



Future Focused



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Acknowledgement of Country



The Government of Western Australia acknowledges the Traditional Custodians throughout Western Australia and their continuing connection to the land, waters, and community. We pay our respects to all members of the Aboriginal communities and their cultures, and to Elders both past and present.

To the Honourable Rita Saffioti, MLA

Deputy Premier; Treasurer; Minister for Transport; Tourism

In accordance with section 63 of the *Financial Management Act 2006 (WA)*, I hereby submit for your information and presentation to the Parliament of Western Australia, the annual report of Main Roads Western Australia for the financial year ended 30 June 2024.

The annual report has been prepared in accordance with the provisions of the Financial Management Act and any other relevant written law.

John Erceg
Managing Director of Main Roads
31 August 2024

Peter Woronzow
Commissioner of Main Roads
31 August 2024



About this report

Main Roads' annual report informs the Parliament of Western Australia, Deputy Premier and Minister for Transport, Western Australians and wider stakeholders of who we are, what we do and which services were provided over the past 12 months. We take the opportunity to showcase specific achievements against our outcomes, as part of sharing what we have delivered on behalf of the community of Western Australia. We communicate the value created through initiatives from the past year and reaffirm our commitment to remaining future-focused by identifying emerging opportunities and challenges for shaping our service delivery strategies in the upcoming year.

Our annual report is primarily an online document summarising the performance and key achievements of each of our service areas for the financial year ended 30 June 2024. We detail our material issues and activities for improving service delivery, reflecting the strong commitment we have to our customers and the delivery of future focussed integrated transport across Western Australia.

In preparing this report, we have utilised the Global Reporting Initiative Standards 'core' option and have sought to adopt Integrated Reporting as defined by the IFRS Foundation. Throughout, we use icons to indicate key resources consumed as inputs for our business activities. This approach allows us to demonstrate how we create value over time and benefits for our stakeholders.

Furthermore, our reporting aligns with the *Financial Management Act 2006* (WA) and annual report requirements from the Western Australian Public Sector Commission.

Your comments, thoughts and feedback on our approach or on any aspect of our annual report are welcome.



Our stories



Building resilience in the North

The new Fitzroy River Bridge opened to traffic in December 2023, six months ahead of schedule and less than a year after catastrophic flooding from Ex-Tropical Cyclone Ellie devastated the region and destroyed the old bridge. The construction project was a once-in-a-generation opportunity for those in Fitzroy Crossing and the wider Fitzroy Valley. Find out more about our initiatives ongoing in the region.



A record year for road safety spending

Our road safety programs continue to deliver vital improvements to roads across Western Australia. Here you will find out about our highest yearly spend on road safety upgrades across four vital programs and treatments and improvements implemented to minimise road factors contributing to road trauma.



Hedland Road and Rail Safety Improvements

There have been major upgrades at three road and rail conflict points in the state's north. Find out more about how these upgrades are improving road safety and transport efficiency for some 6,000 vehicles per day in the Hedland community.



Integrating Aboriginal history on Tonkin Gap

Whadjuk Noongar Traditional Owners have been an integral part of delivering the Tonkin Gap Project identifying significant cultural heritage sites and offering advice and direction on how the area was used in the past. Find out how their input was integrated into the project helping to share their knowledge with future generations.



P. 39

Albany Ring Road – Albany’s largest infrastructure project

The biggest road infrastructure project undertaken in Great Southern Region, Albany Ring Road, opened to traffic in May 2024. The project delivered a heavy-haulage freight route around the City of Albany. The completed ring road has been officially named Menang Drive. Find out more about how this project has improved traffic flow and safety for visitors to and the residents of Albany.



P. 42

Transitioning maintenance in-house

We have welcomed more than 400 new employees across our regions as we continue to transition to the delivery of maintenance and some minor works in-house. Find out more about how this has been achieved and how this will deliver economic and societal benefits for regional communities.



P. 45

Iconic bridge set to transform pedestrian and cyclists journeys

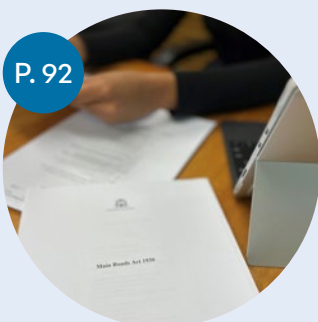
The Causeway Pedestrian and Cyclist Bridges Project is a transformative project to improve connectivity and safety for pedestrians and cyclists travelling between McCallum Park, Heirisson Island, and Point Fraser. Find out more about this iconic project and how it will transform the entrance to the city for pedestrians and cyclists.



P. 76

Our commitment to diversity, equity and inclusion

Following extensive consultation across the organisation, our diversity equity and inclusion framework was released in September 2023. Find out more about this and other initiatives making our workplace a welcoming, respectful and culturally safe environment.



P. 92

Main Roads Act amended

The Act details the activities and operations of Main Roads Western Australia and came into force on 7 June 1926 and it has been updated several times with the last major update passing Parliament in 1996. Now 27 years later the most significant and extensive changes ever made came into effect on 15 November 2023.





Who we are

About us

Our role is to plan, build, maintain and operate Western Australia’s state road network, one of the largest geographically spread road networks in the world. We ensure our roads and services meet the needs of our communities, industries and businesses as part of an integrated transport system.

We are a statutory authority responsible for Western Australia’s state road network, providing safe and reliable travel on our roads, bridges, and cycle paths. We are responsible for planning, construction, maintenance, and operation of the road network. We deliver a range of services, projects and network improvements to connect people, communities and businesses getting people and goods to where they need to be. We work closely with our Transport Portfolio partners, local government, the business sectors and community to provide a well-connected, safe and sustainable integrated transport network.



18,988km

of roads across 2.5 million km² are managed and maintained

5,541km

of which are National Land Transport routes

\$71.7billion

of assets across the state road network

38,932

heavy vehicle permits issued

5,096

WA heavy vehicle accredited operators

441,686

project-related email updates sent to our project subscribers

47,675

calls received from customers

\$210million

\$ total spend with Aboriginal businesses

137

cadets, trainees and graduates undertaking our Development Employee Program

18.2%

of our workforce identify as being from a culturally diverse background

The year that was



July

- Works on first 41 kilometre section of Tanami Road underway
- Mitchell Freeway from Hester Avenue to Romeo Road opened to traffic
- Fifth anniversary of the official opening of Matagarup Bridge



August

- Launch of Aboriginal Journey Ways: How Ancient Trails Shaped Our Roads children’s book
- Creation of the Menno Henneveld Scholarship opportunity



September

- Triple win at the Infrastructure Sustainability Council Annual Gala showcasing advances in sustainability
- 40-year anniversary of the opening of the first section of Roe Highway
- Celebrations for one year of our Rainbow Ally Network



November

- Amendments to *Main Roads Act 1930* (WA) passed by Parliament
- Held the second Transport Portfolio Meet the Buyer and Supplier Forum event
- The Cycling Luminaries award won by the Causeway Pedestrian and Cyclist Bridges project



October

- Recognised with three wins at the Civil Contractors Federation National Earth Awards
- Road Network Operations Centre hosted ITS Australia’s Networking event
- Heavy Vehicle Services launch inaugural Camp Quality’s Convoy for Kids



December

- New Fitzroy River Bridge officially opened to traffic
- Release of our updated Keeping WA Moving strategic direction
- IPAA WA recognise the Transport Portfolio Aboriginal Engagement Team for Best Practice in Procurement



January

- First sod turned on Mandurah Estuary Bridge Duplication Project
- Repair works on Great Northern Highway at Willare Crossing completed, post Ex-Tropical Cyclone Ellie



April

- Tonkin Gap Alliance honoured with Sustainability Achievement Award at Civil Construction Federation WA Industry and Training Awards
- Graduation ceremony for the 13th and final cohort of the Bunbury Outer Ring Road Yaka Dandjoo participants



May

- Opening and naming of the Albany Ring Road as Menang Drive
- Main Roads Annual Report 2023 recognised as Best in Sector at the 2024 Australasian Reporting Awards
- Release of our Net Zero 2050 Transition Statement



March

- Hedland Road and Rail Safety improvements completed
- 2023 Annual Report recognised as the best annual report for the year at 39th Annual WS Lonnie Awards



June

- Work commences on new Brooking Channel Bridge
- New dedicated Safety, Health and Wellbeing branch created



February

- Great Southern, South West and Metropolitan regions complete in-house maintenance transition
- Announced as a Top Graduate Employer for 2024 by Australian Association of Graduate Employers



From the Commissioner



Peter Woronzow
Commissioner of Main Roads

“Returning skills in-house boosts our workforce capability and supports economic development across regional Western Australia”

We have had another year of excellent progress in delivering projects and services to stimulate economic growth, improve infrastructure and services, create jobs, recognise and celebrate heritage and culture, and support a connected, resilient, safe and sustainable transport system. Each year it gives me a great deal of pleasure to be able to share and recognise some of the achievements from across the Portfolio.

In early 2023 the Kimberley region was affected by catastrophic flooding, prompting the creation of an infrastructure resilience program. The first of its kind in Western Australia, the program is investing in projects to build infrastructure resilience, protect supply chains and improve emergency responsiveness in the region. The program’s first project – the new Fitzroy River Bridge – was completed six months ahead of schedule reconnecting the East and West Kimberley, just 11 months after the old bridge was destroyed.

The Albany Ring Road, our largest road project ever in the Great Southern opened in May 2024 diverting heavy vehicles around Albany improving safety and efficiency. The road has been named Menang Drive in recognition of the area’s Traditional Owners, the Menang Noongar people.

The rise in the number of deaths on our roads is of great concern. The Western Australian Government has committed to continue its significant road safety investment focussing on the sealing of road shoulders and installation of audible edge and centre lines as part of the \$1 billion Regional Road Safety Program.

Since October 2022, we have transitioned more than 400 people into Main Roads as we reestablish in-house maintenance teams across the State. Returning these skills in-house is boosting our workforce capability and supporting economic development across regional Western Australia.

The Causeway Pedestrian and Cyclist Bridges Project is taking shape and will be a welcome addition to ease growing pressure on the paths of the existing Causeway Bridge, which are used by more than 3,000 cyclists and pedestrians daily. The Tonkin Gap Project is now complete with additional traffic lanes opened as part of the widening between Dunreath Drive and Collier Road.

We remain on track to achieve our five-year Aboriginal participation and engagement targets over 2021 to 2026. To date, we’ve awarded almost \$620 million in contracts to Aboriginal businesses toward our target of \$700 million. We’ve reached 2.4 million of the targeted 3.5 million work hours for Aboriginal people through capital works, services and maintenance programs.

In other parts of the Portfolio, METRONET, the single largest investment in public transport for Perth, is entering its final 18 months of delivery, having achieved several key milestones during the year.



METRONET is creating long-term legacies for communities across Perth through its Gnarla Biddi Aboriginal Engagement Strategy, Sustainability Strategy and Public Art Strategy, which combine to incorporate local history, culture and identity in planning and design, while meeting current and future community transport needs. The project has also brought train manufacturing back to WA through the local production of new C-Series trains. The inaugural passenger journey of the first locally-built C-Series train was undertaken in April, representing significant progress towards modernising Perth's transit network.

The Department of Transport continued to improve connectivity for our regional and remote communities in 2023-24 through the Regional Airfare Zone Cap (RAZC) scheme. Seventeen regional and remote airports shared in \$3 million in Regional Airports Development Scheme grants to upgrade and improve airport facilities. Important regional rail freight infrastructure upgrades continued as part of the \$200 million Agricultural Supply Chain Improvements Program. The \$113 million Hedland Road and Rail Safety Improvement Program, delivered by Main Roads and BHP, includes new over-road rail bridges, level crossings, roundabouts and service roads that will improve road safety and transport efficiency for the community.

The unveiling of the preferred design for Westport in November 2023, marked a major milestone for the project, which will support trade expansion and the Western Australian economy for the next century.

The Portfolio is contributing to the WA Government's goal to reduce public sector emissions by 80% by 2030. Our agencies have determined a 2019-20 baseline and are identifying opportunities for emissions reduction. Over the next year, a Portfolio Environmental, Social and Governance (ESG) Strategy will be developed to help realise our vision for a better future through connected, resilient, safe and sustainable transport solutions. This year, our agencies and major project offices continued to prioritise sustainable practices including incorporating recycled materials and progressing water wise outcomes.

As we reflect on the past 12 months, we look ahead to another exciting year heralding a record investment of \$13.8 billion in transport infrastructure projects and initiatives announced in the State Budget.

Additional transport infrastructure projects including port, road, rail and maritime will support jobs and economic growth aiding trade and tourism, reducing congestion and better connecting our state.

Our achievements have been made possible through the dedication and effort of staff from across the Portfolio. I thank and congratulate everyone for contributing to delivering our vision for the Western Australian community.

Peter Woronzow

Commissioner of Main Roads



An interview with our Managing Director



John Erceg
Managing Director
of Main Roads



This year we decided to take a personal approach and sit down one on one with our Managing Director John Erceg. Read on to hear from John on major highlights of the past year, progress on our strategic initiatives and where the focus lies for the year ahead at Main Roads.

Let's start with things that stand out for you in the past 12 months?

Where do you start? There are so many worthy achievements from throughout the year and it's always hard to just pick out a couple. I am very proud of our work with the national award-winning Regional Road Safety Program which has been rolled out across almost 8,500 kilometres of our regional roads since 2020. These road improvements are recognised by locals as having had a noticeable positive impact in road safety.

We've made great progress this year ensuring the safety of our roads for everyone, however we have seen a very sad increase in fatalities since the beginning of the year, which is a reminder to us all that there is still more work ahead to improve road safety.

The face of Main Roads is changing, and I mean that literally. We now have more than 130 development employees from engineering cadets through to apprentices and business trainees. This year, I was pleased to welcome one of our largest ever groups of new development employees to the organisation and I think all of us were very proud to be recognised nationally as one of the top graduate-employers for 2024.

One of the things we at Main Roads, together with our Transport Portfolio partners remain focused on is the opportunity to deliver on social outcomes that arise from our infrastructure programs. A great example of that has been on the Bunbury Outer Ring Road through the Yaka Dandjoo Program, which literally means working together in Noongar language.

Can you tell us more about the Yaka Dandjoo program and what it delivered?

The program was formed to create meaningful career pathways for unemployed and job-ready participants. The focus was on young people, women, individuals older than 45 years and Aboriginal people. It was an initiative that was derived from a response to the impacts of COVID 19. As we near the end of construction of the Bunbury Outer Ring Road project, the final Yaka Dandjoo graduation and program wrap-up has taken place. Over the life of this program a total of 191 participants graduated across 13 cohorts, graduates are now ready to enter the industry and embark on new journeys. Around 54% of the graduates were female, around 60% were Aboriginal, 35% were youth and 24% were older than 45. The program has created a benchmark model that we will continue to use and are sharing with others that are interested.



The Commissioner highlighted some significant road projects in his section but how much did Main Roads invest in the road network and local communities this year?

During last financial year a record \$4.3 billion was spent across the state as we continue to expand, maintain and operate the state road network. We also achieved record expenditure of \$2.2 billion spent directly on capital works. The total value of assets that we manage on behalf of the people of Western Australia has increased by \$5 billion and is now sitting at \$71.7 billion.

We marked some major milestones on several of our projects including the start of works on the Mandurah Estuary Bridge Duplication Project, the impressive Causeway Pedestrian and Cyclist Bridges Project, completion of the Hedland Road and Rail Safety Improvements program as well as the Tonkin Gap Project. A huge amount of progress has been made on the works along the Mitchell Freeway including extensions to Romeo Road, installing new technology and widening from Hodges to Hepburn Avenue and the works on the extension of Stephenson Avenue.

The biggest road infrastructure project undertaken in the Great Southern region, the Albany Ring Road now known as Menang Drive has officially opened to traffic. This has been a gamechanger for contractors and suppliers in the region with the project investing approximately \$54 million in local businesses, including \$6.4 million with Aboriginal businesses and suppliers. Further on the topic of huge infrastructure projects, we are also on track to see completion of the biggest infrastructure project undertaken in the south west, the Bunbury Outer Ring Road later this year. Both projects aim to ease congestion and provide safer more efficient traffic routes for freight, tourists and locals, and to improve community amenity.

One of Main Roads strategic initiatives is our commitment to increased Aboriginal economic participation and engagement, how is that progressing?

It is going very well and we have been making some good progress against the targets announced by the Deputy Premier in 2021. Last year we spent \$210 million through direct and indirect engagement of Aboriginal businesses' and have seen Aboriginal people work more than 550,000 hours on our projects. It is important that we maintain the momentum we have gained and we continue to incorporate initiatives into

our major construction contracts including mandatory minimum targets for Aboriginal employment, traineeships and business participation, and more incentives and initiatives encouraging development for local people, businesses and communities.

Our Transport Portfolio Aboriginal Engagement Team was awarded this year's IPAA WA Achievement Award for Best Practice in Procurement and were commended for facilitating cultural recognition and embedding best practice in Aboriginal participation. I am really pleased with the approach and commitment from our people and supply partners – creating new opportunities with a range of teams across the state consistently driving change for these achievements.

As a portfolio we are getting closer to the \$700 million target set by the Western Australian Government for Aboriginal engagement and participation, and we will not be taking our foot off the accelerator on that initiative either. We will continue to work with industry to do what we can to support employment and develop business capability for Aboriginal people.

Last financial year you celebrated the first of the regions to successfully transition to in-house maintenance delivery, have the successes carried on into 2024?

Over the past two years there has been a tremendous amount of work to return maintenance and some capital works to Main Roads. Last financial year, we welcomed almost 100 employees into the organisation and this year we have welcoming a further 300 employees back into the Goldfields Esperance, Metropolitan, Pilbara, South West and Great Southern Regions, along with the Metropolitan Bridge Maintenance Crew and Incident Response Service.

The initiative allows us to diversify our staff's skills and the knowledge while providing stable local regional employment encouraging families to live in the regions improving local spending and community benefits.

One of the greatest opportunities we recognised from this initiative is the ability to support Aboriginal participation an engagement. We have also made efforts to directly engage local Aboriginal businesses with more than 65 being apart of our Panel Contracts for In-House Maintenance. I am proud of the progress we have made on this front so far, yet the job isn't finished yet with the transition of the Kimberly region set for the end of this year.



What culture are you looking to build and what are you doing to achieve that?

I am committed to increasing representation of diverse groups within our workforce and providing a safe, respectful and inclusive workplace culture reflecting the community we serve. I am pleased with progress we've made and our continuing pursuit to create a workplace prioritising respect, inclusivity and safety for all people.

Last year we saw formation of eight new diversity reference groups and a Diversity Council. I'd like to acknowledge the hard work they've been doing to develop our new Diversity, Equity, and Inclusion (DEI) action plan – work collaborating to gather knowledge and perspectives for actions and initiatives helping to achieve our commitment. In late 2023 we launched our Road to Diversity, Equity, and Inclusion framework. This is a starting point, built on a very inclusive process based on strong engagement with our workforce. A key part of the approach that we have taken is to acknowledge that we don't necessarily have all the answers or know all the right questions to ask, but that's what the framework is about. This is not a project that's going to end in six months it's a framework for carrying us forward.

Traditionally the construction and engineering industry is a male-dominated environment. Are you addressing that?

Yes, absolutely I am. Equal representation is known to improve the culture of workplaces and quality of decision-making which ultimately helps us meet the needs of all of the communities we serve. From a business perspective, like many in our industry, we are facing capacity challenges resulting in large workforce gaps.

We recognise that across the transport sector there is low participation of women and therefore a largely untapped talent pool. This year I have become a member of CEO's for Gender Equity, where I gain insights into how we can attract and retain more female workers in our industry, and how we can enhance our policies and approaches.

Additionally, through our work with Curtin University and the Girls in Engineering Tomorrow program, we are targeting secondary-level female students across the metro area to offer exposure to engineering activities, mentoring and tutoring to help encourage a career in STEM-related areas.

We are working to understand our gender pay gap and look at what we can do to make improvements, we are seeking to increase the availability of part time work and address and raise awareness around unconscious bias. Often gender inequity in the broader transport sector begins in training settings and continues through into workplaces, with women often confronted by negative societal assumptions on their role and unconscious bias. I am committed to breaking down these stereotypes and ensuring that we provide a workplace that is safe physically and psychosocially, welcoming, and supportive for everyone.

This year's annual report theme is future focused, looking ahead what do you see as priorities for Main Roads in the coming year?

The focus continues on delivery of projects across the state and bedding down and integrating of maintenance activities within our operations. Later this year we will see the opening of the Bunbury Outer Ring Road, the new Causeway Pedestrian Bridges and operation of the new Smart Mitchell Southbound technologies all exciting new projects. I mentioned earlier that one of the outcomes of the delivery of maintenance by in-house resources has been the need to refocus our efforts on workplace safety. We have an ambitious new program that is being developed informed by our own people and we are putting in place new safety systems that are focussed on meeting our needs and making sure that we have a safe workplace.

Facilitated by employee focus groups, our strategic direction was reviewed and we have released an updated and refreshed version of our Keeping WA Moving strategy for progressing us towards our future goals. A new focus on capability recognises not only our people but the development of our industry to be mentally healthy and inclusive is important to all of us.

We've made significant advances on the sustainability front, recognised at the 2023 Infrastructure Sustainability Council Annual Gala Awards. The awards showcase pivotal actions advancing sustainability in the infrastructure sector of Australia and New Zealand. Our Office of Major Transport Infrastructure Delivery, combining teams from Main Roads and the Public Transport Authority, was announced as winner of the Public Sector Industry Impact Award demonstrating our ongoing commitment.



We have also released our Net Zero Roadmap and are committed to doing our part in tackling climate change and making our corporate operations future-ready. This roadmap will drive our efforts in achieving emission reduction targets, meet legislative obligations and provide an overall framework to decarbonise our operations and support the Western Australian Government's climate action and emissions reduction goals.

We are continuing to deliver on the projects and initiatives identified in our Intelligent Transport Systems (ITS) Master Plan and have recently released our co-operative ITS roadmap. These will ensure we can fully embrace the road safety and network efficiency benefits offered by these crucial technologies.

We are continuing to work across the Portfolio on improving the resilience of the State road network and securing longer term east-west supply chain security. Coupled with the work we are doing on promoting a circular economy, net zero and climate change adaptation sustainability will continue to be a focus for us.

As we get closer to our 100 year anniversary it becomes more evident that our success is based around the strength and commitment of our people and that is why I think our new strategic area of focus around capability along with a renewed focus on our values is so important. I want to take this opportunity to thank everyone who has helped us in the past year and look forward to working with everyone to be even more successful in the year ahead as we all focus on the future.

Thanks John, we really appreciate your time and wish you all the best for the year ahead.



Timely and accurate performance information gives us valuable insights into our effectiveness and efficiency

Our performance

Timely and accurate performance information is essential for obtaining valuable insights and evaluating the effectiveness and efficiency of our services. In this summary we offer a comprehensive overview of our performance in our key areas of focus.

Our efforts are closely aligned with our strategic plan, Keeping WA Moving, and its five primary focus areas. For a more comprehensive understanding, throughout the report are multi-year trends and detailed analysis.



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	Return on expenditure was higher than the target and lower than last year's result	1.60	1.73	✓	
	Contracts completed on time was below target and lower than last year's result	90	75	✗	
	Contracts completed on budget exceeded target showing continued strong performance	90	100	✓	
Improved community access and roadside amenity	Major flooding events across the State impacted on network availability however, the result was higher than last year	95	83	✗	
	Contracts completed on budget was within target but higher than last years' result	90	88	✓	
	Contracts completed on time is below target but an improvement on last year	90	50	✗	
A well-maintained road network	Our preventative and proactive maintenance indicator exceeded target	85	90	✓	
	Average \$ cost of network maintenance per lane-kilometre of road network is higher than the target but lower than last year	\$8,400	\$9,892	✗	
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 – 27.5 m	97	98	✓
		Double road train – 36.5 m	80	82	✓
		Triple road train – 53.5 m	45	44	✓
	The % of roads that meet network configuration continues to improve		94	94	✓
	The % of bridges that meet strength requirements met the agreed target		94	94	✓
	Contracts completed on time is below target and consistent with last year's result		90	50	✗
	Contracts completed on budget was on target and above last year's result		90	90	✓
	Average \$ cost of network management per million vehicle kilometres travelled came in higher than our target		\$6,700	\$8,115	✗



Customers

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



CUSTOMERS



OUR PEOPLE



KNOW-HOW

KEY OUTCOMES SOUGHT	RESULTS	TARGET	ACTUAL	STATUS
Providing a transport network centred on what our customers need and value	Community satisfaction is within target with a slight increase from last year	90	89	✓
	We experienced an increase in the number of recipients to our project update emails,	5% increase	17.5% increase	✓
	We exceeded our target for resolving enquiries at first point of contact	80	98	✓
A well-maintained road network	Community satisfaction with road maintenance is within target with a slight increase from last year	90	85	✓
Improved community access and roadside amenity	Community satisfaction with cycleways and pedestrian facilities slightly improved from last year	90	88	✓
Provision of a safe road environment	Community satisfaction saw a slight increase from last year and is on target	90	90	✓



Safety

Provide improved safety outcomes for all users of the transport network



ASSETS



NETWORK PERFORMANCE



FINANCIAL CAPITAL



OUR PEOPLE



KNOW-HOW

KEY OUTCOMES SOUGHT	RESULTS	TARGET	ACTUAL	STATUS
Provision of a safe road environment	Contracts completed on time is below target with a slight improvement on last year	90	79	✗
	Contracts completed on budget came in above target and were an improvement on last year	90	97	✓
	Black Spot location indicator is ahead of target and an improvement on last year	7.20	6.64	✓

Measures associated with the remaining strategic areas of focus are included within the Sustainability chapter.



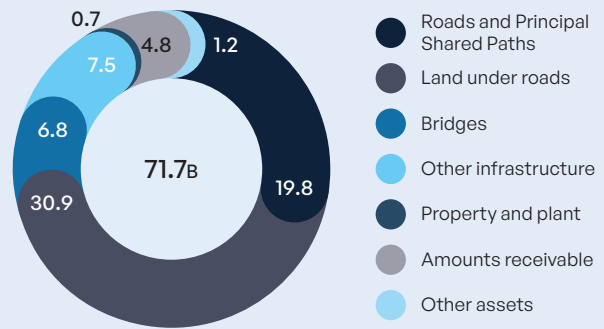
Financial overview

This summary highlights key elements of our performance, with detailed information available in the Financial statements and notes.

Our Assets

This year the total value of our assets increased by \$5 billion to \$71.7 billion. Road infrastructure, makes up 91% of that representing \$65 billion.

\$ BILLION	2022	2023	2024
Roads and Principal Shared Paths	19.1	19.3	19.8
Land under roads	26.8	29.1	30.9
Bridges	5.3	6.2	6.8
Other infrastructure	3.4	6.3	7.5
Property and plant	0.4	0.5	0.7
Amounts receivable	3.9	4.3	4.8
Other assets	0.7	1	1.2
Total	59.6	66.7	71.7



Expenditure

Our investment in capital works, asset management of infrastructure assets across the network, grants and subsidies to local government and other bodies and depreciation of the road network totalled \$4.3 billion.

\$ MILLION	2022	2023	2024
Employee benefits and superannuation	78	104	133
Supplies and services	586	642	662
Depreciation expense and amortisation	451	534	587
Grants and subsidies	384	414	548
Other expenses	66	45	159
Capital expenditure	1,618	2,020	2,226
Total expenditure	3,183	3,759	4,315

Funding sources

This year we received \$3.8 billion in funding with the largest contribution from the State Government totalling \$2.5 billion. The other primary source of funding was the Commonwealth Government valued at just over \$1 billion. Programs funded through the Commonwealth include the regional road safety, heavy vehicle safety and productivity along with funding for road projects.

\$ MILLION	2022	2023	2024
State	1,797	2,205	2,518
Commonwealth	941	1,143	1,059
Other	367	282	307
Total Funding Received	3,105	3,630	3,884



Building resilience in the north

- **New Fitzroy River Bridge completed with unprecedented speed**
- **Economic and skill development in the region – a once-in-a-generation opportunity**
- **Follow-up opportunities through a new, dual-lane bridge to replace Brooking Channel Bridge**

The new Fitzroy River Bridge opened to traffic on 10 December 2023, six months ahead of schedule. This was less than one year after catastrophic flooding from Ex-Tropical Cyclone Ellie devastated the region and destroyed the old bridge.

Through early and extensive engagement in collaboration with the Fitzroy Bridge Alliance, we recognised the project was a once-in-a-generation chance to develop skills and new economic opportunities.

More than 250 local Aboriginal people worked on the project providing almost a quarter of the total hours worked. Aboriginal owned businesses provided goods and services totalling \$34 million. For those who live and work in Fitzroy Crossing and the wider Fitzroy Valley, the project delivered extensive training opportunities and upskilling. More than 100 construction white cards were issued along with 27 traffic control tickets – leading to the establishment of several new local businesses, providing construction and hospitality services.

The speed at which the project was completed is unprecedented in Western Australia, with a new bridge span being launched on average every four days. The new Fitzroy River Bridge, just east of Fitzroy

Crossing townsite, is six times stronger and has twice the number of steel and concrete piles driven twice as deep into the riverbed. It is also significantly longer and has a lane in each direction.

Building on momentum created by the project, in March 2024 the State Government announced a new resilience program for the Kimberley region, including investment in several initiatives and projects that will boost supply chains and support the region to better respond to emergencies.

A key pillar of the new program is replacing the single-lane Brooking Channel Bridge on Great Northern Highway, just outside Fitzroy Crossing. Construction began in May 2024, with the old bridge demolished in June.

Replacing this bridge with a dual-lane bridge will add to the region’s supply chain resilience, enhance road safety and supply ongoing employment and extensive training opportunities for locals in the Fitzroy Valley region. Completion is expected before the next wet season.

We have been working alongside the Shire of Derby – West Kimberley to repair and upgrade community access roads in the Fitzroy River Valley. In 2023, some roads to communities were repaired and upgraded with additional work planned during 2024.

This work allowed emergency housing to be installed and engagement of a local Aboriginal crew to repair some of the remote community roads. Repair works will continue in 2024 with support from the shire and local Aboriginal contractors.

About us



Our Minister, legislation, role and operations

Enabling Legislation

The *Main Roads Act 1930*, as amended, establishes the Commissioner of Main Roads as a corporate body and sets out the powers and duties of the office.

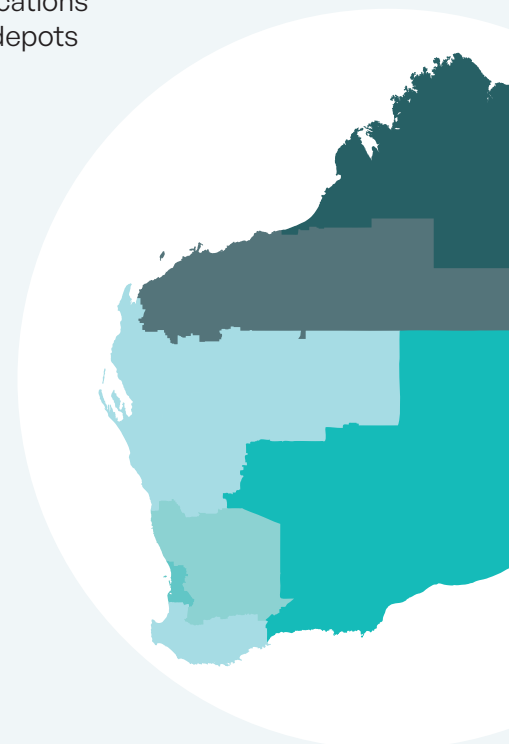
Responsible Minister

Honourable Rita Saffioti BBus MLA

Deputy Premier; Treasurer
Minister for Transport; Tourism

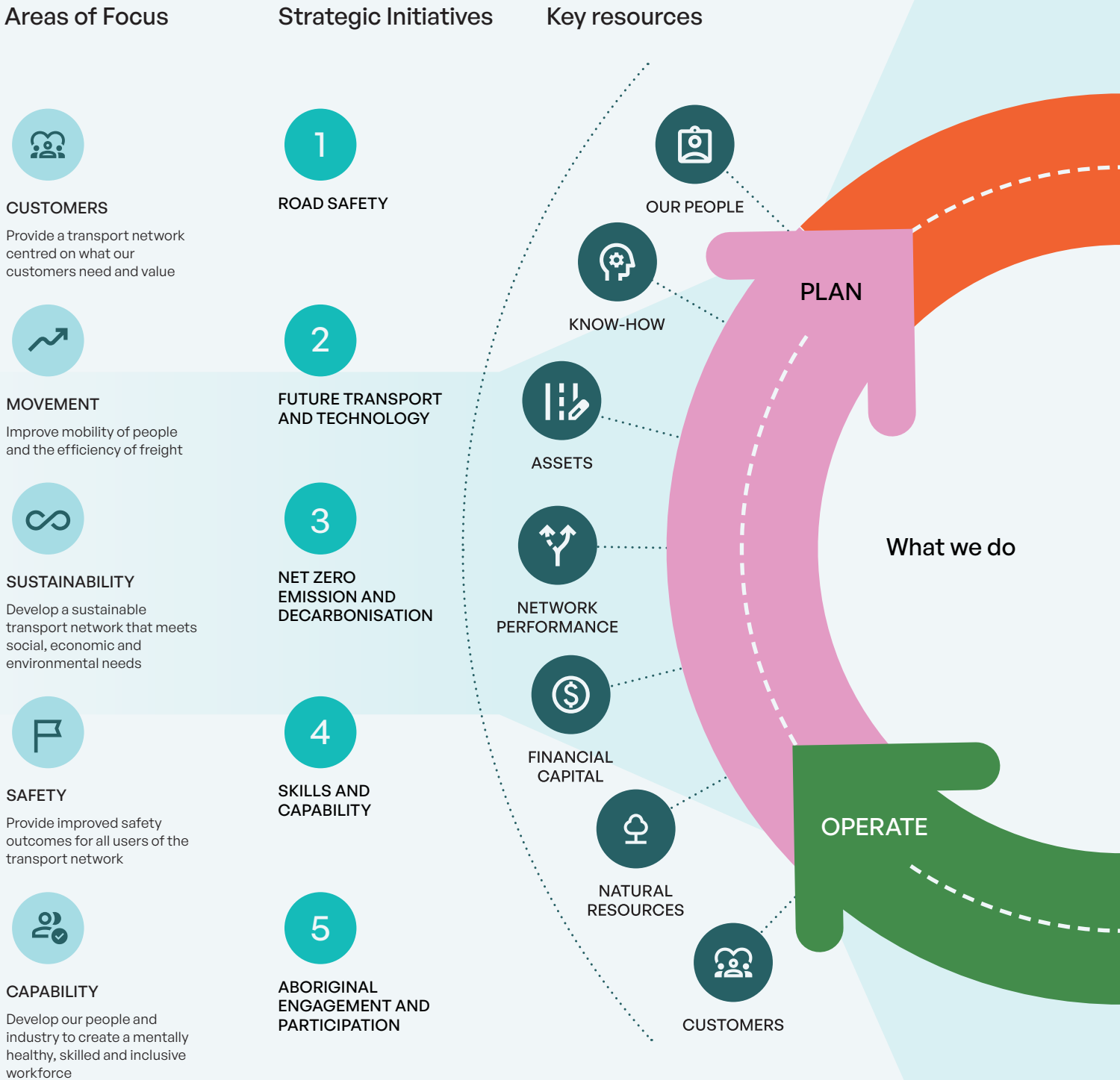
Our role and operations

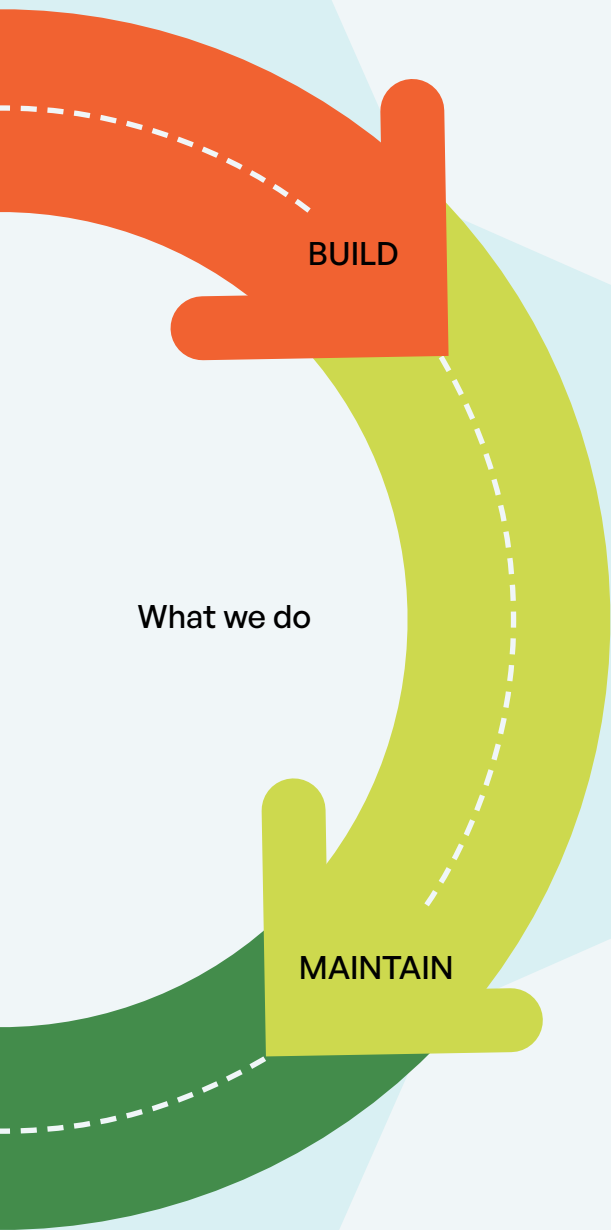
We plan, build, maintain and operate the state road network, one of the largest geographically spread road networks in the world, valued at almost \$72 billion. We work closely with our Transport Portfolio partners and local government to ensure that our roads and services meet the needs of an integrated transport system. Last year we engaged with more than 5,000 suppliers and spent \$2.9 billion on services and capital expenditure with more than \$11 billion in contracts in progress. We operate from eight locations throughout the state supported by maintenance depots spread throughout regional areas.



How we create value

Our road to value creation is built around our aspiration to provide world class outcomes for our customers through a safe, reliable and sustainable road-based transport system.












Value for customers and the community

Service	Outcomes	Value	
Road safety	Provision of a safe road environment	90% community satisfaction	9% projects delivered with 128 underway. 9% reduction in road fatality by population
Road efficiency	Reliable and efficient movement of people and goods	\$1,527m in services delivered	Congestion Contribution Index stable at 81.1 94% of all travel meets configuration standards
Road management	Reliable and efficient movement of people and goods	89% community satisfied with Main Roads	Increased use of recycled materials in roads Almost 39 000 restricted vehicle permits issued
State development	Facilitation of economic and regional development	\$5B increase in assets	Largest project in Great Southern invests \$54m in local businesses. Return on investment measure exceeded target
Road maintenance	A well-maintained road network	90% of surface age is younger than optimal age	\$547 million in services 85% community satisfaction.
Community access	A well-maintained road network	83% network availability	Community satisfaction with cycleways and pedestrian facilities at 88% 16% increase in customer contacts
Sustainability and governance	Exemplary environmental management, stakeholder engagement, development of our employees and strong governance	\$11.3B contracts in progress	87% community satisfaction with commitment to the environment Zero fatalities



Key resources

There are seven resources that we use to deliver our outcomes to the community representing the value we create from what we do.

RESOURCE	REFERRED TO IN REPORT	WHAT IT MEANS FOR OUR BUSINESS
 OUR PEOPLE	A future ready workforce	Strong leadership of a diverse and inclusive values-driven workforce that is operating in a safe environment and has the right skills, capability and training
 KNOW-HOW		A strong culture that recognises and cultivates innovation taking up the challenges ahead
 ASSETS	Operational performance	A well-maintained road-based transport network that is safe, reliable and sustainable centred on what our customers need and value
 NETWORK PERFORMANCE		Improving the mobility of people and the efficiency of freight through a well-managed and reliable road network
 NATURAL RESOURCES	Sustainability	The environmental resources used in delivering our services
 FINANCIAL CAPITAL	Performance and financials	Sources of funding and appropriations utilised
 CUSTOMERS	Customer and community	Putting the customer and their experience at the centre of everything that we do

Our strategy



Updating 'Keeping WA Moving'

Keeping WA Moving was launched in 2015 and sets our strategic direction. It underpins everything we do and defines our aspiration:

To provide **world-class outcomes** for the customer through a **safe, reliable** and **sustainable** road transport system

During 2023 we reviewed our strategic direction using employee focus groups who provided input and recommendations on what, if any changes were needed. The review confirmed that Keeping WA Moving remains relevant and allows us the flexibility to adjust our strategy each year adapting to external changes as they arise. The process recommended two important changes, adding capability as a new strategic area of focus and removing **our guiding principles** and focussing on **our values**.

Strategic areas of focus

Our Strategic areas of focus help us to identify and focus on what is important over the long term. The review found that the existing four areas of focus are just as important today as they were in 2015 and help us to reflect on what we deliver, how we deliver it and who we deliver it to. However, the review highlighted that to deliver our services we need to have the right **capability**, both within Main Roads and our wider industry. This reflects that we are striving to become more inclusive and to ensure that our people are supported and to keep building the skills necessary to thrive as we evolve as an organisation.



Movement

Improve mobility of people and the efficiency of freight



Sustainability

Develop a sustainable transport network that meets social, economic, and environmental needs



Customers

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



Capability

Develop our people and industry to create a mentally healthy, skilled and inclusive workforce



Safety

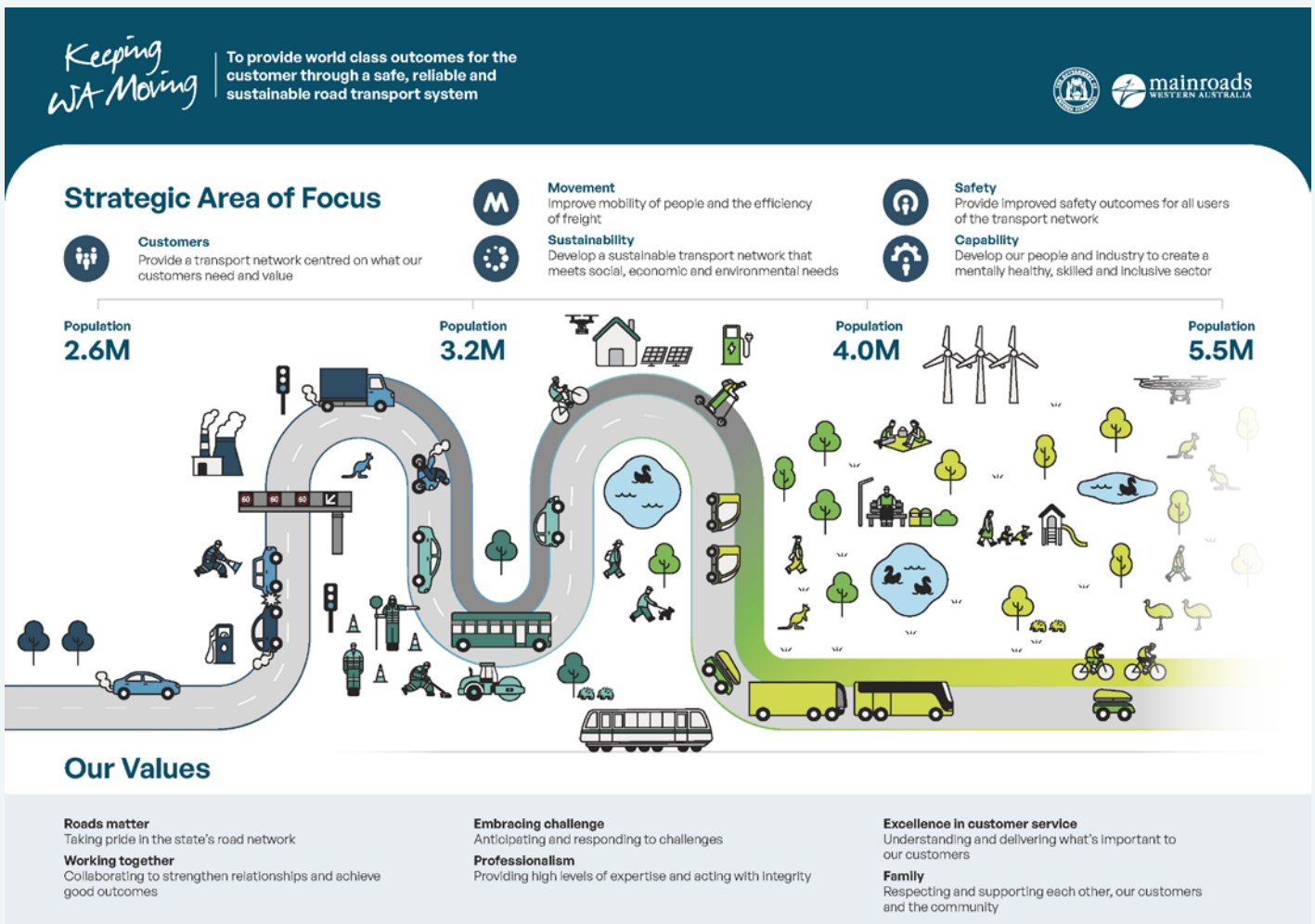
Provide improved safety outcomes for all users of the transport network

Our values

These are the foundations upon which our organisation is built. They are enduring. They represent our culture, guide our behaviours and influence decision-making and relationships with each other, our customers and partners.

- **Roads matter** – Taking pride in the state’s road network
- **Embracing challenge** – Anticipating and responding to challenges
- **Excellence in customer service** – Understanding and delivering what’s important to our customers
- **Working together** – Collaborating to strengthen relationships and achieve good outcomes
- **Professionalism** – Providing high levels of expertise and acting with integrity
- **Family** – Respecting and supporting each other, our customers and the community

Keeping WA Moving was relaunched in December 2023 and is summarised in this illustration.



The diagram highlights potential to improve over time, rather than predicting specific futures. It is about making the transport system safer, smarter, more connected, resilient and environmentally cleaner.



Strategic initiatives – shaping our future direction

Keeping WA Moving is designed to be robust and to evolve slowly over time whereas our strategic initiatives provide short-term priorities to help shape and inform our longer-term strategic direction. These are reviewed by our leadership team annually and may last only one year, or many years, depending on changing internal and external priorities. The current strategic initiatives are:

Future transport and technology – Further understanding the impacts of connected and automated vehicles, intelligent transport systems, cybersecurity, digitalisation, artificial intelligence and related technologies by removing barriers for adoption, ensuring technology integration and supporting trials and implementation when appropriate. Potentially includes studies, simulations, trials, working groups.

Net zero emissions and decarbonisation – Helping the transition towards a low carbon and climate resilient WA economy to support the WA Government’s aspiration to net zero emissions by 2050. We will proactively support actions to remove carbon emissions from our activities and supply chain where practicable.

Road safety – Incorporate changes to policies, processes, designs and systems management to achieve our commitment to road safety to reduce death and serious injuries on WA roads by at least 50% by 2030 and to eliminate serious trauma by 2050.

Skills and capabilities – Ensuring we have the right skills and capabilities to deliver business outcomes now and into the future. Includes succession planning, knowledge management and development programs for new and existing staff and includes externally focused activities to ensure industry has the capacity to support our works.

Aboriginal engagement and participation – Ensuring we are committed to the engagement of Aboriginal peoples, offering a workplace where Aboriginal cultures and histories are embraced and respected and full participation in our workforce and supply chain is commonplace. This includes, but is not limited to, direct employment, Aboriginal business procurement and ensuring Aboriginal participation in our supply chain.



Short term priorities
shaping and informing
our long term
strategic direction

Leadership team

Corporate Executive is our peak decision-making body with an objective to set clear strategic direction for delivering government priorities and our aspiration. Here are the profiles of the team, further information on our structure is included in the Governance section.



John Erceg

Managing Director of Main Roads
BEng(Civ)

John has a wealth of knowledge, previously holding state-wide responsibility for corporate asset management, as well as regional construction and maintenance delivery strategies, policies, and functions. He has worked throughout the state and has led Heavy Vehicle Services. John has international experience as the Australian representative on the World Road Association (PIARC) Technical Committee for Road Network Operations. He is a member of the state's Road Safety Council and a director of the Nudge Foundation.



Des Snook

Chief Operating Officer
BEng(Civ)

Des is responsible for regional management and operations across all Main Roads regions comprising Metropolitan Region and seven rural regions. Services delivered include asset management, network operations, project management, contract management and customer services. He is overseeing the transition to delivering maintenance and construction using in-house crews. He also has state-wide responsibility for Heavy Vehicle Services, crisis and incident management and railway crossings.



Leo Coci

Managing Director Office of Major Transport Infrastructure Delivery
BEng(Hon), MBA

Leo brings together major road and rail projects from Main Roads and the Public Transport Authority to one expert-delivery hub. Under unified leadership, the teams collaborate and share expertise to bring efficiencies to fast-track priority transport infrastructure projects. Leo is responsible for the procurement and delivery of high-value, complex infrastructure for some of our largest projects across Western Australia, creating a culture of project delivery excellence.



Philip D'Souza

Executive Director Finance and Commercial Services
Chief Finance Officer
BCom(Acctg&Fin), GradCertLdshp&Mgt, CPA

Philip oversees provision of sustainable and innovative financial, investment planning, business, risk management, integrity, and commercial services. He is a member of CPA Australia and the CPA WA Public Sector CFO Network. Philip is the executive Reconciliation Action Plan champion and advocate for Aboriginal and Torres Strait Islanders and is the Independent Audit and Risk Management Committee chair for the Department of Planning, Lands and Heritage.



Doug Morgan

Executive Director Planning and Technical Services
BEng(Elect), MBA

Doug provides leadership in engineering, project development, road planning, environmental services and spatial data management. He has extensive knowledge in traffic operations and road safety and his role includes responsibility for network planning and road classification across the state as well as being the advocate for neurodiversity. Doug is a board member of the Sustainable Built Environment National Research Centre and serves as an alternate member of the Road Safety Council.



Martine Scheltema

Director Environment and Heritage
BSc(Hons)

Martine provides environmental and heritage leadership to the organisation, driving environmental and heritage outcomes through systems, procedures and on-ground actions. Martine has extensive experience in environmental impact assessment, environmental management, Aboriginal heritage and leadership. She is a member of Austroads Environment and Sustainability Taskforce, Carnaby's Cockatoo Recovery Team and the Australian Research Centre for Healing Country. Martine is also the advocate for people with disability.



Neville Willey

Acting Executive Director Human Resources
PostGradCertBus, ProfDipHRM

Neville leads and manages the delivery of the human resources function and associated programs to achieve critical business objectives aligned with the organisation's strategic and corporate culture. He brings extensive knowledge in the areas of human resource management, workforce planning and employee relations. He has a strong focus and commitment to build capability and safety and to develop a high performing culture of skilled professionals. Neville is the advocate for cultural and linguistically diverse people.



Alan Colegate

Acting Executive Director Strategy and Communications
DipAcc, GradCertLdshp&Mgt

Alan is responsible for corporate strategic planning, policy and the provision of timely, accurate and customer-centred communications. He is the executive lead for diversity equity and inclusion and the advocate for LGBTQIA+ people. Alan is the English-speaking secretary of the World Road Association (PIARC) Technical Committee on Performance of Road and Transport Administrations. In 2021 he was appointed chair of the board of directors of Australasian Reporting Awards Ltd.



Belinda Stopic

Acting Executive Director Infrastructure Delivery
BE(Hons), GradCert(Building&ConstrLaw), GradCert(BusMgmt)

Belinda has extensive experience in road and bridge engineering design, construction and project management, and multiskilling across a variety of disciplines. She has a successful track record for completion of works through coordinating personnel, developing partnerships, fostering corporate relationships at all levels of government and collaborating with design houses and construction contractors in the civil construction industry. Belinda is the advocate for mature people.



Dennis Kickett

Director Aboriginal Engagement Transport Portfolio
BA(SocSc)

Dennis is a collaborative, strategic professional with extensive experience in Aboriginal engagement in government and private industry, in particular the mining, oil and gas sectors. Dennis' focus is on enhancing the Transport Portfolio's performance in Aboriginal economic participation, cultural recognition and workplace cultural safety. He represents Western Australia on the Commonwealth Land Transport Infrastructure Governance Working Group. Dennis has traditional ties to the people from the Ballardong and Whadjuk language groups.



James Shiels

Acting Chief Information Officer
BSc(Math)(Hons)

James is responsible for overseeing development and implementation of technology initiatives to support Main Roads' strategy. He provides leadership in driving digital transformation, optimising IT infrastructure, and ensuring the security and reliability of the agency's diverse technology landscape for both the corporate and intelligent transport system networks. James brings extensive knowledge and experience of ICT strategic planning and delivery from the public and private sector.



Mehdi Langroudi

Acting Executive Director Network Operations
BEng(Civ)(Hons)

Mehdi leads the Road Network Operations Centre which is responsible for real-time management, operation and efficiency of the metropolitan portion of the state road network providing customers with safe, reliable and sustainable road journeys, 24/7. Mehdi has extensive experience and a track record of leadership within government and private industry internationally. He also has a keen focus on organisational development, data driven decision-making and use of technology for performance improvements. Mehdi is the advocate for youth.

Leadership Team changes

In the past 12 months we said farewell to Tony Earl after eight years of service as Executive Director Network Operations, in addition, our Chief Information Officer has taken an extended period of leave. We acknowledge and congratulate Phil D'Souza on being appointed as the Executive Director Finance and Commercial Services and Dennis Kickett as the Director Aboriginal Engagement. During the year we also implemented a minor structural review which resulted in the Director Metropolitan Operations role no longer sitting on the executive leadership team and Martine Scheltema's title changed to Director Environment and Heritage.

Executive skills and experience

This year for the first time, we are sharing an assessment of Corporate Executive's skills and diversity. Whilst it is acknowledged corporate executive does not function in the same way a board might in a publicly listed entity, it is the peak decision-making body within our organisation.

Executive diversity

As of 30 June 2024, the following represents diversity within the executive team, aligned to our priority diversity groups:

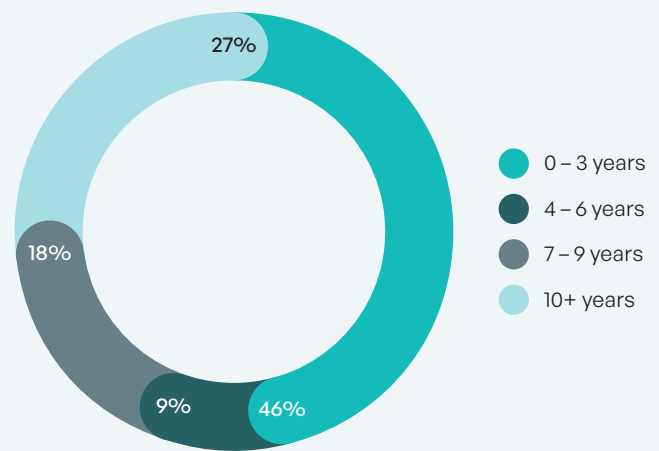
- 18% female representation
- 9% Aboriginal and Torres Strait Islander representation
- 9% LGBTQIA+ representation
- 36% from a culturally and linguistically diverse background

Executive tenure

The following graph shows distribution of length of tenure for members of the executive team.

Skills, experience and attributes matrix

The first five attributes are recognised as amongst the most common in ASX50 companies for boards, with the remaining two attributes reflecting key aspects of the deliverables of our organisation. The assessment is completed using a grading scale of: awareness; practised or direct experience or deep experience and knowledge.



ATTRIBUTE	DESCRIPTION	SKILLS AND EXPERIENCE %		
Leadership and strategy	Experience in senior management positions in large government infrastructure entities.	27	73	
Governance and risk management	Experience in and commitment to ethical conduct and accountability and experience in understanding material enterprise risk management and controls.	9	91	
Finance	Sound understanding of accounting standards, key financial concepts, corporate finances, and internal financial controls.	18	64	18
Strategy	Experience in guiding strategic vision setting, analysing strategic opportunities and threats, corporate planning, and monitoring performance against agreed objectives.	18	82	
People and culture	Experience in influencing organisation culture, people management, talent development and promoting diversity and inclusion.	36	64	
Engineering and infrastructure (Main Roads)	Experience in planning, building and operating road-based transport infrastructure and associated facilities	36	18	45
Sustainability and community engagement (Main Roads)	Experience in sustainability best practices for road-based transport and understanding and expertise in community and stakeholder relations and customer experience.	18	27	55

● Awareness and understanding
 ● Practiced/Direct Experience
 ● Deep experience & knowledge

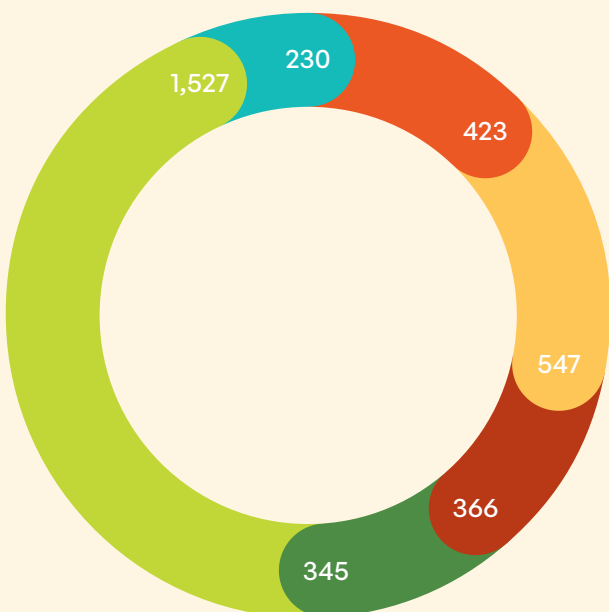
Operations



Achieving government goals

We are focused on delivering safe, reliable and sustainable transport services to our customers and the community we serve. Using an outcome-based framework we focus on delivery of a suite of services aligned with government goals guided by our strategic areas of focus.

GOVERNMENT GOAL	SERVICES	OUTCOME
WA jobs plan Diversifying the economy creating local jobs for the future	State development	Facilitation of economic and regional development
	Road maintenance	A well-maintained road network
Safe, strong and fair communities Supporting our local and regional communities to thrive	Road safety	Provision of a safe road environment
	Community access	Improved community access and roadside amenity
Investing in WAs future Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities	Road efficiency	Reliable and efficient movement of people and goods
	Road management	



Expenditure by service (\$m)

- State development
- Road maintenance
- Road safety
- Community access
- Road efficiency
- Road management

Road safety: Providing a safe road environment

Aim
Reduce the State’s road fatalities to the lowest in Australia by minimising road factors contributing to road trauma and by reducing the serious crash injury rate.

About the program
The program comprises initiatives including state and national Black Spot projects; intersection improvements; construction of or improvements for overtaking lanes, rail crossings, bridge safety, audible edge lines; and shoulder sealing works.

* For more detailed information on our Key Performance Indicators and targets see page 105.



	2022	2023	2024
Program expenditure \$ million	372	356	366



Looking ahead

Works planned for next financial year include:

- Deliver the Regional Road Safety Program
- Heavy Vehicle Safety and Productivity Program
- Deliver state and federal Black Spot programs
- Deliver ongoing improvements and upgrades to rail level crossing sites

Some of these are already underway; visit the Projects and Initiatives section of our [website](#) to find out more.

Record year of road safety spending

- We had our highest annual spend on road safety upgrades across Western Australia
- More than \$300 million was spent across four of our largest road safety programs,
- 96 projects were completed over the year, with a further 128 projects underway

More than \$300 million was spent on four, key road safety programs in the last twelve months making our roads safer for motorists. Each of these programs focus on treatments and improvements minimising road factors contributing to road trauma. They are:

- Regional Road Safety Program
- State Black Spot Program
- Safer Roads Program
- Heavy Vehicle Safety and Productivity Program.

During the year we have completed 96 road safety upgrade projects and a further 128 projects are underway on both state and local roads. Some of the upgrades completed through the programs include installation of audible edge lines, widening and sealing of road shoulders, removing roadside hazards, improving sight distances and upgrades to the network to create a more productive and forgiving road environment.

Projects undertaken through the Heavy Vehicle Safety and Productivity Program provide driver fatigue management rest areas and enhanced heavy vehicle networks across the State.

We are committed to providing improved safety outcomes for all users of the road network and our road safety programs deliver vital improvements to our roads across the state. They are a critical component of working towards the ambitious target set out in the Driving Change 2020 – 2030 Road Safety Strategy for Western Australia. This strategy seeks to reduce deaths and serious injuries on our roads by at least 50% by 2030 and eliminating serious trauma by 2050.

There were 158 road fatalities for Western Australia in 2023, down from the six-year high of 175 in 2022. From 2022 to 2023 we saw a 9% reduction in the annual road fatality rate, from 6.3 to 5.5 persons per 100,000 population.

We continue to work with other state agencies, local governments and federal counterparts to further reduce major road safety risks on the network. However, we have seen an unfortunate and sad increase in fatalities since the beginning of the year, which is a reminder to us all that there is still more work ahead to improve road safety.

You can read more about our road safety programs and initiatives on our [website](#).



Key projects

PROJECT	TOTAL PROJECT COST (\$ MILLION)	2023-24 COST (\$ MILLION)	COMPLETION DATE	DESCRIPTION
Great Southern Region				
Low-Cost Safety Program	27.0	12.2	June 2024	Install audible edge lines and shoulder sealing.
State Black Spot Program	0.3	0.3	June 2024	Blackspots on state roads.
Other road safety works	5.1	3.9	June 2024	Deliver safety works.
Metropolitan Region				
State Black Spot Program	2.8	2.8	June 2024	Blackspots on state roads.
Electronic School Zones	6.4	7.0	June 2024	Upgrade school signs.
Other road safety works	141.7	57.5	June 2024	Deliver safety works.
Mid West – Gascoyne Region				
Low-Cost Safety Program	56.1	30.1	June 2024	Install audible edge lines and shoulder sealing.
State Black Spot Program	2.8	2.8	June 2024	Blackspots on state roads.
Other road safety works	21.6	19.9	June 2024	Deliver safety works.
Pilbara Region				
Low-Cost Safety Program	26.4	11.1	June 2024	Install audible edge lines and shoulder sealing.
Other road safety works	5.4	2.5	June 2024	Deliver safety works.
South West Region				
Low-Cost Safety Program	16.7	13.0	June 2024	Install audible edge lines and shoulder sealing.
State Black Spot Program	2.1	2.5	June 2024	Blackspots on state roads.
Other road safety works	32.5	27.5	June 2024	Deliver safety works.
Wheatbelt Region				
Low-Cost Safety Program	62.6	22.3	June 2024	Install audible edge lines and shoulder sealing.
State Black Spot Program	0.7	1.2	June 2024	Blackspots on state roads.
Other road safety works	44.1	62.2	June 2024	Deliver safety works.
Goldfields–Esperance				
Low-Cost Safety Program	34.0	22.4	June 2024	Install audible edge lines and shoulder sealing.
State Black Spot Program	1.8	2.1	June 2024	Blackspots on state roads.
Other road safety works	15.1	12.2	June 2024	Deliver safety works.
Kimberley Region				
Low-Cost Safety Program	14.6	19.8	June 2024	Install audible edge lines and shoulder sealing.
State Black Spot Program	0.2	0.6	June 2024	Blackspots on state roads.
Other road safety works	7.9	5.4	June 2024	Deliver safety works.



Road efficiency:

Providing reliable and efficient movement of people and goods

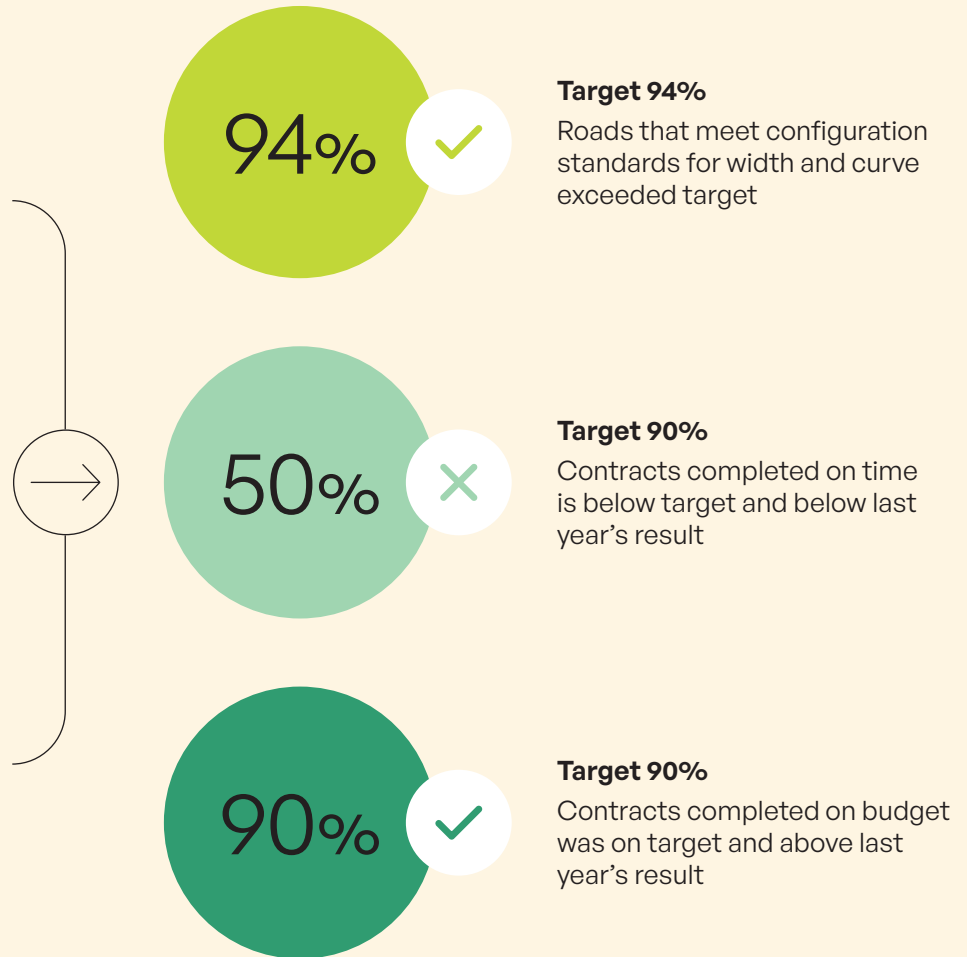
Aim

Improve the efficiency, capacity, and utilisation of the existing road network as part of a total transport network.

About the program

The program includes projects delivering geometric improvements, road widening, bridge strengthening and retrofitting to incorporate intelligent transport capabilities.

* For more detailed information on our Key Performance Indicators and targets see page 105.



	2022	2023	2024
Program expenditure \$ million	900	1,138	1,527

Looking ahead

Works planned for next financial year include:

- Fremantle Traffic Bridge (Swan River Crossing)
- Mandurah Estuary Bridge Duplication
- Great Northern Highway Brooking Channel Bridge Replacement
- Thomas Road – Dual Carriageway South Western Highway to Tonkin Highway and interchange at Tonkin Highway
- Tonkin Highway Extension Stage 3 – Thomas Road to South Western Highway

- Tonkin Highway Grade Separations at Hale, Welshpool and Kelvin
- Bindoon Bypass
- Tanami Road Upgrade
- Stephenson Avenue Extension

Some of these are already underway. Visit the [Projects and Initiatives](#) section of our website to find out more.

Hedland road and rail safety improvements



- **Critical upgrades delivered removing three rail level crossings**
- **Government works with BHP to deliver improvements in road safety and transport efficiency for Hedland community**

Some 6,000 vehicles per day in the state's north now experience a safer, faster journey. Major upgrades in the Hedland area were officially opened by Premier Roger Cook and Deputy Premier Rita Saffioti in April 2024.

The two-stage Hedland Road and Rail Safety Improvement Project provided critical upgrades to the road network. The project was a joint initiative between the Commonwealth Government, Western Australian Government and BHP.

Stage 1 was construction of a 34-metre road-over-rail bridge across BHP's rail line at Buttsweld Road. It included realignment of a 3-kilometre section of road to improve the geometry and removal of one level crossing to improve road safety and efficiency.

At Powell Road, two large roundabouts were constructed on either side of the BHP level crossing, one at the Hamilton Road intersection and another at the Dalton Road intersection. The roundabouts remove through-access to the level crossing for general road users. In addition, new gates are installed providing access for emergency vehicles and high-load traffic when required.

Stage 2 of the project included realignment of 4.75 kilometres of Great Northern Highway adjacent to Port Hedland International Airport, along with construction of two new service roads on the eastern and western ends of the highway. The service roads provide access to the airport and other neighbouring facilities and facilitate future development.

A 32-metre road-over-rail bridge was constructed on Great Northern Highway, separating road and rail traffic at the Nelson Point main line level crossing, located to the east of Port Hedland International Airport.

These major upgrades removed three road and rail conflicts, significantly improving road safety and transport efficiency for the Hedland community.

Stage 1, \$32 million, was fully funded by BHP. The second stage was funded by the Australian Government and Western Australian Government contributing, respectively, \$56 million and \$14 million, and BHP contributing \$13 million – totalling \$83 million.



Integrating Aboriginal history on Tonkin Gap

- **Advice from Whadjuk Noongar Traditional Owners resulted in the creation of new riverside interpretive nodes**
- **Artwork by local Noongar artists features in key underpasses**
- **Redcliffe Bridge renamed to Mooro-Beeloo Bridge.**

Whadjuk Noongar Traditional Owners were part of Tonkin Gap Project’s Whadjuk Working Group and provided important advice and direction on many different aspects of the project. Prior to construction, Traditional Owners identified significant cultural heritage sites including important scar trees and the relationship of the area with the Derbarl Yerrigan (Swan River).

This input was an integral part of the project and resulted in a riverside interpretation node, with signage acknowledging the sites and a bench for passersby and visitors to use and reflect on past usage and significance of the area. This is part of a River Journeys project, within Department of Biodiversity, Conservation and Attractions, focused on developing interpretive nodes.

The group also recommended and supported the new name for the Redcliffe Bridge, now known as the Mooro-Beeloo Bridge. The new name acknowledges the two Noongar groups who lived on either side of the Derbarl Yerrigan. The northern side of the river, in Bayswater, is Mooro Country while the southern side, in Belmont, is Beeloo Country.

Artwork by local Noongar artists is featured in key pedestrian underpasses built during the project. Great Eastern Highway underpass is brought to life by Korrine Bennell-Yarran and Dellas Bennell, from Karrak Designs, with colourful artwork representing the six Noongar seasons. Bold colours highlight the uniqueness of each season, while the linework represents the Bidi (pathways) people travelled and animals in the area.

Further north, artwork at two Guildford Road underpasses are by artists Peter Farmer Junior and Kayley Emery.

Artwork on the southern underpass focuses on longneck turtles (Boyi) while artwork on the northern underpass focuses on the black swan (Maali), which represents strength of family and community in Noongar culture.

Peter Farmer Junior shares the Noongar belief that Boyi in a section of a river indicates it is healthy, filled with life and a strong spirit.

Main Roads Principal Project Director Rob Arnott said “Recognition, respect and inclusion of all cultures was an important focus for the Tonkin Gap Project team.” He said, “the Working Group was generous in sharing their personal and family stories and ties that now can be enjoyed through a heritage trail along the new and upgraded principal shared path of the project.”

Key projects

PROJECT	TOTAL PROJECT COST (\$ MILLION)	2023-24 COST (\$ MILLION)	COMPLETION DATE	DESCRIPTION
Metropolitan Region				
Stephenson Avenue Extension	287.7	78.6	Early 2025	Extend Stephenson Avenue from Howe St to Mitchell Freeway and Cedric Street
Fremantle Traffic Bridge	430.0	32.6	Late 2026	Replacement of the Fremantle Traffic Bridge.
Mitchell Freeway – Hodges to Hepburn	214.0	93.0	Aug 2024	Construct an additional Lane southbound from Hodges Drive to Hepburn Avenue.
Tonkin Gap Project	330.0	48.0	Jul 2024	Additional lanes, new interchanges, bridges and a shared path between Collier Road and Dunreath Drive.
Smart Freeways Mitchell Freeway Corridor	209.6	103.4	Late 2024	Widening and implementation of an Intelligent Transport System on Mitchell Freeway.
Pilbara Region				
Burrup Peninsula Hearson Cove Road Realignment	38.0	29.7	Sep 2024	Realignment construction.
GNH Newman to Port Hedland	50.0	19.5	Mid 2025	Construct priority overtaking lanes.
GNH Realignment and Road over Rail	87.0	26.9	Feb 2024	Construction of the Port Hedland International Airport Realignment.
South West Region				
Bussell Highway Duplication	125.0	17.8	Late 2024	Construction of a dual carriageway between Capel and Busselton.
Bunbury Outer Ring Road	1,464.7	482.0	Late 2024	Construction of high standard rural Highway.
Mandurah Estuary Bridge	136.0	25.2	Early 2026	Duplication of the existing Mandurah Estuary Bridge.
Wheatbelt Region				
Bindoon Bypass	275.0	19.9	Late 2028	Construct a new 64-kilometre link between Chittering Roadhouse and New Norcia.
Toodyay Road Upgrade	80.0	3.1	Mid 2027	Realignments of sub-standard curves, intersection improvements, provision of passing lanes.
Goldfields–Esperance				
GEH Coates Gully, Walgoolan to Southern Cross and Ghooli to Benari	250.0	8.4	Early 2028	Realignment, widening, bridge works, passing lanes, intersection improvements, rest areas and improvements to drainage.
Goldfields Highway Wiluna to Meekatharra	20.0	13.4	Jul 2024	Construct and seal 17 km between Wiluna and Meekatharra at two priority locations.
Kimberley Region				
Great Northern Highway – Ord River North – Stage 2	58.5	9.8	Late 2024	Widen and overlay 11.65 kilometres of road and construct a new bridge over Tickalara Creek.
New Fitzroy River Bridge and Associated Works	320.6	196.0	Late 2024	Design and construction of two new two-lane bridges over the Fitzroy River and Brooking Channel.
Tanami Road Upgrade	542.8	50.1	Mid 2033	Upgrade and sealing of the WA section.
Mid West – Gascoyne Region				
Indian Ocean Drive – Jurien to Brand Highway	63.0	10.1	Mid 2025	Realign, improve, and widen.



State development: Facilitating economic and regional development

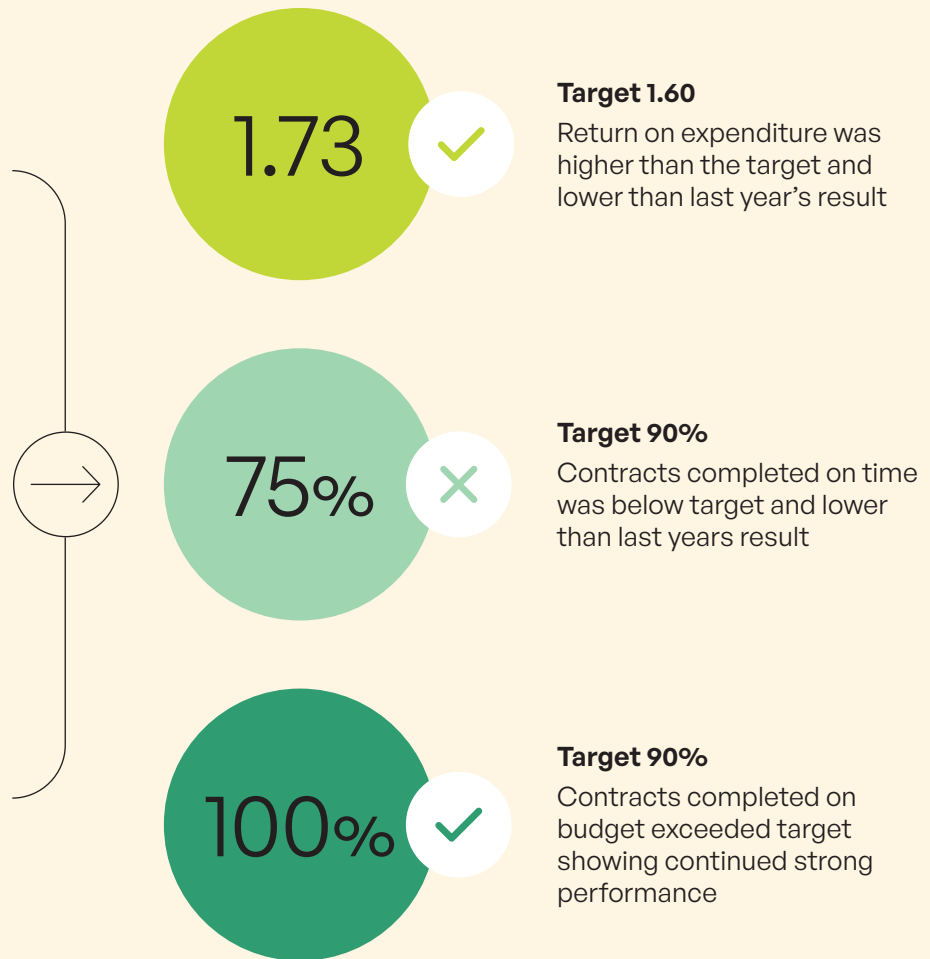
Aim

Expand the road network in accordance with state and Commonwealth governments’ transport and land use strategies to support the state’s economic and regional development.

About the program

The program includes road network expansion, major infrastructure and bypass projects, predominantly making up the most complex works we deliver.

* For more detailed information on our Key Performance Indicators and targets see page 105.



	2022	2023	2024
Program expenditure \$ million	483	471	423

Looking ahead

Works planned for next financial year include:

- Gibb River Improve Formation
- Manuwarra Red Dog Highway
- Menang Drive and Chester Pass Road Grade Separation
- Nicholson Road and Garden Street Grade Separation
- Reid Highway Altone Road & Daviot Road and Drumpellier Drive Grade Separations

- Tonkin Highway Extension Thomas Road to South Western Highway
- Wanneroo Road Duplication Dunstan Road to Romeo Road

Some of these are already underway; visit the [Projects and Initiatives](#) section of our website to find out more.



Albany’s largest infrastructure project

- Ring road named Menang Drive, recognising local Traditional Owners
- New 11-kilometre heavy haulage freight route around City of Albany
- Traffic flow and safety on existing road network improved

Albany Ring Road, the biggest road infrastructure project undertaken in Great Southern Region, officially opened to traffic in May 2024. In recognition of the Menang Noongar people, the Traditional Owners, the completed ring road has been named Menang Drive.

The \$225 million ring road is a free-flowing, 11-kilometre connection between the original section of Menang Drive east of Albany Highway and Princess Royal Drive. The new route includes three new interchanges at Albany Highway, South Coast Highway and Frenchman Bay Road.

Menang Drive now diverts heavy vehicles around the centre of Albany, improving freight efficiency and providing a safe, free-flowing corridor for freight accessing Albany Port. This will help underpin long-term viability of the port and associated jobs, investment and economic opportunities.

Traffic flow and safety on the road network have been improved by reducing the number of heavy vehicles on Albany Highway, South Coast Highway and Chester Pass Road. These roads contain a combination of residential driveways and local accesses, schools, busy shopping centres and bulk retail outlets. They are also the principal routes into Albany for commuters and visitors.

In addition to major road upgrades, the project significantly improved the local cycling network including a new shared path on Frenchman Bay Road bridge. The path will link the Torndirrup Peninsula, home to some of Albany’s most spectacular tourist attractions, with the existing network north of the freight rail line.

The project has been heralded as a game changer for contractors and suppliers in the Great Southern Region, investing approximately \$54 million in local businesses over a four-year construction period. This includes \$6.4 million invested in local Aboriginal businesses and suppliers.

Remaining project works will be carried out over the next financial year and include landscaping work, revegetation and installation of artworks on bridge abutments. An additional shared path connection, linking Hanrahan Road to the existing network, will be delivered by the City of Albany.

Overall efficiency of the area will be further enhanced by a new flyover at the intersection of Menang Drive and Chester Pass Road, following a funding commitment by the Government. The new flyover will give heavy vehicles a non stop connection from Chester Pass Road all the way to the Albany Port. Subject to securing outstanding approvals, site works are expected to begin later in the year.

Key projects

PROJECT	TOTAL PROJECT COST (\$ MILLION)	2023-24 COST (\$ MILLION)	COMPLETION DATE	DESCRIPTION
Great Southern Region				
Albany Ring Road	225.0	40.3	May 2024	Construct a heavy haulage freight route around the City of Albany for transport of goods to and from the Port of Albany.
Menang Drive Chester Pass Road Grade Separation	37.0	6.5	Late 2025	Construction of a single span, partial grade-separated interchange.
Metropolitan Region				
Nicholson Road and Garden Street Grade Separation	80.0	1.7	Late 2026	Construction of a bridge over the existing roundabout.
Reid Highway Altone Road & Daviot Road and Drumpellier Drive Grade Separations	225.0	1.2	Late 2026	Construction of grade separations.
Tonkin Highway Extension Thomas Road to South Western Highway	755.0	31.6	Late 2027	Extension including grade separations at Thomas, Orton, and Mundijong Roads and SWH and at Bishop Road.
Wanneroo Road Duplication Dunstan Road to Romeo Road	35.2	0.9	Mid 2026	Duplicate Wanneroo Road from Dunstan Road to Romeo Road and Karoborup Road.
Kimberley Region				
Gibb River Road Upgrade	151.0	7.2	On going Program	Upgrade various, targeted high priority sections of the 647km long Gibb River Road
Pilbara Region				
Manuwarra Red Dog Highway	380.0	3.8	2029	Construction of route linking Karratha and Tom Price.

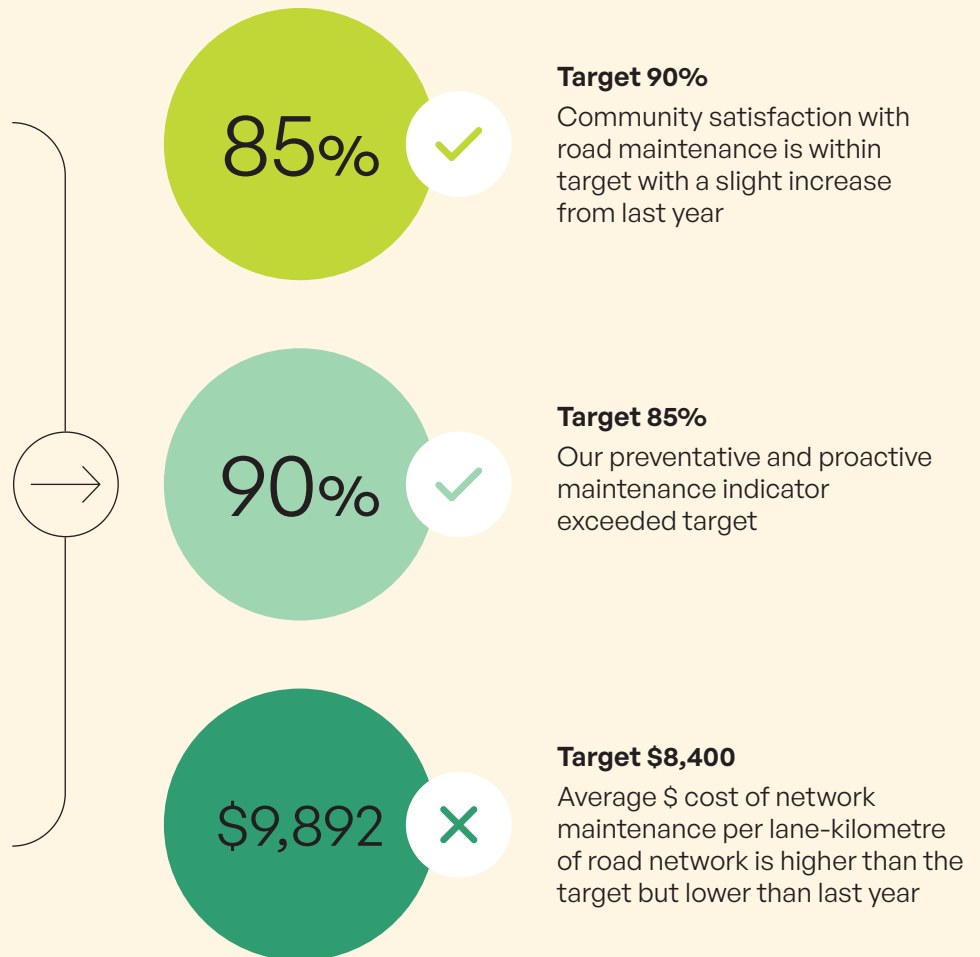


Road maintenance: Providing a well-maintained road network

Aim
Maintain the existing road and bridge network in a safe and serviceable condition while maximising asset life and minimising whole-of-life costs.

About the program
The program covers the maintenance of all road, bridge and ancillary assets, road verges and reserves. Works include routine and periodic maintenance and reconstruction when the primary reason for maintenance is pavement failure.

* For more detailed information on our Key Performance Indicators and targets see page 105.



	2022	2023	2024
Program expenditure \$ million	486	601	547



Looking ahead

Works planned for next financial year include:

- Rehabilitate switchboards or wiring for lighting circuits which no longer comply with Western Australian electricity regulations
- Progress resurfacing and rehabilitation works
- Progress shoulder reconditioning and sealing works
- Transition of Kimberley Region in November 2024
- Continue to plan and deliver the regions' 10-year Network Development Plans
- Continue to prepare Metropolitan Road Development and Asset Management Plans.



Transitioning maintenance in-house

- 400 new employees have now transitioned
- Regions benefit from long term job opportunities
- Appointment of four Aboriginal stakeholder engagement advisors

Last year we welcomed a further 300 employees across the Goldfields–Esperance, Metropolitan, Pilbara, South West and Great Southern regions, as well as the Metropolitan Bridge Maintenance Crew and Incident Response Service. This follows the successful transition of staff in the Wheatbelt and Mid West – Gascoyne regions in late 2022.

The Western Australian Government had announced, back in April 2022, a shift from contracting out road maintenance to a new model of in-house delivery for maintenance and some minor capital works. The business model relied on us being able to transition the skilled workers from the road maintenance contractors to become Main Roads employees. Transitioning in each region has been very successful, with most of the contractors' workers choosing to become our employees.

To support the transition, we have procured 202 new vehicles across the state along with 44 new staff houses purchased or leased in Broome, Port Hedland, Karratha, Newman, Onslow, Geraldton, Northam, Narrogin and Kalgoorlie.

In addition, we have established a new depot in Onslow, which includes two large sheds, a small office, staff amenities area and one-bedroom dwelling. The facility will help reduce operational costs, assist with the attraction and retention of

employees and improve serviceability to the road network in the southern coastal and western areas of the Pilbara.

A new depot has also been set up in Welshpool for the Metropolitan Incident Response Service and bridge maintenance crew, and a new office has been leased in Manjimup to accommodate 20 new staff and assist with increased road network management responsibilities.

Along with the transition to maintenance contractors' skilled workers becoming our employees, four Aboriginal Stakeholder Engagement Advisors have been appointed. The advisors are working to develop relationships with local businesses and individuals, helping enable future employment and business opportunities in regional areas.

Since the transition to in-house maintenance commenced, the number of employees who identify as Aboriginal or Torres Strait Islander has increased from 30 people in June 2022 to 90 people in February 2024. There are also more than 65 Aboriginal businesses now part of our Panel Contracts supporting the delivery of in-house maintenance.

Once fully implemented, the in-house delivery model is expected to save the state more than \$25 million each year. Regions will also benefit from the provision of long-term job opportunities and additional increased Aboriginal employment opportunities.

Kimberley Region is the final region to transition, in November 2024.

Key projects

PROJECT	TOTAL PROJECT COST (\$ MILLION)	2023-24 COST (\$ MILLION)	COMPLETION DATE	DESCRIPTION
Great Southern Region				
Maintenance Delivery – Roads	19.6	25.4	June 2024	Delivery of road maintenance.
Reseal Program	5.2	6.1	June 2024	Great Southern Region resurfacing program.
Metropolitan Region				
Maintenance Delivery – Roads	39.8	41.8	June 2024	Delivery of road maintenance.
Reseal Program	15.8	17.9	June 2024	Metropolitan Region resurfacing program.
Mid West – Gascoyne Region				
Maintenance Delivery – Roads	30.3	29.4	June 2024	Delivery of road maintenance.
Reseal Program	11.6	11.9	June 2024	Mid West – Gascoyne Region resurfacing program.
Pilbara Region				
Maintenance Delivery – Roads	23.5	25.7	June 2024	Delivery of road maintenance.
Reseal Program	9.4	15.6	June 2024	Pilbara Region resurfacing program.
South West Region				
Maintenance Delivery – Roads	24.3	24.2	June 2024	Delivery of road maintenance.
Reseal Program	9.4	10.7	June 2024	South West Region resurfacing program.
Wheatbelt Region				
Maintenance Delivery – Roads	25.7	28.0	June 2024	Delivery of road maintenance.
Rehabilitation	6.4	12.0	June 2024	Maintenance of the network
Reseal Program	8.1	8.4	June 2024	Wheatbelt Region resurfacing program.
Goldfields-Esperance				
Maintenance Delivery – Roads	22.2	22.5	June 2024	Delivery of road maintenance.
Reseal Program	10.6	7.3	June 2024	Goldfields-Esperance Region resurfacing program.
Kimberley Region				
Maintenance Delivery – Roads	21.3	23.9	June 2024	Delivery of road maintenance.
Reseal Program	9.3	15.6	June 2024	Kimberley Region resurfacing program.

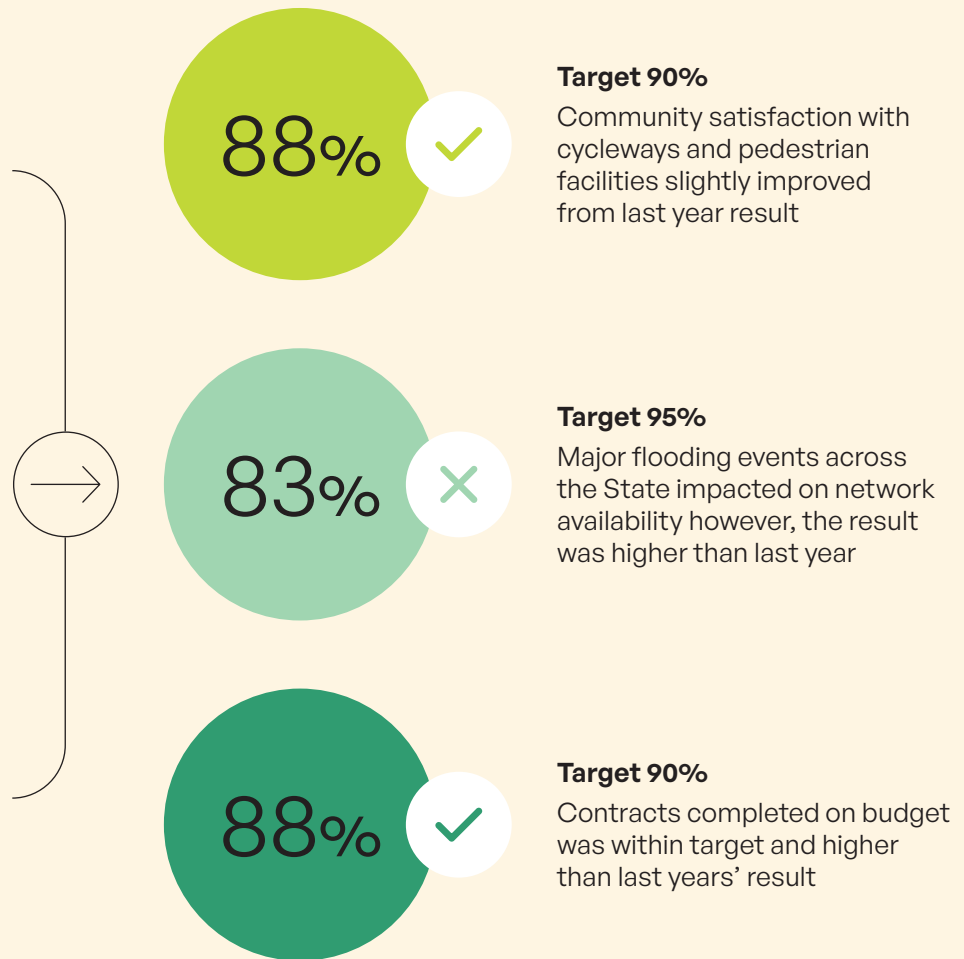


Community access: Improving community access and roadside amenity

Aim
Improve personal mobility and access needs on the road network.

About the program
The program provides infrastructure including remote access roads; access for walking and cycling; improved access and mobility for people with a disability; integrated public transport; and improved amenities such as information bays, noise attenuation and landscaping.

* For more detailed information on our Key Performance Indicators and targets see page 105.



	2022	2023	2024
Program expenditure \$ million	159	230	345

Key projects

PROJECT	TOTAL PROJECT COST (\$ MILLION)	2023-24 COST (\$ MILLION)	COMPLETION DATE	DESCRIPTION
Goldfields-Esperance				
Outback Way	46.5	1.3	Aug 2024	Progressive sealing works.
Metropolitan Region				
Causeway Cyclist and Pedestrian Bridges	105.9	70.1	Late 2024	Construct new pedestrian and cyclist bridges alongside the Causeway.
Causeway Enabling Works	84.1	61.7	Late 2024	Enabling activities and activation works.
Wheatbelt Region				
Moorine Rock to Mt Holland	60.0	30.0	Apr 2025	Upgrade for transport of lithium.

Iconic bridge set to transform pedestrian and cyclists journeys



- Safer journey for more than 3,000 cyclists and pedestrians per day
- Iconic design incorporates Whadjuk Noongar culture and heritage
- Includes one of Australia's largest boomerang structure

The Causeway Pedestrian and Cyclist Bridges Project is a critical part of the \$1.5 billion Perth City Deal and has achieved significant milestones over the past year. This transformative project will improve connectivity and safety for pedestrians and cyclists travelling between McCallum Park, Heirisson Island, and Point Fraser.

Beyond constructing two bridges, the project will enhance visitor and community experience by creating new seating areas and pause points along the river, allowing people to rest and enjoy the scenery. The project includes temporary realigning of Riverside Drive and shared-path connections and replacing a section of 100-year-old water main.

The project integrates cultural elements developed with Matagarup Elders Group to reflect local Whadjuk Noongar culture and heritage. These include bridges designed to symbolise the Waugyl (rainbow serpent), more than 700 new trees, Aboriginal sculptural art and mural installations, and wayfinding and storytelling signage.

Landscaping and design elements will enhance the City of Perth and the Town of Victoria Park whilst new lighting features will make distinctive landmarks of the bridges, promoting Perth domestically and internationally.

Early in 2024 the first bridge module, a 43-metre, 130-tonne structure was installed, this marked the start of installation of 16 modules across the river. The bridges feature three pylons representing two 47-metre digging sticks (wannas) and one boomerang (koylie) 54 metres in length, making it one of Australia's largest boomerang structures.

Manufacturing bridge components locally at Civmec's Henderson facility supports local jobs and economic growth. In the initial phase of the bridge module installation process at McCallum Park, components were transported to the three sites and installed utilising a crawler crane with lifting capacity of 1,600 tonnes – equivalent to the weight of 100 buses.

Cable installation, bridge lighting, features, deck, and riverside works are on track. The project is expected to be complete by late 2024. It will significantly improve safety, connectivity, community amenity and boost activity at McCallum Park, Heirisson Island and Point Fraser.

Road management: Ensuring reliable and efficient movement of people and goods

Aim
Optimise real-time traffic management of the network, provide traveller information, improve asset management planning, and support service delivery.

About the program
This program of activities manages and operates the road network, the Road Network Operations Centre, road safety support, Heavy Vehicle Services, Network Operations and Planning and Technical Services.

* For more detailed information on our Key Performance Indicators and targets see page 105.

Target 90%
Community satisfaction is within target with a slight increase from last year

Target 97%
Network available for use by B-Double – 27.5 metre met target and continues to show strong performance

Target 94%
Percentage of bridges reaching standard strength criteria met target

	2022	2023	2024
Program expenditure \$ million	192	271	230

Looking ahead

Projects and activities planned for next financial year, include the following:

- Pinjarra Heavy Haulage Deviation – continue planning, and community consultation.
- Orrong Road planning and development study
- Nicholson Road, Garden Street and Yale Road grade separation move into delivery phase
- Tonkin Highway North Ellenbrook grade separation – entering delivery phase
- Smart Freeway on Mitchell Freeway southbound, between Hester Avenue and Vincent Street – operational

- Impacts from Armadale Train Line shutdown – continue support to minimise traffic impact
- Replacement of Fremantle Traffic Bridge – minimise traffic impact
- Implementation of our Roadmap for Cooperative ITS (C-ITS) to ensure a nationally harmonised approach
- Delivery of reduced speed limits at traffic warden controlled children’s crossings.

Some of these are already underway. Visit our [website](#) to find out more.

Smoothing the journey during the Armadale Line shutdown



- **130 year old rail line is closed for 18 months as its transformed as part of METRONET**
- **New state of the art technology deployed to minimises impacts on commuters as rail replacement bus services ramped up**

The 130-year-old Armadale train line is set to be transformed through three significant METRONET projects: Victoria Park-Canning Level Crossing Removal, the connection of the new Thornlie-Cockburn Link to the Mandurah and Thornlie lines, and Byford Rail Extension. Together these projects will deliver 5.5 kilometres of elevated rail lines, seven new stations and remove 13 level crossings.

To enable work on these major projects, the Armadale and Thornlie lines are currently shut until mid-2025.

Due to the busy nature of the routes involved, significant disruptions to the road network were expected. We worked alongside METRONET, Transperth, Public Transport Authority and Department of Transport teams, plus the Town of Victoria Park to develop a mitigation strategy for helping to manage traffic impacts and prioritising bus movements for the period of the shutdown that started in late 2023. The mitigation included delivering several Intelligent Transport Systems, operational measures and civil upgrades along key routes in the area.

We activated virtual receivers at 40 traffic signals to monitor bus movements on the network that had the ability to automatically keep traffic lights green for up to 30 additional seconds for late-running rail replacement buses.

Two fixed variable message signs and six portable signs were installed at key locations along the network providing drivers with real-time information and travel times for different routes. The aim was to enable drivers to make informed decisions about their journey on -route when unexpected disruptions occurred on the network arising from traffic or other incidents impacting journey times.

Additionally, nine new CCTV cameras were installed, and a dedicated Incident Response Service was created to monitor and support reliable journeys along Shepperton Road and Albany Highway. This new service provides our real-time operators with extensive coverage of key routes and enable us to rapidly respond to events and incidents.

Network Operations

Cooperative Intelligent Transport Systems

Our Road Network Operations Centre (RNOC) is implementing Cooperative Intelligent Transport Systems (C-ITS) to benefit road users and transport operators in Western Australia. In May this year we released our Roadmap to Enabling C-ITS in Western Australia.

C-ITS refers to a group of technologies allowing effective data exchange and offering road users the right information at the right time, based on where they are and the situations they encounter on the road. It provides warnings and information to drivers as well as information to traffic operators for improving safety, movement and operational efficiency, environmental sustainability and customer experience.

C-ITS is advancing globally and, to realise benefits, there needs to be ongoing collaboration between government, industry, and road users. Our vision is supporting implementation of a nationally harmonised C-ITS ecosystem across the State's road network. By doing this we will enhance safety, movement, regional resilience and enable future vehicle technologies.

During the development of our Roadmap, we identified the following challenges to be addressed on our metropolitan, regional, and rural road networks:

- ensuring safety for all road users at signalised intersections
- keeping road users informed about changes to the road environment
- delivering real-time road network event alerts across metropolitan, regional and rural roads
- managing competing road-user priorities.

Our roadmap proposes potential C-ITS use-cases to help address key challenges and it plans the actions required over the next four years. Further information is available on our [website](#).

ITS Awards

The ITS Australia Awards are the most prestigious, celebration of excellence in the Intelligent Transport Systems industry. In 2025 they will take place in Perth for the first time thanks to the efforts of our ITS Operations team and the connections they have built with ITS Australia and other industry partners.

Getting ready for Smart Freeway Mitchell Southbound

While already well-practised after starting the operation of Kwinana Freeway northbound in 2020, bringing the next smart freeway to Mitchell Freeway southbound, Hester Avenue to Vincent Street, is no small feat. The scale of Smart Mitchell Freeway Southbound and our continued commitment to provide world-class service, requires months of planning and preparation leading up to the deployment of the smart freeway's technologies and beyond. Work is well underway on operational readiness, including investigations into:

- network operations and performance strategy
- people readiness, including skills gap assessment and upskilling
- stakeholder management
- supplier procurement
- systems and processes required, including performance reporting to key stakeholders in the first days and weeks of operation.

Real-time operating platform

We are developing and embedding our intuitive interface for managing the road network that when complete all existing standalone ITS applications and systems will be integrated into a single platform that will:

- provide real-time visibility of traffic congestion across the metropolitan road network
- supply the analysis and reporting capability to assess effectiveness of actions taken
- provide visualisation, analysis and reporting capability
- deliver proactive network management, as well as support decision making
- unify and harmonise systems
- enable new capabilities to better collaborate and coordinate across the Transport Portfolio, minimising degradation to journey time reliability.



Heavy Vehicle Services

We are the Heavy Vehicle Regulator for Western Australia and are responsible for:

- facilitating and regulating the movement of restricted access vehicles across the state
- providing of a one-stop shop for permits and traffic escort services for over size, over mass movements
- administering the Heavy Vehicle Pilot Licencing Scheme, the WA Heavy Vehicle Accreditation (WAHVA) Scheme, and the training and certification of WAHVA Scheme auditors. Last year there were 5,096 transport operators enrolled in the WAHVA Scheme
- working with industry groups and other government agencies at a state and national level to improve heavy vehicle safety, productivity and equity of services across the freight transport industry.

By working with the National Heavy Vehicle Regulator, we enable the movement of restricted access vehicles between Western Australia and other states. We are continuing to see an increase in the number of permits issued, reaching a new high of 38,932 issued last year.

TOTAL NUMBER OF PERMITS ISSUED	2022	2023	2024
Single-trip permits	11,852	9,252	11,847
Traffic escort bookings*	1,590	1,638	1,833
Period permits	21,822	22,731	22,780
Special purpose vehicle permits	2,445	2,247	2,472
Total	37,709	35,868	38,932

* Bookings can range from a half-day to up to seven days

Transition to new Telematics Monitoring Application

In May we announced that the Intelligent Access Program (IAP) is being replaced. Several other jurisdictions have already replaced IAP with alternatives for vehicle monitoring. We have been working to develop a new approach which was introduced midway through 2023 as a potential replacement for IAP in Western Australia. The new approach offers improved monitoring through enhanced functionality, adopts future proof technology, gives operator flexibility through a wider offering of applications and aligns with the national approach.



Planning and Technical Services

Network LiDAR project

LiDAR (light detection and ranging) is a system using lasers to make a digital 3D representation of areas of the Earth's surface using point cloud data. Survey quality LiDAR and 360-degree imagery data for all main roads in the state network and the majority of on- and off-ramps, rotaries and principal shared paths have been captured. A helicopter-based system was used to capture unsealed roads to avoid running expensive vehicle-based systems on rough terrain. AI and machine learning has been used extensively to generate Australian Road Assessment Program (AusRAP) star rating data from the LiDAR and imagery data, securing our status as a pioneering organisation in this space. To date, no other agency in the world has undertaken this process at this scale. Approximately 70% of the network has been coded and extracted, and we will begin turning this data into AusRAP star ratings during the next 12 months.

Perth Transport Model

This project is an Australian-first initiative to integrate modelling for best practice activity-based person and tour based commercial vehicle travel demand across the metropolitan area. Over the past 12 months we have undertaken two key travel surveys: Perth Area Travel and Household Survey, and the Commercial Vehicle Survey. These offer a snapshot of personal travel behaviour and commercial vehicle activity. This data enables future modelling of distributional and social equity impacts of new transport infrastructure and travel-demand management initiatives. In addition, impacts from technologies and social changes, such as autonomous vehicles, ridesharing and working from home, can be modelled.

Sustainability planning ratings

We have been recognised by the Infrastructure Sustainability Council, a leading authority across Australia and New Zealand undertaking sustainability planning ratings for major infrastructure projects. The Infrastructure Sustainability Rating Scheme (IS) is Australia and New Zealand's only comprehensive rating system for evaluating economic, social and environmental performance of infrastructure across the planning, design, construction and operational phases of infrastructure assets. Over the past 12 months we have completed five planning ratings – these included Manuwarra Red Dog Highway Stage 4, Mandurah Estuary Bridge widening and Eastlink Stages 1, 2 and 3 projects. We also completed the first ever program planning rating – achieving a silver rating. The learnings and processes developed are now being applied on other major state infrastructure projects such as the Westport project. Four other projects are currently in the process of preparing for a planning rating, including Orrong Road, Tonkin Highway North Ellenbrook grade separation, Pinjarra Heavy Haulage Deviation and Morrison Road railway level crossing removal.



Strategic research, innovation and collaboration

We develop and enhance our collective knowledge of economic, environmental and social topics through partnerships and research collaborations. We partner with industry and research institutions to undertake leading-edge road and transport research collaborating with:

- Austroads
- National Transport Research Organisation
- Western Australian Road Research and Innovation Program (WARRIP)
- Planning and Transport Research Centre
- Sustainable Built Environment National Research Centre
- iMove
- Western Australian Centre for Road Safety Research
- Australian Research Centre.

Our internal Innovation and Research Program encourages our people to collaborate, learn, solve problems and explore new and innovative opportunities. This allows us to solve real business problems or explore new opportunities in conjunction with the organisations above as well as universities, Cooperative Research Centres and the private sector. During the year nine new projects were approved, and we have 17 active projects. Our new projects have a variety of topics and scope including investigating how concrete fills form, simulating potential new roundabout configurations and contributing to national work on Cooperative Intelligent Transport Systems.

Sustainability



Our sustainability outcomes

Our Sustainability Policy commits us to creating lasting benefits through an integrated consideration of social, environmental and economic aspects in all that we do. Our Policy aligns well with the United Nations Sustainable Development Goals definition of ‘meeting the needs of the present without compromising the ability of future generations to meet their own needs’.

By adopting this approach, it ensures our projects, operations and management of the road network are undertaken in a safe, reliable, and sustainable way. These scorecards provide a snapshot of how well we performed against our ‘sustainability’ and ‘capability’ strategic area of focus complementing the reporting against our operational activities described earlier.





Sustainability

Develop a sustainable transport network that meets social, economic, and environmental needs



Customers



Natural Resources



Our People



Know-How

KEY OUTCOMES SOUGHT	RESULTS	TARGET	ACTUAL	STATUS
Create lasting benefits by integrated consideration of social, environmental and economic aspects	Scope 1 and 2 Emissions (t CO ₂) are lower than expected and continue to come in under target	29,933	24,752	✓
	Satisfaction with our sustainability practices came within target with a slight improvement on last year	90	87	✓
Protecting and enhancing the natural environmental and social values in all our activities	Percentage of State-wide Clearing Permit audits of compliance completed continues to meet target	100	100	✓
	Maintain ISO 14001:2015 Certification	100	100	✓
	Satisfaction with our performance managing the environment came within target	90	88	✓



Capability

Develop our people and industry to create a mentally healthy, skilled and inclusive workforce



Customers



Our People



Know-How

KEY OUTCOMES SOUGHT	RESULTS	TARGET	ACTUAL	STATUS
To attract, develop and sustain a safe, healthy, capable and engaged workforce.	We did not meet our target percentage for women in leadership positions at Level 7 and above (*)	20	18	✗
	Median Base Salary Gender Pay Gap to March 2024	+/-5%	10.2	✗
Enhancing safety, health and wellbeing by consistently leading safe outcomes	There were zero fatalities	0	0	✓
	Our targeted lost-time injury rate was not achieved	0 or 10% reduction	6.1	✗
	Our Lost-Time Injury and severity rate target was achieved	0 or 10% reduction	25	✓


























Material aspects

To determine the content and strategic objectives for our annual sustainability reporting we conduct a materiality assessment and review to understand our material sustainability topics. In line with good practice, our materiality assessment applies GRI Principles for determining report content and is undertaken biennially to identify the most critical sustainability issues influencing our ability to create and maintain value. Our review draws from our corporate and legislative commitments, key risks, corporate stakeholder engagement processes, media and ministerial topics and our peers' reporting practices.















Addressing our material issues

Our approach to addressing our top material issues and alignment with sustainable development goals (SDG) is shown in the table which this year has been aligned by grouping our material issues into either Environment, Governance or Social categories.















Environment












MATERIAL ISSUE	KEY IMPACT	KEY RESOURCES AFFECTED	IMPACT ON OUR VALUE CHAIN	SDG ALIGNMENT
Compliance with environmental legislation	Some of our activities are subject to legislation. We may face penalties, reputational damage or loss of confidence if we do not comply with and meet our obligations.	 Customers  Know-how  Natural Resources	 Our People  Assets  Financial Capital	Asset Maintenance Asset Upgrades/ Construction   
Congestion, freight productivity & resilience	We seek to reduce congestion and enhance freight efficiency. This mitigates impacts including carbon emissions, air pollutants; psychological impacts and reduced productivity.	 Customers  Assets  Know-how	 Network Performance  Our People	Road Network Use    
Biodiversity	Our infrastructure can directly impact our unique flora and fauna. On every project we seek to mitigate the impacts of our activities on biodiversity and the impacts of climate change.	 Natural Resources  Know-how  Customers	 Our People  Assets	Asset Upgrades/ Construction  


















MATERIAL ISSUE	KEY IMPACT	KEY RESOURCES AFFECTED	IMPACT ON OUR VALUE CHAIN	SDG ALIGNMENT
Road building materials & decarbonisation	We seek to minimise lifecycle impacts and implement circular economy principles. This includes reducing the use of non-renewable materials We also aim to reduce our embodied and transport energy generation, and the release of volatile organic compounds.	 Network Performance  Natural Resources	 Assets Asset Upgrades/ Construction	  
Climate change, energy and emissions	Our road network is exposed to the impacts of climate hazards and in some cases sea-level rise. The Portfolio is a participant in the governments Sectoral Adaptation aPlans. Developing, operating and using a road network consumes energy and generates and enables emissions.	 Customers  Our People  Natural Resources	 Assets  Network Performance  Financial Capital Road Network Use	 










































Governance

MATERIAL ISSUE	KEY IMPACT	KEY RESOURCES AFFECTED	IMPACT ON OUR VALUE CHAIN	SDG ALIGNMENT
Good public policy	We have clear, transparent, and strong governance approaches that prevent undue influence in the administration of our role and ensure swift, efficient and effective implementation of government policies and strategies.	 Customers  Our People	 Assets  Know-how Strategic Asset Management	 
Procurement practices & industry sustainability	We rely on our supply chain to support our success. We engage with many suppliers with varying characteristics and leverage our relationships to deliver government policy.	 Our People  Customers  Natural Resources	 Know-how  Assets Asset Maintenance Asset Upgrades/ Construction	  

MATERIAL ISSUE	KEY IMPACT	KEY RESOURCES AFFECTED	IMPACT ON OUR VALUE CHAIN	SDG ALIGNMENT
Anti-corruption	Our extensive program and number of suppliers could lead to corruption without appropriate mitigation. We assess our business to identify risks and educate employees on anti-corruption.	 Our People  Customers  Know-how	Strategic Asset Management	
Value for money	We must make effective use of the funding we receive to deliver our services to the community in the most efficient way. We have an impact on industries enabling trade, creating jobs and strengthening the economy.	 Customers  Know-how  Financial Capital	 Our People  Assets	 

Social

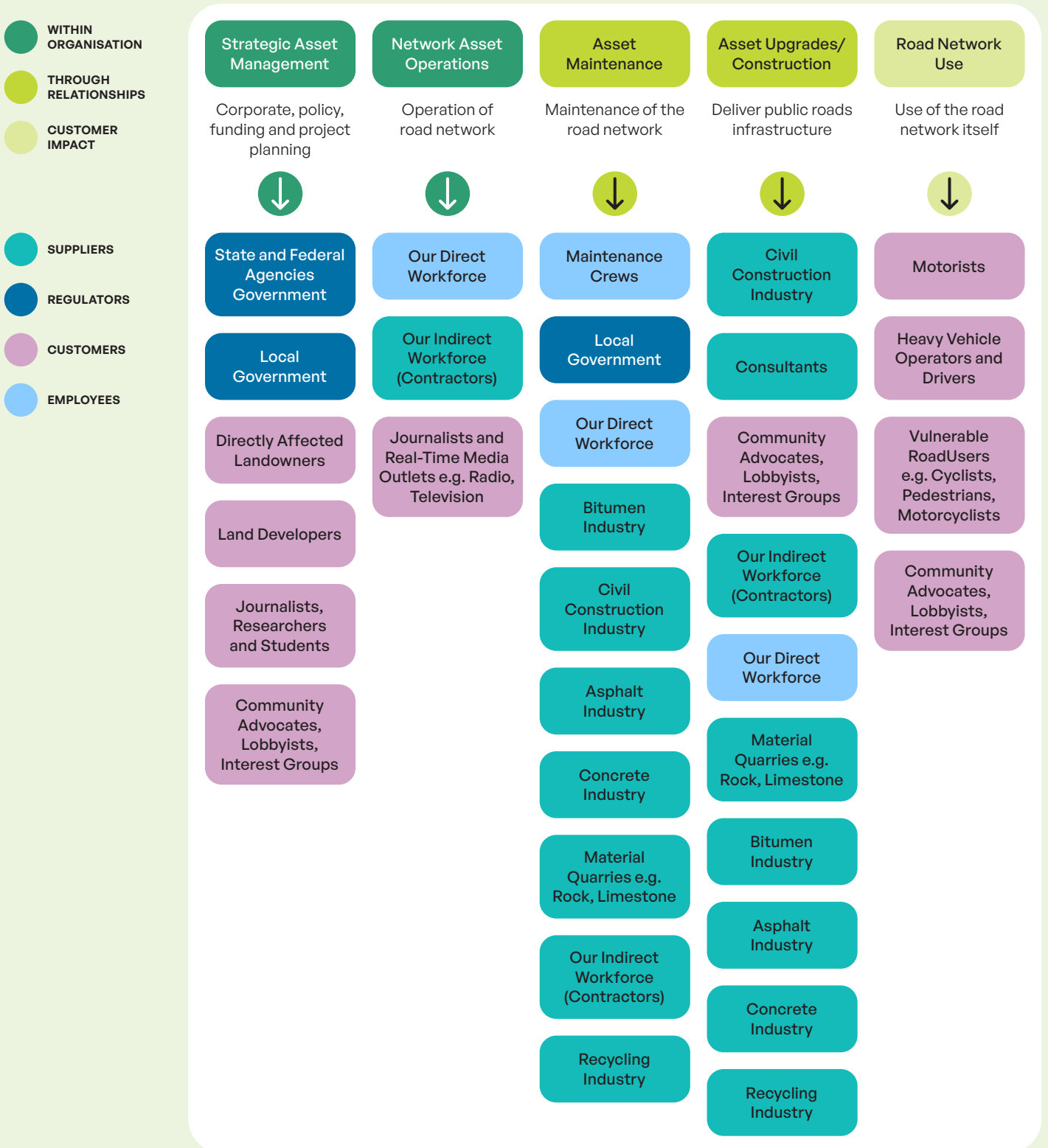
MATERIAL ISSUE	KEY IMPACT	KEY RESOURCES AFFECTED	IMPACT ON OUR VALUE CHAIN	SDG ALIGNMENT
Road safety	The state's road deaths is above the national average. We seek to minimise the likelihood of road trauma aligned with our state's road safety strategy for 2020 to 2030.	 Customers  Assets  Know-how	 Network Performance  Our People	 
Workforce safety and health	Our workforce interacts with the road environment. The consequence of incidents can be significant. We seek to ensure the safety of our direct and indirect workforce.	 Customers  Know-how  Network Performance	 Our People  Assets	  

MATERIAL ISSUE	KEY IMPACT	KEY RESOURCES AFFECTED	IMPACT ON OUR VALUE CHAIN	SDG ALIGNMENT
Regional presence and equitable development	Our operations support economic development in regional communities and they rely on our infrastructure to access essential services. We recognise the impact we can have on regional towns and their populations.	 Customers  Know-how  Financial Capital	 Our People  Assets	Network Asset Operations    
Aboriginal heritage and Native Title	We seek to protect Aboriginal cultural values acknowledging our projects may impact culturally sensitive areas. We are committed to mitigating and minimising any impact we have. Progressing reconciliation and economic opportunities through our practices is a priority.	 Our People  Customers	 Assets	Asset Upgrades/ Construction   
Local communities	Our investments can alter a socio-economic profile by altering traffic flows, local air quality and impact community severance. We carefully managed issues that can impact on our role as good neighbours.	 Customers  Know-how	 Our People  Assets	Asset Maintenance Asset Upgrades/ Construction     
Job creation	We directly employ 1,800 people, spread throughout the State. We provide an estimated additional 23,000 direct and indirect jobs through our construction expenditure.	 Our People	 Know-how	Asset Upgrades/ Construction    
Diversity and equal opportunity	Through our activities, we work to incorporate diversity and equality targets in our workforce and through our procurement activities in our projects as we seek to carry this through to supply chains across our industry and partners.	 Customers  Know-how	 Our People  Financial Capital	Strategic Asset Management   
Open and transparent communication	Timely, accurate and effective communications are imperative to our operations. If not done well, this impacts the reputation of and confidence in our agency.	 Customers	 Our People	Asset Upgrades/ Construction  

More information on how these topics relate to Global Reporting Initiative (GRI) indicators including the GRI Content Index and the SDGs can be found in the online version of this report.

Value chain

Our value chain demonstrates the primary activities in our business model and indicates where our most significant impact or value occurs. This model includes an additional dimension showing interactions. These are included as we transition from activities within our organisation to further recognising the key importance of relationships we have with suppliers, stakeholders and the community and ultimately customer-impact or value-creation outcomes.





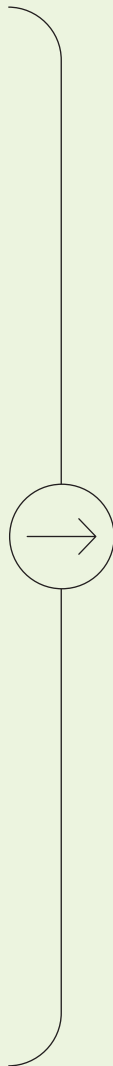
Managing the environment

Aim

Protect and enhance the environment including heritage and social values in all our activities, products, and services.

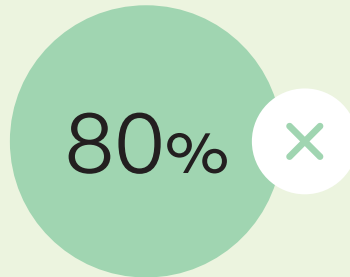
Approach

- Recognise the importance of environmental, social and heritage values and the broader benefits of these for the community
- Foster strategic relationships with community and other stakeholders to contribute to the management of environmental values
- Have strong environmental governance of our activities and deliver broad community benefit through including environmental requirements in planning, programming, constructing, and maintaining practices
- Communicate our environmental policy and environmental performance publicly



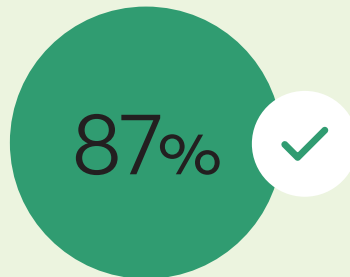
Target 100%

Audits of compliance with state-wide clearing permit completed



Target 90%

Manage all environmental incidents within required timeframes



Target 90%

Community perception of our performance in environmental management

Looking ahead

The following projects and activities, some of which have already commenced, are planned for the next financial year:

- obtaining environmental and heritage approvals for projects in accordance with time frames and ensuring compliance with approval conditions
- improving compliance with our environmental and heritage obligations
- developing a response to changing state and *Environment Protection and Biodiversity Conservation Act 1999* (Cth) offset requirements
- developing and rolling out specifications, drawings and associated guidance material for use of metham sodium to treat dieback-infested gravel
- continuing to deliver the Wheatbelt Revegetation Bank
- deploying Net Zero 2050 Transition Statement



Noongar Boodja rangers in the Wheatbelt

- Working with Wheatbelt natural Resources management
- Local Noongar Boodja youth rangers helping improve revegetation
- Creation of more than 650 ranger jobs since 2017
- Further \$83 million allocated to support the program

Aboriginal rangers are working to manage rehabilitation activities in the Wheatbelt Region. A 2023 initiative has enabled the Wheatbelt Natural Resource Management Group (NRM) to employ a team of local Noongar Boodja youth rangers for revegetating sites in the area. The Ranger program was established in 2014 to employ Noongar youth on a casual basis to Care for Country, build natural resource management skills and to gain work experience. The scheme is part of a broader program employing unskilled young people and boosting skills, confidence and a sense of self-worth. Rangers learn conservation skills and values while being mentored in a culturally friendly environment alongside knowledgeable Elders and community leaders.

Colleen Fulford, Main Roads' Vegetation Manager in the region, said the team's dedication and enthusiasm was exemplary – helping regain management of revegetation sites and to make them visually appealing. This sentiment was backed up by Aboriginal Stakeholder Engagement Advisor Sammy Wyborn who said, "the positive impacts extended well beyond Main Roads contracts and into other areas of young people's lives."

The Aboriginal Ranger Program has created more than 650 ranger jobs on Country since 2017. It has also supported management of nearly 500 significant cultural sites, 2,000 kilometres of tracks and weed management across 2,000 hectares of land. The program has been so successful that following an initial \$20 million investment, a further \$83 million has been allocated to support development, expansion and innovation of Aboriginal ranger groups across Western Australia, with a focus on remote and regional locations.

We continue to focus on increasing the proportion of Aboriginal businesses we work with and procure goods and services from. We are also looking to expand the revegetation ranger program given the sustainability it has provided in this important area.

To hear direct from the people involved in this great initiative visit our YouTube page.



Sustainability assessment in projects and operations

Recognising the importance and potential for the greatest impact and value from our major projects we have adopted the Infrastructure Sustainability (IS) rating tool, Australia’s only comprehensive rating system for evaluating sustainability of infrastructure.

All infrastructure projects exceeding \$20 million utilise the IS framework as part of project development and evaluation. Projects valued at more than \$100 million are registered with the Infrastructure Sustainability Council (ISC) for assessment. We currently have 15 projects registered. We have a corporate commitment that our planning projects must achieve at least a bronze rating, while our construction projects must achieve a silver rating for both the design and as-built phases. These 2023-24 projects achieving IS Ratings included:

- Manuwarra Red Dog Highway (Karratha to -Tom Price Road Stage 4) – Silver Planning Rating
- EastLink WA Package 2: Roe Highway to Clackline – Silver Planning Rating
- EastLink WA Package 3: Clackline to Northam – Silver Planning Rating
- Tonkin Grade Separations Interchanges – Bronze Planning Rating

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

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



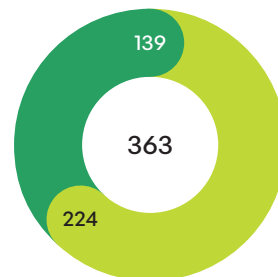


Environment and heritage management

Using the precautionary principle in our approach to environmental and heritage management, we avoid and minimise impacts wherever possible. To achieve this all our activities are screened for potential environmental and heritage impacts.

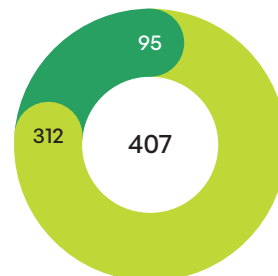
Those activities that potentially risk adverse impacts are subject to further investigations while projects that have a low environmental or heritage risk are managed using our standard environmental and heritage practices.

Last year, we screened 990 activities with almost 27% of these activities requiring further investigations, such as field inspections, biological surveys, archaeological or ethnographical investigations or consultation with stakeholders and regulators, to ensure appropriate environmental management was applied.



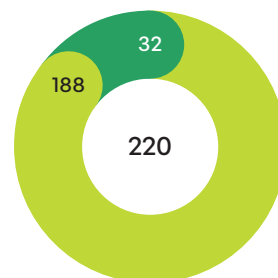
Environmental Screening of Projects in 2023 Calendar Year

- No further assessment
- Further investigations



Aboriginal Heritage Screening of Projects in 2023 Calendar Year

- No further assessment
- Further investigations



Environmental and Heritage Screening of Maintenance Activities in 2023 Calendar Year

- Maintenance environmental management plans (high risk)
- Principal environmental management requirements (low risk)



When all our investigations and assessments have been completed, we consult with our road planners, designers and engineers to identify opportunities to avoid and then minimise potential adverse environmental and heritage impacts. This is often achieved through one or more activities including analysis of scope and design options; road realignment; relocating signs, crossovers or parking bays to areas with lower environmental values; or modifications to road design.

Where environmental and heritage impacts are unavoidable, we comply with state and Commonwealth environmental and heritage legislation. Following is a summary of where we have referred activities with potentially significant impacts to the relevant regulatory authorities for assessment and approval over the past three years.

APPLICATIONS FOR APPROVAL IN CALENDAR YEAR	2021	2022	2023
Aboriginal heritage approval sought ¹	28	25	28
Aboriginal heritage approval granted ¹	27	24	33
Historic heritage approval granted ²	5	5	1
Project specific clearing permit applications	7	5	6
Project specific clearing permits granted	5	2	6
Projects assessed using Main Roads state-wide clearing permit (CPS 818)	98	107	65
Projects referred to the WA Environmental Protection Authority under Part IV of the <i>Environmental Protection Act 1986</i> (EP Act)	1	1	0
Projects approved by the WA Minister for the Environment under Part IV of the EP Act	0	1	1
No. of projects referred to the Commonwealth Department of Climate Change, Energy, the Environment and Water under the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (EPBC Act)	1	3	0
No. of projects approved under the EPBC Act	7	1	1

NOTE: all approvals granted may include applications made in previous years.

¹ This includes regulation 10 and section 18 applications under the WA Aboriginal Heritage Regulations 1974 or WA Aboriginal Heritage Act 1972 (respectively) submitted or granted between 1 January to 31 December 2023.

² This includes Government Heritage Property Disposal Process approvals and any other type of formal approval from the Heritage Council of WA.

In the 2023 calendar year, we applied for 28 Aboriginal heritage approvals and six project-specific clearing permits. A total of 65 projects were assessed under Main Roads state-wide clearing permit CPS 818, with nine projects submitted to Department of Water and Environmental Regulation (DWER) for approval in accordance with the conditions of the permit.

No projects were considered to have potentially significant impacts requiring referral to the WA Environmental Protection Authority (EPA) for assessment. No projects were considered to have potentially significant impacts to matters of national environmental significance (matters of NES) requiring referral to the Department of Climate Change, Energy, the Environment and Water (DCCEE) for assessment under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

Three projects referred to the EPA were still under assessment at the close of 2023. One project was approved by the WA Minister for the Environment in 2023. Three projects referred to the DCCEE were still under assessment at the close of 2023. One project was approved under the EPBC Act in 2023.

Clearing native vegetation

We strive to find a balance between achieving road safety objectives and the environment. However, it's not always possible to avoid clearing native vegetation. When this is unavoidable and significant, we offset the impacts of clearing. This may be through revegetating by seeding or planting, purchasing land to add to the conservation estate or providing a monetary contribution to the Western Australian Environmental Offset Fund.

The tables below summarise our clearing, revegetation and offset activities over the past three years. This includes clearing authorised under Main Roads state-wide clearing permit CPS 818, project-specific clearing permits, clearing undertaken under approval from the WA Minister for the Environment under Part IV of the *Environmental Protection Act 1938*, as well as clearing of non-native vegetation authorised under the *Environment Protection and Biodiversity Conservation Act 1999*.

Clearing of native vegetation undertaken in 2023 under our state-wide clearing permit CPS 818 is available on our [website](#).



CLEARING IN CALENDAR YEAR	2021	2022	2023
Total area cleared (ha)	631	419	333

OFFSETS IN CALENDAR YEAR	2021	2022	2023
Revegetation (ha) (a)	0	27	38
Land acquisition (ha) (b)	108	536	270
Value of land acquired (\$)	1.2m	1.6m	1.4m
Financial contribution (\$)	71,519	790,569	55,414
Area of land to be acquired using the financial contribution (ha) (c)	(32)	(166)	(2)
Total area offset (ha) (a+b+c)	140	729	310

REVEGETATION UNDERTAKEN BY MAIN ROADS NOT REQUIRED AS A CONDITION OF APPROVAL (OFFSET) IN CALENDAR YEAR	2021	2022	2023
Total revegetation* (ha)	96	146	47

* Revegetation related to the Wheatbelt Revegetation Bank is not included in the total revegetation figures (See Wheatbelt Revegetation Bank below.)

Last year we cleared 333 hectares of vegetation for the delivery of 81 projects. We provided offsets in the form of land acquisition and monetary contributions to the Western Australian Environmental Offsets Fund for the purchase and management of a total of 272 hectares of native vegetation. We also undertook 85 hectares of revegetation works, of which 47 hectares was not required under a legislative approval and was initiated by us.

Wheatbelt Revegetation Bank

The Wheatbelt Revegetation Bank is one initiative offering a sustainable solution to the often-conflicting needs of improving road safety and conserving roadside vegetation. Several upgrades are planned over coming years to improve road safety across the Wheatbelt road network. Environmental offsets typically involve the purchase and protection of remnant vegetation on freehold land which is becoming challenging as the availability of land with quality remnant vegetation is limited and declining. In addition, purchasing and protecting existing vegetation does not necessarily replace the vegetation that is removed for road upgrades.

The Wheatbelt Revegetation Bank offers a sustainable approach to providing environmental offsets as well as addressing incremental loss of native vegetation.

It involves purchase and revegetation of cleared farmland abutting road reserves or existing areas of high-value remnant vegetation. The program aims to establish, within a period of 10 years, native vegetation that meets the criteria for the Eucalypt Woodlands of the Western Australian Wheatbelt, listed as a threatened ecological community. Once established, these revegetated areas will form an offsets ‘bank’ that will simplify and expedite environmental approvals for future road upgrade programs across the Wheatbelt.

The area undergoing revegetation during 2023 was small, approximately 50 hectares, a result of a lack of suitable new sites and limited availability of native seed collected in proximity to the revegetation site. In 2024, 27 hectares of direct seeding was undertaken at the Wheatbelt Revegetation Bank site at Kuender, Kulin Shire while 87 hectares of direct seeding was undertaken at the Wheatbelt Revegetation Bank site at Kokeby, Beverley Shire. Weed management was undertaken across all six sites. Monitoring undertaken in autumn 2024 identified success from direct seeding and planting, and species diversity across all sites. Work is progressing to identify and purchase land for addition to the Wheatbelt Revegetation Bank. As of the end of 2023, no portion of the Wheatbelt Revegetation Bank has been utilised as an offset for our projects.

Incidents

We aim to undertake all our activities in accordance with our procedures. We have systems and processes ready to respond to environmental incidents where this does not occur. An environmental incident is any activity that may have an adverse environmental impact. The activity can include those undertaken by us or our contractors, or a third party not employed by or working on behalf of our organisation. This table outlines incidents with a moderate, major or catastrophic consequence that have occurred over the past three years.

SIGNIFICANT INCIDENTS (MODERATE, MAJOR AND CATASTROPHIC) IN CALENDAR YEAR	2021	2022	2023
Incidents caused by Main Roads	12	20	10
Incidents caused by third parties	11	9	6

Insignificant and minor incidents have not been reported here.



There were no catastrophic or major incidents caused by us or third parties in 2023. However, there were 16 moderate incidents, with 10 caused by our activities and 6 caused by third party activities. These 16 incidents related to:

- six incidents of unauthorised clearing of native vegetation (three by Main Roads, three by a third party) and one impact to threatened plant or ecological communities (third party)
- four incidents of non-compliance with approval conditions with no environmental impact (Main Roads) and one incident of not following internal processes with no environmental impact (Main Roads)
- two spills, both by a third party
- one impact to Aboriginal heritage (Main Roads)
- one fire (Main Roads)

Of the total of seven incidents with unauthorised clearing of native vegetation or impact to a threatened plant or ecological community, three related to Main Roads incidents resulting in a total of 14.1 hectares of unauthorised clearing of native vegetation and four were third Party incidents resulting in a total of 0.9 hectares of unauthorised clearing of native vegetation, which included impact to threatened flora.

Incidents were reported to the relevant authorities and there were no penalties or financial sanctions related to any of the incidents. Main Roads has addressed these procedural failures through training, changes in processes and increased compliance audits to ensure they are not repeated.

Urban air quality

Air quality in Perth is generally high when compared to other urban centres. It is largely considered air quality will improve as renewable energy and electric vehicles become more commonplace. However particulates are likely to remain an adverse impact from use of the road network. The State Electric Vehicle Strategy is pivotal to reducing emissions from transport. We are committed to increasing the uptake of electric vehicles within our own light and heavy vehicles fleet and supporting the state government target of 50 per cent, of all new light and small passenger, and small and medium SUV government fleet vehicles, to be electric by 2026. We have introduced a quota for electric vehicles within our Major Projects. Additionally, we are assisting Synergy and Horizon to find suitable locations for the Western Australian electric vehicle charging network in remote locations. Using the Australian Transport Assessment and Planning Guidelines 2016 and network data a breakdown of emissions by the six main air pollutants type is available in the Additional Environmental and Sustainability Disclosures section.

Net Zero transition

Following the release of the Western Australian Climate Policy we have developed a net zero transition roadmap. This drives our efforts to achieve 2030 and 2050 emission reduction targets, meet legislative obligations and provide an overall framework to decarbonise our operations and support the government’s climate action and emissions reduction goals. The roadmap is centred around four key actions and five outcomes outlined in the Net Zero Transition Framework with a vision to support the Whole of Government 2030 emissions target and reach Net Zero by 2050. The key actions provide targeted and differentiated interventions, addressing the largest sources of emissions within our operations.

Our strategic direction Keeping WA Moving has identified net zero emissions and decarbonisation as strategic initiatives meaning it is a priority area helping to shape our future direction. There are a range of whole of government activities that are planned which will provide value for all agencies and our approach to carbon offsetting, procurement of renewable energy and emissions reporting will be guided by these. We are working closely with agencies to explore and influence these opportunities. We are also actively driving electrification of our fleet making our operations net zero ready including exploring opportunities on possible renewable energy policies.





Total emissions across our facilities over the past year were 24,752 t CO₂-e, which is significantly below our target of 29,933 t CO₂-e. The table below shows our greenhouse gas emissions (scope 1 and 2) over the past three years. Detailed information with data from the past three years by scope, source and intensity are available in the [Additional Environmental and Sustainability Disclosures](#) section of this report. An increase in emissions from 2023 to 2024 is expected due to our plant and maintenance coming in-house, this previously was not reported under our scope 1 emissions.

SCOPE 1 & 2	2022	2023	2024
Greenhouse gas type (t CO ₂)	25,934	22,491	24,752

Climate change adaptation

Our infrastructure is directly exposed to the risks of existing climate hazards. When considering the risks to the road network, we consider two main aspects with the first being the road infrastructure itself including pavements and structures impacted by flooding or cyclones, leading to possible severe damage, loss of function or accelerated deterioration. The second area impacts on road use including aspects such as temporary loss of, or reduced quality of access, increased journey times on preferred routes with operating conditions likely to be less safe.

We have obligations to the community to maintain a level of service by minimising road closure duration when the network is impacted by disruptive weather events. The Western Australian Climate Policy requires us to act – both adapting to and mitigating the risk of climate change. In response, we are revisiting our assessments of the vulnerability of the state road network to the broader impacts of climate change.

We have identified 52 kilometers of state roads that have been assessed to warrant evaluation for the impacts of sea level rise. The indicative replacement value of this at-risk infrastructure is approximately \$569 million. An assessment method to help facilitate a complete network-wide vulnerability assessment has been piloted which will build capacity for routine vulnerability assessments within our organisation. To supplement this, we are establishing a baseline identification of vulnerability within each of our regions as we work towards a full assessment of the road network, which will inform our further network investments. We are also working to minimise the

effect of natural hazards and climate change on existing assets and minimise disruptions for road users and the community. Current work includes:

- undertaking climate change risk assessments during project planning
- reviewing incident management procedures
- ongoing review of current standards against impacts of climate change
- collaborating with stakeholder agencies to address shared climate change risks
- educating on the impacts of climate change and ways to adapt the assets over time
- developing tools to undertake first-pass vulnerability assessments for roads and networks
- undertaking a whole-of-network review for vulnerability to climate change.

Materials for road infrastructure

Our projects and activities use extensive amounts of raw materials and products to deliver our road infrastructure services. Government policy is influencing our approach to supporting the circular economy in Western Australia and our intent to decarbonise our delivered infrastructure. The Infrastructure Policy Statement from Infrastructure Australia highlights that recycled construction materials should be incorporated into the procurement practices of infrastructure projects. Construction and demolition waste makes up 50% of the state’s waste stream but can be processed into a road building material; crushed recycled concrete (CRC). In the future the lithium processing industry is expected to generate 5 million tonnes per annum of waste. There is potential to use this material as a by-product in infrastructure construction.

Under the Waste Avoidance and Resource Recovery Strategy 2030, we have focused on developing pavement designs enabling use of CRC and crumb rubber. In support of the Waste Authority’s Roads to Reuse (RtR) program we have continued our commitment to use CRC as sub-base under full-depth asphalt on our major projects. We aim to facilitate broader use of CRC by local governments and are collaborating with WALGA to achieve this. A total of 28,371 tonnes of CRC was used over the past 12 months which takes our cumulative total to 220,953 tonnes. We remain committed to increasing our total use of RtR CRC and facilitating local government use of RtR CRC.



Waste tyres are another significant environmental challenge for Western Australia. To maintain a local tyre recycling industry, we mandate the use of Tyre Stewardship Australia endorsed crumbed rubber in resealing works to incentivise local sources using recycled tyres. We also continue to develop and implement alternative crumbed scrap rubber bituminous binders, including binders that may be attractive for local governments to use. During the past year, we successfully used 2,853 tonnes of crumbed rubber bituminous binders on our projects and maintenance works which is above our target of 1,200 tonnes per year.

Other materials that we are seeking to use more of include Fly Ash within concrete mixes, recycled plastic and delithiated beta spodume (DBS) a by-product of lithium processing. During the year we successfully used approx. 35,000m², or 10 lane kilometers of geofabric reinforced seal with recycled plastic content. The Bunbury Outer Ring Road project has continued investigations into incorporating fly-ash from the Collie Power Station used within concrete mixes and 3,000 t of FOGO material was also used on this project.

Detailed information and data from the past three years is available in the [‘Additional environmental and sustainability disclosures’](#) section. This covers:

- imported road construction material by type
- imported recycled construction material by type
- waste material to landfill by type
- materials recycled by type.

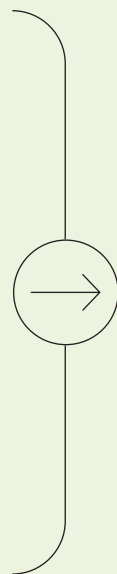
Meeting customer and community needs

Aim

Providing a transport network centred on what our customers and the community need and value

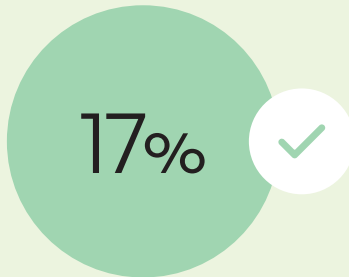
Approach

- Understand our customers' and the community's needs and how to address them
- Deliver consistent, timely and accurate communications
- Demonstrate a proactive, whole-of-government approach to transport outcomes



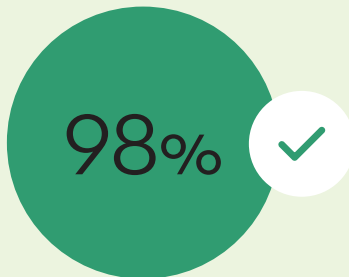
Target 90%

Community satisfaction with Main Roads is within target with a slight increase from last year



Target 5% increase

We experienced an increase in the number of recipients of our project update emails



Target 80%

The target for resolving enquires at first point of contact with our Customer Information Centre was achieved



Looking ahead

Projects and activities planned for next financial year include:

- Delivering actions from our digital communication strategy to support the Digital Strategy for the Western Australian Government 2021–2025
- Improving accessibility of our digital platforms and information
- Implementing learnings from a pilot planning study approach to recognise and address customer needs through early and sustained engagement
- Promoting awareness and general safety messaging for real-time traffic operations
- Improving and further future proofing customer and stakeholder data in our customer relationship management system



Pumping under Tonkin Gap

- **Creation of a new pump track, mountain bike skills area and a canoe landing facility**
- **Family friendly all abilities space**
- **Includes a yarning circle and Aboriginal artwork recognising Whadjuk Noongar culture**

A barren area under the widened Mooro-Beeloo Bridge (formerly Redcliffe Bridge), on the City of Bayswater side, has been revitalised with a new BMX pump track and mountain bike skills facility for people of all ages and abilities to enjoy.

The family friendly space includes a pump track with a looped sequence of humps and banked turns, a mountain bike skills area dedicated to riders developing specific off-road bike handling skills and a canoe landing.

Early in Tonkin Gap Project 's lifecycle, an opportunity to enhance this area as a community amenity was identified.

The area is of great significance to the Whadjuk Noongar people and a comprehensive consultation process was undertaken with key stakeholders, the local community and the project's Traditional Owner Working Group during the works and design for this space.

Aboriginal culture and history have been incorporated into the design including a yarning circle, Whadjuk revegetation planting, traditional artwork and the preservation of two scar trees identified during the heritage survey at the start of the project.

Principal Project Director Rob Arnott said it is not often a community activation facility can be delivered as part of a large infrastructure project. From initial discussions with the City of Bayswater on developing this space, to consulting with over 700 community members, it was clear that the locals wanted this space converted into a family-friendly area.

People can easily access the area from the principal shared path built as part of the project and the all-weather facility has showcased opportunities to turn underutilised spaces into active ones. Since officially opening in April 2024, the facility has been used and enjoyed by hundreds of people.



Listening to our customers

We are continuing to deliver unprecedented works across the state and while our road network is extensive, we recognise that our community is just as diverse. Building strong relationships with both the community and businesses is crucial for delivering our services.

To achieve this, we have developed tailored stakeholder and engagement programs to keep the community informed about upcoming projects and works, address local traffic issues, promote road safety education, and foster dialogue around major infrastructure projects and future road planning. This approach ensures our work is guided from planning to delivery, balancing technical and safety requirements while meeting the needs and desires of our community. We encourage community participation in decision-making through the My Say Transport online portal, and our strong digital presence offers continuous collaboration and real-time project updates.

We use our centralised customer relationship management system to share project information and promote avenues to stay informed on our projects. Just over 54 000 people use this system to stay connected and last year we issued more than 440,000 project updates via e-mail. Early engagement helps us to build relationships and gather insights that enable us to deliver a transport network that reflects what our customers need and value.

Community Perception Survey

Our annual Community Perception Survey allows us to gather critical insights into customer experiences across Western Australia. This feedback helps us plan and deliver the services and future projects that keep WA moving. Following are the results from the last three years.

AREA OF SATISFACTION	2022	2023	2024
Overall performance	89	88	89
Road safety	91	89	90
Provision of cycleways and pedestrian facilities	88	86	88
Road maintenance	85	82	85
Sustainability	88	86	87
Environmental management	88	87	88

It is pleasing to see that although satisfaction remains high across the board and the results remain consistent with previous years we have seen a turn around in relation to maintenance following the low result last year. To learn more about our performance, visit the 'Our community' page on our [website](#).

Multicultural Action Plan

We aim to identify new ideas and extend the work we do to create an inclusive environment meeting the needs of culturally and linguistically diverse employees and communities. We developed a range of actions to foster diversity in consultation with our customers, stakeholders and employees and during the year completed a further 22 actions. In the coming year we are looking to launch a new integrated plan in conjunction with our Transport Portfolio colleagues. An outline of our plan is available on our [website](#).

Disability access and inclusion plan

We are committed to providing information in ways that are meaningful and useful to people with disability. The Transport Portfolio Disability Access and Inclusion Plan 2022 – 2027 (DAIP) includes strategies to improve access, inclusion and opportunities for people with disability, their families and carers and is supported by our own implementation plan. To see the Transport Portfolio DAIP visit our [website](#).



Customer feedback

We value customer feedback and regularly investigate trends and issues that provide us with insights for improving our business areas. If a customer has a complaint or feedback, we use an accessible, fair and equitable process that meets the International Standard for Guidelines for Complaints Handling (ISO 10002-2018). Guided by these Feedback and Complaint Handling Principles, we aim to deliver high quality experiences during every interaction.



Accessibility

Customers can contact us through a range of mechanisms, including our 24/7 Customer Information Centre, feedback form on our website, email, letters, and in-person at one of our regional offices.



Responsiveness

We provide a reference number on receipt of all feedback or complaints, so that progress can be tracked. We reply as soon as we can and if we provide an interim response, we advise who will be dealing with the feedback or complaint.



Objectivity

We handle all feedback and complaints in a sensitive, equitable, fair and unbiased manner, guided by our Feedback & Complaints Handling Policy which is available on our website and by request. Access to independent Customer Advocates and advice on how to contact the Ombudsman are readily available if customers are unsatisfied with how their interaction was handled.



Service Excellence

'Customer' is one of the four areas of focus in our strategic direction, encouraging all of Main Roads to put the customer and their experience at the centre of all we do. All employees have access to training and a range of guidance materials via our Intranet and website. A robust quality assurance process is in place to identify training and improvement opportunities.



Participation

Customers are invited to complete a Customer Feedback Survey at the end of their interaction with us. All responses are analysed and any suggestions for improvements to the process are worked through by our Customer Experience Team.



Resourcing

We invest in our people and systems to ensure all feedback and complaints are efficiently and effectively handled. We upgraded our telephone and Customer Relationship Management systems to make it easier for our operators to deliver seamless customer experiences and continue to look for ways to innovate and enhance our processes.



Improvement

All feedback and complaints are recorded in our Customer Relationship Management System. Data is analysed on a weekly basis by our Corporate Executive and Senior Management teams and is used to identify gaps and opportunities for improvement.



Complaints and fault reports

This year we received 4,869 complaints with the highest area of concern being traffic signals, followed by road works. 65% of all complaints fell into one of the following ten categories.

CATEGORY	% CASES
Traffic Signals	35%
Road Works	14%
Road Surface	8%
Damage	7%
Speed Limits	7%
Noise	7%
Signs	6%
Safety Issues	6%
Line Marking	5%
Traffic Management	5%

Many customers make contact to report faults, providing valuable assistance to the challenging task of continuously improving the condition and appearance of our road network. Last year we received 20,631 fault reports. The top fault type reported was for traffic signals.

Customer Information Centre

Our Customer Information Centre (CIC) plays an important role in state-wide incident response and management by providing timely and accurate information to our customers and the community. While call volumes have increased slightly over the past year, we are continuing to see that our efforts to promote and provide other forms of accessing information continue to provide new options for customers to obtain information in a timely manner. The percentage increase in time taken for interactions, would be linked to the impact of additional reporting of interactions received via our web forms. It is pleasing to see that the confidence in the information via our self-service option has increased with only 9% of those customers opting to be transferred to a CIC operator.

CUSTOMER CONTACT STATISTICS	2022	2023	2024
Telephone calls	42,419	46,350	47,675
Calls self-serviced	13,530	13,219	14,475
Email enquiries	62,428	60,716	48,441
Total phone and email enquiries	104,847	107,066	125,114
Increase total interaction percentage	-34%	+2%	+16%



Digital channels

Digital communication continues to be an effective and cost-efficient way to communicate with our customers and the community. As more and more of us engage online, we are dedicated to developing efficient, customer-centric approaches to improve our communications whilst respecting individuals' privacy.



3.8m

web page views



2.5m

views – Travel Map



70,190

followers Perth Traffic
X / Twitter



22,706

followers
LinkedIn



25,204

followers WA Roads (Regional)
X / Twitter



88,561

followers (8,517 new)
Facebook – Corporate Page



66,367

followers (23,790 new)
Facebook – Perth Traffic



4,980

followers
Instagram



10,376,429

accounts reached
Facebook



427,821

accounts reached
Instagram



A future ready workforce

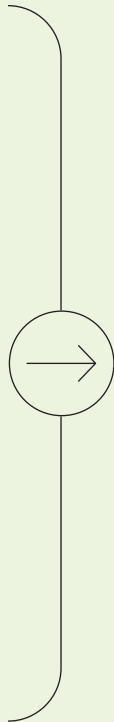
Aim

To attract, develop and sustain a safe, healthy, capable and engaged workforce

Approach

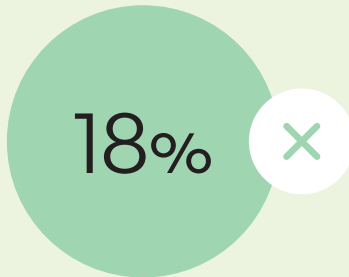
We strive towards:

- demonstrating our values through our behaviours
- creating a positive work environment that provides development opportunities and is focused on delivering solutions
- creating a safe, healthy supportive workplace for everyone who works with us
- sustaining good workforce planning practices based on equity and inclusion



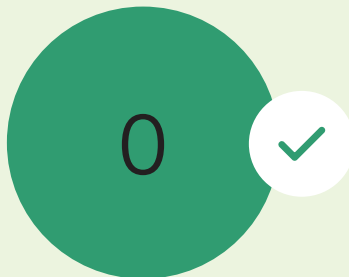
Target +/-5%

Median Base Salary Gender Pay Gap to March 2024



Target 20%

We did not meet our target percentage for women in leadership positions at Level 7 and above (*)



Target 0

There were zero fatalities

Looking ahead

Projects and activities planned for next financial year, some of which have already commenced, include the following:

- Establish a development program for staff involved with self-performed delivery
- Deliver mental wellness activities and strategies to support managers and employees
- Conduct inaugural Diversity Council of Australia Inclusive Employer Index Survey
- Implement actions identified from the Diversity, Equity and Inclusion framework
- Continue to implement and deliver activities to further Aboriginal employment
- Continue to review all processes, policies, and guidelines to embed the Public Sector Commission Building Leadership Impact – Leadership Expectations approach
- Develop a new strategy for safety, health and wellbeing, utilising results of the Safety Perception Survey
- Procure and implement a new improved safety system



Commitment to diversity equity and inclusion

- Our Road to Diversity Equity and Inclusion was launched in September 2023
- We created a new DEI Council to oversee delivery and guide our direction

We have released our DEI foundational document – Road to Diversity Equity and Inclusion: Main Roads DEI Framework. The new framework was based on extensive consultation across the organisation that resulted in eight priority diversity groups being identified. This included two areas not previously specifically identified, neurodiverse people and mature people.

Through our framework we are committed “to have a safe workplace that recognises and encourages our diverse skills and perspectives and creates a culture of belonging and respect”

Each diversity reference group (DRGs), has its own advocate drawn from Corporate Executive, a champion who is a senior member of staff and is supported by a group of interested people with lived experience in that area or are keen to make a difference to our workplace culture.

The framework is built around four principles, being:

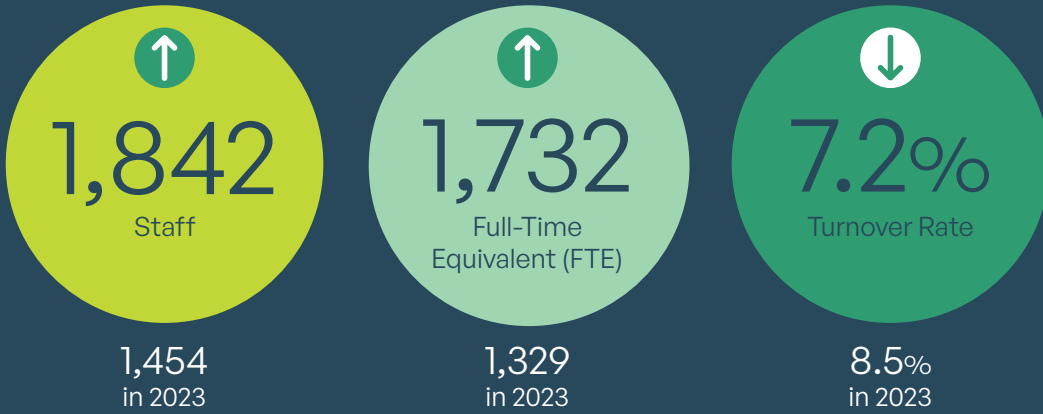
1. designing for diversity
2. leading strongly and with accountability
3. engaging meaningfully
4. celebrating diversity

Part of a transparent approach in developing a framework and supporting action plans is recognising we don't have all the answers. In fact we are not sure if we know the right questions to ask. This was made clear at a kick-off workshop in November, as we set about initially defining roles for each area and discussing the initial suite of actions we would look to implement.

We are committed to increase the representation of diversity groups and foster a truly representative workforce by providing a safe, respectful, and inclusive workplace culture.

Workforce profile

As we have continued the transition of provision of maintenance and some minor capital works to be delivered by our own employees, there have been significant changes in our workforce profile and demographics.



Demographic Summary



Work Locations



The above data is at 30 June 2024. Diversity figures are based on information provided by self-declaration.



Developing our people

We are focused on developing a high performing workplace that consists of a skilled, professional and ethical workforce. We are looking to find the right people. People with the ability to adapt to changing business, technology and environmental needs; and people who will thrive on help us develop a workplace creating a culture of belonging and respect.

Management skills

A Management Skills Development Program was developed to address issues identified by our wellbeing in the workplace survey. The first three modules build on each other in sequence and have been contextualised to suit the needs of managers. Participants complete a pre-training behavioural assessment and attend a debrief before they attend these modules.

So far 108 managers and supervisors have completed these modules, and we expect to take the program to our regional offices in 2025. A stream for senior managers has been scheduled for later this year.

Module four of this program, 'Bullying, harassment and discrimination awareness', is open to all employees. Thirty-one sessions were delivered last year including five regional sessions. To date, more than 550 people have completed this module. Module five of the program is 'Supervising a skilled wages workforce'. This is also a stand-alone module and is aimed at managers and supervisors of skilled wages workforce. These have been run in four regions and 89 people have completed this module, with more completions planned.

Construction and maintenance training

This Road Construction and Maintenance Training Program continued to deliver training for asset management, maintenance, and project delivery staff along with our development employees. The program provides the underpinning knowledge to support the supervision and management of works and the direct delivery of network maintenance. This program is delivered by industry experts and tailored specifically to Western Australia, focusing on asphalt, spray sealing, granular pavement practices, road drainage design. A new module, 'Geotechnical investigations' was added to the program this year. This training program is open to all Transport Portfolio agencies and local government employees.

Learning Management System (LMS)

We have had added several online modules to our learning management system (LMS), helping new and existing staff enhance their skills and reduce knowledge gaps. One of the additions to our LMS is the new 'external contractor portal'. This has been created for contractors who are working under a direct managed model and are required to be inducted into our safety management system and site. The workforce development team has been working collaboratively with regional site coordinators with onboarding external contractors.

Another upgrade to our LMS is the rebranding of the 'Career conversation' module to 'Performance and development plans' (PDP). We are working on an enhanced module for new PDPs that will go live in July. Work is also underway on a new portal for training of our heavy vehicle accreditation auditors and pilots.

Regional Leadership Development Program

This program features a combination of personal coaching and group workshops focused on self-awareness and team cohesion. This initiative supports our workforce planning process and supports the goal of creating rewarding regional career pathways for our high-potential future leaders, creating a common language on what good leadership looks like. To date 10 people have completed this program and it will run again in 2025.

Intelligent Transport Systems (ITS) Graduate Scheme

The Scheme now in its third year, offers graduates the opportunity to engage with a diverse array of cutting-edge projects in the Intelligent Transportation Systems (ITS) industry. From pioneering initiatives such as Smart Freeway and traffic control systems to the implementation of Real-Time Operating Platforms and the integration of algorithms and artificial intelligence. As Western Australia gears up for the seamless integration of autonomous vehicles, our scheme ensures graduates are equipped with the necessary skills and knowledge required to manage the new innovations.



Diversity, equity and inclusion

We encourage and recognise that a diverse workforce is integral to our success and we value the unique blend of knowledge, skills and perspectives people bring to the workplace. We have a commitment to have a safe workplace that recognises and encourages our diverse skills and perspectives and creates a culture of belonging and respect.

During the year we released “Road to Diversity Equity and Inclusion, our first framework for DEI”. Development was based on extensive consultation across the organisation that resulted in outlining eight priority diversity groups:

- Aboriginal and Torres Strait Islander people
- Culturally and linguistically diverse people
- Gender equality
- LGBTQIA+ people
- Mature people
- Neurodiverse people
- People with disability
- Youth.

We now have reference groups, called diversity reference group (DRGs), for each of these priority groups.



Aboriginal and Torres Strait Islander people

Employment opportunities

Aspects we are working on to continue to increase opportunities include:

- Delivering our Aboriginal Employment and Retention Plan 2024-27 to improve the level of direct and meaningful Aboriginal and Torres Strait Islander employment and training opportunities.
- Successfully recruiting Aboriginal and Torres Strait Islander people, under section 50 and 51 of the *Equal Opportunity Act 1984* (WA) for a range of roles across the organisation.
- Continuing to create culturally secure recruitment campaigns.
- Embedding targets into our contracts to ensure Aboriginal participation
- Enhancing procurement and tendering processes to enable wider access for Aboriginal businesses and supply chains.
- Seeking Aboriginal trainees from the Public Service Commission Aboriginal traineeship program, Solid Futures.

In addition, we look to further opportunities through:

- Our Transport Portfolio Aboriginal Business and Employment Advisory Group exploring innovative, collaborative knowledge-sharing to increase sustainable job opportunities for Aboriginal people.
- Our partnership with North Metropolitan TAFE Engineering Department to deliver Certificate III in Engineering – Technical for our Aboriginal engineering trainees in 2025.

MEASURE	TARGET	2022	2023	2024
% of workforce that self-identify as Aboriginal or Torres Strait Islander	5%	2.5%	3.9%	5.1%
% of people who identify as Aboriginal or Torres Strait Islander in management positions (Level 7+):	5%	10.0%	7.0%	3.2%
Percentage of staff undertaking formal and structured Aboriginal Cultural and Heritage Awareness training (existing and new)	100%	84%	89%	79%

Reconciliation action plan

We have successfully delivered initiatives from our Reconciliation Action Plan (RAP) 2021–2023 ‘The Road to Jobs and Business Opportunities’ and are seeking to move to a new RAP in the coming year.

National Reconciliation Week 2024

National Reconciliation Week was observed across the organisation and Transport Portfolio with many opportunities to learn, share and join in solidarity with Aboriginal and Torres Strait Islander peoples, re-affirming the meaning of this year’s theme: Now More Than Ever. At our head office a corporate event was held and live streamed to all our regional offices, where we welcomed our guest speaker Gerry Matera, the founder and owner of Gather Foods, Eon Protection and Indigenous Defence Services. Gerry is a proud Noongar man who shared his journey while providing some personal insights on challenges he has experienced and the work he sees ahead in reconciliation.

Representatives from the Transport Portfolio Aboriginal Engagement Team participated in the Walk for Reconciliation Boorloo (Perth) at Langley Park, while people from our Office Major Transport Infrastructure Delivery and METRONET offices observed National Reconciliation Week with a Welcome to Country and keynote speech from Professor Len Collard, a Whadjuk Noongar Elder and researcher of Aboriginal studies.



NAIDOC celebration

We celebrated NAIDOC Week and recognised the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. The 2024 theme ‘Keep the Fire Burning! Blak, Loud and Proud’ honours the enduring strength and vitality of First Nations cultures. NAIDOC Week is an opportunity to foster a deeper understanding and appreciation of Indigenous cultures among our staff, contractors and the wider community.

Culturally and linguistically diverse people

A diverse and multicultural workforce brings a greater range of skills, knowledge, experiences, backgrounds and capabilities into our organisation. This environment leads to higher performing teams and better outcomes for our customers. Our training programs help staff develop cross cultural understanding to improve communications with people from all backgrounds regardless of cultural, religious or social differences. Training assists us to:

- deliver a better service to diverse communities
- create a competitive advantage
- minimise prejudices in systems, policies, processes and practices
- ensure there is cultural diversity in the workplace
- develop inclusion and equity promotional strategies
- increase innovation.

MEASURE	TARGET	2022	2023	2024
% of CaLD people employed (PSC target)	15.5%	16.2%	16.8%	18.2%
% of CaLD people employed in management positions (Level 7+)	20%	19.0%	16.0%	13.1%

Gender equality

During the year our Managing Director John Erceg became a member of CEOs for Gender Equity, strengthening our commitment to gaining greater representation in our workforce. Currently we have 31% of the workforce identifying as female which is a reduction on previous years. This reflects an increase of men in our workforce as we have reintroduced delivery of in-house maintenance services across the state.

Across the organisation working with our Gender Equity Diversity Reference Group we are pursuing actions including

- reviewing the recruitment process to identify and address barriers or unconscious bias
- promoting part-time opportunities, coaching, and mentoring, as well as unconscious bias awareness training
- utilising Work180 to provide advice and support around attracting women applicants
- undertaking an annual equity audit to improve provisions and inclusivity
- using the gender decoder to analyse job role statements and advertisements
- promoting awareness of and support for people impacted by family domestic violence through a webpage, safety plan and training
- launching information around menstruation and menopause support guidelines
- conducting workshops with executives using an independent diversity consultant.



Gender pay gap

We have calculated, for the first time our gender pay gap based on median base salary at 30 June 2023 which came in at 9.1% in line with the industry average for heavy and civic engineering organisations with less than 5,000 employees. At the time of preparing this report the figures were only available until March 2024 and had risen slightly to 10.2% reflecting changes in our overall workforce. Overall, this shows that we are performing better than the national median base salary at 14.5% and consistent with the average for the national median base salary in heavy and civil construction employing less than 5,000 people. Further work is being done to understand how we can continue to reduce the rate and effect change.

MEASURE	TARGET	2022	2023	2024
Median Base Salary Gender Pay Gap Main Roads Result				
National Median Base Salary Gender Pay Gap Result – 14.5%	+/-5%	9.6%	9.1%	10.2% ¹
Heavy and Civil Eng (<5,000 emp) industry result 9.5%				

¹ this figure is only until March 2024 and does not cover a full 12 months

LGBTQIA+ people

We continue to make strong advances in respect of LGBTQIA+ inclusion across the organisation demonstrated with our Ally Network now exceeding 100 trained supporters. Over the last twelve months we have:

- participated in Fair Day and marched in the Pride Parade as part of the Transport Portfolio
- conducted our second Australian Workplace Equity Index (AWEI) Survey and used it to identify actions and gaps that we are now focussing on
- progressing an AWEI Foundation Assessment seeking to achieve a Bronze rating
- promoting the short film Choice to raise awareness of transgender youth suicide prevention
- taking part in Pride in Diversity state-based roundtable sharing and networking events and participating in the National Executive Allies Forum
- producing short video pieces for internal use, which address use of pronouns, gender versus sexuality, what it means to be an ally and other topic areas and celebrated significant days of importance.

MEASURE	SOURCE	TARGET	2023	2024
% of survey respondents who feel they can be themselves at work	AWEI	80%	75%	75%
% of survey respondents who believe we are committed to LGBTQIA+ diversity and inclusion	AWEI	80%	75%	79%
% of survey respondents who know active allies in their area	AWEI	80%	59%	62%

Neurodiverse people

Neurodiversity is a term used to describe variation in how people experience and interact with the world around them. Neurological variations include ADHD, autism and dyslexia. Individuals with these neurological variations can find communication, self-expression, and interactions with others particularly challenging and the environments in which they learn, work and live can either facilitate or inhibit growth and development. To help people who already work with us or may wish to join us in the future, the Neurodiverse People Diversity Reference Group aims to raise awareness about neurodiversity and progress actions that will create a work environment supporting neurodiverse people to grow and achieve their full potential.



People with disability

Our People with Disability Diversity Reference Group has been very active in developing its action plan and identifying actions for the coming 12 months. In October 2023 we became one of 30 organisations nationally, and the first transport agency in Australia accredited as a Disability Confident Recruiter by the Australian Network on Disability. This recognises that we are seeking to make it easier for people with disability to join our workforce. With accreditation, we demonstrated we meet stringent criteria – making us part of a select group of Australian public and private organisations to achieve this recognition. We can now display the ‘Disability Confident Recruiter’ logo on our website and job advertisements with the aim of encouraging more candidates with disability to apply for our vacancies. The learnings from the accreditation process have supported the internal recruitment team and key hiring managers to improve their attraction and selection techniques to promote best practice in promoting inclusivity. We also engaged the Centre for Accessibility Australia to undertake an accessibility audit of our corporate branding templates, with a particular focus on those that are external facing. The purpose of the accessibility assessment was to highlight barriers some users may encounter accessing documents.

MEASURE	TARGET	2022	2023	2024
Representation of people with disability employed at Main Roads (PSC target)	5%	3.5%	3.1%	3.6%

Youth

Ensuring our employees under the age of 30 are supported and have what they need to thrive and stay with the organisation is the aim of our Youth Diversity Reference Group. A Youth Day Event is planned for August – focusing on providing a platform to discuss career journeys, experiences in the workplace and how youth can shape the future of our organisation. Key speakers will focus on sharing their experiences on taking ownership of a career, and success, skills for the future, and leadership for young people. Outcomes will guide future actions.

MEASURE	TARGET	2022	2023	2024
% Youth (<30) representation of total workforce	21%	14%	18%	18%

Target is based on ABS labour force data <30.



Safety health and wellbeing

Our top priority is ensuring the safety, health, and overall well-being of our employees, contractors working with us and the people working on our network across the state. We aim to develop our safety, health and wellbeing capability and strengthen our safety culture.

Lost-time injury frequency rate

Over the past 12 months our lost-time injury frequency rate has increased significantly compared with previous years, a flow-on from change in our business and operations as we move to deliver maintenance and minor capital works utilising our own workforce. The majority of our 512 new employees are delivering works in maintenance. A new Safety Health and Wellbeing Plan is under development, informed by input from more than 1,000 employees across the organisation. Our total recordable incident frequency rate is also above target coming in at 12.6. We will continue to focus on mitigating actions for our critical risks and demonstrating safety leadership across the organisation.

LOST-TIME INJURY FREQUENCY RATE (LTIFR)	TARGET	LTIFR
2023-24	1.9	6.0
2022-23	1.0	1.0
2021-22	2.7	1.0

The following show our top three critical risks over the past 12 months and the root causes, enabling us to focus our attention on areas that matter most.

TOP THREE CRITICAL RISKS (SERIOUS INCIDENTS) PAST 12 MONTHS	
Vehicle incidents	30
Interaction with live traffic	24
Mobile plant incidents	12

TOP THREE CAUSES (SERIOUS INJURY) PAST 12 MONTHS	
Hazard awareness	39
Hazard recognition/perception	33
Procedural compliance	25

Workers compensation and injury management

There were 33 workers compensation claims lodged last year with 23 of these being lost-time injuries. This reflects the change in our workforce with the ongoing transition of maintenance in-house.

NUMBER OF WORKERS COMPENSATION CLAIMS LODGED	
2023-24	33
2022-23	9
2021-22	9

Safety banner alerts

We regularly communicate alerts across the organisation and to our contractors, providing lessons learned from serious incidents. In the last 12 months we released 167 banner alerts.

SAFETY BANNER ALERT TYPE	NUMBER
Red – Safety, health & wellbeing (SHW) Serious incident (preliminary notice)	117
Grey – SHW Serious incident (final notice)	47
Blue – General SHW	2
Purple – Local	1
Orange – SHW technology and innovation	0

Preventive health and wellbeing

During the year, we encouraged healthier habits to prevent illness and chronic disease and promote a healthier lifestyle for our workforce. We provided:

- 193 heart health assessments
- 522 skin cancer screening checks
- 9 wellbeing webinars to 614 attendees
- 42 ergonomic assessments.



Improving our knowledge on mental wellbeing

Mental wellbeing plan

This year we launched our Mental Wellbeing Plan to guide a coordinated approach to improving the mental wellbeing of our people and ensuring everyone feels supported, valued and encouraged to reach their full potential.

A strong theme emerging from development of the plan was the critical importance of high-quality manager-employee relationships for mental wellbeing. To address this, a key action is to support managers with tools and skills for having conversations about things that matter – such as mental wellbeing, work demands and coping, and career aspirations. In addition, to provide opportunities for staff to raise anything that’s concerning them. Our new Manager Skills Development Program is a custom-designed program addressing identified skills and program rollout has commenced this year.

Eliminating bullying and harassment

We have developed a suite of support for employees raising concerns. Face-to-face training on awareness of bullying, harassment and discrimination has been delivered, with nearly 30% of our employees now trained. We have revised our grievance policy and procedure, developed a new guide to difficult conversations, created a new template for supporting staff to document an incident and a guide to resolving workplace issues. A coordinated communication campaign has raised awareness and aims to set the tone for expected workplace behaviours.

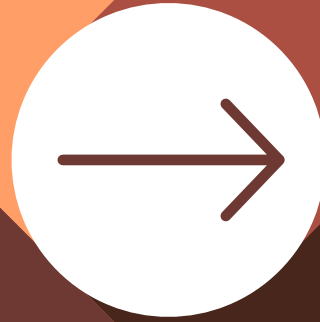
Mental wellbeing support

We support and encourage employees to raise psycho-social risks that are of concern to them as a part of regular performance conversations. Our HR business partners and the Manager Assistance Program provide one-on-one guidance on an as-needed basis to managers overseeing employees with mental health related concerns. Our mental wellbeing plan identified a need to reduce stigma in relation to accessing care for mental ill-health, and we have delivered a series of initiatives that have been successful in increasing the connection of staff with wellbeing support.

Our Peer Support Program has continued to grow, providing the opportunity for staff to connect with colleagues who have been trained to provide effective support. Beyond our peer supporters, mental health education of our people continues, with over 12% of employees trained, increasing the level of knowledge about mental ill-health and contributing to a positive mental-wellbeing culture.

We have also extensively promoted our Employee Assistance Program, which enables employees and their families to access registered psychologists to help them cope with work and home-related challenges. Information about the program is integrated into relevant articles, we have delivered presentations to staff groups about the support available, and we bring a psychologist into head office monthly to make access more convenient for our staff. Our usage data indicates that initiatives targeted at increasing the uptake of support services have had a positive effect.

Governance and risk

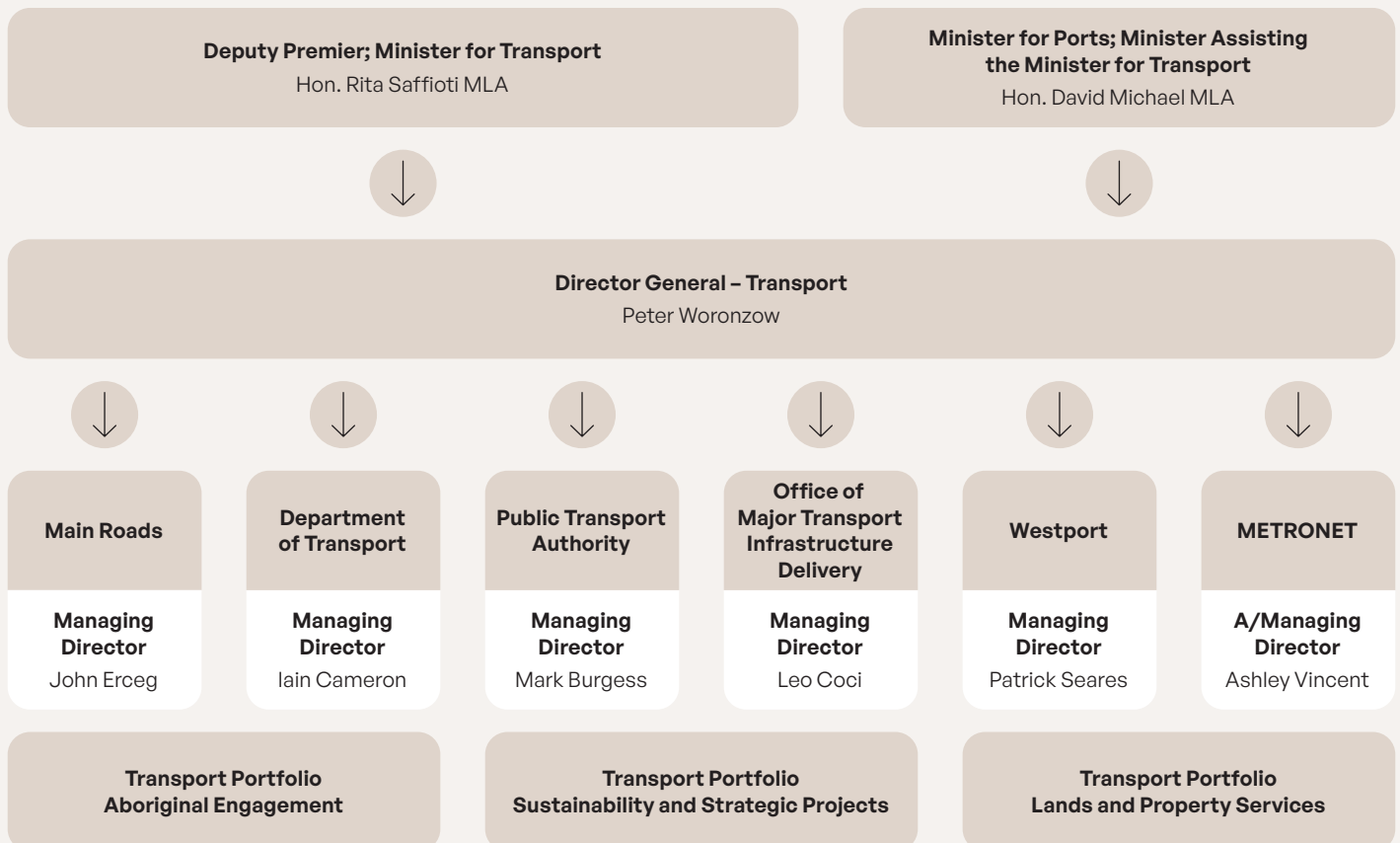


How we are structured

Transport Portfolio

Our state's three key transport agencies work together as the Transport Portfolio. The agencies, Main Roads, Department of Transport and Public Transport Authority work collaboratively sharing expertise and coordinating delivery of infrastructure and services across the state. Whilst the agencies have different roles and functions, they all report to the Director General who is concurrently the Commissioner of Main Roads, Director General of Transport, and the Chief Executive of the Public Transport Authority.

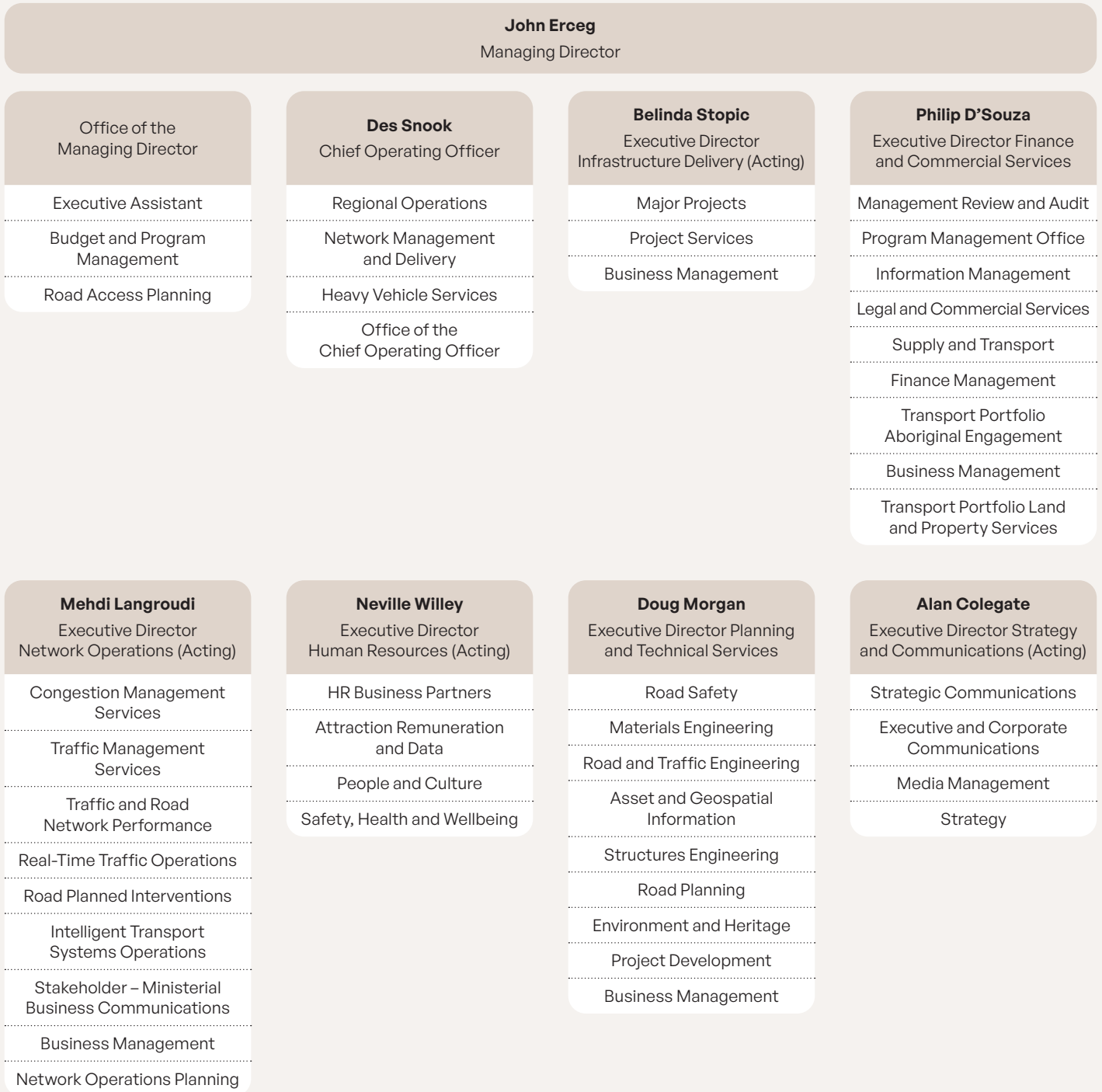
Transport Portfolio organisational structure





Main Roads structure

This reflects how we are structured, further information about our Corporate Executive can be found in the ‘Our leaders’ section.





Governing bodies

Governance is driven by Main Roads committing to achieving our aspiration, complying with all relevant laws and standards, and meeting public expectations of probity, accountability, integrity and transparency. This approach not only guides us in improving performance and delivering value in our business activities but also shapes our governance model, illustrating the relationships between our Minister, Commissioner, and Corporate Executive underpinned by specialist sub-committees.

We cultivate a governance culture dedicated to upholding a high standard of integrity and accountability. Our governance culture reflects our values and is supported by our Integrity Framework and Code of Conduct. This approach positions us for a future focussed on ethical leadership.

Corporate Executive

Corporate Executive is our peak decision-making body. Its objective is ‘setting clear strategic direction to deliver government priorities, meet our Aspiration and achieve agreed performance goals.



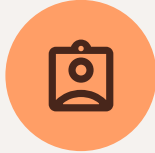
ROLE	FOCUS AREAS FROM THE PAST YEAR
<p>Support Transport Portfolio Governance Council</p> <p>Act as an advisory body to the Managing Director.</p> <p>Achieve the best outcomes from key decisions, develop executive commitment to key organisational priorities and model our values and behaviours.</p> <p>Provide strategic oversight, decision-making and leadership, management of organisational performance, and certainty for ensuring capability to deliver services.</p> <p>Create a corporate culture of integrity and accountability by demonstrating professional behaviours consistent with our values, Code of Conduct and Integrity Framework.</p> <p>Operate proactively, oriented to the long term and being outcomes-focused.</p>	<ul style="list-style-type: none"> • Monitor delivery of critical projects and meet performance targets • Identify and monitor treatment actions against critical risks including integrity breaches and cyber crime • Champion a culture of diversity, equity and inclusion • Identify future state-wide resourcing requirements and key skills and capabilities • Identify and champion strategic initiatives aligned with Keeping WA Moving • Monitor the deployment of activities through the corporate Business Plan • Review and approve sustainability reporting content including material issues and approaches towards net zero emissions and climate change impacts • Oversee the transition and management of in-house resources into the organisation.

We have established executive sub-committees to provide support and guidance for specific aspects of the business. This year sees the elevation of the ICT (information and communications technology) Governance Committee into this structure, recognising the significance of cyber security and the ongoing importance of ICT in delivery of our services to the community.



Management Review and Audit Committee

This committee provides oversight and advice on the effectiveness of our corporate governance including risk management, control processes and internal audit. It is an independent committee.



OUR PEOPLE



ASSETS

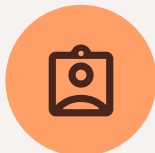


FINANCIAL CAPITAL

ROLE	FOCUS AREAS FROM THE PAST YEAR
<ul style="list-style-type: none"> Assists the Commissioner, Managing Director and Corporate Executive to ensure adequate management practices and controls are developed, maintained and monitored Keeps informed of strategic and operational risks and the status of improvement actions (treatment plans), providing any recommendations to Corporate Executive for consideration Reviews and approves annual internal Audit Plan Considers audits conducted by Management Review and Audit Monitors implementation of Management Review and Audit recommendations Monitors performance against the annual Internal Audit Plan 	<ul style="list-style-type: none"> Approved annual internal Audit Plan for 2024–25 Considered findings and recommendations from 35 internal audits Monitored progress of the annual internal Audit Plan Monitored management’s implementation of Management Review and Audit recommendations Monitored outstanding and overdue audit recommendations Reviewed strategic, operational and fraud and corruption risks and monitored the status of action plans to mitigate risks

Budget Committee

This committee ensures financial management oversight and best use of funds to achieve our strategic outcomes.



OUR PEOPLE



ASSETS



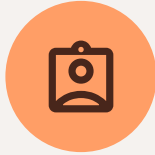
FINANCIAL CAPITAL

ROLE	FOCUS AREAS FROM THE PAST YEAR
<ul style="list-style-type: none"> Peak decision-making body for financial and budget management, investment planning and program development and delivery Accountability for <ul style="list-style-type: none"> investment planning program development annual finance and budget performance financial management budget management working capital management 	<ul style="list-style-type: none"> Asset Investment Program – ensuring delivery is on target Oversight of Regional Road Safety Upgrade Program and continuity of funding Observation of minor works, local roads, maintenance and other programs to ensure delivery performance Management of the Natural Disaster Recovery Program and financial outcomes of restoration projects Governance of financial outcomes within the agency’s Resource Agreement Identification of risk and opportunities associated with delivery impacting annual finances Oversight of forecast road and bridge cost indices and the broader forecasts in the economic environment Identification of opportunities for funding ICT priority programs Cashflow management, including relationships with WATC and Treasury Monitoring key financial items in the Statement of Comprehensive Income and Statement of Financial Position Oversight of tender price outcomes



Corporate Safety, Health and Wellbeing Committee

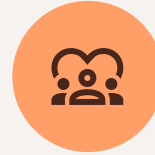
This committee directs priorities and oversees the wellbeing of our workforce and the people who work with us.



OUR PEOPLE



KNOW HOW



CUSTOMERS

ROLE	FOCUS AREAS FROM THE PAST YEAR
<ul style="list-style-type: none"> • Presides over safety, health, and wellbeing issues from high-level strategy to reviews of individual incidents • Acts as a primary occupational safety and health governance channel and reports to Corporate Executive on full-time and contracted employees 	<ul style="list-style-type: none"> • Monitored three-year Safety, Health and Wellbeing Action Plan • Reviewed performance measures and approach • Reported on WorkSafe improvement notifications and serious incidents including mitigating actions • Updated senior management on new work, health and safety legislation • Reviewed Main Roads framework • Oversaw ISO recertification • Continued focus into the prevalence of incidents involving traffic management at worksites.

Investment Committee

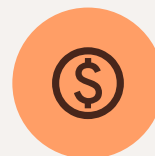
This committee is the peak decision-making body for strategic network development, project investment and investment planning and it oversees development of the 10 year unfunded investment program and strategic asset plan.



ASSETS



NETWORK PERFORMANCE



FINANCIAL CAPITAL

ROLE	FOCUS AREAS FROM THE PAST YEAR
<ul style="list-style-type: none"> • Review and endorse the long-term Network Development Strategy and Plan (20 year horizon) • Establish the investment focus and link organisational strategic objectives with outcomes that address defined needs and problems • Review and endorse the Ten-Year Unfunded Investment Plan • Review and endorse project priorities for the annual Investment Planning and Budget Cycle • Approve the allocation of investment readiness funding 	<ul style="list-style-type: none"> • Endorsement of the 2024 – 25 Investment Readiness Funding allocation • Endorsement of the 10-year Unfunded Investment Program • Endorsement of the 2024 – 25 Strategic Asset Plan • Oversight of improvements to the Investment Planning process • Endorsement of all major and complex project scope of works and cost estimates as part of the decision-making requirements associated with the Budget and Investment Planning Framework. • Strategic oversight of high-priority projects and reporting to the Minister for Transport, for consideration in state and federal budget process and for submissions for consideration by Infrastructure Australia in the annual refresh of the National Infrastructure Priority List



ICT Governance Committee

This committee provides overarching guidance and support in the implementation of ICT (information and communications technology) strategy and frameworks, processes and systems and monitoring ICT service delivery.



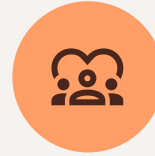
ASSETS



NETWORK PERFORMANCE



FINANCIAL CAPITAL



CUSTOMERS

ROLE	FOCUS AREAS FROM THE PAST YEAR
<ul style="list-style-type: none"> Undertake prioritisation of projects/initiatives in terms of their contribution to Main Roads’ strategic objectives given the level of risk Assess and approve ICT business cases Manage ICT related risks Oversee more efficient resource utilisation across ICT projects Enhance transparency, accountability and corporate governance of ICT 	<ul style="list-style-type: none"> Focus areas from the past year Approved the ICT Strategy 2023 – 25 Approved the Cybersecurity Strategy 2023 – 26 Management of ICT risks, including oversight of ‘Essential 8’ Approve the Enterprise Data Governance Framework and Operating Model Assessment and approval of 12 ICT business cases Assessment and approval of risk assessments for off-shore cloud services



Main Roads Act amended

The *Main Roads Act 1930* (WA) details the activities and operations of Main Roads Western Australia. These activities are constrained by the powers and duties conferred on the Commissioner of Main Roads under the Main Roads Act.

The Act was first developed and debated in Parliament in December 1924 and ultimately came into force on 7 June 1926. There were four main parts to the original Act – the formation and composition of the Main Roads Board, its responsibilities, the classes of roads it would deal with and how money for its activities would be raised.

The Act was amended again during 1930 resulting in creation and appointment of the first Commissioner of Main Roads who subsumed all the powers that the board originally held. In 1952 following a visit to the United States by then commissioner, Jim Young, the Act was amended again to introduce controlled-access highways. This reflected the changing nature of road transport and the growth in the motor vehicle ownership.

Over the years there were minor amendments to the Act with the last most significant changes made in 1996. In recognition that the Act was written in the context of an early 20th century, largely undeveloped state, Main Roads sought to modernise the Act.

In November 2023, the Main Roads Amendment Bill 2023 was passed by Parliament to enable the most significant and extensive changes ever made to the Act enabling us to operate as a modern road agency well placed to serve the community of Western Australia into the future.



Risk and integrity management

Risk management

We are committed to identification and management of all risks so our business outcomes and effective service delivery to our customers are achieved. Our risk management approach considers regulatory, financial, safety, political, economic, and compliance requirements, as well as reputational exposures and community expectations.

Risk management is integrated into our business planning model. This ensures it is not viewed as a separate activity, but as an inherent part of business processes where everyone is involved and has a responsibility in management of risk.

Management of risk in our projects is embedded in our project management tools, methodologies and the Enterprise Project Management system. Through risk management workshops at the commencement of projects and quality audits during projects, we ensure that the correct reviews and controls are in place.

Our corporate strategic risk assessment is embedded within the corporate business planning process to enhance our ability to make better decisions, deliver on objectives and improve performance. Corporate strategic risk workshops for all our directorates and the Corporate Executive are held every year.

Risk themes include:

- policy
- information technology
- project delivery
- stakeholder engagement
- resource management
- asset management and delivery.

RISK THEME	MATERIAL ASPECTS	KEY RESOURCES
<p>Stakeholder engagement</p> <ul style="list-style-type: none"> • Failure to adapt to evolving community and customer expectations supported by early and ongoing stakeholder engagement. • Failure of utility service providers to prioritise delivery requirements in a time effective manner 	<ul style="list-style-type: none"> • Good public policy • Local communities • Open and transparent communication 	<ul style="list-style-type: none"> • Customers • Our people • Know-how
<p>Policy</p> <ul style="list-style-type: none"> • Regulatory change impacting delivery of project and business conduct • Failure to meet evolving government and community expectation on sustainability • Failure to maintain momentum in delivering on Aboriginal and Torres Strait Islander peoples engagement commitments 	<ul style="list-style-type: none"> • Good public policy • Aboriginal heritage and Native Title • Climate change and energy • Biodiversity • Compliance with environmental legislation • Legal compliance 	<ul style="list-style-type: none"> • Customers • Natural resources • Know-how
<p>Asset management</p> <ul style="list-style-type: none"> • Failure to demonstrate the benefits of new maintenance and minor capital works delivery model • Failure to deliver and demonstrate a robust strategic asset management approach (including capability and resilience) • Failure to deliver effective network management and performance during project delivery and failure to meet customer expectations 	<ul style="list-style-type: none"> • Road safety • Congestion and freight productivity • Regional presence and development • Value for money 	<ul style="list-style-type: none"> • Assets • Financial capital • Network performance
<p>Resource management</p> <ul style="list-style-type: none"> • Inability to fund existing commitments, and required outcomes • Failure to attract, develop and retain an adaptable and capable workforce • Failure to provide staff safety and support health and wellbeing 	<ul style="list-style-type: none"> • Procurement practices • Value for money • Workforce safety and health • Training and education • Job creation • Diversity and equal opportunity 	<ul style="list-style-type: none"> • Financial capital • Our people • Know-how
<p>Project delivery</p> <ul style="list-style-type: none"> • Inability of industry to deliver the project and delivery program in a competitive manner through cost and price uncertainty • Increasing exposure to contractor and sub-contractor failure 	<ul style="list-style-type: none"> • Road safety • Congestion and freight productivity • Regional presence and development • Value for money • Procurement practices • Supplier social assessment • Road building materials 	<ul style="list-style-type: none"> • Assets • Financial capital • Network performance • Our people • Natural resources
<p>Technology</p> <ul style="list-style-type: none"> • Failure to adequately and effectively manage cyber security • Unplanned critical system outage 	<ul style="list-style-type: none"> • Congestion and freight productivity • Customer privacy • Open and transparent communication 	<ul style="list-style-type: none"> • Assets • Know-how • Network performance • Natural resources



Business continuity management

All business areas have a Business Continuity Plan in place and function within an overarching corporate business continuity management procedure. Plans ensure that we can respond to, and recover from, any business disruption.

Building on learnings from the Coronavirus pandemic, we continued to ensure our business continuity plans are appropriate and took into consideration the potential of widespread loss of staff due to illness. We continue to strengthen our ability to mobilise resources to operate from non-traditional locations.

Integrity framework

Our Integrity Framework represents our commitment to effective fraud and corruption risk management and the promotion of a culture of integrity. The framework consolidates and clarifies policies and processes in relation to fraud and corruption, gifts and benefits, conflict of interest, contact with lobbyists and misconduct.

Features of the framework include biennial fraud and corruption risk workshops within our organisation's directorates, a comprehensive integrity data analytics detection program and increased transparency through a central fraud and corruption incident register. The framework was developed in a consultative fashion and is aligned with Australian Standard 8001:2021 and is available to all employees.

Fraud and corruption prevention

We have detection activities and strategic controls in place to help prevent the misappropriation of funds and inappropriate use of public property. Measures include a comprehensive annual Audit Plan, Integrity Detection Plan, Integrity Detection Improvement Plan and a Fraud and Corruption Risk Management cycle. Our Integrity Framework clearly sets out the relevant policies and obligations for all employees regarding preventing, mitigating and reporting instances of fraud and corruption.

Benchmarking our commitment

In reviewing and considering our own corporate governance practice, we consider the Public Sector Commission Guidelines as well as the application of ASX Corporate Governance Council principles within our own operating context. This table reflects the ASX Council’s Corporate Governance Principles and Recommendations, fourth edition. A summary of our commitment is provided against each of these principles, supported by information throughout the report.

We have been following with interest discussion around the development of the ASX proposed fifth edition of the principles and look forward to its release in 2025.

PSC GUIDELINES	ASX PRINCIPLES (4TH EDITION)	OUR COMMITMENT
1. Government and public sector relationship – The agency’s relationship with the government is clear.		We have structures in place to ensure clear lines of communication with the Minister, our Transport Portfolio partners and other government agencies including the capture and reporting of interactions.
2. Management and oversight – The agency’s management has clear oversight and accountable and defined responsibilities.	1. Lay solid foundations for management and oversight – A listed entity should clearly delineate the respective roles and responsibilities of its board and management and regularly review their performance.	Keeping WA Moving clearly outlines our aspiration, strategic areas of focus and values. Corporate Executive has a charter, oversees a Delegation of Authority Manual and Performance Agreements are in place across the organisation at all levels.
3. Organisational structure – The agency’s structure serves its operations.	2. Structure the board to add value – A listed entity should have a board of an appropriate size, composition, skills and commitment to enable it to discharge its duties effectively.	Corporate Executive is the peak governance body and is supported by several subcommittees. Details of their roles, achievements and overall performance are included throughout this report.
4. Operations – The agency plans its operations to achieve its goals		Our business planning and reporting process ensures that our activities are aligned with our strategic plan and achieving the outcomes for each of our services.
5. Ethics and integrity – Ethics and integrity are embedded in the agency’s values and operations.	3. Instil a culture of action lawfully, ethically and responsibly – A listed entity should instil and continually reinforce a culture across the organisation of acting lawfully, ethically and responsibly.	Our Integrity Framework and Code of Conduct ensure our commitment to professional behaviours that are consistent with our values and guiding principles. These are included in all inductions for new employees and contractors into the business.
6. People – The agency’s leadership in people management contributes to individual and organisational achievements.		Workforce and succession planning is a high priority and we invest in leaders who challenge the status quo and seek to develop high performing teams. A culture of diversity, equity and inclusion is actively promoted and supported along with the creation of a physically and mentally safe workplace.
7. Finance – The agency safeguards financial integrity and accountability.	4. Safeguard the integrity or corporate reports – A listed entity should have appropriate processes to verify the integrity of its corporate reports.	Financial integrity is achieved through our Delegation of Authority, Financial Management Manual, Internal Audit Charter and internal processes. The Budget Committee reviews and manages our financial performance monthly.
8. Communication – The agency communicates with all parties in a way that is accessible, open, and responsive.	5. Make timely and balanced disclosure – A listed entity should make timely and balanced disclosure of all matters concerning it that a reasonable person would expect, to have a material effect on the price or value of its securities.	We are focused on providing timely, accurate and customer focussed communications to our customers and the community. We have high levels of engagement in conventional, digital and social media and have strong customer complaint handling in place including freedom of information and public interest disclosure procedures.
9. Risk management – The agency identifies and manages its risks.	7. Recognise and manage risk – A listed entity should establish a sound risk management framework and periodically review the effectiveness of that framework.	Risk Management is a part of our integrated annual business planning process. We work closely with our Transport Portfolio colleagues to ensure consistency and enable tracking of high priority risks.

Note: ASX Principle 6 – Respect the rights of security holders and Principle 8 – Remunerate fairly and responsibly are not appropriate in the context of a statutory authority such as Main Roads and are excluded from the table.

Performance and financials



Statement of Certification

Key Performance Indicators

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Commissioner of Main Roads performance and fairly represent the performance of the Commissioner of Main Roads for the financial year ended 30 June 2024.

Financial Statements

The accompanying financial statements of the Commissioner of Main Roads have been prepared in compliance with the provisions of the *Financial Management Act 2006* (WA) from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2024 and the financial position on 30 June 2024.

At the date of signing, we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.

Philip D'Souza
Chief Finance Officer

31 August 2024

John Erceg
Managing Director of Main Roads

31 August 2024

Peter Woronzow
Commissioner of Main Roads

31 August 2024



Auditor General

INDEPENDENT AUDITOR'S REPORT

2024

Commissioner of Main Roads

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Commissioner of Main Roads (Commissioner) which comprise:

- the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Commissioner of Main Roads for the year ended 30 June 2024 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Commissioner for the financial statements

The Commissioner is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as they determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



In preparing the financial statements, the Commissioner is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Commissioner.

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Commissioner of Main Roads. The controls exercised by the Commissioner of Main Roads are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Commissioner of Main Roads are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2024, and the controls were implemented as designed as at 30 June 2024.

The Commissioner's responsibilities

The Commissioner is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer's Instructions and other relevant written law.



Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 Assurance Engagements on Controls issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Commissioner of Main Roads for the year ended 30 June 2024 reported in accordance with *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Commissioner of Main Roads for the year ended 30 June 2024 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Commissioner's performance and fairly represent indicated performance for the year ended 30 June 2024.

The Commissioner's responsibilities for the key performance indicators

The Commissioner is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal controls as the Commissioner determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Commissioner is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 904 Key Performance Indicators.



Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the entity's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My independence and quality management relating to the report on financial statements, controls and key performance indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

The Commissioner is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2024, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.



If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements and key performance indicators of the Commissioner of Main Roads for the year ended 30 June 2024 included in the annual report on the Commissioner's website. The Commissioner's management is responsible for the integrity of the Commissioner's website. This audit does not provide assurance on the integrity of the Commissioner's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.

Sandra Labuschagne
Deputy Auditor General
Delegate of the Auditor General for Western Australia
Perth, Western Australia
30 August 2024



Performance measures

Introduction

Our roads play a pivotal role in enabling our daily lives and supporting economic prosperity with reliable and accessible transport infrastructure being a cornerstone for socioeconomic progress. Our roads are essential in connecting rail, sea, air and inland port facilities to their markets increasing productivity, reducing travel times and creating jobs connecting communities. We use performance measurement to gain insight into, and make judgements about, the effectiveness and efficiency of the services we provide. Our performance measures are integrated within an evaluation and reporting process that is reviewed monthly by our Leadership team.

Alignment with Government Goals

We contribute towards three goals identified by the Western Australian Government achieved through a service based outcome approach. The following table identifies the six services that drive our outcomes to deliver road related services to our customers.

MAIN ROADS SERVICE	MAIN ROADS OUTCOME	GOVERNMENT GOALS
Road Safety	A safe road environment	Safe, Strong and Fair Communities Supporting our local and regional communities to thrive.
Infrastructure for community access	Improved community access and roadside amenity	
Infrastructure for State Development	Facilitate economic and regional development	WA Jobs Plan Diversifying the economy creating local jobs for the future
Road Network Maintenance	A well-maintained road network	
Road System Management	Reliable and efficient movement of people and goods	Investing in WAs Future Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities
Road Efficiency Improvements		

Following are key effectiveness and efficiency indicators that measure the extent of impact and success in the delivery and use of resources to provide our services.



Understanding our measures

The report begins with a summary of our service outcomes and measures for each indicator showing the trend over time and the current year results against the State Budget Papers. Following this is a narrative on each of the efficiency and effectiveness indicators for the six outcome based services. There have been no changes to the approaches or methodology underpinning our measures this year.

The following information gives an overview of the approach taken for the more prominent measures featured in this report.

Community perception

Four of the measures are derived from an annual Community Perceptions Survey that reflects the satisfaction levels of our customers across the State. An external research company collected the data by way of online interviews, social media interviews and a small number of computer assisted telephone interviews (CATI) using a developed structured questionnaire.

The population for the purpose of the research is all Western Australian residents 17 years of age and over. A sample of 714 residents from rural areas (100+ respondents from each region) and 700 residents from the Perth metropolitan area were surveyed. A stratified random sample is taken from the population ensuring that each person is given equal opportunity of being selected. The total sample of 1,414 produced a sampling precision of +/- 2.6% at the 95% confidence interval. That is to say that we would be 95% confident that the results would be within +/-2.6% should a census of the population be undertaken.

In each case, respondents had the opportunity to rate Main Roads performance as terrible, poor, okay, good or excellent in terms of road safety, providing cycleway and pedestrian facilities, road maintenance and overall performance. The reported results represent only the total of okay, good and excellent ratings.

On time and on cost

Eight of our efficiency measures are based on reporting against the delivery of our contracts in terms of time and cost. To recognise the complexity in achieving this, and consistent with approaches taken in other road agencies, all reporting against these measures includes a 10% margin when calculating the outcome. A target of 90% has been established for each of the On Time and On Cost measures based on what is an acceptable outcome considering risk and the variable nature of delivering road contracts. A result within the target range indicates that internal processes and procedures are appropriate, working well and deployed whilst a result below warrants further investigation to determine if there are any underlying systemic issues.

Investigatory criteria

A number of measures refer to Investigatory criteria, for example Network Configuration – Bridges and Smooth Travel Exposure. Investigatory criteria refer to specific and standardised parameters used to assess and evaluate the condition, performance, and maintenance needs of various road assets. These criteria help in making informed decisions in respect to asset management.



Summary of Key Performance Measures and Outcomes

			2021	2022	2023	2024 TARGET	2024 ACTUAL
Road safety							
% community satisfaction of road safety			93	91	89	90	90
Black Spot location indicator			7.22	7.28	7.09	7.20	6.64
% of contracts completed on time			64	72	77	90	79
% of contracts completed on budget			95	97	86	90	97
Road efficiency and road system management							
% community satisfaction			92	89	88	90	89
% road network permitted for use by heavy vehicles	B Double -27.5m		98	98	98	97	98
	Double road trains -27.5m		98	98	98	97	98
	Double road trains -36.5m		82	82	82	80	82
	Triple road trains -53.5m		45	44	45	45	44
% network configuration	Roads		93	94	94	94	94
	Bridges	Strength	94	94	94	94	94
		Width	96	96	96	96	96
% of contracts completed on time			72	68	59	90	50
% of contracts completed on budget			97	91	85	90	90
Average \$ cost of network management per million vehicle km travelled			6,821	6,701	7,128	6,700	8,115
State development							
Average return on construction expenditure			3.17	2.91	2.31	1.60	1.73
% of contracts completed on time			83	100	100	90	75
% of contracts completed on budget			100	100	100	90	100
Road maintenance							
% smooth travel exposure			98	n/a	98	n/a	n/a
% community satisfaction road maintenance			89	85	82	90	85
% preventative maintenance indicator			87	86	89	85	90
Average \$ cost of network maintenance per lane kilometre of road network			8,512	8,373	10,232	8,400	9,892
Community access							
% of the year that 100% of the Main Roads' State road network is available			84	87	75	95	83
% community satisfaction with cycleways and pedestrian facilities			89	88	86	90	88
% of contracts completed on time			100	46	58	90	50
% of contracts completed on budget			100	85	83	90	88



Road safety

Outcome: providing a safe road environment

This service seeks to reduce the State’s road fatality rate to the lowest in Australia by minimising road factors contributing to road trauma and reducing the serious crash injury rate. We demonstrate this through the following measures:

	2021 ACTUAL	2022 ACTUAL	2023 ACTUAL	2024 TARGET	2024 ACTUAL
% community satisfaction of road safety	93	91	89	90	90
Black Spot location indicator	7.22	7.28	7.09	7.20	6.64
% of contracts completed on time	64	72	77	90	79
% of contracts completed on budget	95	97	86	90	97

Effectiveness indicators

Community satisfaction with road safety

This indicator represents how satisfied the community is with Main Roads’ overall performance in the area of road safety. Ratings increased slightly this year, hitting the target with 90% of participants rating Main Roads’ performance as excellent, okay or better. The Metropolitan region has stabilised with a result of 93% for the past three years. After a dip in 2023 Goldfields Esperance increased significantly by 18%, achieving a rating of 70% and Great Southern increased by 14% achieving 90%. However, for the first time in four years the South West experienced a decrease, from 94% in 2023 to 83% in 2024.

Black Spot location indicator

The indicator gives a measure of the number of locations on the road network that meet State Black Spot (high risk locations) criteria based on an analysis of crash history. The indicator has a moving target to continue progress in reducing the number of Black Spot locations on the WA road network, with the target being informed by the trend in the number of Black Spot qualifying locations in the previous two years. The indicator uses road crash data from a rolling 5-year period to determine whether the number of locations eligible for State Black Spot funding is increasing or decreasing, proportional to the amount of vehicle travel in the State.

While vehicle travel has remained relatively consistent in recent years, total crash numbers have been reducing over time suggesting the reduction in the indicator is due to reduced crash rates, tempered by a lack of increase in traffic volume.

Efficiency indicators

Percentage of contracts completed on time

This indicator represents the percentage of contracts delivered on time in the Road Safety Service. The result achieved was 79% against a target of 90% with 7 of the 34 eligible contracts not delivered within the expected time frame. Of these, two are subject to a request for variation of the contract period and remain under negotiation. One contract was delayed due to inclement weather, another was due to slow progress by the contractor and two others were the subject of a change of design to address issues on site. The remaining contract was late due to resourcing issues. The result is an improvement on the previous year.

Percentage of contracts completed on budget

This indicator represents the percentage of contracts delivered on budget in the Road Safety Service. Of the 34 eligible contracts there was one that is the subject of ongoing negotiations that had not been completed before the end of the financial year. The result is above the target of 90% and an improvement on the previous year.



Efficiency and road system management

Outcome: reliable and efficient movement of people and goods

The Efficiency Service seeks to improve the efficiency, capacity and utilisation of the existing road network whilst the Road System Management Service seeks to optimise real-time management of the network, provide traveller information, asset management planning and to support service delivery throughout the organisation. Together these services contribute to achieving the outcome. We demonstrate this through the following measures:

			2021 ACTUAL	2022 ACTUAL	2023 ACTUAL	2024 TARGET	2024 ACTUAL
% community satisfaction			92	89	88	90	89
% Road network permitted for use by heavy vehicles	B Double -27.5m		98	98	98	97	98
	Double road train -27.5m		98	98	98	97	98
	Double road train -36.5m		82	82	82	80	82
	Triple road train -53.5m		45	44	45	45	44
% network configuration	Roads		93	94	94	94	94
	Bridges	Strength	94	94	94	94	94
		Width	96	96	96	96	96
% of contracts completed on time			72	68	59	90	50
% of contracts completed on budget			97	91	85	90	90
Average \$ cost of network management per million vehicle km travelled			6,821	6,701	7,128	6,700	8,115

Effectiveness indicators

Community satisfaction

This indicator represents how satisfied the community is with Main Roads’ overall performance in the management and operation of the State road network. The rating increased slightly this year nearly hitting the target with 89% of survey respondents rating Main Roads’ performance as okay or better. Midwest-Gascoyne’s performance increased significantly from 76% in 2023 to 90% in 2024 and Metropolitan Regions’ performance remains strong, exceeding the 90% target. However, the performances of South West and Wheatbelt decreased considerably from 95% in 2023 to 80% in 2024 and 73% in 2023 to 55% in 2024 respectively.

Road network permitted for use by heavy freight vehicles

This indicator relates to the efficient movement of goods within Western Australia and the percentage of available State roads accessed by the following types of vehicles B-Doubles, Double road trains and Triple road trains. The use of larger vehicles with heavy loads can increase the overall efficiency of freight transport operations, resulting in lower transport costs. However, to maintain road safety and guard against infrastructure damage, restrictions are placed on some trucks. Because of the relatively high efficiency of these vehicles, the proportion of roads accessible to them is an important factor in the overall efficiency of freight transport in this State. The percentage of road network permitted for use by heavy freight vehicles exceeded annual targets, except for 53.5 meter Triple Road Trains. However, the percentages have remained quite consistent across previous years.



Network configuration – roads

This indicator shows the percentage of travel undertaken on roads meeting specific criteria for seal width, carriageway width and curve rating. The indicator gives a measure of the ability of Main Roads to plan for and maintain roads to desirable standards. In 2023-24, 94% of travel was undertaken on roads meeting the seal width, carriageway width and curve rating criteria, which meets the target of 94% for that period. The results over the four-year period show a consistent trend and demonstrate that we continue to plan and program works to address roads that are below the criteria.

Network configuration – bridges

Like the roads measure, bridges are assessed for strength and width using agreed investigatory criteria. The monitoring of bridge strength and width needs to ensure a safe and efficient road network relating to improved access and transport efficiencies. These measures are indicators for the number of bridges that meet, or are above, the investigatory criteria, recorded as a percentage of the total number of bridges on main roads and highways. Bridges that do not meet the investigatory criteria for strength or width are considered in assessing, scoping and prioritising works, as part of the ten-year bridge strategy. *Strength* – The results of this indicator show that 94% of the bridges meet the agreed criteria for strength against a target of 94%. *Width* – In relation to width, 96% of bridges meet the criteria against a target of 96%.

Efficiency indicators

Percentage of contracts completed on time

This indicator represents the percentage of contracts delivered on time in the Road Efficiency Service. The result achieved was 50% against a target of 90% with 5 of the 10 eligible contracts not delivered within the expected time frame. Two of these contracts were delayed due to slow progress by the contractor, one was due to a change in design to address lack of water from bores on site and one was impacted by heavy rainfall delaying completion. The remaining contract remains a work in progress which is reflective of the complexity of this significant multi agency design packages and is the subject of further negotiations. The result is below target.

Percentage of contracts completed on budget

This indicator represents the percentage of contracts that were delivered on budget in the Road Efficiency Service. Only one of the 10 eligible contracts was not on budget and this contract remains a work in progress which is reflective of the complexity of this significant multi agency design packages and the subject of further negotiations. The result for this service at 90% is on target.

Average cost of network management

This indicator measures the financial efficiency of the Road System Management program in terms of cost per million vehicle kilometres travelled to manage the road system. To compare current figures with previous years all figures have been adjusted and reported in current year's dollars. This year the result of \$8,115 per million vehicle kilometres travelled is higher than the target of \$6,700. This result reflects the increasing activities associated with implementing new and innovative information technology and communication solutions to address improving the efficient operation of the road network whilst extensive works are underway. There has also been an increase in project planning and development not factored in when initially developing the target. The outcome is higher than previous year's results when adjusted applying the Gross State Product Price Index.



State development

Outcome: facilitating economic and regional development

This service expands the road network in accordance with State and Commonwealth transport and land use strategies that will facilitate the economic and regional development of the State. We demonstrate this through the following measures:

	2021 ACTUAL	2022 ACTUAL	2023 ACTUAL	2024 TARGET	2024 ACTUAL
Average return on construction expenditure	3.17	2.91	2.31	1.60	1.73
% of contracts completed on time	83	100	100	90	75
% of contracts completed on budget	100	100	100	90	100

Effectiveness indicators

Return on construction expenditure

New roads and bridge construction adds to the capacity of the road network. Return on Construction Expenditure is based on Benefit Cost Ratio (BCR) estimates of a set of projects undertaken each year. It indicates the extent to which road and bridge construction expenditure will deliver future economic benefits to the community. This indicator represents the expenditure weighted BCR for the State Development Service and Road Efficiency Service for which a BCR has been calculated. The result exceeds the target with an expenditure weighted average result of 1.73 against the target of 1.60.

Efficiency indicators

Percentage of contracts completed on time

This indicator represents the percentage of contracts delivered on time in the State Development Service. Of the four contracts one was not completed on time due to slow progress by the contractor as they underwent a restructure during the delivery period. The result for this service is 75% which is below the target of 90%.

Percentage of contracts completed on budget

This indicator represents the percentage of contracts delivered on budget in the State Development Service. There are no contracts over budget for this Service therefore the result achieved was 100% which is above the target of 90%.



Road maintenance

Outcome: providing a well maintained road network

This service seeks to maintain the existing road and bridge network by maximising asset life and minimising whole of life costs. We demonstrate this through the following measures:

	2021 ACTUAL	2022 ACTUAL	2023 ACTUAL	2024 TARGET	2024 ACTUAL
% smooth travel exposure	98	n/a	98	n/a	n/a
% community satisfaction road maintenance	89	85	82	90	85
% preventative maintenance indicator	87	86	89	85	90
Average \$ cost of network maintenance per lane kilometre of road network	8,512	8,373	10,232	8,400	9,892

Effectiveness indicators

Smooth travel exposure

This indicator is based on the percentage of travel undertaken on the State road network meeting specific roughness criteria. However, given that we only complete a survey of the network once every two years this year is a non-reporting period. The next result will be available and reported as at 30 June 2025.

Community satisfaction of road maintenance

This indicator represents how satisfied the community is with Main Roads’ overall performance in the maintenance of the State road network. 85% of survey participants rate our performance as excellent, okay or better. Metro increased by 4% hitting a performance rating of 90% and Great Southern significantly increased by 20% achieving 71%. However, Wheatbelt experienced a decrease from 55% in 2023 to 41% in 2024.

Preventative maintenance indicator

The Preventative Maintenance Indicator provides a measure of the proportion of sealed state road network that has a surfacing age younger than its optimal target age. The indicator provides a measure of proactive maintenance undertaken on the network on an annual basis, sections of the network with a surfacing age younger than the target age are classified as ‘Good’.

This year the analysis shows that 90% of the network is ‘Good’, which exceeds the target of 85%. The 2023-24 result exceeds the established target for the fourth consecutive year.

Efficiency indicators

Average cost of network maintenance per lane kilometre of road network

This indicator identifies the financial efficiency of road and roadside maintenance works by showing the cost per lane kilometre to maintain acceptable travel conditions on the State roads. In determining the cost basis expenditure on structures and infrastructure depreciation has been excluded. To compare current figures with previous years all figures have been adjusted and reported in terms of current year’s dollars which can influence the trend result. This year’s result shows a variance against the target with the result being greater than estimated reflecting a higher level of natural disaster works completed due to numerous flooding events coupled with changes to the programming of works as maintenance services are delivered using inhouse resources. The inclusion of Reseal, Rehabilitation and Natural disasters makes this KPI sensitive to additional budget being made available to address flood damage and maintenance backlog.



Community access

Outcome: improving community access and roadside amenity

This service seeks to provide infrastructure that will increase personal mobility and community access. We demonstrate this through the following measures:

	2021 ACTUAL	2022 ACTUAL	2023 ACTUAL	2024 TARGET	2024 ACTUAL
% of the year that 100% of the Main Roads' State road network is available	84	87	75	95	83
% community satisfaction with cycleways and pedestrian facilities	89	88	86	90	88
% of contracts completed on time	100	46	58	90	50
% of contracts completed on budget	100	85	83	90	88

Effectiveness indicators

Unplanned road closure on the state road network

Generally 100% of Main Roads Road sealed network is available to all road users; however, there are unplanned road closures due to a number of reasons including flooding, cyclones, bushfires and major road crashes, which may vary in duration. The availability of the sealed road network is measured as a percentage of calendar days that the whole network is available to the road user. Closure is determined by measuring the number of whole days (24 hours commencing from the time the road is closed) that any section of the sealed road network in Western Australia is closed. This year the road network was available 83% of the year, which is below the target of 95%. This low result is attributed to several heavy rainfall events across the State including closures at the WA/NT border in January 2024 and across the Pilbara Region during March. Goldfields Esperance Region was also impacted by both flooding and bushfire events resulting in the closure of Eyre Highway on several occasions. In the Mid West -Gascoyne region bushfires in November resulted in the Minilya-Exmouth road also being closed for several days.

Community satisfaction with cycleways and pedestrian facilities

This indicator represents how satisfied the community is with Main Roads' performance in the construction, maintenance and management of cycleways and pedestrian facilities.

88% of survey participants rated our performance as excellent, okay or better, which is a slight increase by 2% compared to last year. The most significant change was in the Goldfields Esperance region which saw an increase from 63% to 79%.

Efficiency indicators

Percentage of contracts completed on time

This indicator represents the percentage of contracts delivered on time in the Community Access Service. Of the 8 eligible contracts four were late, with one being due to inclement weather, two subject to changes in design and one because of the unavailability of subcontractors. The result for this service at 50% is below the target.

Percentage of contracts completed on budget

This indicator represents the percentage of contracts delivered on budget in the Community Access Service. Of the eight eligible contracts four were late, with one being due to inclement weather, two subject to changes in design and one because of the unavailability of subcontractors. The result for this service at 50% is below the target.



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Statement of Comprehensive Income for the year ended 30 June 2024

	Notes	2024 \$000	2023 \$000
COST OF SERVICES			
Expenses			
Employee benefits expense	3.1(a)	132,934	103,545
Supplies and services	3.3	661,835	596,343
Depreciation and impairment expenses of infrastructure assets	5.2.1	576,245	525,956
Depreciation, amortisation and impairment expenses – other	5.1.1, 5.3.1	9,212	6,615
Depreciation and impairment expenses – right-of-use assets	5.4.1	2,081	1,239
Finance cost	7.4	8,853	471
Grants and subsidies	3.2	547,591	460,276
Other expenses	3.3	150,433	45,298
Total cost of services		2,089,184	1,739,743
Income			
Sale of goods and services	4.2	5,127	5,943
Commonwealth grants	4.3	1,059,253	1,143,417
Contributions to roadworks	4.4	51,170	69,355
Grants from other bodies	4.5	13,706	14,321
Interest income	4.6	1,332	605
Other income	4.7	24,070	18,223
Total income		1,154,658	1,251,864
<i>Gains</i>			
Gain/(loss) on disposal of non-current assets	4.8	(489)	(28)
Total gains		(489)	(28)
Total income other than income from State Government		1,154,169	1,251,836
Net cost of service		935,015	487,907
Income from State Government			
	4.1		
Service appropriation		1,534,748	1,365,628
Resources received free of charge		1,064	1,967
Income from other public sector entities		339,967	314,585
Total income from State Government		1,875,779	1,682,180
Surplus/(deficit) for the period		940,764	1,194,273
Other comprehensive income			
Items not reclassified subsequently to profit or loss			
Changes in asset revaluation surplus	9.9	2,538,075	5,010,389
Total other comprehensive income		2,538,075	5,010,389
Total comprehensive income for the period		3,478,839	6,204,662

See also note 2 'Schedule of Income and Expenses by Service'.

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.



Statement of Financial Position as at 30 June 2024

	Notes	2024 \$'000	2023 \$'000
Assets			
Current Assets			
Cash and cash equivalents	7.1	272,237	72,437
Restricted cash and cash equivalents	7.1	136,539	194,114
Receivables	6.1	646,844	420,973
Inventories	6.3	9,138	2,739
Prepayments	6.4	73,457	70,179
Non-current assets classified as held for sale	9.8	3,071	155
Total Current Assets		1,141,286	760,597
Non-Current Assets			
Receivables	6.1	9,054	220
Amounts receivable for services	6.2	4,817,117	4,286,661
Inventories	6.3	18,318	7,215
Prepayments	6.4	6,594	10,322
Property, plant and equipment	5.1	677,376	588,975
Infrastructure	5.2	65,040,160	61,038,569
Intangible assets	5.3	8,839	7,861
Right-of-use assets	5.4	17,252	7,990
Total Non-Current Assets		70,594,710	65,947,813
Total assets		71,735,996	66,708,410
Liabilities			
Current Liabilities			
Payables	6.5	432,370	388,406
Lease liabilities	7.2	5,976	3,068
Contract liabilities	6.7	4,296	3,873
Grants liabilities	6.8	338,968	165,509
Borrowings	7.3	687,220	130,000
Amounts due to the Treasurer	6.9	-	107,220
Employee related provisions	3.1(b)	43,411	40,661
Total Current Liabilities		1,512,241	838,737
Non-Current Liabilities			
Payables	6.5	13,973	-
Lease liabilities	7.2	11,754	5,316
Employee related provisions	3.1(b)	8,385	7,177
Other provisions	6.6	94	94
Total Non-Current Liabilities		34,206	12,587
Total liabilities		1,546,447	851,324
Net assets		70,189,549	65,857,086
Equity			
Contributed equity	9.9	8,207,749	7,354,125
Reserves		40,768,007	38,229,932
Accumulated surplus		21,213,793	20,273,029
Total equity		70,189,549	65,857,086

The Statement of Financial Position should be read in conjunction with the accompanying notes.



Statement of Changes in Equity for the year ended 30 June 2024

	Notes	Contributed Equity \$000	Reserves \$000	Accumulated surplus/ (deficit) \$000	Total Equity \$000
Balance at 1 July 2022		6,659,989	33,219,543	19,078,756	58,958,288
- Surplus		-	-	1,194,273	1,194,273
- Other comprehensive income		-	5,010,389	-	5,010,389
Total comprehensive income for the period		-	5,010,389	1,194,273	6,204,662
<i>Transactions with owners in their capacity as owners:</i>					
- Capital appropriations	9.9	601,437	-	-	601,437
- Other contributions by owners	9.9	94,791	-	-	94,791
- Distributions to owners	9.9	(2,092)	-	-	(2,092)
Total		694,136	-	-	694,136
Balance at 30 June 2023		7,354,125	38,229,932	20,273,029	65,857,086
Balance at 1 July 2023		7,354,125	38,229,932	20,273,029	65,857,086
- Surplus		-	-	940,764	940,764
- Other comprehensive income		-	2,538,075	-	2,538,075
Total comprehensive income for the period		-	2,538,075	940,764	3,478,839
<i>Transactions with owners in their capacity as owners:</i>					
- Capital appropriations	9.9	741,706	-	-	741,706
- Other contributions by owners	9.9	112,980	-	-	112,980
- Distributions to owners	9.9	(1,062)	-	-	(1,062)
Total		853,624	-	-	853,624
Balance at 30 June 2024		8,207,749	40,768,007	21,213,793	70,189,549

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.



Statement of Cash Flows

for the year ended 30 June 2024

	Notes	2024 \$000	2023 \$000
Cash flows from State Government			
Service appropriation		1,004,293	957,990
Capital appropriation		790,199	677,056
Contributions to roadworks		80,616	173,496
Road Trauma Trust Fund		33,054	29,088
Natural disaster funds		197,916	11,694
Royalties for Regions Fund		71,373	97,733
Net cash provided by State Government		2,177,451	1,947,057
<i>Utilised as follows:</i>			
Cash flows from operating activities			
Payments			
Employee benefits		(124,357)	(98,319)
Supplies and services		(652,667)	(592,031)
Grants and subsidies		(552,498)	(460,835)
GST payments on purchases		(351,580)	(324,510)
Finance costs		(5,414)	-
Receipts			
Sale of goods and services		64,082	72,194
Commonwealth grants		1,033,555	958,771
Interest received		1,024	457
GST receipts on sales		40,233	32,883
GST receipts from taxation authority		299,543	283,502
Other receipts		7,870	12,300
Rent received		6,356	3,703
Net cash provided by/(used in) operating activities	7.1.2	(233,853)	(111,885)
Cash flows from investing activities			
Payments			
Purchase of non-current assets		(53,989)	(81,466)
Purchase of infrastructure assets		(2,190,706)	(1,996,733)
Receipts			
Proceeds from sale of non-current assets		(207)	200
Net cash provided by/(used in) investing activities		(2,244,902)	(2,077,999)
Cash flows from financing activities			
Payments			
Principal elements of lease payments		(6,471)	(4,164)
Amounts due to Treasurer		(107,220)	-
Receipts			
Amounts due to the Treasurer		-	107,220
Proceeds from borrowing		557,220	130,000
Net cash provided by/(used in) financing activities		443,529	233,056
Net increase/(decrease) in cash and cash equivalents		142,225	(9,771)
Cash and cash equivalents at the beginning of the period		266,551	276,322
Cash and cash equivalents at the end of the period	7.1.1	408,776	266,551

The Statement of cash flows should be read in conjunction with the accompanying notes.



Notes to the financial statements for the year ended 30 June 2024

1 BASIS OF PREPARATION

The Commissioner of Main Roads (Main Roads) is a Government not for profit entity, controlled by the State of Western Australia, which is the ultimate parent.

A description of the nature of its operations and its principal activities have been included in the 'Overview' which does not form part of these financial statements. These annual financial statements were authorised for issue by the accountable authority of Main Roads on 29 August 2024.

Statement of compliance

The financial statements constitute general purpose financial statements that have been prepared in accordance with Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by Treasurer's instructions. Several of these are modified by Treasurer's instructions to vary application, disclosure, format and wording.

The Act and Treasurer's instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case, the different measurement basis is disclosed in the associated note. All values are rounded to the nearest thousand dollars (\$'000).

Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

Accounting for Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

- (a) amount of GST incurred by Main Roads as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- (b) receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of cash flows on a gross basis. However, the GST component of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Contributed equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated as contributions by owners (at the time of, or prior to, transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 *Contributions by Owners made to Wholly Owned Public Sector Entities* and will be credited directly to Contributed equity.



Notes to the financial statements for the year ended 30 June 2024 continued

2 AGENCY OUTPUTS

This section includes information regarding the nature of funding Main Roads receives and how this funding is utilised to achieve the agency’s objectives.

	Notes
Agency objectives	2.1
Schedule of Income and Expenses by Service	2.2

2.1 Agency objectives

Mission

Our aspiration is to provide world class outcomes for our customers through a safe, reliable and sustainable road-based transport system. Main Roads is predominantly funded by State parliamentary appropriation hypothecated from Motor Vehicle License Fees raised under the *Road Traffic Act 1974*. It also receives grants from the Commonwealth Government.

Services

Main Roads provides the following services:

Service 1: Infrastructure for State Development

The objective of this program is to expand the road network in accordance with Government transport and land use strategies that will facilitate the economic and regional development of the State.

Service 2: Road System Management

The objective of this program is to optimise real time management of the network, provide traveller information and support delivery of projects.

Service 3: Road Efficiency Improvements

The objective of this program is to improve the efficiency, capacity and utilisation of the existing road network.

Service 4: Road Network Maintenance

The objective of this program is to maintain the existing road and bridge network by maximising asset life and minimising whole of life costs.

Service 5: Road Safety

The objective of this program is to reduce the road fatality rate to be the lowest in Australia, minimise road factors contributing to road trauma and reduce the serious crash injury rate.

Service 6: Infrastructure for Community Access

The objective of this program is to provide infrastructure that will improve personal mobility and community access, including increasing the quality of access where appropriate, providing levels of access commensurate with community expectations and meeting minimal levels of appropriate access.

Schedule of Income and Expenses by Service for 2022-23 and 2023-24 (All amounts in \$'000)

Roadworks

Capitalised/Expenses Not Allocated to Outputs

	Road Safety		Road System Management		Road Efficiency Improvements		Infrastructure for Community Access		Road Network Maintenance		Infrastructure for State Development		Capitalised/Expenses Not Allocated to Outputs		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
COST OF SERVICES																
Expenses																
Employee benefits expense	11,787	9,292	124,067	119,625	26,357	24,965	4,744	3,012	59,990	31,696	9,330	7,682	(103,342)	(92,727)	132,934	103,545
Supplies and services	309,956	306,306	97,747	92,464	1,456,835	1,090,384	171,033	29,525	487,172	568,864	240,465	412,875	(2,101,372)	(1,904,074)	661,835	596,343
Depreciation of infrastructure assets	0	0	0	0	0	0	0	0	576,245	525,956	0	0	0	0	576,245	525,956
Depreciation and amortisation of other non-current assets	2,855	2,418	1,633	1,342	11,912	7,739	2,711	1,541	5,369	5,238	3,327	3,201	(18,594)	(14,865)	9,212	6,615
Depreciation and impairment expenses - right-of-use assets	579	421	331	234	2,415	1,349	550	269	1,089	913	675	558	(3,557)	(2,505)	2,081	1,239
Finance Costs	201	0	2,002	133	335	39	1,508	28	4,808	210	0	60	0	0	8,853	471
Grants and subsidies	40,508	38,004	3,906	3,358	28,775	13,854	164,188	196,042	139,622	167,863	169,282	46,792	1,309	(5,636)	547,591	460,276
Infrastructure assets retired or replaced	0	0	0	0	0	0	0	0	0	0	0	0	150,433	45,298	150,433	45,298
Total cost of services	365,886	356,441	229,685	217,156	1,526,629	1,138,330	344,733	230,417	1,274,295	1,300,740	423,079	471,168	(2,075,122)	(1,974,509)	2,089,184	1,739,743
Income																
Revenue																
Sale of goods and services	116	0	1,159	1,678	194	494	873	355	2,784	2,653	0	763	0	0	5,127	5,943
Commonwealth grants and contributions	140,995	190,445	2,019	0	735,691	554,181	1,299	5	121,250	312,878	57,998	85,907	0	0	1,059,253	1,143,417
Contributions to roadworks	2,373	2,461	(5)	6	31,219	19,654	5,374	8,536	1,994	474	10,215	38,224	0	0	51,170	69,355
Grants from other bodies	1,407	1,612	805	895	5,871	5,161	1,336	1,027	2,647	3,492	1,640	2,134	0	0	13,706	14,321
Interest revenue	137	68	78	38	571	218	130	43	257	148	159	90	0	0	1,332	605
Other revenue	2,471	2,051	1,413	1,138	10,311	6,566	2,346	1,307	4,648	4,444	2,880	2,716	0	0	24,070	18,223
Total revenue	147,499	196,638	5,470	3,756	783,858	586,274	11,359	11,275	133,580	324,088	72,892	129,834	0	0	1,154,658	1,251,864
Gains																
Gain on disposal of non-current assets	(50)	(3)	(29)	(2)	(209)	(10)	(48)	(2)	(94)	(7)	(58)	(4)	0	0	(489)	(28)
Total gains	(50)	(3)	(29)	(2)	(209)	(10)	(48)	(2)	(94)	(7)	(58)	(4)	0	0	(489)	(28)
Total income other than income from State Government	147,449	196,634	5,441	3,754	783,648	586,264	11,311	11,273	133,486	324,081	72,834	129,830	0	0	1,154,169	1,251,836
NET COST OF SERVICES	218,437	159,806	224,244	213,402	742,981	552,066	333,422	219,144	1,140,809	976,659	350,245	341,338	(2,075,122)	(1,974,509)	935,015	487,907
INCOME FROM STATE GOVERNMENT																
Service appropriation	80,403	54,358	274,272	260,504	101,455	112,882	245,830	221,111	588,018	606,892	244,769	109,880	0	0	1,534,748	1,365,628
Resources received free of charge	109	221	62	123	456	709	104	141	205	480	127	293	0	0	1,064	1,967
Other State Government Funds	31,306	26,911	0	0	6,548	181	0	0	211,846	113,824	0	0	0	0	249,701	140,916
Capital contribution	108,977	85,907	3,262	317	461,757	291,590	23,817	10,868	96,265	117,342	111,416	112,612	(805,495)	(618,636)	0	0
Revenue from Other Government Agencies	4,185	6,162	(8)	15	55,076	49,215	9,479	21,375	3,518	1,187	18,017	95,715	0	0	90,267	173,669
Total income from State Government	224,981	173,559	277,589	260,959	625,292	454,576	279,230	253,496	899,853	839,725	374,330	318,500	(805,495)	(618,636)	1,875,779	1,682,180
SURPLUS/DEFICIT FOR THE PERIOD	6,544	13,752	53,345	47,557	(117,688)	(97,489)	(54,192)	34,352	(240,957)	(136,934)	24,085	(22,839)	1,269,627	1,355,873	940,764	1,194,273

The schedule of income and expenses should be read in conjunction with accompanying notes



Notes to the financial statements for the year ended 30 June 2024 continued

3 USE OF OUR FUNDING

Expenses incurred in the delivery of services

This section provides additional information about how Main Roads' funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by Main Roads in achieving its objectives and the relevant notes are:

	Notes	2024 \$000	2023 \$000
Employee benefits expense	3.1(a)	132,934	103,545
Employee related provisions	3.1(b)	51,796	47,838
Grants and subsidies	3.2	547,591	460,276
Other expenditure	3.3	812,268	641,641

3.1(a) Employee benefits expense

	2024 \$000	2023 \$000
Employee benefits	214,333	178,509
Termination benefits	–	41
Superannuation – defined contribution plans	21,888	17,800
Total employee benefits expenses	236,221	196,350
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	321	183
Less: Employee Contributions (per the statement of comprehensive income)	(267)	(261)
Net employee benefits		
Less: capitalised to infrastructure	(103,341)	(92,727)
	132,934	103,545

Employee benefits include wages, salaries and social contributions, accrued and paid annual leave entitlements and paid sick leave; and non-monetary benefits recognised under accounting standards other than AASB 16 (such as medical care, housing, cars and free or subsidised goods or services) for employees.

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when Main Roads is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

Superannuation is the amount recognised in profit or loss of the Statement of comprehensive income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, other GESB schemes or other superannuation funds.

Capitalisation to infrastructure is where applicable employee benefit expenses are capitalised to the infrastructure assets as cost to construct the asset.

AASB 16 non-monetary benefits are non-monetary employee benefits predominantly relating to the provision of vehicle and housing benefits that are recognised under AASB 16 which are excluded from the employee benefits expense.

Employee Contributions are contributions made to Main Roads by employees towards employee benefits that have been provided by Main Roads. This includes both AASB 16 and non-AASB 16 employee contributions.

**3.1(b) Employee related provisions**

	2024 \$000	2023 \$000
Current		
<i>Employee benefits provisions</i>		
Annual leave	21,195	20,427
Long service leave	21,925	20,260
	43,120	40,687
<i>Other provisions</i>		
Employment on-costs	291	(26)
Total current employee related provisions	43,411	40,661
Non-current		
<i>Employee benefits provisions</i>		
Long service leave	8,329	7,182
<i>Other provisions</i>		
Employment on-costs	56	(5)
Total non-current employee related provisions	8,385	7,177
Total employee related provisions	51,796	47,838

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2024 \$000	2023 \$000
Within 12 months of the end of the reporting period	16,091	13,979
More than 12 months after the end of the reporting period	5,104	6,448
	21,195	20,427

The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

Long service leave liabilities are unconditional long service leave provisions and are classified as current liabilities as Main Roads does not have the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because Main Roads has the right to defer the settlement of the liability until the employee has completed the requisite years of service.



Notes to the financial statements for the year ended 30 June 2024 continued

3.1(b) Employee related provisions continued

Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2024 \$000	2023 \$000
Within 12 months of the end of the reporting period	5,165	4,562
More than 12 months after the end of the reporting period	25,089	22,880
	30,254	27,442

The provision for long service leave is calculated at present value as Main Roads does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement, employee retention rates and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Employment on-costs: The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers' compensation insurance premiums, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses', note 3.3, and are not included as part of Main Roads' 'employee benefits expense'. The related liability offset is included in 'Employment on-costs provision'.

	2024 \$000	2023 \$000
Employment on-costs provision		
Carrying amount at start of period	(31)	(182)
Additional/(reversal of) provisions recognised	378	151
Carrying amount at end of period	347	(31)

Key sources of estimation uncertainty – long service leave

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Several estimates and assumptions are used in calculating Main Roads' long service leave provision. These include:

- Expected future salary rates;
- Discount rates;
- Employee retention rates; and
- Expected future payments.

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

3.2 Grants and subsidies

	2024 \$000	2023 \$000
Recurrent		
Grants and subsidies to local government and other bodies ^(a)	269,071	243,912
Capital		
Grants and subsidies to local government and other bodies ^(b)	278,501	201,983
Grants of non-current assets to local government and other bodies	19	14,381
Total grants and subsidies	547,591	460,276

(a) Include payments made to Department of Transport, Department of Planning Lands and Heritage and Department of Biodiversity, Conservation and Attractions. Refer to Note 9.5.

(b) Include payments made to Public Transport Authority. Refer to Note 9.5.



Transferred infrastructure assets at fair value to Local Government and other bodies based on formal proclamation. The transferred assets during the year ended 30 June 2024 include Knock Place (City of Cockburn).

Transactions in which Main Roads provides goods, services, assets (or extinguishes a liability) or labour to another party without receiving approximately equal value in return are categorised as 'Grant and subsidies expenses'. Grants and subsidies can either be operating or capital in nature. These payments or transfers are recognised at fair value at the time of the transaction and are recognised in the reporting period in which they are paid. They include transactions such as: grants, subsidies, other transfer payments made to public sector agencies, local government, non government schools, and community groups.

3.3 Other expenditure

	2024 \$000	2023 \$000
Supplies and services		
Insurance	5,140	3,099
Accommodation, plant and equipment hire costs ^(a)	11,885	7,351
Electricity, gas and water	11,772	11,742
Building maintenance and equipment	10,870	8,447
Advertising	268	328
Communications	7,289	5,924
Consultants and contractors ^(b)	566,811	520,815
Consumables	4,814	3,149
Materials	2,344	2,668
Expected credit losses/(reversal)	33	112
Licences, fees and registration	22,304	16,591
Other	18,305	16,117
Total supplies and services expenses	661,835	596,343
Other expenses		
Non-current assets retired/replaced	147,624	45,532
Write-down of non-current assets classified as held for sale	1,348	(234)
Write-(back)/down of infrastructure works in progress	1,461	-
Total other expenses	150,433	45,298
Total other expenditure	812,268	641,641

(a) Include payments to Department of Finance. Refer to Note 9.5.

(b) Include payments made to Department of Transport and Western Power. Refer to Note 9.5.

Supplies and services

Supplies and services are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

Accommodation, plant and equipment hire costs include:

- 1) Short-term leases with a lease term of 12 months or less;
- 2) Low-value leases with an underlying value of \$5,000 or less; and
- 3) Variable lease payments, recognised in the period in which the event or condition that triggers those payments occurs.

Office rental is expensed as incurred as Memorandum of Understanding Agreements between Main Roads and the Department of Finance for the leasing of office accommodation contain significant substitution rights.

Building maintenance and equipment costs are recognised as expenses as incurred, except where they relate to the replacement of a significant component of an asset. In that case, the costs are capitalised and depreciated.

Expected credit losses is recognised for movement in allowance for impairment of trade receivables. Please refer to note 6.1.1 Receivables for more details.



Notes to the financial statements for the year ended 30 June 2024 continued

3.3 Other expenditure continued

Other expenses

Non-current assets replaced or retired: Non-current assets replaced or retired during the year have been expensed at their carrying amount. Projects include Tonkin Gap, Manuwarra Red Dog Highway and Leach Highway Welshpool Road grade separation and various bridge replacements and roads reseal program.

Write-down of non-current assets classified as held for sale: Non-current assets held for sale measured at lower of carrying amount and fair value less selling costs.

4 MAIN ROADS' FUNDING SOURCES

This section provides additional information about how Main Roads obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by Main Roads and the relevant notes are:

	Notes	2024 \$000	2023 \$000
Income from State Government	4.1	1,875,779	1,682,180
Sale of goods and services	4.2	5,127	5,943
Commonwealth grants	4.3	1,059,253	1,143,417
Contributions to roadworks	4.4	51,170	69,355
Grants from other bodies	4.5	13,706	14,321
Interest income	4.6	1,332	605
Other income	4.7	24,070	18,223
Gain/(loss) on disposal	4.8	(489)	(28)

4.1 Income from State Government

		2024 \$000	2023 \$000
Appropriation received during the period:			
Motor vehicle licence fees ^(a)		855,062	883,629
Untied funds ^(b)		668,124	470,223
Motor vehicle permit fees ^(c)	9.10	11,134	11,349
<i>Salaries and Allowances Act 1975</i>		428	427
		1,534,748	1,365,628
Resources received free of charge from other public sector entities during the period ^(d) :			
WA Land Information Authority (Landgate)		33	482
Department of Justice (State Solicitor's Office)		827	1,370
WA Police Services (Road Safety Commission)		57	57
Department of Finance		40	40
Other		107	18
Total service appropriation received		1,064	1,967
Income from other public sector entities			
Road Trauma Trust Fund ^(e)		31,306	26,911
Natural disaster funds ^(f)		210,810	33,471
Royalties for Regions Fund ^(g)		7,584	80,534
Contributions to roadworks ^(h)		90,267	173,669
Total other funds		339,967	314,585
Total Income from other public sector entities		1,875,779	1,682,180



Service appropriations

Service appropriations are recognised as income at the fair value of consideration received in the period in which Main Roads gains control of the appropriated funds. Main Roads gains control of appropriated funds at the time those funds are deposited in the bank account or credited to the holding account held at Treasury.

(a) Motor vehicle licence fees

Motor vehicle licence fees for cars and light vehicles are raised under the *Road Traffic Act 1974*. The total licence fees collected in 2023-24 was \$1,293.001 million (2022-23: \$1,204.715 million). An amount of \$855.063 million (2022-23: \$883.629 million) was received as a service appropriation and the balance of \$437.938 million (2022-23: \$321.086 million) appropriated as a capital contribution by owners and included under 'Contributed Equity' (note 9.9) in the Statement of financial position.

(b) Untied funds

Untied funds are appropriations from the Consolidated Fund. The total appropriation from the Consolidated Fund in 2023-24 was \$971.892 million (2022-23: \$750.574 million). This includes a service appropriation of \$668.124 million (2022-23: \$470.223 million) and a capital contribution of \$303.768 million (2022-23: \$280.351 million). The service appropriation includes \$137.668 million cash component (2022-23: \$62.585) and a \$530.456 million (2022-23: \$407.638 million) non cash component.

(c) Motor vehicle permit fees

The vehicle standards for dimensions and mass are prescribed under the *Road Traffic (Vehicles) Regulations 2014*. Under the regulations, a permit is required to access certain parts of the WA road network for certain types of vehicles. Main Roads charges a fee to issue the permits in accordance with the regulations.

(d) Resources received free of charge from other public sector entities

Resources received free of charge from other public sector entities is recognised as income equivalent to the fair value of assets received or the fair value of services that can be reliably determined and which would have been purchased if not donated.

Other funds received from State Government

(e) Road Trauma Trust Fund

Funds provided by WA Police Force (Road Safety Commission) to undertake road projects improving road safety in Western Australia. Revenue is recognised by reference to the stage of completion of the transaction.

(f) Natural disaster funds

Funds provided by the National Emergency Management Agency for re-opening and re-instatement of roads damaged by declared natural disasters. Revenue is recognised when a claim is made to Department of Fire and Emergency Services.

(g) Royalties for Regions Fund

The recurrent funds are committed to projects and programs in WA regional areas and are recognised as income when Main Roads receives the funds from Department of Primary Industries and Regional Development. Main Roads obtains control of the funds at the time the funds are deposited into Main Roads' bank account. Main Roads has assessed Royalties for Regions agreements and concludes that they are not within the scope of AASB 15 as they do not meet the 'sufficiently specific' criterion.

(h) Contributions to roadworks

This revenue represents contributions by public entities towards the cost of works performed on highways and main roads. Revenue is mainly recognised by reference to the stage of completion of the transaction. Significant contributions were received from Public Transport Authority (\$65.3 million) and Department of Transport (\$16.9 million).



Notes to the financial statements for the year ended 30 June 2024 continued

4.1 Income from State Government continued

Summary of consolidated account appropriations For the year ended 30 June 2024

	2024 Budget \$000	2024 Section 25 transfers \$000	2024 Additional funding* \$000	2024 Revised budget \$000	2024 Actual \$000	2024 Variance \$000
Delivery of Services						
Item 83 Net amount appropriated to deliver services	582,788	9,069	76,267	668,124	668,124	–
Amount Authorised by Other Statutes						
– Road Traffic Act 2008	832,534	–	33,662	866,196	866,196	–
– Salaries and Allowances Act 1975	428	–	–	428	428	–
Total appropriations provided to deliver services	1,415,750	9,069	109,929	1,534,748	1,534,748	–
Capital						
Item 147 capital appropriation	238,950	606	64,818	304,374	303,768	(606)
Amount Authorised by Other Statutes						
– Road Traffic Act 2008	437,938	–	–	437,938	437,938	–
Total consolidated account appropriations	2,092,638	9,675	174,747	2,277,060	2,276,454	–

*Additional funding includes supplementary funding and new funding authorised under section 27 of the Act and amendments to standing appropriations.

4.2 Sale of goods and services

	2024 \$000	2023 \$000
Sale of goods and services	5,127	5,943

This amount represents works undertaken for other private bodies and includes the recovery of expenditure from the Commonwealth Department of Infrastructure, Transport, Regional Development, Communications and the Arts under service delivery arrangements with the Shires of Christmas Island and Cocos (Keeling) Island. The amounts expended or set aside for expenditure during 2023-24 are summarised at note 9.12 'Indian Ocean Territories'.

Revenue is recognised in line with AASB 15 and AASB 1058. Revenue from minor works project is recognised based on percentage completed. However, revenue from the sale of goods and disposal of other assets is recognised when the performance obligations are met and can be measured reliably.



4.3 Commonwealth grants

	2024 \$000	2023 \$000
Commonwealth grants		
– Land Transport Infrastructure Projects	1,059,253	1,143,417
	1,059,253	1,143,417

Commonwealth grants

Income from grants to construct a recognisable non-financial asset to be controlled by Main Roads is recognised when Main Roads satisfies its obligations under the transfer. Main Roads satisfies the obligations under the transfer over time as the non-financial assets are being constructed. Main Roads typically satisfies the obligations under the transfer when it achieves milestones specified in the grant agreement or spends the grants in constructing the asset. Amounts received in advance of obligation satisfaction are reported at note 6.8.

Land Transport Infrastructure Projects

Specific purpose grants are received from the Commonwealth Government through the *National Land Transport Act 2014*. The objective of this Act is to assist national and regional economic and social development by improving the performance of land transport infrastructure. Programs funded under this arrangement include the Heavy Vehicle Safety and Productivity and the Black Spot Program along with funding for the National Road Projects.

4.4 Contributions to roadworks

	2024 \$000	2023 \$000
Contributions to roadworks	51,170	69,355

This revenue represents contributions by private bodies towards the cost of works performed on highways and main roads. Revenue is mainly recognised by reference to the stage of completion of the transaction.

4.5 Grants from other bodies

	2024 \$000	2023 \$000
Grants from local government authorities and other bodies		
Transferred infrastructure assets at fair value ^(a)	393	7,836
Local Government contribution to traffic signal construction	–	1,260
Developers contribution to roadworks ^(b)	13,313	5,225
	13,706	14,321

(a) Transferred infrastructure assets at fair value are transfers from Local Government to State Government based on formal proclamation. Transferred assets during the year include Gorge Rock Lake Grace Road and Jilakin Street intersection realignment (Shire of Kulin).

(b) The developers contribution to roadworks relate to construction costs met by private developers on roads owned by Main Roads. The roadworks include Great Eastern Highway and Mt Walton and Emu Fence Road Intersections, North West Coastal Highway and Mardie Road Intersection and Great Northern Highway and Mt Jowleanga Homestead Rd Intersection Improvement.

Revenue is recognised at fair value when Main Roads obtains control over the assets.

Capital grants are recognised as income when Main Roads achieves milestones specified in the grant agreement.



Notes to the financial statements for the year ended 30 June 2024 continued

4.6 Interest income

	2024 \$000	2023 \$000
Land Transport Infrastructure Projects interest revenue	780	414
Other interest revenue	552	191
	1,332	605

Revenue is recognised as the interest accrues.

4.7 Other income

	2024 \$000	2023 \$000
Rental income	6,493	3,825
Traffic escort services	10,664	8,811
Assets not previously recognised	18	2,727
Other	6,895	2,860
	24,070	18,223

Other revenues are mainly recognised at fair value when rent is accrued or Main Roads obtains control over the assets or performance obligations are achieved.

4.8 Gain/(loss) on disposal

	2024 \$000	2023 \$000
Net proceeds from disposal of non-current assets		
Land acquired for roadworks	(14)	(27)
Land and buildings	–	–
Plant, equipment and vehicles	112	8
	98	(19)
Carrying amount of non-current assets disposed		
Land acquired for roadworks	–	–
Land and buildings	598	–
Plant, equipment and vehicles	51	10
Right-of-use asset	(62)	(1)
	587	9
Net gain/(loss)	(489)	(28)

Realised and unrealised gains are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

Gains and losses on the disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in profit or loss in the statement of comprehensive income (from the proceeds of sale).

Selling expenses (e.g. sales commissions netted from agency receipts) are ordinarily immaterial. Where the amounts are material, additional disclosure is made accordingly.

Insured non-current assets written-off as a result of insurable events are treated as other expenses (write-off of assets destroyed by fire/storm/earthquake etc.). The subsequent insurance recovery is treated as other income when it is received or receivable.



5 KEY ASSETS

This section includes information regarding the key assets Main Roads utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:

	Notes	2024 \$000	2023 \$000
Property, plant and equipment	5.1	677,376	588,975
Infrastructure	5.2	65,040,160	61,038,569
Intangible assets	5.3	8,839	7,861
Right-of-use assets	5.4	17,252	7,990
Total key assets		65,743,627	61,643,395

5.1 Property, plant and equipment

	2024 \$000	2023 \$000
Land		
At fair value	96,468	88,657
	96,468	88,657
Buildings		
At fair value	157,450	128,844
Accumulated depreciation	(199)	(70)
	157,251	128,774
Buildings under construction		
Construction costs	5,574	18,228
	5,574	18,228
Plant, equipment and vehicles		
At cost	96,371	64,656
Accumulated depreciation	(52,888)	(43,586)
	43,483	21,070
Surplus assets		
At fair value	87,258	77,283
Accumulated depreciation	(3)	-
	87,255	77,283
Land acquired for roadworks		
At fair value	287,345	254,963
	287,345	254,963
Total property, plant and equipment	677,376	588,975

Information on fair value measurements is provided in Note 8.3.



Notes to the financial statements for the year ended 30 June 2024 continued

5.1 Property, plant and equipment continued

Reconciliations of the carrying amounts of property, plant, and equipment at the beginning and end of the reporting period are set out in the table below.

Year ended 30 June 2024	Land \$000	Buildings \$000	Buildings under construction \$000	Plant, equipment and vehicles \$000	Surplus assets \$000	Land acquired for roadworks \$000	Total \$000
Carrying amount at 1 July 2023	88,657	128,774	18,228	21,070	77,283	254,963	588,975
Additions ^(a)	8	397	17,837	33,874	–	16,288	68,404
Disposals	–	(630)	–	(20)	(497)	–	(1,147)
Classified as held for sale	–	–	–	–	(4,264)	–	(4,264)
Transfers	4,329	26,161	(30,491)	–	–	1	–
Transfer (to)/from infrastructure	(112)	–	–	–	(168)	(8,065)	(8,345)
Equity contribution/(distribution)	–	–	–	–	–	(556)	(556)
Revaluation increments/ (decrements)	3,586	16,859	–	–	15,091	24,714	60,250
Assets not previously recognised/ Grants	–	–	–	18	–	–	18
Depreciation	–	(14,310)	–	(11,459)	(190)	–	(25,959)
Carrying amount at 30 June 2024	96,468	157,251	5,574	43,483	87,255	287,345	677,376

(a) Include payments made to Department of Finance and Department of Justice (State Solicitor's Office). Refer to Note 9.5.

Year ended 30 June 2023	Land \$000	Buildings \$000	Buildings under construction \$000	Plant, equipment and vehicles \$000	Surplus assets \$000	Land acquired for roadworks \$000	Total \$000
Carrying amount at 1 July 2022	72,838	116,018	9,144	15,617	71,168	163,378	448,163
Additions ^(a)	–	2,201	10,546	9,962	–	54,910	77,619
Disposals	(24)	–	–	(10)	–	–	(34)
Classified as held for sale	29	–	–	–	752	801	1,582
Transfers	434	1,028	(1,462)	–	–	–	–
Transfer (to)/from infrastructure	(44)	–	–	–	(516)	(1,052)	(1,612)
Equity contribution/(distribution)	(345)	–	–	–	(19)	–	(364)
Revaluation increments/ (decrements)	15,867	20,901	–	–	6,050	36,926	79,744
Impairment losses	–	–	–	–	–	–	–
Assets not previously recognised	(98)	–	–	2,727	–	–	2,629
Depreciation	–	(11,374)	–	(7,226)	(152)	–	(18,752)
Carrying amount at 30 June 2023	88,657	128,774	18,228	21,070	77,283	254,963	588,975

(a) Include payments made to Department of Justice (State Solicitor's Office). Refer to Note 9.5.



5.2 Infrastructure

	Notes	2024 \$000	2023 \$000
Roads and principal shared paths			
Earthworks at fair value		17,755,826	17,369,826
Accumulated depreciation		(3,792,108)	(3,737,497)
		13,963,718	13,632,329
Pavement and drainage at fair value		11,078,818	10,777,197
Accumulated depreciation		(6,430,615)	(6,186,818)
		4,648,203	4,590,379
Drainage at fair value		4,099,836	3,967,270
Accumulated depreciation		(1,958,315)	(1,871,352)
		2,141,521	2,095,918
Seals at fair value		2,702,060	2,489,539
Accumulated depreciation		(1,514,072)	(1,431,749)
		1,187,988	1,057,790
Land under roads			
At fair value		30,980,033	29,099,512
		30,980,033	29,099,512
Structures			
At fair value		9,810,276	9,027,334
Accumulated depreciation		(3,057,658)	(2,819,399)
		6,752,618	6,207,935
Road furniture			
At fair value		1,071,875	979,884
Accumulated depreciation		(511,270)	(464,889)
		560,605	514,995
Infrastructure work in progress			
At cost		4,805,474	3,839,711
		4,805,474	3,839,711
Total Infrastructure		65,040,160	61,038,569



Notes to the financial statements for the year ended 30 June 2024 continued

5.2 Infrastructure continued

Reconciliations of the carrying amounts of infrastructure at the beginning and end of the reporting period are set out in the table below.

Year ended 30 June 2024	Roads and principal shared paths \$000	Road Drainage \$000	Land under roads \$000	Structures \$000	Road furniture \$000	Work in progress \$000	Total \$000
Carrying amount at 1 July 2023	19,280,498	2,095,918	29,099,512	6,207,935	514,995	3,839,711	61,038,569
Additions ^(a)						2,227,015	2,227,015
Retirements	(136,532)	(5,198)	–	(5,648)	(199)	–	(147,577)
Transfers	848,109	87,224	12,610	234,466	77,382	(1,259,791)	–
Transfer (to)/from land acquired for roadworks	–	–	8,345	–	–	–	8,345
Revaluation increments/(decrements)	170,762	22,934	1,859,585	416,619	7,927	–	2,477,827
Highways and main roads reclassified as local roads	–	–	(19)	–	–	–	(19)
Local roads classified as highways and main roads	12,792	914	–	–	–	–	13,706
Equity contribution/(distribution)	–	–	–	–	–	–	–
Assets not previously recognised	–	–	–	–	–	–	–
Write-down of infrastructure work in progress	–	–	–	–	–	(1,461)	(1,461)
Depreciation	(375,720)	(60,271)	–	(100,754)	(39,500)	–	(576,245)
Carrying amount at 30 June 2024	19,799,909	2,141,521	30,980,033	6,752,618	560,605	4,805,474	65,040,160

(a) Include payments to Department of Justice (State Solicitor's Office), Western Power and Department of Biodiversity Conservation & Attractions. Refer to Note 9.5.

Year ended 30 June 2023	Roads and principal shared paths \$000	Road Drainage \$000	Land under roads \$000	Structures \$000	Road furniture \$000	Work in progress \$000	Total \$000
Carrying amount at 1 July 2022	19,155,340	–	26,834,231	5,251,946	566,863	2,849,325	54,657,705
Additions ^(a)	–	–	–	–	–	2,019,805	2,019,805
Retirements	(37,238)	(107)	–	(2,712)	(5,469)	–	(45,526)
Transfers ^(b)	(140,184)	925,565	53,129	146,835	44,074	(1,029,419)	–
Transfer (to)/from land acquired for roadworks	–	–	1,612	–	–	–	1,612
Revaluation increments/(decrements)	686,536	1,185,212	2,215,801	892,804	(49,708)	–	4,930,645
Highways and main roads reclassified as local roads	(8,500)	–	(5,782)	–	–	–	(14,282)
Local roads classified as highways and main roads	11,333	–	521	812	1,655	–	14,321
Equity contribution/(distribution)	240	–	–	–	5	–	245
Assets not previously recognised	–	–	–	–	–	–	–
Write-back of infrastructure work in progress	–	–	–	–	–	–	–
Depreciation	(387,029)	(14,752)	–	(81,750)	(42,425)	–	(525,956)
Carrying amount at 30 June 2023	19,280,498	2,095,918	29,099,512	6,207,935	514,995	3,839,711	61,038,569

(a) Include payments to Department of Justice (State Solicitor's Office) and Department of Biodiversity Conservation & Attractions. Refer to Note 9.5.

(b) Include \$894 million transferred to a newly created Road Drainage asset category on 31 March 2023.



Property, plant and equipment and infrastructure

Initial recognition

Items of property, plant and equipment and infrastructure, costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no cost or significantly less than fair value, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of comprehensive income (other than where they form part of a group of similar items which are significant in total).

Subsequent measurement

Subsequent to initial recognition of an asset, the revaluation model is used for the measurement of land, buildings and infrastructure.

Land is carried at fair value. Buildings and infrastructure are carried at fair value less accumulated depreciation and accumulated impairment losses. All other property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Land and buildings

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Landgate) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

Land, buildings, surplus assets and land acquired for roadworks were revalued as at 1 July 2023 by the Western Australian Land Information Authority (Landgate) in conjunction with estimations by Main Roads' management. The valuations were performed during the year ended 30 June 2024 and recognised at 30 June 2024.

Significant assumptions and judgements:

The estimations have been made in relation to the value of certain Metro and Rural properties where the values were not available at the end of the reporting period from information provided by Landgate for the period 1 July 2022 to 1 July 2023. These properties have been valued based on the average percentage increase for the Metro and Rural areas respectively over the period 1 July 2022 to 1 July 2023. The average percentage increases have been determined by calculating the movement in the value of Main Roads' Metro and Rural properties where Landgate have provided a value. The effective date of the valuations is 1 July 2023. In undertaking the revaluation, fair value was determined by reference to market values of Freehold land \$73.364 million (2022-23: \$66.734) and Buildings \$104.737 million (2022-23: \$84.115). For the remaining balance, fair value of buildings was determined on the basis of current replacement cost and fair value of land was determined on the basis of comparison with market evidence for land with low level utility (high restricted use land). Please refer to note 8.3 Fair value measurement for the remaining balance.

Infrastructure

Infrastructure is independently valued every 3 years by reference to the cost of a new asset and adjusted in the intervening years by reference to a cost index (ABS Road and Bridge Construction Cost Index or rates obtained from professional estimators specialising in road infrastructure works) to ensure the carrying values do not materially differ from fair value. A cost index (ABS Road and Bridge Construction Cost Index) has been applied to roads and principal shared paths (earthworks, drainage, pavements and seals), structures and road furniture assets to ensure asset values do not materially differ from fair value.

Fair value for infrastructure assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Current replacement cost is generally determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications, adjusted for obsolescence and optimisation (where applicable). Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.

Subsequent transfer

Land acquired for road reserves is initially reported as 'land acquired for roadworks' under 'property, plant and equipment' until the land is required for road construction. It is then transferred to 'land under roads' and reported as part of infrastructure assets.

Land determined to be surplus to the requirements of the road reserve is available for disposal and is transferred to 'surplus land' or 'non-current assets held for sale' depending on the timetable for disposal.

Wherever possible, the properties are rented or leased until required for roadworks. Income from these properties is recognised as revenue in the financial year it is earned.



Notes to the financial statements for the year ended 30 June 2024 continued

5.2 Infrastructure continued

Revaluation model for land and buildings

(a) Fair Value where market-based evidence is available:

The fair value of land and buildings is determined on the basis of current market values determined by reference to recent market transactions. When buildings are revalued by reference to recent market transactions, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

(b) Fair value in the absence of market-based evidence:

Buildings are specialised or where land is restricted: Fair value of land and buildings is determined on the basis of existing use.

Existing use buildings: Fair value is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Where the fair value of buildings is determined on the current replacement cost basis, the asset cost is adjusted for consumed economic benefit. Accumulated depreciation is eliminated against the gross carrying amount of the asset and restate the net carrying amount to the revalued amount.

Restricted use land: Fair value is determined by comparison with market evidence for land with similar approximate utility (high restricted use land) or market value of comparable unrestricted land (low restricted use land).

Revaluation model for infrastructure assets

Fair value of infrastructure, other than land under roads, has been determined by reference to the current replacement cost (existing use basis) as the assets are specialised and no market-based evidence of value is available. The replacement cost is determined by Main Roads every third year by reference to the cost of a new asset and adjusted in the intervening years by reference to a cost index (ABS Road and Bridge Construction Cost Index or rates obtained from professional estimators specialising in road infrastructure works) to ensure the carrying values do not materially differ from fair value. A cost index (ABS Road and Bridge Construction Cost Index) is applied to principal shared paths and certain road furniture assets to ensure the carrying values do not materially differ from fair value.

The value of roads and principal shared paths (earthworks, drainage, pavements and seals), structures and road furniture at 30 June 2024 is based on the current replacement cost determined at 30 June 2024. A cost index (ABS Road and Bridge Construction Cost Index or rates obtained by professional estimators) was used at 30 June 2024. The revaluation process resulted in a gain as at 30 June 2024.

When infrastructure is revalued, the accumulated depreciation is restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount.

Infrastructure work in progress comprises capital project expenditure at cost, which is capitalised following the completion of projects.

The fair value of land under roads (i.e. land under roadways, and road reserves, including land under footpaths, nature strips and median strips) is based on the market value of the land adjoining the road reserve. The land values are provided by geographic location on an annual basis by the Western Australian Land Information Authority (Landgate) as follows:

- Metropolitan area – median value for single residential land for each Local Government Area. Land parcels up to 899 square metres are assumed to have a single residential zoning.
- South West Region – nominal unimproved valuation rates covering the south west of the State from Geraldton to Esperance.
- Balance of State – nominal unimproved valuation rates based on leasehold rates for Crown land.

The most significant assumptions and judgements in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated economic life. Professional judgement by the valuer is sought where the evidence does not provide a clear distinction between market type assets and existing use assets.

**Derecognition**

Upon disposal or derecognition of an item of property, plant and equipment and infrastructure, any revaluation surplus relating to that asset is retained in the asset revaluation surplus.

Asset revaluation surplus

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets on a class of assets basis.

Insurance

Main Roads regularly reviews its insurance arrangements including areas where self-insurance is deemed to be economically justified. Self insurance covers the risks of natural disasters causing damage to infrastructure assets. Currently, these self-insurance areas are:

- roads, structures and road furniture

5.1.1 Depreciation and impairment expense of property, plant and equipment assets

	2024 \$000	2023 \$000
Charge for the period		
Depreciation		
Plant, equipment and vehicles	11,458	7,309
Buildings	14,500	11,443
Total depreciation for the period	25,958	18,752
Less: depreciation capitalised to infrastructure	(17,399)	(12,878)
	8,559	5,874

As at 30 June 2024 there were no indications of impairment to property, plant and equipment.

Capitalisation to infrastructure: Where applicable depreciation expenses are capitalised to the infrastructure assets as cost to construct the asset.

5.2.1 Depreciation and impairment expenses of infrastructure assets

	2024 \$000	2023 \$000
Charge for the period		
Roads – earthworks	506	539
Roads – pavements	223,077	247,612
Roads – drainage	60,272	14,752
Roads – seal	152,136	138,878
Structures	100,754	81,750
Road furniture	39,500	42,425
Total depreciation for the period	576,245	525,956

There were 204 road seal assets and one bridge assets on the road network which had their useful lives reduced as part of the annual assessment of property, plant and equipment, infrastructure and intangible assets at 30 June 2024. These road seal and pavement assets and bridges are planned to be fully or partially retired during next financial year.



Notes to the financial statements for the year ended 30 June 2024 continued

5.2.1 Depreciation and impairment expenses of infrastructure assets continued

Useful lives

All infrastructure, property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The exceptions to this rule include assets held for sale and land.

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset’s value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below:

Road Infrastructure:	
Pavement:	
Gravel roads	12 years
Metropolitan asphalt roads	40 years
Rural sealed roads	50 years
Drainage	50 to 80 years
Seals	7 to 19 years
Structures (mainly bridges)	50 to 100 years
Road furniture	5 to 50 years
Property, Plant & Equipment:	
Buildings (includes Surplus buildings)	25 to 40 years
Plant and vehicles	5 to 10 years
Equipment and furniture	5 to 10 years
Computer hardware and software ^(a)	3 to 5 years

(a) Software that is integral to the operation of related hardware

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments are made where appropriate.

Road earthworks generally have an infinite life. The small percentage of earthworks that are depreciated, have been assessed to be substandard in terms of horizontal alignment and therefore impacted by technical obsolescence. An engineering review is completed annually to identify these segments in accordance with UIG Interpretation 1055 ‘Accounting for Road Earthworks’.

Land has infinite life and is not depreciated. Depreciation is not recognised in respect of land because the service potential has not, in any material sense, been consumed during the reporting period.

Impairment of assets

Non-financial assets, including items of property, plant and equipment and infrastructure assets are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to recoverable amount, an impairment loss is recognised through profit or loss.

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

As Main Roads is a not-for-profit agency, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However, this reversal should not increase the asset’s carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

The risk of impairment is generally limited to circumstances where an asset’s depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. The exception is road earthworks when the alignment of a section of road may be assessed to be deficient and the useful life of the asset is revised from infinite to finite. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of asset’s future economic benefits and to evaluate any impairment risk from declining replacement costs.



5.3 Intangible assets

	2024 \$000	2023 \$000
Computer software and licences		
At cost	43,743	40,917
Accumulated amortisation	(34,913)	(33,065)
	8,830	7,852
Drainage easements		
At cost	9	9
	9	9
Total intangible assets	8,839	7,861
<i>Reconciliations:</i>		
Computer software and licences		
Carrying amount at start of period	7,852	6,593
Additions	2,826	3,987
Disposals	-	-
Transfers	-	-
Amortisation expense	(1,848)	(2,728)
Carrying amount at end of period	8,830	7,852

Initial recognition

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets costing \$250,000 or more that comply with the recognition criteria as per AASB 138.57 Intangible Assets (as noted below), are capitalised.

Costs incurred below these thresholds are immediately expensed directly to the Statement of comprehensive income.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

- (a) the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- (b) an intention to complete the intangible asset, and use or sell it;
- (c) the ability to use or sell the intangible asset;
- (d) the intangible asset will generate probable future economic benefit;
- (e) the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- (f) the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Costs incurred in the research phase of a project are immediately expensed.

Subsequent measurement

The cost model is applied for subsequent measurement of intangible assets, requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.



Notes to the financial statements for the year ended 30 June 2024 continued

5.3.1 Amortisation and impairment expense of intangible assets

	2024 \$000	2023 \$000
Amortisation		
Intangible assets	1,848	2,728
Total amortisation for the period	1,848	2,728
Less: amortisation capitalised to infrastructure	(1,195)	(1,987)
	653	741

As at 30 June 2024 one software asset is impaired by reducing useful life.

Main Roads held no goodwill assets with an indefinite useful life during the reporting period. At the end of the reporting period there were no intangible assets not yet available for use.

Amortisation of finite life intangible assets is calculated on a straight line basis at rates that allocate the asset's value over its estimated useful life. All intangible assets controlled by Main Roads, except drainage easements, have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The estimated useful lives for each class of intangible asset are:

Computer software ^(a) and licences	3 to 10 years
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(a) Software that is not integral to the operation of any related hardware

Capitalisation to infrastructure: Where applicable amortisation expenses are capitalised to the infrastructure assets as cost to construct the asset.

Computer software and licences

Software that is an integral part of the related hardware is recognised as property, plant and equipment. Software that is not an integral part of the related hardware is recognised as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.

Drainage easements

Easements secured over properties for the purpose of road drainage have an indefinite useful life.

Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified.

The policy in connection with testing for impairment is outlined in Notes 5.1.1 and 5.2.1.

5.4 Right-of-use assets (ROU)

	2024 \$000	2023 \$000
Building and office accommodation		
At cost	2,942	6,462
Accumulated depreciation	(1,406)	(3,847)
	1,536	2,615
State Fleet vehicles		
At cost	19,932	12,375
Accumulated depreciation	(8,740)	(7,000)
	11,192	5,375
Plant and equipment		
At cost	4,835	-
Accumulated depreciation	(311)	-
	4,524	-
Total right-of-use assets	17,252	7,990



Reconciliations of the carrying amounts of right-of-use assets at the beginning and end of the reporting period are set out in the table below.

Year ended 30 June 2024	State Fleet vehicles \$000	Buildings and office accommodations \$000	Plants and Equipment \$000	Total \$000
Carrying amount at 1 July 2023	5,375	2,615	–	7,990
Additions ^(a)	9,697	2,192	5,651	17,540
Adjustments	380	–	–	380
Disposals	(2)	(2,220)	(798)	(3,020)
Impairment losses	–	–	–	–
Depreciation	(4,258)	(1,051)	(329)	(5,638)
Carrying amount at 30 June 2024	11,192	1,536	4,524	17,252

(a) Include payments made to Department of Finance (State Fleet)

Year ended 30 June 2023	State Fleet vehicles \$000	Buildings and office accommodations \$000	Plants and Equipment \$000	Total \$000
Carrying amount at 1 July 2022	4,217	3,329	–	7,546
Additions ^(a)	3,270	328	–	3,598
Adjustments	615	–	–	615
Disposals	(24)	–	–	(24)
Impairment losses	–	–	–	–
Depreciation	(2,703)	(1,042)	–	(3,745)
Carrying amount at 30 June 2023	5,375	2,615	–	7,990

(a) Include payments made to Department of Finance (State Fleet)

Initial recognition

At the commencement date of the lease, the Main Roads recognises right-of-use assets are measured at cost comprising of:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs, including dismantling and removing the underlying asset.

This includes all leased assets other than investment property right-of-use assets, which are measured in accordance with AASB 140 *Investment Property*.

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in note 7.2 *Lease liabilities*.

Main Roads has leases for vehicles, buildings and office accommodations, plants and equipment.

Main Roads has also entered into Memorandum of Understanding Agreements with the Department of Finance for the leasing of office accommodation. These are not recognised under AASB 16 because of substitution rights held by the Department of Finance and are accounted for as an expense as incurred.

Main Roads has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent Measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.



Notes to the financial statements for the year ended 30 June 2024 continued

If ownership of the leased asset transfers to Main Roads at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in notes 5.1.1 and 5.2.1.

5.4.1 Depreciation and impairment expense of right-of-use assets

	2024 \$000	2023 \$000
State Fleet vehicles	4,258	2,701
Building and accommodation	1,051	1,042
Plant and equipment	329	–
Total depreciation for the period	5,638	3,743
Less: amortisation capitalised to infrastructure	(3,557)	(2,504)
	2,081	1,239

Capitalisation to infrastructure: Where applicable depreciation expenses are capitalised to the infrastructure assets as cost to construct the asset.

5.4.1 Depreciation and impairment expense of right-of-use assets continued

Impairment of right-of-use assets

As at 30 June 2024 no right-of-use asset is impaired.

The following amounts relating to leases have been recognised in the statement of comprehensive income:

	2024 \$000	2023 \$000
Lease interest expense (included in Finance cost)	829	333
Depreciation expense of right-of-use assets	2,081	1,239
Short-term leases (included in Other Expenditure)	1,699	754
Gains or losses from right-of-use assets	63	(1)
Total amount recognised in the statement of comprehensive income	4,672	2,325

The total cash outflow for leases in 2023-24 was \$6.470 million (2022-23: \$4.164 million). As at 30 June 2024 there were no indications of impairment to right-of-use-assets.

6 OTHER ASSETS AND LIABILITIES

This section sets out those assets and liabilities that arose from Main Roads' controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Notes	2024 \$000	2023 \$000
Receivables	6.1	655,898	421,193
Amounts receivable for services (Holding Account)	6.2	4,817,117	4,286,661
Inventories	6.3	27,456	9,954
Prepayments	6.4	80,051	80,501
Payables	6.5	446,343	388,406
Other provisions	6.6	94	94
Contract liabilities	6.7	4,296	3,873
Grant liabilities	6.8	338,968	165,509
Amounts due to the Treasurer	6.9	–	107,220

**6.1 Receivables**

	2024 \$000	2023 \$000
Current		
Trade receivables	23,792	21,968
Other debtors	484	172
Allowance for impairment of trade receivables	(271)	(238)
Trade debtors – unbilled receivables	49,650	31,944
GST receivable	71,867	58,675
Accrued revenue	501,322	308,452
Total current	646,844	420,973
Non-current		
Trade receivables	9,054	220
Total non-current	9,054	220
Total receivables	655,898	421,193

Trade receivables are initially recognised at their transaction price or, for those receivables that contain a significant financing component (if applicable), at fair value. Main Roads holds the receivables with the objective to collect the contractual cash flows and therefore subsequently measured at amortised cost using the effective interest method, less an allowance for impairment.

Main Roads recognises a loss allowance for expected credit losses (ECLs) on a receivable not held at fair value through profit or loss. The ECLs based on the difference between the contractual cash flows and the cash flows that the entity expects to receive. Individual receivables are written off when Main Roads has no reasonable expectations of recovering the contractual cash flows.

For trade receivables, Main Roads recognises an allowance for ECLs measured at the lifetime expected credit losses at each reporting date. Main Roads has established a provision matrix that is based on analysing the aged debtor report to identify the trade receivables not expected to receive based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. Please refer to note 3.3 for the amount of ECLs expensed in this reporting period.

Accrued revenue is recognised when work is delivered under partnership agreement with the Commonwealth or third party but fund is not yet received. Accrued revenue is recognised at the cost of the delivery.

6.1.1 Movement in the allowance for impairment of trade receivables

	2024 \$000	2023 \$000
Reconciliation of changes in the allowance for impairment of trade receivables:		
Balance at start of period	238	126
Expected credit losses expense	35	216
Amounts written off during the year	(2)	(51)
Expected credit losses reversed during the period	–	(53)
Allowance for impairment at end of period	271	238

The maximum exposure to credit risk at the end of the reporting period for trade receivables is the carrying amount of the asset inclusive of any allowance for impairment as shown in the table at note 8.1(c) 'Financial risk management'.

Main Roads does not hold any collateral as security or other credit enhancements for trade receivables.



Notes to the financial statements for the year ended 30 June 2024 continued

6.2 Amounts receivable for services (Holding Account)

	2024 \$000	2023 \$000
Non-current	4,817,117	4,286,661
Total amounts receivable for services at end of period	4,817,117	4,286,661

Amounts receivable for services represents the non-cash component of service appropriations. It is restricted and it can only be used for asset replacement or payment of leave liability.

The amounts receivable for services are financial assets at amortised cost, and are not considered to be impaired (i.e. there is no expected credit loss of the holding accounts).

6.3 Inventories

	2024 \$000	2023 \$000
Current		
Inventories held for distribution:		
– Construction and maintenance materials	9,138	2,739
Total current	9,138	2,739
Non-current		
Inventories held for distribution:		
– Construction and maintenance materials	18,318	7,215
Total non-current	18,318	7,215
Total inventories at end of period	27,456	9,954

Inventories held for distribution (for roadworks) are measured at cost, adjusted when applicable for any loss of service potential. Costs are assigned on weighted average basis.

Inventories are valued at the lower of cost and net realisable value.

6.4 Prepayments

	2024 \$000	2023 \$000
Current		
Contractors' advance	66,267	61,967
Prepaid insurance	7,190	8,212
Total current	73,457	70,179
Non-current		
Prepaid environmental offset	5,795	5,795
Prepaid insurance	799	4,527
Total non-current	6,594	10,322
Total prepayments at end of period	80,051	80,501

Prepayments represent payments in advance of receipt of goods or services and that part of expenditure made in one accounting period covering a term extending beyond that period.

Prepaid environmental offset was paid in advance to the Department of Biodiversity, Conservation and Attractions under the *Environment Protection Act 1986* to counterbalance the residual impacts on environment from the delivery of infrastructure projects. The balance will be utilised for the future road projects.

**6.5 Payables**

	2024 \$000	2023 \$000
Current		
Trade payables	123	12,673
Major contracts and services ^(a)	331,680	294,145
Property acquisitions liability ^(b)	78,947	64,526
Contractors' retention	8,745	8,869
Performance bonds/surety	3,671	4,046
Accrued salaries and wages ^(c)	9,204	4,147
Total current	432,370	388,406
Non-current		
Other payables ^(d)	13,973	–
Total non-current	13,973	–
Total payables at end of period	446,343	388,406

Payables are recognised at the amounts payable when Main Roads becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement for Main Roads is generally within 15-30 days.

- (a) Major contracts and services liability represents the work performed or services delivered under major contracts but invoice not been paid at the end of the reporting period. The liability is mostly settled within a month of the reporting period end.
- (b) A property acquisition liability has been recognised in respect of properties for which a Notice of Resumption under the *Land Administration Act 1997* has been issued and formal possession has taken place but where settlement has not been achieved at the end of the reporting period. Liabilities in such circumstances have been based on valuations and include costs of acquisition.
- (c) Accrued salaries represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries are settled within a fortnight of the reporting period end. Main Roads considers the carrying amount of accrued salaries to be equivalent to its fair value.
- (d) Other payables represent the purchase of CISCO computer hardware on five year loan.

6.6 Other provisions

	2024 \$000	2023 \$000
Non-current		
Make-good provisions	94	94
Total Non-current	94	94
Total other provisions at end of period	94	94



Notes to the financial statements for the year ended 30 June 2024 continued

6.6.1 Restoration (make good) provisions

Some leased premises are required to be restored to their original condition at the end of their respective lease terms. A provision needs to be recognised for the present value of the estimated expenditure required to remove any leasehold improvements. These costs are capitalised as part of the cost of leasehold improvements or right-of-use assets and are amortised over the shorter of the lease term and the useful life of the assets.

Under the lease agreement Main Roads has a legal or constructive obligation to restore the site.

A restoration provision is recognised when:

- 1) there is a present obligation as a result of development activities undertaken;
- 2) it is probable that an outflow of economic benefits will be required to settle the obligation; and
- 3) the amount of the provision can be measured reliably.

The make-good provision for future restoration costs is the best estimate of the present value of the expenditure required to settle the restoration obligation at the reporting date.

Movements in other provisions

	2024 \$000	2023 \$000
Make-good provisions		
Carrying amount at start of period	94	94
Carrying amount at end of period	94	94

6.7 Contract liabilities

	2024 \$000	2023 \$000
Current contract liabilities	4,296	3,873
Total contract liabilities at end of period	4,296	3,873

6.7.1 Movement in contract liabilities

	2024 \$000	2023 \$000
Reconciliation of contract liabilities		
Opening balance	3,873	6,685
Additions	29,444	42,443
Revenue recognised in the reporting period	(29,021)	(45,255)
Total contract liabilities at end of period	4,296	3,873

Contract liabilities primarily relate to funds received by Main Roads to construct roads and infrastructure yet to be constructed.

Main Roads expects to satisfy the performance obligations at the end of the reporting period within the next 12 months.



6.8 Grant liabilities

	2024 \$000	2023 \$000
Current grant liabilities	338,968	165,509
Total grant liabilities at end of period	338,968	165,509

Grant liabilities represent payments received mainly from the Commonwealth for agreed future works under the National Partnership on Infrastructure Projects in Western Australia. Main Roads recognises a grant liability for the excess of the initial carrying amount of a financial asset received in a transfer to enable the entity to construct a recognisable non-financial asset that is to be controlled by Main Roads.

When the obligations of the grant liability are satisfied in accordance with the policy, Main Roads recognises income in Statement of comprehensive income. Information on the Main Roads’ obligations can be found in note 4.3.

6.8.1 Movement in grant liabilities

	2024 \$000	2023 \$000
Reconciliation of grant liabilities		
Opening balance	165,509	240,231
Additions	1,317,552	1,246,500
Income recognised in the reporting period	(1,144,093)	(1,321,222)
Total grant liabilities at end of period	338,968	165,509

6.8.2 Expected satisfaction of grant liabilities

	2024 \$000	2023 \$000
Income recognition		
1 year	338,968	165,509
	338,968	165,509

6.9 Amounts due to the Treasurer

	2024 \$000	2023 \$000
Current	-	107,220

The **amount due to the Treasurer** is in respect of a Treasurer’s Advance. This amount is payable within 12 months after the reporting period. Although no interest is charged on the outstanding amount, the carrying amount is equivalent to fair value. The amount was paid back to Treasurer during current financial year.



Notes to the financial statements for the year ended 30 June 2024 continued

7 FINANCING

This section sets out the material balances and disclosures associated with the financing and cashflows of Main Roads.

	Notes
Cash and cash equivalents	7.1
Lease liabilities	7.2
Borrowings	7.3
Finance costs	7.4
Capital commitments	7.5

7.1 Cash and cash equivalents

7.1.1 Notes to the Statement of Cash Flows

Reconciliation of cash

Cash at the end of the financial year as shown in the Statement of cash flows is reconciled to the related items in the Statement of financial position as follows:

	Notes	2024 \$000	2023 \$000
Cash and cash equivalents		272,237	72,436
Restricted cash and cash equivalents		136,539	194,115
Total cash and cash equivalents at end of period		408,776	266,551
Restricted cash and cash equivalents			
Contractors' deposits ^(a)	9.7	12,415	12,915
Land Transport Infrastructure Projects ^(b)		16,485	15,879
Commonwealth Paid Parental Leave Scheme ^(c)		14	10
Future maintenance – Concessional loading ^(d)		62,728	50,599
Metronet SPA ^(e)	9.7	37,658	84,413
Royalties for Regions Fund ^(f)		7,239	30,299
Total restricted cash and cash equivalents at end of period		136,539	194,115

(a) Contractors' deposits

Amounts withheld from contractors payments pending satisfactory completion of works.

(b) Land Transport Infrastructure Projects

Funds provided as part of National Partnership on Infrastructure Projects in Western Australia. Balance remaining represents interest earned from funds received.

(c) Commonwealth Paid Parental Leave Scheme

Funds held in this account are to be used for purpose of meeting payments to eligible working parents with 18 weeks of Parental Leave Pay.

(d) Future maintenance – Concessional loading

Amount withheld in the restricted cash account received from private companies to fund future maintenance on roads with accelerated damage due to heavy usage by mining companies.

(e) Metronet special purpose account

Unspent funds are committed to fund Metronet road related projects.

(f) Royalties for Regions Fund

Unspent funds are committed to projects and programs in WA regional areas.

For the purpose of the Statement of cash flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

**7.1.2 Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities**

	Notes	2024 \$000	2023 \$000
Net cost of services		(935,015)	(487,907)
Non-cash items			
Depreciation expense – infrastructure	5.2.1	576,245	525,956
Depreciation and amortisation expense – other assets	5.1.1, 5.3.1	9,212	6,615
Depreciation expense – right-of-use assets	5.4.1	2,081	1,239
Finance cost	7.4	3,439	471
Grants to other bodies	3.2	19	14,381
Grants received from other bodies	4.5	(13,706)	(14,321)
Resources received free of charge	4.1	1,064	1,967
Infrastructure assets retired/replaced	3.3	150,433	45,298
Assets not previously recognised	4.7	(18)	(2,727)
Right-of-use asset related non-cash items		88	(108)
Net (gain)/loss on sale of property, plant and equipment	4.8	489	28
(Increase)/decrease in assets:		(207,338)	(115,364)
Receivables ^(a)		(17,502)	(1,170)
Inventories		450	(1,653)
Prepayments			
Increase/(decrease) in liabilities:		31,558	(9,375)
Payables ^(a)		173,882	(77,534)
Grants and contract liabilities		3,958	4,397
Provisions			
Net GST receipts/(payments) ^(b)		299,543	283,502
Change in GST in receivables/payables ^(c)		(312,735)	(285,580)
Net cash provided by/(used in) operating activities		(233,853)	(111,885)

(a) Note that the Australian Taxation Office (ATO) receivable/payable in respect of GST and the receivable/payable in respect of the sale/purchase of non-current assets are not included in these items as they do not form part of the reconciling items.

(b) This is the net GST paid/received, i.e. cash transactions.

(c) This reverses out the GST in receivables and payables.



Notes to the financial statements for the year ended 30 June 2024 continued

7.2 Lease liabilities

	2024 \$000	2023 \$000
Current	5,976	3,068
Non-current	11,754	5,316
	17,730	8,384

Initial measurement

At the commencement date of the lease, Main Roads recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, Main Roads uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

Lease payments included by Main Roads as part of the present value calculation of lease liability include:

- (a) fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- (b) variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- (c) amounts expected to be payable by the lessee under residual value guarantees;
- (d) the exercise price of purchase options (where these are reasonably certain to be exercised);
- (e) payments for penalties for terminating a lease, where the lease term reflects the agency exercising an option to terminate the lease.

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Periods covered by extension or termination options are only included in the lease term by Main Roads if the lease is reasonably certain to be extended (or not terminated).

This section should be read in conjunction with note 5.4.

Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

7.3 Borrowings

	2024 \$000	2023 \$000
Current		
Western Australian Treasury Corporation loans	687,220	130,000
Total current	687,220	130,000

Borrowings refer to interest bearing liabilities mainly raised through Western Australian Treasury Corporation.

Main Roads borrowed the fund to deliver the road projects due to delay in receiving payments from the Commonwealth Government as a result of delayed approval of Project Proposal Reports (PPR).

Interest bearing financial liabilities are classified at amortised cost are initially recognised at fair value of the consideration received less directly attributable transactions costs.

Subsequent to initial recognition the borrowings are measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised and through the amortisation process.

Main Roads has not designated any financial liabilities as at fair value through profit or loss.



7.4 Finance costs

	2024 \$000	2023 \$000
Finance costs		
Interest expense ^(a)	8,024	138
Lease interest expense	829	333
Total finance costs expensed	8,853	471

Finance costs include the costs incurred in connection with the borrowing of funds and interest on borrowings and the interest component of lease liability repayments.

(a) Include payments to Western Australian Treasury Corporation. Refer to Note 9.5.

7.5 Capital commitments

	2024 \$000	2023 \$000
Within 1 year	973,829	1,248,835
Later than 1 year and not later than 5 years	359,268	292,684
Later than 5 years	–	–
	1,333,097	1,541,519

The total presented for capital commitments are GST inclusive.

8 RISKS AND CONTINGENCIES

This note sets out the key risk management policies and measurement techniques of Main Roads.

	Notes
Financial risk management	8.1
Contingent assets	8.2.1
Contingent liabilities	8.2.2
Fair value measurements	8.3

8.1 Financial risk management

Financial instruments held by Main Roads are cash and cash equivalents, restricted cash and cash equivalents, receivables, payables, Western Australian Treasury Corporation (WATC) borrowings and lease liabilities. Main Roads has limited exposure to financial risks. Main Roads' overall risk management program focuses on managing the risks identified below.

(a) Summary of risks and risk management

Credit risk

Credit risk arises when there is the possibility of Main Roads' receivables defaulting on their contractual obligations resulting in financial loss to Main Roads.

Credit risk associated with Main Roads' financial assets is minimal because the main receivable is the amounts receivable for services (holding account). For receivables other than Government, Main Roads trades only with recognised, creditworthy third parties. Main Roads has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that Main Roads' exposure to bad debts is minimal. Debt will be written-off against the allowance account when it is improbable or uneconomical to recover the debt. At the end of the reporting period there were no significant concentrations of credit risk.

Liquidity risk

Liquidity risk arises when Main Roads is unable to meet its financial obligations as they fall due.

Main Roads is exposed to liquidity risk through its trading in the normal course of business.

Main Roads has appropriate procedures to manage cash flows including drawdowns of appropriations, short term borrowings and monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.



Notes to the financial statements for the year ended 30 June 2024 continued

(a) Summary of risks and risk management continued

Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect Main Roads' income or the value of its holdings of financial instruments. Main Roads does not trade in foreign currency and is not materially exposed to other price risks. Main Roads' exposure to market risk for changes in interest rates relate primarily to the short-term debt obligations.

All borrowings are due to the WATC and are repayable at fixed rates with varying maturities. Other than as detailed in the interest rate sensitivity analysis table at note 8.1(e), Main Roads is not exposed to interest rate risk because the majority of cash and cash equivalents and restricted cash are non-interest bearing and it has no borrowings other than the WATC borrowings (fixed interest rate).

(b) Categories of financial instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are:

	2024 \$000	2023 \$000
Financial assets		
Cash and cash equivalents	272,237	72,437
Restricted cash and cash equivalents	136,539	194,114
Financial assets at amortised cost ^(a)	5,401,148	4,649,179
Total financial assets	5,809,924	4,915,730
Financial liabilities		
Financial liabilities at amortised cost ^(a)	446,343	388,406
Lease liabilities	17,730	8,384
Borrowings	687,220	130,000
Amounts due to the Treasurer	–	107,220
Total financial liability	1,151,293	634,010

(a) The amount of financial assets and liabilities at amortised cost excludes GST recoverable from or payable to ATO.

(c) Credit risk exposure

The following table details the credit risk exposure on the Main Roads' trade receivables using a provision matrix.

	Days past due					
	Total \$000	Current \$000	1-30 Days \$000	31-60 Days \$000	61-90 Days \$000	>91 Days \$000
30 June 2024						
Expected credit loss rate		0%	0%	0%	90%	87.04%
Estimated total gross carrying amount at default	32,846	18,735	12,801	999	10	301
Expected credit losses	(271)	–	–	–	(9)	(262)
	32,575	18,735	12,801	999	1	39
30 June 2023						
Expected credit loss rate		0%	0%	0%	0%	7.81%
Estimated total gross carrying amount at default	22,188	13,109	2,733	3,227	71	3,048
Expected credit losses	(238)	–	–	–	–	(238)
	21,950	13,109	2,733	3,227	71	2,810

(d) Liquidity risk and interest rate exposure
 The following table details Main Roads' interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amounts of each item.

Interest rate exposures and maturity analysis of financial assets and financial liabilities

2024	Weighted Average Effective Interest Rate %	Interest rate exposure				Maturity date					
		Carrying Amount \$000	Fixed interest rate \$000	Variable interest rate \$000	Non-interest bearing \$000	Nominal Amount \$000	Up to 1 month \$000	1-3 months \$000	3 months to 1 year \$000	1-5 years \$000	More than 5 years \$000
Financial Assets											
Cash and cash equivalents	-	272,237	-	-	272,237	272,237	-	-	-	-	-
Restricted cash and cash equivalents	4.06	136,539	-	136,539	-	136,539	-	-	-	-	-
Receivables ^(e)	-	584,031	-	-	584,031	584,031	-	-	-	-	-
Amounts receivable for services	-	4,817,117	-	-	4,817,117	4,817,117	-	-	-	-	4,817,117
		5,809,924	-	136,539	5,673,385	5,809,924	-	-	-	-	4,817,117
Financial Liabilities											
Payables	-	432,370	-	-	432,370	432,370	-	-	-	-	-
Lease liabilities ^(b)	-	17,730	-	-	17,730	17,730	549	1,091	4,434	11,404	252
Amounts due to the Treasurer	-	-	-	-	-	-	-	-	-	-	-
Other Payables	1.19	13,973	13,973	-	-	-	-	-	-	13,973	-
Borrowings	4.75	687,220	687,220	-	-	687,220	-	-	687,220	-	-
		1,151,293	701,193	-	450,100	1,137,320	432,919	1,091	691,654	25,377	252

(a) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).

(b) The amount of lease liabilities includes \$4.521 million from plants, \$1.669 million from leased buildings and \$11.540 million from leased vehicles.

Interest rate exposures and maturity analysis of financial assets and financial liabilities

2023	Weighted Average Effective Interest Rate %	Interest rate exposure				Maturity date					
		Carrying Amount \$000	Fixed interest rate \$000	Variable interest rate \$000	Non-interest bearing \$000	Nominal Amount \$000	Up to 1 month \$000	1-3 months \$000	3 months to 1 year \$000	1-5 years \$000	More than 5 years \$000
Financial Assets											
Cash and cash equivalents	-	72,437	-	-	72,437	72,437	-	-	-	-	-
Restricted cash and cash equivalents	2.68	194,114	-	194,114	-	194,114	-	-	-	-	-
Receivables ^(e)	-	362,518	-	-	362,518	362,518	-	-	-	-	-
Amounts receivable for services	-	4,286,661	-	-	4,286,661	4,286,661	-	-	-	-	4,286,661
		4,915,730	-	194,114	4,721,616	4,915,730	629,069	-	-	-	4,286,661
Financial Liabilities											
Payables	-	388,406	-	-	388,406	388,406	-	-	-	-	-
Lease liabilities ^(b)	-	8,384	-	-	8,384	8,384	319	581	2,511	4,915	58
Amounts due to the Treasurer	-	107,220	-	-	107,220	107,220	-	-	107,220	-	-
Borrowings	4.76	130,000	130,000	-	-	130,000	-	-	130,000	-	-
		634,010	130,000	-	504,010	634,010	388,725	581	239,731	4,915	58

(a) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).

(b) The amount of lease liabilities includes \$2.844 million from leased buildings and \$5.540 million from leased vehicles.



Notes to the financial statements for the year ended 30 June 2024 continued

8.1 Financial risk management continued

(e) Interest rate sensitivity analysis

The following table represents a summary of the interest rate sensitivity of Main Roads' financial assets and liabilities at the end of the reporting period on the surplus for the period and equity for a 1% change in interest rates. It is assumed that the change in interest rates is held constant throughout the reporting period.

	-100 basis points			-100 basis points	
	Carrying amount \$000	Surplus \$000	Equity \$000	Surplus \$000	Equity \$000
2024					
Financial Assets					
Restricted cash and cash equivalents	136,539	(1,365)	(1,365)	1,365	1,365
Total Increase/(Decrease)		(1,365)	(1,365)	1,365	1,365

	-100 basis points			+100 basis points	
	Carrying amount \$000	Surplus \$000	Equity \$000	Surplus \$000	Equity \$000
2023					
Financial Assets					
Restricted cash and cash equivalents	194,114	(1,941)	(1,941)	1,941	1,941
Total Increase/(Decrease)		(1,941)	(1,941)	1,941	1,941

8.2 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

8.2.1 Contingent assets

Contingent assets The following contingent assets are excluded from the assets within the financial statements:

	2024 \$000	2023 \$000
Remediation for diesel spill	5,988	5,148
	5,988	5,148

Remediation for diesel spill

Main Roads is seeking to recover the cost for a diesel spill caused by third parties.

8.2.2 Contingent liabilities

The following contingent liabilities are excluded from the liabilities within the financial statements:

	2024 \$000	2023 \$000
Contract claims in dispute	43,594	22,931
Resumption claims in dispute	245,466	247,250
	289,060	270,181

Contract claims in dispute

Claims have been submitted by contractors in relation to services provided under roadwork contracts. The contingent liability is the difference between the amount of the claim and the liability estimated and recognised by Main Roads based on legal advice.



Resumption claims in dispute

Claims have been lodged by owners of property acquired for road construction purposes. The contingent liability is the difference between the owner's claim and the estimated settlement price determined and recognised by Main Roads (under note 6.5 as property acquisition liability) in accordance with an independent valuation.

Contaminated sites

Under the *Contaminated Sites Act 2003*, Main Roads is required to report known and suspected contaminated sites to the Department of Water and Environmental Regulation (DWER). In accordance with the Act, DWER classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as 'contaminated – remediation required or possibly contaminated – investigation required', Main Roads may have a liability in respect of investigation or remediation expenses.

During the year, Main Roads reported ten suspected contaminated sites to DWER. Four sites have yet to be classified, two sites were classified as possibly contaminated – investigation required, three sites was classified as contaminated – restricted use and one site was classified as contaminated – remediation required. Main Roads is unable to assess the likely outcome of the classification process, and accordingly, it is not practicable to estimate the potential financial effect or to identify the uncertainties relating to the amount or timing of any outflows. Whilst there is no possibility of reimbursement of any future expenses that may be incurred in the remediation of these sites, Main Roads may apply for funding from the Contaminated Sites Management Account to undertake further investigative work or to meet remediation costs that may be required.

8.3 Fair value measurements

Assets measured at fair value: 2024	Level 1 \$000	Level 2 \$000	Level 3 \$000	Fair value at end of period \$000
Non-current assets classified as held for sale (Note 9.8)	–	3,071	–	3,071
Land (Note 5.1)	–	73,364	23,104	96,468
Buildings (Note 5.1)	–	104,737	52,514	157,251
Surplus assets (Note 5.1)	–	60,005	27,250	87,255
Land acquired for roadworks (Note 5.1)	–	242,431	44,914	287,345
Infrastructure (Note 5.2)	–	–	60,234,686	60,234,686
	–	483,608	60,382,468	60,866,076

Assets measured at fair value: 2023	Level 1 \$000	Level 2 \$000	Level 3 \$000	Fair value at end of period \$000
Non-current assets classified as held for sale (Note 9.8)	–	155	–	155
Land (Note 5.1)	–	66,734	21,923	88,657
Buildings (Note 5.1)	–	84,115	44,659	128,774
Surplus assets (Note 5.1)	–	49,446	27,837	77,283
Land acquired for roadworks (Note 5.1)	–	220,095	34,868	254,963
Infrastructure (Note 5.2)	–	–	57,198,858	57,198,858
	–	420,545	57,328,145	57,748,690

Valuation techniques to derive Level 2 fair values

Level 2 fair values of non-current assets held for sale, land, buildings, surplus assets and land acquired for roadworks are derived using the market approach. Market evidence of sales prices of comparable land and buildings in close proximity is used to determine price per square metre.

Non-current assets held for sale have been written down to fair value less costs to sell. Fair value has been determined by reference to market evidence of sale prices of comparable assets.



Notes to the financial statements for the year ended 30 June 2024 continued

8.3 Fair value measurements continued

Fair value measurements using significant unobservable inputs (Level 3)

	Non-current asset held for sale \$000	Land \$000	Buildings \$000	Surplus assets \$000	Land acquired for roadworks \$000	Infrastructure \$000
2024						
Fair value at start of period	–	21,923	44,659	27,837	34,868	57,198,858
Additions	–	66	3,394	–	2,731	1,281,842
Revaluation increments/(decrements) recognised in Other Comprehensive Income	–	525	4,306	4,307	3,805	2,477,827
Transfers from/(to) Level 2/Level 3	–	590	4,302	(4,804)	5,235	–
Disposals	–	–	(358)	–	(1,725)	(147,596)
Depreciation expense	–	–	(3,789)	(90)	–	(576,245)
Fair value at end of period	–	23,104	52,514	27,250	44,914	60,234,686
Total gains or losses for the period included in profit or loss	–	–	–	–	–	–

	Non-current asset held for sale \$000	Land \$000	Buildings \$000	Surplus assets \$000	Land acquired for roadworks \$000	Infrastructure \$000
2023						
Fair value at start of period	–	8,101	14,678	25,446	32,163	51,808,380
Additions	–	4,628	90	103	1,299	1,045,597
Revaluation increments/(decrements) recognised in Other Comprehensive Income	–	2,289	10,717	1,813	1,916	4,930,645
Transfers from/(to) Level 2/Level 3	–	8,044	22,818	844	(510)	–
Disposals	–	(1,139)	–	(298)	–	(59,808)
Depreciation expense	–	–	(3,644)	(71)	–	(525,956)
Fair value at end of period	–	21,923	44,659	27,837	34,868	57,198,858
Total gains or losses for the period included in profit or loss	–	–	–	–	–	–

Valuation processes

There were no changes in valuation techniques during the period.

Transfers in and out of a fair value level are recognised on the date of the event or change in circumstances that caused the transfer. Transfers are generally limited to assets newly classified as non-current assets held for sale as Treasurer's Instructions require valuations of land, buildings and infrastructure to be categorised within Level 3 where the valuations will utilise significant Level 3 inputs on a recurring basis.

Land, surplus assets and land acquired for roadworks (Level 3 fair values)

Fair value for restricted use land is based on comparison with market evidence for land with low level utility (high restricted use land). The relevant comparators of land with low level utility is selected by the Western Australian Land Information Authority (Landgate) and represents the application of a significant Level 3 input in this valuation methodology. The fair value measurement is sensitive to values of comparator land, with higher values of comparator land correlating with higher estimated fair values of land.

Buildings (Level 3 fair values)

Fair value for existing use specialised building assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Current replacement cost is the current cost of an asset less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired economic benefit, or obsolescence, and optimisation (where applicable) of the asset. Current replacement cost is generally determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications adjusted for obsolescence. Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.



Infrastructure (Level 3 fair values)

Fair value for infrastructure assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Current replacement cost is current cost of an asset less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired economic benefit, or obsolescence, and optimisation (where applicable) of the asset. Current replacement cost is determined every third year by reference to the cost of a new asset and adjusted in the intervening years by reference to a cost index (ABS Road and Bridge Construction Cost Index or rates obtained from professional estimators specialising in road infrastructure works) to ensure asset carrying values do not materially differ from fair value.

Basis of Valuation

In the absence of market-based evidence, due to the specialised nature of some non-financial assets, these assets are valued at Level 3 of the fair value hierarchy on an existing use basis, which recognises that restrictions or limitations have been placed on their use and disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held to deliver a specific community service.

Significant Level 3 inputs used by Main Roads are derived and evaluated as follows:

Selection of land with restricted utility

Fair value for restricted use land is determined by comparison with market evidence for land with low level utility. Relevant comparators of land with low level utility are selected by the Western Australian Land Information Authority (Landgate).

Historical cost per square metre floor area (m²)

The cost of constructing specialised buildings with similar utility area extracted from financial reports of Main Roads, then indexed by movements in CPI.

Consumed economic benefit/obsolescence of asset

These are estimated by the Western Australian Land Information Authority (Landgate).

Historical cost per cubic metre (m³)

The fair value of road infrastructure comprising of earthworks, pavements, drainage and seals, structures and road furniture is calculated using construction unit rates determined by a professional estimator and multiplying these by the units of relevant categories that form the infrastructure asset.

The fair value of road infrastructure comprising of principal shared paths and certain road furniture are extracted from financial records of Main Roads and indexed by movements in the ABS Road and Bridge Construction cost index.

Selection of land adjoining road reserve

The fair value of road infrastructure comprising of land under roads is determined by comparison with the unimproved land values for land tax purposes maintained by the Western Australian Land Information Authority (Landgate).

Information about significant unobservable inputs (Level 3) in fair value measurements

Description	Fair value 2024 \$000	Fair value 2023 \$000	Valuation technique(s)	Unobservable inputs
Land, Surplus asset and Land acquired for roadworks	95,268	84,628	Market approach	Selection of land with similar approximate utility
Buildings	52,514	44,659	Current replacement cost	Historical cost per square metre floor area (m ²) Consumed economic benefit/obsolescence of asset
Infrastructure (Earthworks)	13,963,718	13,632,329	Current replacement cost	Historical cost per cubic metre (m ³)
Infrastructure (Pavements, drainage and seals)	7,977,712	7,744,087	Current replacement cost	Historical cost per cubic metre (m ³)
Infrastructure (Bridges)	6,752,618	6,207,935	Current replacement cost	Historical cost per cubic metre (m ³)
Infrastructure (Road furniture)	560,605	514,995	Current replacement cost	Consumed economic benefit/obsolescence of asset
Infrastructure (Land under roads)	30,980,033	29,099,512	Market approach	Selection of land adjoining road reserve

Reconciliations of the opening and closing balances are provided in Notes 5.1 and 5.2.



Notes to the financial statements for the year ended 30 June 2024 continued

9 OTHER DISCLOSURES

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Notes
Events occurring after the end of the reporting period	9.1
Initial application of an Australian Accounting Standard	9.2
Future impact of Australian Accounting Standards issued not yet operative	9.3
Key management personnel	9.4
Related party transactions	9.5
Remuneration of auditors	9.6
Special purpose accounts	9.7
Non-current assets classified as held for sale	9.8
Equity	9.9
Supplementary financial information	9.10
Services provided free of charge	9.11
Indian Ocean Territories	9.12

9.1 Events occurring after the end of the reporting period

There were no events occurring after the end of the period that have any financial effect on the results reported in these financial statements.

9.2 Initial application of an Australian Accounting Standard

The following standards are first applied for the reporting period ended on 30 June 2024:

- AASB 2021-2 – Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates
- AASB 2022-1 – Amendments to Australian Accounting Standards – Initial Application of AASB 17 and AASB 9 – Comparative Information



9.3 Future impact of Australian Accounting Standards issued not yet operative

Main Roads cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements' or by an exemption from TI 1101. Where applicable, Main Roads plans to apply the following Australian Accounting Standards from their application date.

Operative for reporting periods beginning on/after 1 Jan 2024

AASB 2020-1	<p><i>Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current</i></p> <p>This Standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current.</p> <p>There is no financial impact.</p>	1 Jan 2024
AASB 2022-5	<p><i>Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback</i></p> <p>This Standard amends AASB 16 to add measurement requirements for sale and leaseback transactions that satisfy the requirements in AASB 15 to be accounted for as a sale.</p> <p>There is no financial impact.</p>	1 Jan 2024
AASB 2022-6	<p><i>Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants</i></p> <p>This Standard amends AASB 101 to improve the information an entity provides in its financial statements about liabilities arising from loan arrangements for which the entity's right to defer settlement of those liabilities for at least twelve months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement.</p> <p>The Standard also amends an example in Practice Statement 2 regarding assessing whether information about covenants is material for disclosure.</p> <p>There is no financial impact.</p>	1 Jan 2024
AASB 2022-10	<p><i>Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities</i></p> <p>This Standard amends AASB 13 for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. Specifically, it provides guidance on how the cost approach is to be applied to measure the asset's fair value, including guidance on the nature of costs to include in the replacement cost of a reference asset. As such, for non-financial assets measured by the cost approach, professional and management fees are to be included in the replacement cost of a reference asset (that are currently excluded by the valuer). This is likely to increase the fair value of those assets (and a corresponding increase in other comprehensive income accumulated in revaluation surplus).</p>	1 Jan 2024
AASB 2023-1	<p><i>Amendments to Australian Accounting Standards – Supplier Finance Arrangements</i></p> <p>This Standard amends: (a) AASB 107; and (b) AASB 7 as a consequence of the issuance of International Financial Reporting Standard Supplier Finance Arrangements (Amendments to IAS 7 and IFRS 7) by the International Accounting Standards Board in May 2023.</p> <p>There is no financial impact.</p>	1 Jan 2024



Notes to the financial statements for the year ended 30 June 2024 continued

Operative for reporting periods beginning on/after 1 Jan 2025

AASB 2014-10	<i>Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	1 Jan 2025
	This Standard amends AASB 10 and AASB 128 to address an inconsistency between the two standards. Main Roads has not assessed the impact of the Standard.	
AASB 2021-7C	<i>Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections</i>	1 Jan 2025
	This Standard further defers (to 1 January 2025) the amendments to AASB 10 and AASB 128 relating to the sale or contribution of assets between an investor and its associate or joint venture. The standard also includes editorial corrections. Main Roads has not assessed the impact of the Standard.	
AASB 2023-5	<i>Amendments to Australia Accounting Standards – Lack of Exchangeability</i>	1 Jan 2025
	This Standard amends AASB 121 and AASB 1 to require entities to apply a consistent approach to determining whether a currency is exchangeable into another currency and the spot exchange rate to use when it is not exchangeable. The Standard also amends AASB 121 to extend the exemption from complying with the disclosure requirements for entities that apply AASB 1060 to ensure Tier 2 entities are not required to comply with the new disclosure requirements in AASB 121 when preparing their Tier 2 financial statements. Main Roads has not assessed the impact of the Standard.	

Operative for reporting periods beginning on/after 1 Jan 2026

AASB 2022-9	<i>Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector</i>	1 Jan 2026
	This Standard amends AASB 17 and AASB 1050 to include modifications with respect to the application of AASB 17 by public sector entities. This Standard also amends the following Standards to remove the temporary consequential amendments set out in AASB 2022-8 since AASB 4 and AASB 1023 do not apply to public sector entities for periods beginning on or after 1 July 2026: (a) AASB 1; (b) AASB 3; (c) AASB 5; (d) AASB 7; (e) AASB 9; (f) AASB 15; (g) AASB 119; (h) AASB 132; (i) AASB 136; (j) AASB 137; (k) AASB 138; (l) AASB 1057; and (m) AASB 1058. Main Roads has not assessed the impact of the Standard.	

9.4 Key management personnel

Main Roads has determined key management personnel to include cabinet ministers and senior officers of Main Roads. Main Roads does not incur expenditures to compensate Ministers and those disclosures may be found in the Annual Report on State Finances. The remuneration of the incumbent Commissioner of Main Roads is met by the Department of Transport.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of Main Roads for the reporting period are presented within the following bands:

Compensation of members of the accountable authority

Compensation Band (\$)	2024	2023
000,000 – 010,000	2	2

Compensation of senior officers

Compensation Band (\$)	2024	2023
350,001 – 400,000	1	2
300,001 – 350,000	1	–
250,001 – 300,000	3	4
200,001 – 250,000	5	6
150,001 – 200,000	1	–



	2024 \$000	2023 \$000
Short term employee benefits	2,497	2,792
Post-employment benefits	315	354
Other long term benefits	9	67
The total compensation of senior officers	2,821	3,213

Total compensation includes the superannuation expense incurred by Main Roads in respect of senior officers. The change in bands comparing to previous year is mainly due to various acting arrangements.

9.5 Related party transactions

Main Roads is a wholly owned public sector entity that is controlled by the State of Western Australia.

Related parties of Main Roads include:

- all cabinet ministers and their close family members, and their controlled or jointly controlled entities;
- all senior officers and their close family members, and their controlled or jointly controlled entities;
- other departments and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly-owned public sector entities);
- associates and joint ventures, of a wholly-owned public sector entity; and
- the Government Employees Superannuation Board (GESB)

Significant transactions with government related entities

In conducting its activities, Main Roads is required to transact with the State and entities related to the State. These transactions are generally based on the standard terms and conditions that apply to all agencies. Such transactions include:

- Income from State Government (Note 4.1)
- Capital appropriation (Note 9.9)
- services received free of charge from other government agencies (Note 4.1)
- income from Road Trauma Trust Fund (Note 4.1)
- income from Natural Disaster Fund (Note 4.1)
- income from Royalties for Regions Fund (Notes 4.1 and 9.9)
- contributions to roadworks (Notes 4.1)
- superannuation payments to GESB (Note 3.1(a))
- remuneration for services provided by the Auditor General (Note 9.6)
- contribution from Department of Transport for Westport (Note 9.9)
- payments mainly for road construction and Metronet to Public Transport Authority amounting \$276.2 million (Notes 3.2)
- payments mainly for property construction, management and fleet leasing to Department of Finance amounting \$16.0 million (Notes 3.3 and 5.1)
- payments mainly for Bicycle network and Customer Information Centre service to Department of Transport amounting \$26.1 million (Notes 3.2 and 3.3)
- payments mainly for property acquisition used for road construction to State Solicitor’s Office amounting \$47.4 million (Notes 5.1 and 5.2)
- payments mainly for property acquisition used for conservation purposes and road construction maintenance to Department of Biodiversity, Conservation and Attractions amounting \$5.9 million (Notes 3.2, 3.3 and 5.2)
- payments mainly for High Wycombe and Redcliffe Precinct modifications to Department of Planning Lands and Heritage amounting \$5.6 million (Notes 3.2)
- payments mainly for Finance costs to Western Australian Treasury Corporation amounting \$5.3 million (Notes 7.4)
- payments mainly for service relocations to Western power amounting to \$9 million (Notes 3.2 & 3.3)
- borrowing of \$557.2 million from Western Australian Treasury Corporation (note 7.3)

Material transactions with other related parties

Outside of normal citizen type transactions with Main Roads, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.



Notes to the financial statements for the year ended 30 June 2024 continued

9.6 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

	2024 \$000	2023 \$000
Auditing the accounts, financial statements, controls and key performance indicators	527	458
	527	458

9.7 Special purpose accounts

METRONET and Westport Roads Account

Established under section 16(1)(d) of the FMA. The purpose of the account is to provide a source of funding for the delivery of METRONET and Westport road-related transport infrastructure works including all associated costs.

	Note	2024 \$000	2023 \$000
Balance at start of period		84,413	108,732
Receipts		246,905	177,369
Payments		(293,660)	(201,688)
Balance at end of period	7.1	37,658	84,413

Deposits – Main Roads

Established under section 16(1)(c) of the FMA. The purpose of the account is to hold moneys that are deposit in nature including contractors' retention and performance bonds to perform the functions under *Main Roads Act 1930*.

	Note	2024 \$000	2023 \$000
Balance at start of period		12,915	8,491
Receipts		9,117	7,279
Payments		(9,617)	(2,855)
Balance at end of period	7.1	12,415	12,915

Railway Crossing Protection Account

Established under section 32A of the *Main Roads Act 1930*. The purpose of the account is to provide a source of funding for the cost of improving, maintaining and repairing such crossings under, across or above railways in the State as the Minister may approve on the recommendation of the Commissioner.

	Note	2024 \$000	2023 \$000
Balance at start of period		–	–
Receipts		–	–
Interest received		–	–
Payments		–	–
Balance at end of period	7.1	–	–



9.8 Non-current assets classified as held for sale

The following table represents a summary of assets held for sale:

	2024 \$000	2023 \$000
Freehold land and buildings		
Opening balance	155	1,495
Assets reclassified as held for sale	2,916	–
Assets removed from current disposal program	–	(1,582)
Assets sold	–	–
Write-down of assets from carrying value to fair value less selling costs	–	242
Total non-current assets classified as assets held for sale at end of period	3,071	155

Information on fair value measurements is provided in note 8.3.

Main Roads disposes freehold land and buildings where they are no longer required for road construction, falls outside the defined road plan or no longer required for operations. These properties are then offered to sale in public auction or through tender process. If the properties remain unsold after auction and tender process, the properties may then be sold under private treaties. Non-current assets classified as held for sale are expected to settle within 12 months.

Non-current assets (or disposal groups) held for sale are recognised at the lower of carrying amount and fair value less costs to sell, and are disclosed separately from other assets in the Statement of financial position. Assets classified as held for sale are not depreciated or amortised. Fair value is provided by the Western Australian Land Information Authority (Landgate) annually.



Notes to the financial statements for the year ended 30 June 2024 continued

9.9 Equity

The Western Australian Government holds the equity interest in Main Roads on behalf of the community. Equity represents the residual interest in the net assets of Main Roads. The asset revaluation surplus represents that portion of equity resulting from the revaluation of non-current assets.

	Notes	2024 \$000	2023 \$000
CONTRIBUTED EQUITY			
Balance at start of period		7,354,125	6,659,989
Contributions by owners			
Capital contributions		741,706	601,437
Other contributions by owners			
Royalties for Regions Fund – Regional Infrastructure and Headwork Account		63,789	17,199
Transfer of net assets from other agencies			
Public Transport Authority		–	246
Westport – Department of Transport		4,191	62,346
Perth City Deal – Department of Transport		45,000	15,000
Department of Lands		–	–
Total contributions by owners		854,686	696,228
Distributions to owners			
Transfer of net assets to other agencies			
Department of Transport – Westport		(506)	–
Department of Planning, Land and Heritage		–	(19)
Proceeds for disposal of assets paid to Consolidated Account		–	(1,728)
Other		(556)	(345)
Total distributions to owners		(1,062)	(2,092)
TOTAL CONTRIBUTED EQUITY AT END OF PERIOD		8,207,749	7,354,125
RESERVES			
Asset revaluation surplus			
Balance at start of period		38,229,932	33,219,543
Net revaluation increments/(decrements)			
Earthworks, Drainage, Pavements and Seals		242,798	1,871,748
Structures		367,515	892,804
Land under roads		1,859,587	2,215,801
Road Furniture		7,927	(49,708)
Land and Buildings		60,248	79,744
Total asset revaluation surplus at end of period		40,768,007	38,229,932
Accumulated surplus			
Balance at start of period		20,273,029	19,078,756
Result for the period		940,764	1,194,273
Balance at end of period		21,213,793	20,273,029
Total Equity at end of period		70,189,549	65,857,086



9.10 Supplementary financial information

(a) Write-offs

During the financial year following assets were written off the Main Roads’ asset register (2023: \$107,000) under the authority of:

	2024 \$000	2023 \$000
The accountable authority	12	107
	12	107

(b) Losses through theft, defaults and other causes

	2024 \$000	2023 \$000
Fixed asset stocktake discrepancies	-	-
	-	-

(c) Gifts of public property

	2024 \$000	2023 \$000
Gifts of public property provided by Main Roads	20	19
	20	19

(d) Forgiveness of debt

	2024 \$000	2023 \$000
Forgiveness of debt by Main Roads	16	-
	16	-

(e) Restricted Access Vehicle permits^(a)

	2024 \$000	2023 \$000
Regulatory fees	11,126	11,351
Transfer payments	11,134	11,388
Cash held in lieu of transfer	30	39

(a) Main Roads collects the Restricted Access Vehicle permits fees in accordance with Road Traffic (Vehicles) Regulations 2014. The receipts are paid into the Consolidated Fund and are subsequently appropriated to Main Roads.



Notes to the financial statements for the year ended 30 June 2024 continued

9.11 Services provided free of charge

	2024 \$000	2023 \$000
Department of Transport – accommodation and transport planning	729	304
Department of Planning, Lands and Heritage – traffic modelling	14	–
Department of Biodiversity, Conservation & Attractions – consultation	536	12
Public Transport Authority – accommodation and traffic management	194	145
Department of Water and Environmental Regulation – consultation	234	191
Western Australian Police – consultation & incident management	18	3
Services provided free of charge to other agencies	117	84
	1,842	739

9.12 Indian Ocean Territories

Main Roads provides road management services to Indian Ocean Territories under service delivery arrangements with the Shires of Christmas Island and Cocos (Keeling) Islands. The amounts expended or set aside for expenditure during 2023-24 are summarised below:

	2024 \$000	2023 \$000
Amount brought forward for recovery	(9)	(58)
Amount received during the period	(105)	–
	(114)	(58)
Expenditure during the year	9	49
Amount carried forward for recovery	(105)	(9)

10 EXPLANATORY STATEMENTS

This section explains variations in the financial performance of Main Roads.

This explanatory section explains variations in the financial performance of Main Roads undertaking transactions under its own control, as represented by the primary financial statements.

All variances between annual estimates (original budget) and actual results for 2024, and between the actual results for 2024 and 2023 are shown below. Narratives are provided for major variances which are more than 10% of the comparative and which are also more than 1% of the following:

- Total Cost of Services of the previous year for the Statements of comprehensive income and Statement of cash flows (\$17.40 million), and
- Total Assets of the previous year for the Statement of financial position (\$667.08 million).



10.1 Statement of comprehensive income variances

	Variance Note	Original Budget 2024 ¹ \$000	Actual 2024 \$000	Actual 2023 \$000	Variance between estimate and actual \$000	Variance between actual results for 2024 and 2023 \$000
Expenses						
Employee benefits expenses	A	123,682	132,934	103,545	9,252	29,389
Supplies and services	B	689,160	661,835	596,343	(27,325)	65,492
Depreciation and impairment expenses of infrastructure assets		628,012	576,245	525,956	(51,767)	50,289
Depreciation, amortisation and impairment expenses – other		1,532	9,212	6,615	7,680	2,597
Depreciation and impairment expenses – right-of-use assets		3,353	2,081	1,239	(1,272)	842
Finance costs		445	8,853	471	8,408	8,382
Grants and subsidies	C	530,001	547,591	460,276	17,590	87,315
Other expenses	1,D	172,974	150,433	45,298	(22,541)	105,135
Total cost of services		2,149,159	2,089,184	1,739,743	(59,975)	349,441
Income						
Sale of goods and services		–	5,127	5,943	5,127	(816)
Commonwealth grants	2	1,674,956	1,059,253	1,143,417	(615,703)	(84,164)
Contributions to roadworks	E	56,033	51,170	69,355	(4,863)	(18,185)
Grants from other bodies	3	278,222	13,706	14,321	(264,516)	(615)
Interest income		1,500	1,332	605	(168)	727
Other income		11,426	24,070	18,223	12,644	5,847
Total income		2,022,137	1,154,658	1,251,864	(867,479)	(97,206)
Gains						
Gain/(loss) on disposal of non-current assets		–	(489)	(28)	(489)	(461)
Total gains		–	(489)	(28)	(489)	(461)
Total income other than income from State Government		2,022,137	1,154,169	1,251,836	(867,968)	(97,667)
NET COST OF SERVICES		127,022	935,015	487,907	807,993	447,108
Income from State Government						
Service appropriation	F	1,424,819	1,534,748	1,365,628	109,929	169,120
Resources received free of charge		2,700	1,064	1,967	(1,636)	(903)
Income from other public sector entities	4	182,489	339,967	314,585	157,478	25,382
Total income from State Government		1,610,008	1,875,779	1,682,180	265,771	193,599
SURPLUS/(DEFICIT) FOR THE PERIOD		1,482,986	940,764	1,194,273	(542,222)	(253,509)
OTHER COMPREHENSIVE INCOME						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation surplus		–	2,538,075	5,010,389	2,538,075	(2,472,314)
Total other comprehensive income		–	2,538,075	5,010,389	2,538,075	(2,472,314)
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		1,482,986	3,478,839	6,204,662	1,995,853	(2,725,823)

1. These estimates are published in the State Budget 2023–24, Budget Papers No.2 'Budget Statements'.



Notes to the financial statements for the year ended 30 June 2024 continued

10.2 Statement of Financial Position Variances

	Variance Note	Original Budget 2024 ¹ \$000	Actual 2024 \$000	Actual 2023 \$000	Variance between estimate and actual \$000	Variance between actual results for 2024 and 2023 \$000
ASSETS						
Current Assets						
Cash and cash equivalents		103,328	272,237	72,437	168,909	199,800
Restricted cash and cash equivalents		79,046	136,539	194,114	57,493	(57,575)
Receivables		283,617	646,844	420,973	363,227	225,871
Amounts receivable for services		–	–	–	–	–
Inventories		2,479	9,138	2,739	6,659	6,399
Prepayments		49,809	73,457	70,179	23,648	3,278
Non-current assets classified as held for sale		1,495	3,071	155	1,576	2,916
Total Current Assets		519,774	1,141,286	760,597	621,512	380,689
Non-Current Assets						
Receivables		226	9,054	220	8,828	8,834
Amounts receivable for services		4,840,533	4,817,117	4,286,661	(23,416)	530,456
Inventories		6,305	18,318	7,215	12,013	11,103
Prepayments		9,039	6,594	10,322	(2,445)	(3,728)
Property, plant and equipment		458,459	677,376	588,975	218,917	88,401
Infrastructure		60,734,625	65,040,160	61,038,569	4,305,535	4,001,591
Intangible assets		7,450	8,839	7,861	1,389	978
Right-of-use assets		8,142	17,252	7,990	9,110	9,262
Total Non-Current Assets		66,064,779	70,594,710	65,947,813	4,529,931	4,646,897
TOTAL ASSETS		66,584,553	71,735,996	66,708,410	5,151,443	5,027,586
LIABILITIES						
Current Liabilities						
Payables		419,135	432,370	388,406	13,235	43,964
Lease liabilities		3,683	5,976	3,068	2,293	2,908
Contract liabilities		3,873	4,296	3,873	423	423
Grants liabilities		243,042	338,968	165,509	95,926	173,459
Borrowings	5	–	687,220	130,000	687,220	557,220
Amounts due to the Treasurer		–	–	107,220	–	(107,220)
Employee related provisions		43,481	43,411	40,661	(70)	2,750
Total Current Liabilities		713,214	1,512,241	838,737	799,027	673,504
Non-Current Liabilities						
Payables		–	13,973	–	13,973	13,973
Lease liabilities		5,069	11,754	5,316	6,685	6,438
Employee related provisions		10,749	8,385	7,177	(2,364)	1,208
Other provisions		–	94	94	94	–
Total Non-Current Liabilities		15,818	34,206	12,587	18,388	21,619
TOTAL LIABILITIES		729,032	1,546,447	851,324	817,415	695,123
NET ASSETS		65,855,521	70,189,549	65,857,086	4,334,028	4,332,463
EQUITY						
Contributed equity		8,205,162	8,207,749	7,354,125	2,587	853,624
Reserves		35,942,805	40,768,007	38,229,932	4,825,202	2,538,075
Accumulated surplus		21,707,554	21,213,793	20,273,029	(493,761)	940,764
TOTAL EQUITY		65,855,521	70,189,549	65,857,086	4,334,028	4,332,463

1. These estimates are published in the State Budget 2023-24, Budget Papers No.2 'Budget Statements'.



10.3 Statement of Cash Flows Variances

	Variance Note	Original Budget 2024 ¹ \$000	Actual 2024 \$000	Actual 2023 \$000	Variance between estimate and actual \$000	Variance between actual results for 2024 and 2023 \$000
CASH FLOWS FROM STATE GOVERNMENT						
Service appropriation	6	870,947	1,004,293	957,990	133,346	46,303
Capital appropriation	7, G	676,888	790,199	677,056	113,311	113,143
Holding account drawdown		-	-	-	-	-
Contributions to roadworks	8, H	117,806	80,616	173,496	(37,190)	(92,880)
Road Trauma Trust Fund		41,300	33,054	29,088	(8,246)	3,966
Natural disaster funds	9, I	13,134	197,916	11,694	184,782	186,222
Royalties for Regions Fund	10, J	115,423	71,373	97,733	(44,050)	(26,360)
Net cash provided by State Government		1,835,498	2,177,451	1,947,057	341,953	230,394
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee benefits	K	(121,501)	(124,357)	(98,319)	(2,856)	(26,038)
Supplies and services	L	(651,912)	(652,667)	(592,031)	(755)	(60,636)
Grants and subsidies	M	(534,001)	(552,498)	(460,835)	(18,497)	(91,663)
GST payments on purchases	11	(147,054)	(351,580)	(324,510)	(204,526)	(27,070)
Finance costs		(445)	(5,414)	-	(4,969)	(5,414)
Receipts						
Sale of goods and services		53,402	64,082	72,194	10,680	(8,112)
Commonwealth grants	12	1,674,956	1,033,555	958,771	(641,401)	74,784
Interest received		1,500	1,024	457	(476)	567
GST receipts on sales	13	11,808	40,233	32,883	28,425	7,350
GST receipts from taxation authority	14	135,000	299,543	283,502	164,543	16,041
Other receipts		10,907	7,870	12,300	(3,037)	(4,430)
Rent received		3,200	6,356	3,703	3,156	2,653
Net cash provided by/(used in) operating activities		435,860	(233,853)	(111,885)	(669,713)	(121,968)
CASH FLOWS FROM INVESTING ACTIVITIES						
Payments						
Purchase of non-current assets	15, N	(28,435)	(53,989)	(81,466)	(25,554)	27,477
Purchase of infrastructure assets		(2,257,770)	(2,190,706)	(1,996,733)	67,064	(193,973)
Receipts						
Proceeds from sale of non-current assets		-	(207)	200	(207)	(407)
Net cash provided by/(used in) investing activities		(2,286,205)	(2,244,902)	(2,077,999)	41,303	(166,903)
CASH FLOWS FROM FINANCING ACTIVITIES						
Payments						
Principal elements of lease payments		(3,302)	(6,471)	(4,164)	(3,169)	(2,307)
Receipts						
Other receipts	16	30,000	-	-	(30,000)	-
Amounts due to the Treasurer	O	-	(107,220)	107,220	(107,220)	(214,440)
Proceeds from borrowing	17, P	-	557,220	130,000	557,220	427,220
Net cash provided by/(used in) financing activities		26,698	443,529	233,056	416,831	210,473
Net increase/(decrease) in cash and cash equivalents		11,851	142,225	(9,771)	130,374	151,996
Cash balance transferred in		17,529	-	-	(17,529)	-
Cash and cash equivalents at the beginning of the period		152,994	266,551	276,322	113,557	(9,771)
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD		182,374	408,776	266,551	226,402	142,225

1. These estimates are published in the State Budget 2023-24, Budget Papers No.2 'Budget Statements'.



Notes to the financial statements for the year ended 30 June 2024 continued

Major estimate and actual (2024) variance narratives:

- 1 Other expenses is lower than anticipated by \$22.5 million (13.0%) due to less road assets retired as a result of project delays.
- 2 Commonwealth grants revenue is lower than anticipated by \$615.7 million (36.8%) due to rescheduling of Commonwealth Grant receipts after the review of Commonwealth funded programs and delay in finalising project proposal reports. Major projects include Tonkin Highway Extension Stage 3, Great Northern Highway Ord River and Hodges Drive to Hepburn Avenue widening.
- 3 Grants from other bodies revenue is lower than anticipated by \$264.5 million (95%) mainly due to delays in finalising transfers of Abernethy Road and North Lake road from Local Governments.
- 4 Income from other public sector entities is higher than anticipated by \$157.4 million (86.3%) mainly due to higher amount of disaster recovery funds received from Department of Fire and Emergency Services for recovery works after Tropical Cyclone Ellie.
- 5 Borrowings is higher than anticipated by \$687.2 million due to unplanned borrowing by the agency.
- 6 Service appropriation is higher than anticipated by \$133.3 million (15.3%) mainly due to additional funds received for Moorine Rock to Mt Holland Road upgrades and Kwinana crash barriers.
- 7 Capital appropriation is higher than anticipated by \$113.3 million (16.7%) mainly due to additional Regional Road Safety Program funding.
- 8 Contributions to roadworks is lower than anticipated by \$37.1 million (31.6%) due to low level of works delivered on the Principle Shared Path program and rescheduling of Marble Bar road upgrade project.
- 9 Natural disaster funds is higher than anticipated by \$184.7 million mainly due to higher amount of disaster recovery funds received from Department of Fire and Emergency Services for recovery works after Tropical Cyclone Ellie.
- 10 Royalties for Regions Fund is lower than anticipated by \$44.1 million (38.2%) mainly due to rescheduling of Mandurah Estuary Bridge duplication related works.
- 11 GST payments on purchases is higher than anticipated by \$204.5 million due to higher than estimated purchases.
- 12 Commonwealth grants is lower than anticipated by \$641.4 million (38.3%) mainly due to delays in approval of project proposals by the Commonwealth Government. Major projects include Tonkin Highway Extension Stage 3, Great Northern Highway Ord River and Hodges Drive to Hepburn Avenue widening.
- 13 GST receipts on sales is higher than anticipated by \$28.4 million due to higher payments received from customers.
- 14 GST receipts from taxation authority is higher than anticipated by \$164.5 million due to higher amount of GST paid on purchases.
- 15 Purchase of non-current assets is higher than anticipated by \$25.6 million (89.9%) mainly due to land acquisitions for the Westport project, construction of staff houses and computer hardware.
- 16 The variance of \$30 million is mainly due to rescheduling of work on the Anketell-Thomas Road Freight Corridor.
- 17 Proceeds from borrowing is higher than anticipated by \$557.2 million due to unplanned borrowing by the agency.

**Major actual (2024) and comparative (2023) variance narratives**

- A Employee benefits expenses increased by \$29.3 million (28.4%) mainly due to transition of road maintenance function inhouse.
- B Supplies and services increased by \$65.4 million (11%) mainly due to higher expense on recurrent projects including Stirling station bus Interchange and road maintenance undertaken within Metropolitan and Goldfields Esperance regions.
- C Grants and subsidies is higher by \$87.3 million (19.0%) due for increased payments for Metronet related works including Victoria Park Canning Level Crossing Removal, Thornlie Cockburn Link and Byford Rail Extension.
- D Other expenses increased by \$105.1 million due to higher infrastructure asset retirement in 2023-24 financial year compared to previous financial year. Projects include Tonkin Gap, Manuwarra Red Dog Highway and Leach Highway Welshpool Road grade separation.
- E Contribution to roadworks decreased by \$18.1 million (26.2%) this year due to reduced number of projects delivered for third party compared to the previous year.
- F Service appropriation has increased by \$169.1 million (12.4%) mainly due to increased amount provided to fund services and higher Motor Vehicle Licensing Fees compared to previous year.
- G Capital appropriation increased by \$113.1 million (16.7%) due to higher capital appropriation allocated from Motor Vehicles Licencing fees compared to last year.
- H Contributions to road works decreased by \$92.9 million (53.5%) mainly due to low level contribution receipts from other public sector agencies compared to previous year.
- I Natural disaster funding receipt is higher by \$186.2 million mainly due to higher amount of disaster recovery funds received from Department of Fire and Emergency Services for recovery works after Tropical Cyclone Ellie.
- J Royalties for Regions Fund decreased by \$26.3 million (27%) due to a one-off payment (\$80 million) last year for recovery of road network after Tropical Cyclone Ellie.
- K Employee benefits is higher by \$26 million (26.5%) mainly due to onboarding of road maintenance staff.
- L Supplies and services payments increased by \$60.6 million (10.2%) mainly due to higher expense on recurrent projects including Stirling station bus Interchange and road maintenance in Metropolitan and Goldfields Esperance regions.
- M Grant and subsidies is higher by \$91.6 million (19.9%) due to increased payment for Metronet related works including Victoria Park and Canning level crossing removal, Byford Rail extension, Thornlie Cockburn link and Bayswater Station.
- N Purchase of non-current assets is lower by \$27.4 million (33.7%) this year compared to last year. This decline is primarily due to reduced spending on land acquisition, particularly the Westport Land acquisition in the previous year.
- O The variance of \$107.2 million in Amounts due to Treasurer is attributed to a one-off payment from Treasury in 2022-23 financial year. The amount is paid back to Treasurer during 2023-24 financial year.
- P The variance of \$427.2 million in proceeds from borrowing is mainly attributed to additional loan drawdown from WATC in 2023-24 financial year.




Special Purpose Statement (Amended)

Deposits - Main Roads

NAME	An account titled 'Deposits - Main Roads' (the Account) shall be maintained as a special purpose account pursuant to section 16(1)(c) of the <i>Financial Management Act 2006</i> by the Commissioner of Main Roads.
PURPOSE	To hold moneys that are deposits in nature including contractors' retention and performance bonds and held in trust by the Commissioner of Main Roads in the performance of functions under the <i>Main Roads Act 1930</i> .
RECEIPTS	There may be credited to the Account such moneys lawfully received for the purposes for which the account is established, and investment income.
PAYMENTS	Money standing to the credit of the Account may be expended for the purposes for which the Account is established, that is: (i) repayments of moneys to persons; or (ii) transfers of deposits to the Main Roads Trust Account upon default by contractors.
ACCOUNTABILITY AND GOVERNANCE	The Account shall be administered, accounted for and reported on by the Commissioner of Main Roads in accordance with the <i>Financial Management Act 2006</i> , <i>Financial Management Regulations 2007</i> and Treasurer's instructions.
REVIEW	A detailed review of the Account is to be undertaken on an annual basis. This is to include an assessment of the payments and receipts to ensure compliance with the purposes outlined above.
DISPOSAL OF FUNDS ON CESSATION	Upon closure of the Account, any balance standing to the credit of the Account shall be credited to Main Roads Trust Account established under section 31(1) of the <i>Main Roads Act 1930</i> or refunded to persons as applicable.

I have examined and agree to the provisions of this trust statement


 Peter Woropzew
 Commissioner of Main Roads
 Date 5/6/2024

Approved
(under delegated authority)


 Pauline Burton
 Director Financial Policy & Operation
 Department of Treasury
 Date 7/6/2024

Appendices



Downloads

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

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



Managing our information assets

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

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

Our service delivery

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

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

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

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

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

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

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

YEAR	SUPPLIER CREATION	CREDIT NOTES	ACCOUNTS PAYABLE	STATEMENTS	INVOICES	SCANNED GENERAL	PLANS AND DRAWINGS	TOTAL
2021-22	3	523	1,573	2,921	40,543	985	2,879	49,427
2022-23	3	349	1,192	2,229	45,469	1,203	2,617	53,062
2023-24	5	294	729	1,124	66,868	630	3,114	72,764



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

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

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

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

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

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



Our training

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

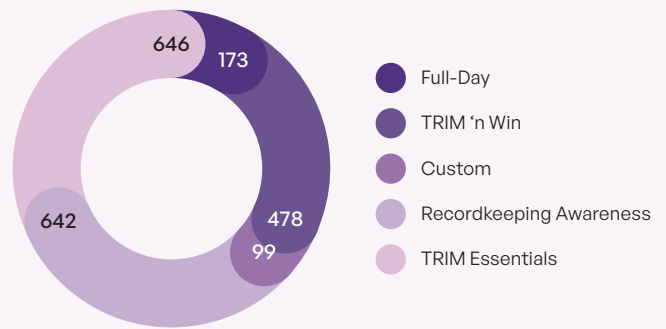
We further support our people by maintaining user guides, training material, and webinar recordings that are available to everyone via the Main Roads intranet (iRoads). We disseminate information via email and news articles on iRoads as a means of educating people on recordkeeping responsibilities, training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

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

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

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

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



Additional disclosures

Additional financial disclosures

Financial targets: actual results versus budget targets

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

\$000	2023-24 TARGET ¹	2023-24 ACTUAL	VARIATION ²
Total Cost of Services	2,294,735	2,089,184	(205,685) ^a
Net Cost of Services	463,941	935,015	471,074 ^b
Total Equity	70,084,027	70,189,741	105,522
Salary Expense Limit	110,460	118,979	8,519 ^c
Borrowing Limit	187,200	687,220	500,020 ^d

- 1 As specified in the Budgets Statements.
- 2 Further explanations are contained in Note 10 Explanatory Statements to the financial statements.
 - a The variation in 'Total cost of services' is due to payments for services and contracts being lower than anticipated through delays in the delivery of minor works and other programs.
 - b The variation in 'Net cost of services' is mainly due to lower than anticipated Commonwealth grants because of delays in approving project proposal reports by the Commonwealth Government.
 - c The variation in 'Salary expense limit' is mainly due to salary provision for back pay of 4.25% salary increase effective on and from 1 February 2024, based on the published Wage Price Index and accrued leave expense was higher than anticipated due to additional staff from the transition of the maintenance function in-house.
 - d An additional \$500.020 million was borrowed from the Western Australian Treasury Corporation. This was because of lower than anticipated Commonwealth grants due to delays in approving project proposal reports by the Commonwealth Government.

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

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

Capital works

All disclosures in relation to capital works are included in the Financial Statements and Notes. Our annual Strategic Asset Plan details our 10-year investment needs and drivers. The Strategic Asset Plan adheres to the Department of Treasury's Strategic Asset Management Framework.

Each major capital project follows the national Austroads project evaluation methodology where a benefit cost ratio (BCR) is calculated incorporating quantifiable economic data and is supplemented by simplified economic, environmental and social assessments. The BCR records information on the benefits of a project on travel time savings, vehicle operating costs and smoother travel, safety and maintenance. Other benefits and costs are considered via a multi-criteria analysis.

Capital works financial progress is reported to Corporate Executive monthly. Indirect economic benefits are now being measured to assess the wider positive impacts delivered to the economy through enabling infrastructure. We have adopted a post-project evaluation framework endorsed by Australian Transport Assessment and Planning and is a key feature of the Infrastructure Sustainability Council of Australia's Rating Tool, v2.1 to measure project success.

Ethical procurement

Our procurement processes comply with the *Western Australian Procurement Act 2020* and Western Australian Procurement Rules and continue to be certified to ISO 9001:2015. An ongoing compliance program is in place to ensure these policies and procedures are adhered to. Our Supply and Transport Branch provides independent governance over all our procurements and related processes. They periodically review a range of data analytics dashboards that enhances the compliance program and addresses any findings. External probity auditors are engaged to observe the procurement process for all major capital works and complex or sensitive professional services procurements. This ensures principles of probity, equity and accountability are adhered to.



Social and sustainable procurement

The Western Australian Social Procurement Framework, which came into effect on 1 June 2021, was introduced by the government to improve social, economic, and environmental benefits in WA communities by leveraging opportunities through state agencies' procurement activity. The Framework brings together all the state's social and sustainability procurement policies and, in conjunction with the Social Procurement Framework Practice Guide, gives a clear message that social procurement forms part of value for money decision-making. We have a range of practices and internal policies in place to deliver social and sustainable procurement outcomes that exceed the state's requirements.

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

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

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

Procurement grievances

Our procedure for dealing with procurement grievances is referenced in all tender documents and is accessible from our website. Endorsed by the Western Australia Road and Rail Construction and Maintenance Industry Advisory Group, the procedure provides for a customer-focused, fair, structured and relationship-based approach to reviewing grievances lodged by contractors. Our procurement processes are fair and equitable. One unsubstantiated grievance was received during the year.

Unauthorised use of credit cards

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

Pricing policies of services provided

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



Statement of Expenditure

In accordance with Section 175ZE of the *Electoral Act 1907*, Main Roads Western Australia incurred \$153,000 during 2023-24 in advertising, market research, polling, direct mail and media advertising. Expenditure was incurred in the following areas:

	\$
Advertising agencies	Nil
Direct mail organisations	Nil
Market research organisations	
Metrix Consulting Pty Ltd	59,000
Market research organisations total	59,000
Polling organisations	Nil
Media advertising organisations	
Angry Chicken Publishing Pty Ltd	10,800
Facebook	29,600
Initiative Media Australia Pty Ltd	53,600
Media Advertising Organisations Total	94,900
Grand Total	153,000

Additional environmental and sustainability disclosures

Infrastructure sustainability rating status

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

We are seeking to expand sustainability practice within our projects. Our participation as a Pioneer Partner in the Infrastructure Sustainability Councils newest rating tool, IS Essentials has helped to facilitate a sustainability rating scheme suitable for smaller infrastructure projects. This can lead to improved outcomes in the civil construction sector. We currently have two projects registered for IS Essentials: Smart Freeways Mitchell Southbound Reid Highway to Vincent Street; and the Causeway Pedestrian and Cyclist Bridges.

PROGRAM	PROJECT	IS VERSION	RATING PHASE	TARGET RATING	TRACKING STATUS
Armadale Road	Armadale Road Northlake Road Bridge	2	As-Built	Silver	Verified Bronze Design As-Built rating on hold/ abandoned
Albany Ring Road	Albany Ring Road	2.0/2.1	Design	Silver	Bronze Rating on hold/ abandoned
Bunbury Outer Ring Road	Bunbury Outer Ring Road	2.0/2.1	Design	Silver	Verified Silver Planning
Mitchell Freeway	Mitchell Freeway Extension – Hester Romeo	2.0	Design	Silver	Verified Silver Design – awaiting certification
Tonkin Highway	Tonkin Gap Project and Associated Works	2.0/2.1	Design	Silver	Verified Gold Design
Great Eastern Highway Bypass Interchanges	Great Eastern Highway Bypass Interchanges	2.0/2.1	Design	Silver	Silver
Stephenson Avenue Extension	Stephenson Avenue Extension	2.1	Design	Silver	Silver
Smart Freeways Mitchell Freeway	Hester Avenue to Warwick Road				Abandoned
Causeway PSP Bridges	Causeway Link Alliance	IS Essentials	Design	Silver	Behind
Smart Freeways Mitchell Freeway	Reid Highway to Vincent Street	IS Essentials	Design	Silver	Silver
Tonkin Highway	Tonkin Highway Extension	2	Planning	Bronze	Verified Bronze Rating
Swan River Crossings	Swan River Crossings	2	Planning	Bronze	Verified Silver Planning
Tonkin Highway	Tonkin Grade Separations Interchanges (Hale to Welshpool)	2	Planning	Bronze	Verified Bronze Rating
Great Eastern Highway	Great Eastern Highway Bypass (WP1 Kalamunda)	2	Planning	Bronze	Bronze
Karratha-Tom Price Road	Manuwarra Red Dog Highway (Karratha-Tom Price Road Stage 4)	2	Planning	Bronze	Verified Silver Planning
EastLink WA	EastLink WA Package 1: Reid Highway Grade Separations	2	Planning	Bronze	Verified Silver Planning
	EastLink WA Package 2: Roe Highway to Clackline	2	Planning	Bronze	Verified Silver Planning
	EastLink WA: Package 3 Clackline to Northam	2	Planning	Bronze	Verified Silver Planning
Mandurah Estuary Bridge Duplication	Mandurah Estuary Bridge Duplication	2	Planning	Bronze	Verified Bronze Planning
Tonkin Highway	Tonkin Grade Separations Interchanges (Kelvin)	2	Planning	Bronze	Verified Bronze Planning
Tonkin Highway North Ellenbrook Interchange	Tonkin Highway North Ellenbrook Interchange	2.1	Planning	Silver	Silver



Emissions by type due to operations and congestion

As part of a commitment to develop a data-driven approach to addressing congestion, based around agreed performance metrics and targets, a cloud-based data factory was developed to collate and report road network performance data across major roads in metropolitan Perth. The system collates speed and volume information from multiple data sources across the 4,500 links, which currently represent the Perth major road network. Data is recorded on each link for every 15-minute interval dating back to January 2013. This system has been named the Network Performance Reporting System (NetPreS). Data has been used to estimate emissions trends on state roads and significant local roads in the Perth metropolitan area. We act to directly manage the traffic flow of vehicles. This has consequences for overall environmental impacts, including carbon emissions and air quality, from use of the road network.

The following tables reflect the impact that the roads we directly manage are having on energy use and emissions, which give an indication of the impact to air quality.

Annual emissions due to operations

Estimates for Perth Metropolitan State Road Network and significant local roads

	2021	2022	2023	2024
MVKT	11,043	10,740	10,851	11,145
Fuel Consumed (kl)	1,457,000	1,425,000	1,453,000	1,499,000
Emissions by Type (tonnes per year)				
CO ₂	3,374,000	3,300,000	3,364,000	3,471,000
CH ₄	441	431	440	453
N ₂ O	102	100	102	105
NO _x	1,767	1,728	1,762	1,818
CO	12,695	12,416	12,660	13,061
NM _{VOC}	4,405	4,308	4,393	4,532
SO _x	231	226	231	238
PM ₁₀	41	40	41	42

Annual emissions due to congestion

Estimates for Perth Metropolitan State Road Network and significant local roads

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

Emissions metrics Scope 1, 2 and 3

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

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

Scope 1, 2 and 3

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

Energy use by source

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

Intensity indicators

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



Imported road construction materials

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

Imported recycled and reused construction materials

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

Waste materials to landfill (Waste)

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



Materials recycled

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

Waste management: roadsides, buildings and facilities

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

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

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

The reduction of single use plastics continues, with the use of alternative bin liners, and biodegradable paper cups. Waste avoidance strategies in our office facilities include:

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

Our operational depots also support good practice waste management initiatives by separating different waste categories and either recycling or disposing as appropriate. Depot waste may be a by-product of depot activities, such as from laboratories or temporary storage of waste from road projects or maintenance. Our depots have waste management plans for asbestos, concrete, steel, aluminium, batteries, and waste oil. Recycling and disposal opportunities depend on the availability of these services in the region the depot is located.

We collaborate with community groups, state and local government agencies to reduce litter and illegal dumping. We continue to implement Main Roads State-Wide Litter Strategy that supports the Litter Prevention Strategy for Western Australia 2020–25. Main Roads litter strategy focuses on efforts in the following areas and aspects: roadsides, rest areas, loose loads, abandoned vehicles and illegal dumping. Implementing strategy involves boosting public awareness as well as increasing community buy-in and participation in litter reduction programs and behaviours. To facilitate this objective, we provide a \$30,000 annual sponsorship to Western Australia’s Keep Australia Beautiful Council for resources enabling volunteers to undertake litter collection activities.



Stakeholder map – stakeholder inclusiveness

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

Project stakeholders are a person, business, organisation or group, interested in or impacted by a project or initiative we are undertaking. Initial identification occurs during the planning stages of a project and new stakeholders are identified through the project lifecycle based on their interest/impact. Project stakeholders can vary from project to project and are tracked and managed in our customer relationship management system CONNECT.

Corporate stakeholders are a person, business, organisation or group interested in or impacted by our agency who may partner with us and influence, or hamper the work we do. Corporate stakeholders are identified using an annual process that involves internal stakeholders across the entire organisation.

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

Our approach to stakeholder engagement

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

Our engagement principles of inclusivity, materiality and responsiveness are based on AA1000SES. We have also adopted the principle of completeness to align with our commitment to sustainability, driven by the Global Reporting Initiative (GRI).



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



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

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

Corporate stakeholder concerns are determined using a biennial materiality review, performed in accordance with the Global Reporting Initiative (GRI). The review draws from our corporate and legislative requirements, key risks, media and ministerial topics and peer reporting practices to determine what is important to our stakeholders.



Additional governance disclosures

Our legislation

The *Main Roads Act 1930* (WA) establishes the Commissioner of Main Roads as a body corporate and sets out the powers and duties of the office. The Act was amended in late 2023. Amendments facilitate Main Roads operations and functions, creating an improved framework for a modern road authority's services. Main Roads is currently developing regulations, using some of the powers contained in section 37 of the Act and through a thorough and consultative process. The Act also has subsidiary legislation under it, namely. Main Roads (General) Regulations 2023, Main Roads (Control of Advertisements) Regulations 1996 covering powers with respect to advertisements in or near the road reserve and the Main Roads (Engineering Cadets) Regulations 1982 covering selection of cadets.

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

- *Road Traffic (Events on Roads) Regulations 1991* sets out approvals required from the Commissioner of Main Roads or their delegated authority with respect to events on roads
- The *Land Administration Act 1997* provides powers for the resumption of and entry onto land
- Regulation 291 of the *Road Traffic Code 2000* allows us to temporarily close a road subject to certain conditions
- Regulation 297 of the *Road Traffic Code 2000* provides the Commissioner with the power to erect road signs, traffic signals and install road marking, and allow an authorised body to carry out certain related activities.
- Section 131 of the *Road Traffic (Administration) Act 2008* makes those responsible for damage to the road jointly and severally liable to Main Roads for damages.
- Section 33 of the *Road Traffic (Vehicles) Act 2012* provides the Commissioner with the authority to modify a mass or dimension requirement, as provided in the regulations.
- Section 40 of the *Road Traffic (Vehicles) Act* provides the Commissioner with the authority to give an access approval for a complying restricted access vehicle to be on a road.
- Section 44 of the *Road Traffic (Vehicles) Act* provides for the accreditation of persons in relation to certain heavy vehicles by the Commissioner of Main Roads for the purposes of sections 33(4) and 40(2).
- *Surveillance Devices Regulations 1999* regulation 6.1 (da) which empowers authorised public authorities to monitor traffic on a road as defined in section 6 of the Main Roads Act.

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

Ministerial directives

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

Integrated management system

Our integrated management system brings together our third-party certified systems and processes into a single framework. During the year we undertook a surveillance audit confirming we continue to comply with all requirements related to ISO 9001:2015; ISO 14001:2015; ISO 45001:18 and the Australian Government Building and Construction Work Health and Safety Accreditation Scheme.



Freedom of information

The *Freedom of Information Act 1992* (WA) gives the public a general right to apply for access to documents held by government agencies. An information statement in accordance with the requirements of the FOI Act is available on our website. This statement provides a guide on how to apply for access to documents, as well as information about documents that may be available outside of the FOI process. During the year, we processed 44 FOI applications. Enquiries about FOI can be emailed to: foi@mainroads.wa.gov.au.

Customer privacy

As with all Western Australian Government agencies we are not subject to the *Privacy Act 1988* (Cth) and to date Western Australia does not have an equivalent statute in force. However, where possible, Main Roads adheres to the Australian Privacy Principles set out in Schedule 1 of the Privacy Act. Work is continuing by Department of Premier and Cabinet to introduce new whole-of-government privacy legislation and new, responsible information-sharing legislation for the Western Australian public sector. Main Roads values the privacy of our customers and complies with our CCTV Usage Policy that outlines appropriate use; we do not automatically record on our CCTV cameras. Main Roads also operates in accordance with the *Surveillance Devices Regulations 1999* (WA) which were amended in late 2023. Our approach to privacy is available on our website.

Public interest disclosures

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

Conflicts of interest and acceptance of gifts

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

All employees have a responsibility to declare all conflicts of interest, whether actual, potential or perceived, for recording on the confidential Conflict of Interest Register. The register is maintained by our Manager Legal and Insurance Services. Each Corporate Executive member signs a representation memorandum addressed to the managing director which includes a section on personal interests in our contracts. The chief finance officer, managing director and accountable authority then sign a management representation letter to the Auditor General addressing various categories, including internal controls and risk management.

To ensure compliance with the Australian Accounting Standard AASB 124, a related party transaction disclosure is signed by all senior officers declaring personal details, controlling interests and transactional details. These records are audited to ensure internal control processes are consistently managed.

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

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

All offers of gifts, benefits and hospitality must be declared and recorded in the gifts and benefits register which is also maintained by the manager Legal and Insurance Services.



Road facts summary sheet

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

¹ Active licences only

Sources

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

*DBCA: Department of Biodiversity, Conservation and Attractions

Road classifications

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

Sources

Corporate and Local Extracts as at 17 June 2024 from Main Roads Corporate System (IRIS)
 Department of Biodiversity, Conservation and Attractions

Notes

Local road lengths are reported information received from local government
 Local roads with cross section type 'unconstructed' or 'unknown' have been excluded.
 Privately maintained roads have been excluded.



Glossary

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



Acronyms

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



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Hearing Impaired TTY 133 677
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Welshpool DC WA 6986
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Regional Offices

Goldfields-Esperance

Kalgoorlie Office

83 Piesse Street
Boulder WA 6432
(08) 9080 1400

Great Southern

Albany Office

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

Kimberley

Derby Office

Wodehouse Street
Derby WA 6728
(08) 9158 4333

Kununurra Office

Messmate Way
Kununurra WA 6743
(08) 9168 4777

Mid West-Gascoyne

Geraldton Office

Eastward Road
Geraldton WA 6531
(08) 9956 1200

Carnarvon Office

470 Robinson Street
Carnarvon WA 6701
(08) 9941 0777

Pilbara

South Hedland Office

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

South West

Bunbury Office

Robertson Drive
Bunbury WA 6231
(08) 9724 5600

Wheatbelt

Northam Office

Peel Terrace
Northam WA 6401
(08) 9622 4777

Narrogin Office

Mokine Road
Narrogin WA 6312
(08) 9881 0566