chair)
- Manager Road Asset Planning
- Manager Project Services
- Manager Road Safety
- Manager Road Traffic Engineering
- Manager Traffic Services
- Director Network Management
- Manager Road Planning
- Finance and Commercial Services Director
- Director Program Management
- Executive Director of Heavy Vehicle Services
- Manager Road Network Operation

Figure 5: Governance and Assurance Framework

The Steering Committee is chaired by the Managing Director of Main Roads, with membership including Executive Directors. The Steering Committee is tasked with:

– Ensuring that a Road Safety Management System is established in alignment with the strategic direction of the organisation, and is integrated into the organisation's business processes
– Ensuring that the resources needed to establish, implement, maintain and continually improve the Road Safety Management System are provided
– Prioritising strategic actions and selecting specific courses of action, based on the best available information to achieve the intended outcomes of the Road Safety Management System
– Demonstrating commitment to and communicating the importance of Road Safety Management System
– Reviewing the performance of Road Safety Management System and making recommendations for improvement
– Conduct periodic management reviews of ROSMA to ensure its continuing suitability, adequacy and effectiveness according to IMS Management Review Process D09#179668

The Governance Committee, chaired by the Executive Director Planning and Technical Services (who is also on the Steering Committee) and comprising of selected managers within the organisation, is tasked with:

- Developing, implementing and continually improving a Road Safety Management System compatible with the strategic direction of the organisation and integrating in to the organisation's business processes
- Co-ordinating deployment of Road Safety Management System actions across the organisation
- Overseeing the implementation of *The Road Towards Zero* action plan
- Monitoring the progress of Road Safety Management System actions
- Communicating the importance of an effective Road Safety Management System
- Ensuring that the Road Safety Management System achieves its intended outcomes by focusing on results
- Supporting other functional area leads to demonstrate leadership in Road Safety Management as it applies to their area of responsibility

A2.2 ROSMA Steering Committee Terms of Reference

1. Objective
The objective of this Steering Committee is to demonstrate commitment of the Corporate Executive to the development, implementation and continual improvement of a Road Safety Management (ROSMA) system and to lead the organisation towards eliminating death and serious injury on the WA road network.

2. Background
Main Roads has committed to establishing a Corporate Executive Subcommittee to lead the implementation of a ROSMA system aligned with ISO 39001:2012.

3. Scope
The scope of this Steering Committee (Corporate Executive Subcommittee) is developed in accordance with ISO 39001:2012 and comprises the following tasks:

- Ensuring that a ROSMA system is established in alignment with the strategic direction of the organisation and integrated into the organisation's business processes
- Ensuring that the resources needed to establish, implement, maintain and continually improve the ROSMA system are provided
- Prioritising strategic actions and selecting specific courses of action, based on the best available information to achieve the intended outcomes of the ROSMA system
- Demonstrating commitment to and communicating the importance of the ROSMA system
- Reviewing the performance of the ROSMA system and making recommendations for improvement

4. Membership
The membership of the Steering Committee comprises the following:
- Managing Director of Main Roads (chair)
- Executive Director Planning & Technical Services
- Executive Director Metro and Southern Regions
- Executive Director Central and Northern Regions
- Executive Director Infrastructure Delivery
- Executive Director Network Operations
- Road Safety Commission

5. Governance
This Steering Committee forms a subcommittee of the Corporate Executive. The Managing Director will report on this Steering Committee to the Corporate Executive and the Director General Transport/Commissioner of Main Roads as needed.

6. Meetings
The Steering Committee will typically meet bi-monthly, unless required otherwise.

7. Administrative support
The Road Safety Branch will provide administrative support to this Steering Committee including preparing and distributing meeting agenda and minutes. The agenda should be provided at least five working days prior to a meeting and draft minutes should be distributed within a week of the meeting.

A2.3 ROSMA Governance Committee Terms of Reference

1. Objective
The objective of this Governance Committee is to develop, implement and continually improve a Road Safety Management (ROSMA) System and to guide the organisation towards eliminating death and serious injury on the WA road network.

2. Background
Main Roads has committed to establish a road safety governance and assurance framework. This Governance Committee is established to provide such road safety governance and assurance through a road safety management system. It will support and operate under the direction of Road Safety Management Steering Committee.

3. Scope
The scope of this Governance Committee is developed in accordance with ISO 39001:2012 and comprises the following tasks:
- Developing, implementing and continually improving a ROSMA system compatible with the strategic direction of the organisation and integrated into the organisation's business processes
- Co-ordinating deployment of ROSMA actions across the organisation
- Overseeing the implementation of *The Road Towards Zero* Action Plan
- Monitoring the progress of ROSMA actions
- Communicating the importance of effective a ROSMA system
- Ensuring that the ROSMA system achieves its intended outcomes by focusing on the results
- Supporting other functional area leads to demonstrate leadership in ROSMA as it applies to their area of responsibility

4. Membership
The membership of the Governance Committee comprises the following:

Executive Director Planning & Technical Services (Chair)
- Manager Road Asset Planning
- Manager Project Services
- Manager Road Safety
- Manager Road Traffic Engineering
- Manager Traffic Services
- Director Network Management
- Manager Road Planning
- Finance and Commercial Services Director
- Director Program Management
- Executive Director of Heavy Vehicle Services
- Manager Road Network Operation

5. Governance
This Governance Committee reports to the ROSMA Steering Committee.

6. Meetings
This Governance Committee will typically meet monthly, unless required otherwise.

7. Administrative support
The Road Safety Branch will provide administrative support to this Governance Committee including preparing and distributing meeting agenda and minutes. The agenda should be provided at least five working days prior to a meeting and draft minutes should be distributed within a week of the meeting.

Appendix 3: Cross reference to ISO 39001 Requirements

ISO 39001 Chapter	Requirement	Reference
1 Scope	Specifies requirements for a road traffic safety (RTS) management system to enable an organisation that interacts with the road traffic system to reduce death and serious injury	• Implementation of this Policy
2 Normative references	Not applicable	• Not applicable
3 Terms and definitions	Not applicable	• Not applicable
4 Context of the organisation		
4.1 Understanding of the organisation and its context	The organisation shall: -Identify its role in the road traffic system -Identify the processes, associated activities and functions	• Interviews with Executive Directors (D14#661550) • Appendix 1 of this Policy
4.2 Understanding the needs and expectations of interested parties	The organisation shall determine: • The interested parties that are relevant to the RTS management System • The requirements of these interested parties • The legal and other requirements related to RTS to which the organisation subscribes	• Interviews with Executive Directors (D14#661550) • Appendix 1 of this Policy • Legal requirements presented in Section 8 of this Policy
4.3 Determining the scope of the RTS management system	Organisations shall consider: • What has come from Clause 4.1 and 4.2 • Planning Requirements referred to in Clause 6	• Scope of requirement is defined in Section 5 of this Policy • Review of current road safety performance described in Section 7.2 of this Policy
4.4 RTS Management System	Organisation shall establish, implement, maintain and continually improve and RTS management system	• Refer to Continuous Improvement Plan (D15#686647)

5 Leadership		
5.1 Leadership and commitment	Top management shall demonstrate leadership and commitment by: ▪ **E**nsuring policy and objectives compatible with the strategic direction; ▪ Ensuring the integration into the organisation's business processes; ▪ Ensuring that the resources are available; ▪ Adopting the elimination of death and serious injury as the long-term objective ▪ Working in partnership and collaboration with interested parties ; ▪ Ensuring a process approach to achieve the desired RTS results; ▪ Prioritising strategic actions and selecting specific courses of action; ▪ Communicating the importance of effective RTS management; ▪ Providing the resources to establish, implement, maintain and continually improve; ▪ Ensuring that the RTS management system achieves its intended outcome; ▪ Ensuring compliance with laws relevant to achieve the intended outcome; ▪ Directing and promoting persons to contribute; ▪ Continual improvement; ▪ Supporting other relevant management roles.	▪ Demonstration of commitment to *Towards Zero* shown through endorsement of this Policy ▪ Integration into Enterprise Project Management System described in Section 7.8 ▪ Resource Plan available at D15#686673 ▪ Adoption of elimination of death and serious injury as long term aim: − Towards Zero [1] − Section 4 of this Policy ▪ Collaborative working/process approach/specific courses of action: − Road Safety Project Identification Strategy Guideline − Road Trauma Reduction Guideline ▪ Communicating importance of effective Road Safety Management: − Communication Plan (D15#686656) ▪ Continuous Improvement Plan (D15#686647) ▪ See Section 8 for compliance with Law. Also reference Continuous Improvement Plan (D15#686647)

5.2 Policy	Top management shall establish an RTS policy that: ▪ Is appropriate to the purpose of the organisation; ▪ Provides a framework for setting RTS objectives and RTS targets; ▪ Includes a commitment to satisfy applicable requirements; ▪ Includes a commitment to continual improvement of the RTS management system. The policy shall: ▪ Be available as documented information; ▪ Be communicated within the organisation; ▪ Be available to interested parties, as appropriate.	▪ Implementation of this Policy ▪ See Section 7.2.1 for setting of road safety targets ▪ Continuous Improvement Plan (D15#686647) ▪ This Policy ▪ Communication Plan (D15#686656)
5.3 Organisational roles, responsibilities and authorities	Top management shall assign the responsibility and authority for: ▪ Ensuring that the RTS management system conforms to the requirements of this International Standard; ▪ Reporting on the performance of the RTS management system to top management, including recommendations for improvement.	▪ Continuous Improvement Plan (D15#686647)
6 Planning		
6.1 General	The organisation shall follow a process that reviews its current RTS performance, determines the risks and opportunities, selects RTS performance factors to work on, analyses what it can achieve over time and sets appropriate RTS objectives, RTS targets and plans to achieve them.	▪ Within this Policy: – Current Road Safety Performance - Section 7.2 – Selected Performance Indicators - Section 7.3 – Road safety targets - Section 7.2.1
6.2 Actions to address risks and opportunities	Ensure that Intended outcome can be achieved; prevent/reduce undesired effects, continuous improvement	▪ Continuous Improvement Plan (D15#686647)
6.3 RTS performance factors	The organisation shall identify RTS performance factors	▪ See Section 7.3 for Performance Indicators

6.4 RTS objectives and planning to achieve them	Define RTS objectives. When planning how to achieve its RTS objectives the organisation shall determine: be consistent with the RTS policy; ▪ Be measurable (if practicable); ▪ Take into account applicable requirements; ▪ Be monitored; ▪ Be communicated; ▪ Be updated as appropriate.	• See Section 7.2.1 for road safety targets ▪ See Section 7.3 for Performance Indicators ▪ Continuous Improvement Plan (D15#686647) ▪ Communication Plan (D15#686656)
7 Support		
7.1 Coordination	The organisation shall: -Coordinate appropriate level of internal and external consultation	▪ This Policy and its associated Guidelines ▪ Communication Plan (D15#686656)
7.2 Resources	Determine and Provide Resources	▪ Resource Plan available at (D15#686673)
7.3 Competence	Determine the necessary competence of persons doing work under its control that affects its RTS	▪ See Section 9 ▪ Learning and Development Procedure (D13#628005)
7.4 Awareness	Persons shall be aware of: ▪ RTS policy ▪ Their contribution towards it ▪ Implications of not conforming ▪ Information and lessons learnt from major relevant incidents	▪ Communication Plan (D15#686656)
7.5 Communication	Determine what is communicated when and to whom	▪ Communication Plan (D15#686656)
7.6 Documented information		
7.6.1 General	Documentation of RTS management system to include: Documents required by ISO 39001 Documents required by ROSMA	▪ Document control (Section 0) ▪ IMS Records Management Process (D11#268289)
7.6.2 Creating and updating	Creating and updating documented information: ▪ Identification and description ▪ Format ▪ Review and approval	▪ Governance and Assurance – see Appendix 2 ▪ Continuous Improvement Plan (D15#686647) ▪ IMS Records Management Process (D11#268289)
7.6.3 Control of documented Information	Documented information must be: ▪ Available and suitable for use ▪ Adequately protected Information controlled for: ▪ Distribution, access, retrieval and use ▪ Storage of changes ▪ Retention and disposal Information of external origin to be identified and controlled	▪ Communication Plan (D15#686656) ▪ IMS Records Management Process (D11#268289) ▪ IMS Corporate Control of External Reference Procedure D11#138967

8 Operation		
8.1 Operational planning and control	Organisation shall determine, plan, and implement a control process	▪ Continuous Improvement Plan (D15#686647)

8.2 Emergency preparedness and response	The organisation shall respond to actual death and serious injuries caused by road traffic crashes or by other road traffic incidents in which the organisation is involved and, where practicable, prevent or mitigate adverse associated impacts on RTS.
	The organisation shall periodically review and, where necessary, revise its preparedness for actual death and serious injuries caused by road traffic crashes or by other road traffic incidents in which the organisation is involved, and response procedures, in particular, after such occurrences of deaths and serious injuries. The organisation shall also periodically test such procedures where practicable.
		▪ Continuous Improvement Plan (D15#686647):
		  – Crash Investigation Policy (killed and seriously injured crashes on the state road network)
		  – Serious Incident Reporting (Safety Health and Wellbeing Policy)
		▪ Crisis & Incident Management Policy (D13#447750)

9 Performance evaluation		
9.1 Monitoring, measurement, analysis and evaluation	Determine: ▪ What needs to be monitored/measured ▪ method of evaluation ▪ When carried out ▪ When results analysed and published	▪ Continuous Improvement Plan (D15#686647) ▪ See Section 7.3 for Performance Indicators

9.2 Road traffic crash and other road traffic incident investigation	Determine the underlying factors that it can control, contributing to incidents
	▪ Identify corrective actions
	▪ Identify preventative actions
		▪ Continuous Improvement Plan (D15#686647)
		  – Crash Investigation Policy (killed and seriously injured crashes on the state road network)
		  – Serious Incident Reporting (Safety Health and Wellbeing Policy)

9.3 Internal audit	Checking RTS conforms to: ▪ The organisations own requirements ▪ International standards ▪ Effective implementation: ▪ Establish and maintain audit programme ▪ Define audit criteria ▪ Select auditors ▪ Report to relevant managers ▪ Retain documentation	▪ IMS Audit Process (D11#82474) ▪ Continuous Improvement Plan (D15#686647)

9.4 Management review	Top management shall review RTS management system at planned intervals: ▪ Status of actions ▪ Changes in external and internal issues ▪ RTS performance/Monitoring ▪ Continual improvement ▪ Communications ▪ Incident investigation	▪ IMS Management Review Process (D09#179668) ▪ Continuous Improvement Plan (D15#686647) ▪ See Appendix 2: Governance and Assurance
10 Improvement		
10.1 Nonconformity and corrective action	▪ Reaction to and action from Non-conformities ▪ Review of effectiveness of corrective actions ▪ Make improvements where required	▪ IMS Non Conformance Process (D14#291766) ▪ IMS Improvement Action Process (D14#291685) ▪ Continuous Improvement Plan (D15#686647)
10.2 Continual improvement	Enable continuous improvements	▪ IMS Continuous Improvement Process (D11#86268) ▪ Continuous Improvement Plan (D15#686647)
Annex A (informative) Guidance on the use of this International Standard	Not applicable	Not applicable
Annex B (informative) International work relating to road traffic safety management frameworks	Not applicable	Not applicable
Annex C (informative) Correspondence between ISO 39001:2012, ISO 9001:2008 and ISO 14001:2004	Not applicable	Not applicable
Bibliography	Not applicable	Not applicable