Introducing Us

Our Purpose is to provide safe and efficient road access that will enhance community lifestyles and ensure economic prosperity.

Our Vision is to be recognised for excellence in customer service and world-class road access.

Our Stakeholders include every person who lives or does business in Western Australia. A wide range of groups are consulted within the course of conducting our business, including community groups, businesses and Government stakeholders and representatives.

Our Strategic Direction aims to achieve excellence through inspiring leadership and strong collaborative relationships. There are five strategic areas of focus that will assist in achieving this:

- Providing the right roads for Western Australia
- Making roads work for the community
- Creating our workforce of the future
- Inspiring leadership
- Enhancing relationships.

Our Values form the foundation upon which Main Roads is built. They represent our culture, guide our behaviours and influence the decision-making process and our relationships with each other, our customers and partners.

Our values are:

**Roads Matter**
Taking pride in managing the road network for the benefit of the community.

**Embracing Challenge**
Anticipating and taking up challenges.

**Excellence in Customer Service**
Understanding and providing what is important to our customers.

**Working Together**
Enhancing relationships and teamwork.

**Professionalism**
Providing high levels of expertise in delivering our services.

**Family**
Respecting and supporting our customers, the community and each other.

Our Role in Western Australia, as the State road authority of one of the most widely geographically distributed road networks in the world, is to manage and provide road access to all road users across the State.

We work closely with our portfolio colleagues and Local Government to plan, build and maintain an integrated and efficient world-class road transport network of just over 18,500 kilometres. We manage more than $41 billion of assets (road assets valued at $39 billion) that support the needs of all road users across the State.
We operate from 10 regions located throughout the State:

<table>
<thead>
<tr>
<th>Region</th>
<th>Area Covered (Thousand km²)</th>
<th>Population (Thousand)</th>
<th>State Roads (km)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Gascoyne</td>
<td>135</td>
<td>10</td>
<td>995</td>
</tr>
<tr>
<td>2 Goldfields-Esperance</td>
<td>941</td>
<td>59</td>
<td>2,202</td>
</tr>
<tr>
<td>3 Great Southern</td>
<td>53</td>
<td>59</td>
<td>1,608</td>
</tr>
<tr>
<td>4 Kimberley</td>
<td>421</td>
<td>38</td>
<td>2,241</td>
</tr>
<tr>
<td>5 Metropolitan</td>
<td>5</td>
<td>1,745</td>
<td>849</td>
</tr>
<tr>
<td>6 Mid West</td>
<td>287</td>
<td>54</td>
<td>2,657</td>
</tr>
<tr>
<td>7 Píbara</td>
<td>507</td>
<td>63</td>
<td>2,738</td>
</tr>
<tr>
<td>8 South West</td>
<td>29</td>
<td>253</td>
<td>1,746</td>
</tr>
<tr>
<td>9 Wheatbelt North</td>
<td>100</td>
<td>50</td>
<td>2,004</td>
</tr>
<tr>
<td>10 Wheatbelt South</td>
<td>56</td>
<td>23</td>
<td>1,554</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,533</strong></td>
<td><strong>2,345</strong></td>
<td><strong>18,594</strong></td>
</tr>
</tbody>
</table>

**Our Sustainable Approach** is to strive to be an organisation that integrates economic, social and environmental aspects into our decision making and seeks positive outcomes in each. Our Sustainability Policy states that, Main Roads is committed to creating lasting benefits through an integrated consideration of the social, environmental and economic aspects in all that we do. We will manage, operate and develop a road transport system that meets the needs of today, without compromising the natural, human and financial capital on which future generations will depend. In embracing our Sustainability Policy and Strategy we will improve and strengthen the way we meet the Western Australian community’s needs.

A Sustainability Performance Framework with associated plans and policies is under development. It will clarify our long-term priorities and has been generated from a gap analysis process that utilised staff input from Sustainability Awareness Workshops and external sustainability frameworks. Further details can be found on our website.

To ensure our ongoing performance on sustainability issues of importance to our business and our stakeholders, we conduct an annual materiality review based upon our corporate commitments, our key business and environmental risks, our legislative requirements, our corporate stakeholder engagement processes, and media and ministerial topics. Our key topics can be found in the Sustainability section of the Main Roads website.
Highlights of the YEAR

430 kilometres upgraded

Great Eastern Highway Upgrade
The City East Alliance delivered the upgrade of Great Eastern Highway between Tonkin Highway and Kooyong Road and achieved a Commendable ‘As Built’ rating under the Infrastructure Sustainability Council of Australia rating scheme.

Grain Freight Program
We are managing a total of 64 projects that will see more than 430 kilometres of State and local roads upgraded. Working with 15 Local Governments across the Wheatbelt, majority of the work has already completed.

30,000 extra vehicles a day

Dampier Highway Duplication
The $113 million Dampier Highway Duplication project opened in March 2013 and will benefit local residents by reducing travel times by up to 25%.

Northbridge Tunnel
Additional lanes were added both ways in April 2013 in the Northbridge Tunnel. Completed under heavy public scrutiny, positive feedback has been received for the project.

30 projects delivered

Regional Run Off Road Program
The program looks at reducing run off road crashes across the State road network. 30 projects were delivered this year, achieving 98% expenditure of the program.

$315 million committed

Community Working Groups
An initiative of the Transport Minister, Troy Buswell, Community Working Groups have been set up for major infrastructure projects. We have committed $315 million towards the communities preferred option for the Mitchell Freeway extension.

Gateway WA Underway
Work on our largest ever project, the $1 billion Gateway WA project commenced in March 2013. Engineers Australia called this project the most important interchange where road, rail and air services interact.
The transport system is an integral part of the everyday lives of all Western Australians and in a State that is as large and diverse as ours, it is a critical component of the lifeblood that makes it all work. In seeking to meet community expectations and deliver government outcomes there will always be challenges to overcome and opportunities to recognise and benefit from. The following provides a snapshot of some of these challenges and opportunities and looks at what we might be facing in the future.

**Economic**
At Main Roads, we need to ensure that we continue to be well placed in order to achieve the delivery of more than $8 billion in services over the next four years including, $3.4 billion of capital works and distributing $809 million in grants to Local Government. With our Portfolio Partners, Local Government and other agencies we will be working to deliver a range of significant major projects across the State that will not only address exports and freight, but also contribute to improved productivity as we tackle the impacts of congestion.

**Social**
Our task is to serve the needs of a growing population while addressing the impacts this will have on meeting the land use and access needs of individuals, the community and business. Responding to this potentially significant change in our urban environment and meeting the new and additional needs of road users is an emergent challenge.

**Environmental**
Our natural environment is a valuable asset that is subject to many pressures as a result of developing and managing an extensive road network. This however also provides opportunities to make gains in biodiversity, the efficient use of natural resources and reductions in carbon-based emissions. A key focus will be on continuing the development of our people to be more effective in fulfilling their environmental responsibilities. We will be driving more consistent outcomes in land rehabilitation, roadside habitat preservation, and reducing carbon emissions across our business.

**Looking Ahead**
This next year will see the launch of our new Strategic Plan looking out to 2020. One of the new areas of focus is around Creating Value and all of the implications, financial and non-financial, that might encompass. We have recently adopted the Infrastructure Sustainability Council of Australia IS rating tool for all projects greater than $100 million. This approach is driving a culture of change that we will build on across all our initiatives under the Transport portfolio.

Whilst taking into account all challenges and opportunities ahead, we will continue to work with our stakeholders and partners to deliver integrated transport solutions, better road services, and an improved travel experience for all Western Australians.
Our Financial Summary provides a view of some key elements of our financial statements which complements our 2012-13 financial statements which are available in our full Annual Report on our website.

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billion of income received</td>
<td>$1.6</td>
</tr>
<tr>
<td>Billion of services delivered</td>
<td>$1.9</td>
</tr>
<tr>
<td>Million increase in the value of our infrastructure assets</td>
<td>$261.2</td>
</tr>
<tr>
<td>Million invested in capital works</td>
<td>$822</td>
</tr>
</tbody>
</table>

**Income Sources ($ million)**

- Commonwealth Government Grants: $351.5
- State Other Income Sources: $106.5
- Other Income: $265.3
- Total Income: $1637

**Expenditure by Type ($ million)**

- Employee Benefits and Superannuation Expense: $64.3
- Supplies and Services: $473.5
- Depreciation Expense and Amortisation Expense: $252.2
- Capital Expenditure: $422.0
- Grants and Subsidies: $222.9
- Other Expenditures: $1520.8
- Total Expenditure: $1878

**Assets**

- $38.3 billion in 2009-10
- $40.8 billion in 2010-11
- $41.2 billion in 2011-12
- $41.4 billion in 2012-13

**Liabilities**

- $251.8 million in 2009-10
- $245.1 million in 2010-11
- $276.1 million in 2011-12
- $388.7 million in 2012-13
Our Workforce Profile provides a view of some principal characteristics of our people. We have 1,123 permanent employees, 64 part-time employees and 14 fixed-term contractors. For more information, please see our full Annual Report on our website.

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time equivalent staff</td>
<td>1,039</td>
<td>71%</td>
</tr>
<tr>
<td>Permanent employees</td>
<td>1,123</td>
<td>29%</td>
</tr>
<tr>
<td>Males (Headcount)</td>
<td></td>
<td>71%</td>
</tr>
<tr>
<td>Females (Headcount)</td>
<td></td>
<td>29%</td>
</tr>
</tbody>
</table>

**Employee Length of Service**

- 0-4 Years: 24%
- 5-9 Years: 24%
- 10-14 Years: 12%
- 15-24 Years: 14%
- 25-34 Years: 14%
- 35+ Years: 12%

**Employee Age Profile**

- <30 Years Old: 15%
- 30-39 Years Old: 16%
- 40-49 Years Old: 20%
- 50-59 Years Old: 31%
- 60+ Years Old: 16%

**Our regionally based workforce**

- Gascoyne: 22
- Goldfields Esperance: 39
- Great Southern: 32
- Kimberley: 34
- Mid West: 29
- Pilbara: 33
- South West: 65
- Wheatbelt North: 77
- Wheatbelt South: 22

**Our turnover rate**

- 2011: 5.5%
- 2012: 6.8%
- 2013: 6.6%
Key Performance Indicators are an integral part of managing outcomes in critical business areas. The following is a summary of our success in delivering agreed Government outcomes. The results show that for the vast majority of measures we are achieving our goals. Full explanations on all the measures can be found in our full Annual Report on our website. Other relevant business measures are incorporated throughout the report.

<table>
<thead>
<tr>
<th>Road Safety</th>
<th>Level of Achievement</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Community satisfaction of road safety</td>
<td>94%</td>
<td>✔</td>
</tr>
<tr>
<td>Black spot location indicator</td>
<td>10.3</td>
<td>✔</td>
</tr>
<tr>
<td>% of contracts completed on time</td>
<td>70%</td>
<td>✗</td>
</tr>
<tr>
<td>% of contracts completed on budget</td>
<td>95%</td>
<td>✔</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Office of Road Safety</th>
<th>Level of Achievement</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Effectiveness of road safety awareness campaigns</td>
<td>83%</td>
<td>✔</td>
</tr>
<tr>
<td>% of ORS projects completed on time</td>
<td>78%</td>
<td>✗</td>
</tr>
<tr>
<td>% of ORS projects completed on budget</td>
<td>100%</td>
<td>✔</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Road Efficiency: Road Management</th>
<th>Level of Achievement</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Community satisfaction</td>
<td>94%</td>
<td>✔</td>
</tr>
<tr>
<td>Road network permitted for use by heavy vehicles</td>
<td>B Double 27.5m %</td>
<td>97%</td>
</tr>
<tr>
<td></td>
<td>Double RT 27.5m %</td>
<td>97%</td>
</tr>
<tr>
<td></td>
<td>Double RT 36.5m %</td>
<td>79%</td>
</tr>
<tr>
<td></td>
<td>Triple RT 53.5m %</td>
<td>44%</td>
</tr>
<tr>
<td>% Network configuration</td>
<td>Roads</td>
<td>88%</td>
</tr>
<tr>
<td></td>
<td>Bridges Strength</td>
<td>88%</td>
</tr>
<tr>
<td></td>
<td>Width</td>
<td>95%</td>
</tr>
</tbody>
</table>
## Road Efficiency: Road Management

<table>
<thead>
<tr>
<th>Metric</th>
<th>Level of Achievement</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of contracts completed on time</td>
<td>86%</td>
<td>✔</td>
</tr>
<tr>
<td>% of contracts completed on budget</td>
<td>100%</td>
<td>✔</td>
</tr>
<tr>
<td>Average $ cost of network management per million vehicle kilometre travelled</td>
<td>$4,535</td>
<td>✗</td>
</tr>
</tbody>
</table>

## State Development

<table>
<thead>
<tr>
<th>Metric</th>
<th>Level of Achievement</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average return on construction expenditure</td>
<td>3.1</td>
<td>✔</td>
</tr>
<tr>
<td>% of contracts completed on time</td>
<td>100%</td>
<td>✔</td>
</tr>
<tr>
<td>% of contracts completed on budget</td>
<td>100%</td>
<td>✔</td>
</tr>
</tbody>
</table>

## Road Maintenance

<table>
<thead>
<tr>
<th>Metric</th>
<th>Level of Achievement</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Smooth travel exposure</td>
<td>97%</td>
<td>✔</td>
</tr>
<tr>
<td>% Community satisfaction road maintenance</td>
<td>84%</td>
<td>✔</td>
</tr>
<tr>
<td>% Preventative maintenance indicator</td>
<td>87%</td>
<td>✔</td>
</tr>
<tr>
<td>% Availability of traffic signals, road lighting and emergency phones to February 2013</td>
<td>Traffic signals: 99.5%</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td>Road lighting: 98.3%</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td>Emergency phones: 99.9%</td>
<td>✔</td>
</tr>
<tr>
<td>Average $ cost of network maintenance per lane kilometre of road network</td>
<td>$7,926</td>
<td>✔</td>
</tr>
</tbody>
</table>

## Community Access

<table>
<thead>
<tr>
<th>Metric</th>
<th>Level of Achievement</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of the year that 100% of the Main Roads State road network is available</td>
<td>94%</td>
<td>✔</td>
</tr>
<tr>
<td>% Community satisfaction with cycleways and pedestrian facilities</td>
<td>83%</td>
<td>✔</td>
</tr>
<tr>
<td>% of contracts completed on time</td>
<td>80%</td>
<td>✔</td>
</tr>
<tr>
<td>% of contracts completed on budget</td>
<td>80%</td>
<td>✔</td>
</tr>
</tbody>
</table>
Main Roads are putting an enormous amount of effort into tackling issues such as congestion; efficiently moving the massive resources workforce; freight and logistics linkages; connecting Western Australia’s 21 ports; and maintaining and upgrading the thousands of kilometres of roads that traverse the nation’s largest State.

In December 2012, Menno Henneveld retired as the Managing Director after ten years of service and we welcomed Steve Troughton to the role in early 2013. In a period of significant transformation, multiple projects have started to become a reality and Main Roads has taken a lead role in managing CBD and arterial roadwork planning. Significant works including the extension of the Northbridge tunnel to carry three lanes of traffic in each direction, an extra lane on the Mitchell Freeway and construction for Gateway WA are focused on tackling congestion and helping to manage the impact of other important CBD developments.

In addition, as part of the Transport portfolio we have implemented a suite of integrated initiatives including priority bus lanes and improved cycle paths to and around the city. A set of tools including a series of traffic maps, weekly updates of current road disruptions and suggested alternate routes are continuously developed to help minimise delays on the network.

In rural Western Australia we saw the opening of a range of projects including the Dampier Highway duplication and Stage Two of the Bunbury Port Access road and the delivery of more than 64 projects in the Wheatbelt as part of the Grain Freight Program. I commend our many forward-thinking teams for their innovation and leadership and I am proud to lead an organisation recognised as being such a prominent infrastructure agency within State Government.

Across the State, the strong economy continues to be highly reliant on an efficient and productive freight task. Over the past four decades, the freight task has quadrupled with a large proportion transported by roads. As outlined in the Western Australian Regional Freight Transport Network Plan, the future freight task will require significant road upgrades and renewal programs, as well as selective road expansion projects.

By realising these short and long-term strategic transport plans, Main Roads together with our portfolio partners, will continue to meet the community’s high expectations and build a world-class integrated transport network.

Reece Waldock
Commissioner of Main Roads
My introduction to Main Roads and Western Australia has made for a fascinating and exciting start. Within the first few weeks of joining the organisation, I found myself in the thick of our incident management processes as we prepared for and responded to the impacts of Cyclone Rusty in the north of the State, followed by bushfires in Upper Swan and around the Bullsbrook area. Around the same time, I joined the Prime Minister to celebrate the official opening of Great Eastern Highway Kooyong Road to Tonkin Highway Project, which was completed on budget and more than six months ahead of schedule. I also had the honour of welcoming the 2012 West Australian ‘Australian of the Year’ Dr Donna Cross to Main Roads as we celebrated International Women’s Day.

Operational Performance

Over the last year we delivered more than $1.9 billion of road programs and services. Our performance in achieving 99% expenditure against our budget was an excellent outcome. The following are some of our more significant accomplishments:

• In October 2012 Minister Buswell, along with his Federal counterpart, announced the alliance partners for delivery of the Gateway WA Project, a $1 billion project that is our largest ever.

• The Great Eastern Highway/Roe Interchange project was completed in September 2012 and came in $11 million under budget. This intersection carries around 60,000 vehicles per day and will increase to 90,000 by 2021.

• As part of delivering the $118 million Grain Freight Program, we are managing a total of 64 projects that will see more than 430 kilometres of State and local roads upgraded.

• March 2013 saw the opening of the Dampier Highway duplication project. The project will benefit local residents by reducing travel times by up to 25%.

• The City East Alliance delivered the upgrade of Great Eastern Highway between Tonkin Highway and Kooyong Road which has increased capacity on this road by 70% and achieved an Australian first under the new Infrastructure Sustainability rating scheme.

• In May 2013, Stage Two of the $170 million Bunbury Port Access Project was officially opened providing improved access to the Port for heavy vehicles and improved safety.

• The completion of additional lanes in the Northbridge Tunnel and associated works during April increased the capacity of the tunnel by 30,000 vehicles per day.

We deliver many projects throughout the State aimed at achieving our program outcomes. More information on these and our other projects are included in our full Annual Report on our website and is constantly updated through our Twitter feeds.
Other Business Activities
Our other business activities provide essential support services in the delivery of our projects and ongoing operation and management of the road network. The following are some of our significant achievements in these areas:

- We have once again taken a leadership role in promoting the value and benefits derived from sustainability by adopting and promoting Australia’s only comprehensive rating system for evaluating sustainability of our infrastructure.

- 94% of the community rated our customer service and community engagement performance as okay or better. Our biennial Stakeholder Satisfaction Survey saw 94% of our stakeholders rating us as being okay or better, up from 92% in 2011.

- With 48% of our workforce already over 50, and almost 50% of our workforce with fewer than 10 years’ experience at Main Roads, our approaches to knowledge capture, transfer and development are important elements of our workforce planning.

Looking Ahead
Our budget next financial year represents our largest ever capital program with more than $1 billion in works to be delivered. There are a range of projects scheduled to alleviate traffic congestion issues including ongoing improvements to providing traveller information.

Next year will also see the full roll out of the benefits being derived from the increased funding available through the Road Trauma Trust Account as we continue to strive towards delivering ‘a safe road system for our children, grandchildren and the community’.

I look forward to the challenges ahead as I serve the people of Western Australia while being so ably supported by everyone at Main Roads.

Steve Troughton
Managing Director
The Lancelin-Cervantes Road, completed in September 2010, provided a scenic alternative route away from heavy vehicle traffic on Brand Highway. This meant a substantial increase in tourists using the road to access the coast and as a through route to the north. As part of ensuring motorists’ safety a program of road improvements between Greenhead and Leeman and Brand Highway intersection were identified.

This $3.7 million project included upgrading the road between Greenhead and Leeman and widening the intersection at Eneabba-Coolimba Road.

The Mid West Region procured plant and labour externally with the management, supervision and trainee labour acquired directly from Integrated Services Arrangement personnel. In addition to motorist safety, the project also provided the following benefits:

- provided on-the-job experience for trainees and graduate engineers
- employees gained greater project and construction management experience within the operations (not as an external third party)
- by utilising people, plant and materials supplied by Mid West Regional Council members from the Shires of Coorow and Perenjori, it helped reduced cost and improved relationship and contributor capabilities.

Mid West Region will continue its program for improvement to accommodate the increased traffic along this route.
In November 2010, the State Government announced a $118 million funding package to upgrade and maintain our Grain Freight Network over a period of four years. The funding allowed for almost $44 million to upgrade State roads, more than $60 million was allocated to Local Governments to upgrade their roads and a further $14 million has been allocated to cover extraordinary maintenance.

In September 2011, the Transport Minister Troy Buswell approved an accelerated delivery program for upgrading State roads that form part of the Grain Freight Network. This sets a target for State roads in the Wheatbelt to be upgraded within two years.

Within the same year, we also worked closely with various Local Governments to review and refine project scopes. To assist Local Governments with the delivery of works, we regularly liaised with the Wheatbelt Shires and provided technical support where required.

We are managing a total of 64 projects that will see more than 430 kilometres of State and Local Government roads upgraded. There were 17 projects on State roads and 47 projects on local roads, covering 15 Local Governments. At the peak of the delivery program, there were five contract construction crews working simultaneously to deliver State road projects.
State Development

Facilitating Economic and Regional Development

Case Study

Northbridge Tunnel Upgrade: Turning Four Lanes into Six

The Northbridge Tunnel works on Graham Farmer Freeway is a $15 million project funded by the State Government. The upgrade reconfigured to allow a third lane to be added to the tunnel in each direction and was fully functional in April 2013.

The upgrade began in mid-2012 in conjunction with the Mitchell Freeway Widening Project as part of a package of transport solutions to improve the CBD road network and address the challenges associated with Perth’s increasing population.

Converting the existing four traffic lanes and two breakdown lanes into six traffic lanes was a major public concern as there will be no breakdown shoulder. Prior to starting the project, we conducted an Operational Risk Review which enabled the project team to confirm the risks associated with the project from a construction and operational perspective.

Mitigation of the identified risks included; setting up the Incident Response Service to remove broken down vehicles from the tunnel; enhancing community awareness advising road users of the new movements within the tunnel using 3-D fly throughs; revising, upgrading and promoting tunnel signage; and implementing the Stakeholder and Media Communications Plan to minimise the impact of necessary tunnel closures on road users.
In December 2012, the new bridge at Big McPhee's Creek on the Great Northern Highway was opened to traffic. Located approximately 120 kilometres south of Kununurra, the bridge forms part of the National Highway network, linking Western Australia with the Northern Territory.

The old Big McPhee Bridge had been damaged by flooding on numerous occasions. More recently, in March 2011, a major flood event in the East Kimberley caused structural damage to the bridge which necessitated its closure. Food and fuel needs of local communities and mines required that section of the Great Northern Highway to be re-opened immediately. Within two weeks of closure, temporary repairs to strengthen the bridge were made to allow essential travel, with reduced operating conditions.

Following the damage sustained in March 2011, our Kimberley Region initiated and fast-tracked the planning for a permanent solution. This provided the opportunity to construct a new two lane bridge which was both longer and higher than the original. The new bridge is 108 metres in length, nearly double the length of the old bridge. Improvements of the new bridge include savings in probable accident costs and delays due to the inadequate width of the single lane bridge and increased serviceability of the crossing as the new bridge is 2.5 metres higher.
Community Access

Facilitating Economic and Regional Development

Encouraging Sustainable Transport and Improving Local Access

A total of $50 million has been committed to the improvement of the Principal Shared Path (PSP) network in the Perth metropolitan area. This fund will allow us to design and construct critical missing sections and address existing substandard sections of the PSP network identified in the Draft Western Australian Bicycle Network Plan 2012-21.

The PSP network is a system of interlinked, high quality shared paths; generally located along freeways, highways and rail reserves which allows bicycle riders to travel significant distances quickly, directly and with minimal interruptions.

This State-funded Program will deliver significant improvements for bicycle riders travelling into the Perth CBD from suburban areas. Since the introduction of bicycle infrastructure, traffic counters located at strategic locations on the PSP network have shown an annual growth of almost 10% in the number of bicycle movements. The network improvements are expected to continue to encourage more people to ride. This will have numerous benefits such as reducing road congestion, improving public health and relieving pressure on public transport infrastructure.

For further information on activities relating to the Community Access Program, please refer to our full Annual Report available on our website.
Towards Zero, the State’s road safety strategy for 2008-2020 clearly identified regional run off road crashes as a priority area for reducing the number of people killed and seriously injured. Single vehicle run off road crashes accounted for almost 60% of all road deaths and serious injuries in regional and remote Western Australia from 2008-2012. This year, increased funding from the Road Trauma Trust Account means the Regional Run off Road Program is the largest funded program with $37 million allocated to its further development and implementation.

Reducing run off road crashes addresses a foundation principle of Towards Zero and delivers instant and long-lasting results. The recommended treatments are also a lower cost per kilometre compared with other approaches. The program is supported by community education programs on safer behaviours and safe vehicles to ensure we are always providing comprehensive solutions. An example is the Electronic Stability Control campaign – another initiative designed to reduce death and serious injury on our roads. The campaign was promoted using various forms of media in regional and remote Western Australia. Through the year, 30 projects were delivered across the State road network, achieving 98% ($36.6 million) expenditure of the program.
Easing Congestion: Active Traffic Management

The $105 million CBD Transport Plan includes a range of transport solutions to improve the operation of the CBD road network and address the challenge of Perth’s rapidly increasing population over the next five years.

One of the major initiatives of this plan includes providing almost $48 million towards an Active Traffic Management program to improve traffic flows within the Perth CBD. The program includes a dedicated Incident Response Service (IRS) for the Northbridge Tunnel, Perth CBD and inner-city sections of the Mitchell and Kwinana Freeways.

Stage One of the IRS was first introduced in November 2012 and has assisted over 170 vehicles in the Northbridge Tunnel as well as clearing debris that posed a risk to drivers.

Other initiatives include the implementation of a towing service to help clear the blockages from illegal Clearway and No Stopping areas and installing additional CCTV cameras.

To support these initiatives, a series of new traffic maps have been made available on our website to help road users plan their journeys in and around the Perth CBD. These projects help ensure the Perth CBD can accommodate major city development projects and a growing population while aiming to keep people moving as safely and efficiently as possible.
Introduction

We recognise that the management of the State road network involves a range of activities that have the potential to negatively impact Western Australia’s unique environment. Our approach to responsibly managing our road operations is to have an informed and committed workforce guided by policy and systems. Our Corporate policy establishes principles of environmental protection, impact minimisation and conservation of natural resources.

Key Achievements

Transport Portfolio Sustainability Policy

A collaborative project between the Department of Transport, Public Transport Authority and Main Roads has begun delivering a Portfolio Sustainability Policy and action plan. It is expected the policy will be launched in early 2014.

Electric Vehicle Trial Completed

The WA Electric Vehicle (EV) Trial ran from November 2010 to December 2012. This trial was an Australian first which we had participated in. We gained experience in using the EV within our vehicle fleet and understood the impact of electric vehicles on the road network. Our involvement in the EV Trial has appeared in two television news stories and a number of newspaper reports.

Sustainability Evaluation in Major Projects

We have adopted the Infrastructure Sustainability (IS) rating tool for major projects valued at $100 million and over. This tool is Australia’s only comprehensive rating system for evaluating sustainability across design, construction and operation of infrastructure. Our commitment to the rating tool will see approximately two major projects undergo formal verification and evaluation under the Infrastructure Sustainability Council of Australia’s rating scheme per year. An internal process for evaluating our other major projects for sustainability will be developed based on the IS rating tool.

Environmental Management of Road Projects

Road planning and project development is subject to environmental impact assessment. The table below indicates the number of road projects and assessment types.

<table>
<thead>
<tr>
<th>Level of Environmental Assessment</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of road projects subjected to environmental screening</td>
<td>97</td>
<td>83</td>
<td>114</td>
</tr>
<tr>
<td>Number of road projects for which environmental impact assessment was conducted</td>
<td>60</td>
<td>44</td>
<td>82</td>
</tr>
<tr>
<td>Number of road projects referred for possible assessment under State or Commonwealth legislation</td>
<td>8</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Number of road projects assessed under State or Commonwealth legislation</td>
<td>4</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>
Enhancing Relationships

Providing the Right Roads for Our Community

Introduction
Our aim is to form strong collaborative relationships based on mutual respect and benefit that lead to solutions and value creation for the community and our partners.

Key Achievements

Customer Service Strategy
Our new Customer Service Strategy is aimed at the delivery of excellent services to our customers and focuses on building on our operational strengths to achieve road user outcomes. Our new strategy supports our new Strategic Plan, 'Towards 2020', with a strong focus on understanding our customers and their needs.

Community Perception Survey
The Community Perception Survey has been conducted annually for 18 years to track our performance on a range of issues. In 2012, we also started capturing information on what type of issues are priorities for the community enabling us to more clearly align the results of the survey to our business planning cycle and focus our efforts on improving priority areas.

Overall satisfaction for 2013 was 94%, representing a slight downward trend. This was attributed to infrastructure projects and road improvement initiatives implemented which have impacted road users during the last 12 months and caused disruptions to their journeys.

Online Services
Demand for provision of information on our website continues to grow. Our website underwent a redesign in April 2013 to improve the communication of traffic accidents on the network.

Stakeholder Satisfaction Survey
The biennial Stakeholder Satisfaction Survey has the overall objective of gauging the satisfaction of stakeholders with their interactions and business dealings with Main Roads. Results assisted us in prioritising areas for the development of strategic initiatives or interventions to improve our relationships with stakeholders. It was pleasing to see that our overall satisfaction rating was 94%, up 2% from 2011.

Empowering the Community in Investment Decision Making
An initiative of the Transport Minister, Troy Buswell, saw the establishment of leadership forums in the form of Community Working Groups for various major infrastructure projects. Implemented in March 2012, and based on a community engagement model, now directly involves the community in the decision process for investment planning.

The Group’s role is to assist the Government to better understand what the local community sees as priorities in achieving the right transport solution. To date the process has been successful with the Transport Minister committing $315 million towards the community’s preferred option for the Mitchell Freeway Extension, as well as making $40 million available towards the community’s preferred option for the Mandurah Bridge replacement.

For further information on initiatives and activities relating to Enhancing Relationships, please see our full Annual Report available on our website.
Developing Capabilities

Creating a Workforce for the Future

Introduction
The ‘Creating Our Workforce for the Future’ strategy is the key to creating an organisation where people embrace and accept those who aspire to bring innovative ideas, skills and perspectives to work. It aims to ensure that the right people are attracted and retained to address future skill and competency needs that will sustain us into the future.

Key Achievements
Promoting Diversity and Equal Opportunity
Our Diversity Committee continued its focus on Women in Management, Equal Employment Opportunity and the deployment of our Reconciliation Action Plan. As at June 2013, 29% of our workforce was women with 33% of our permanent female employees in Level 5 and above positions, and 34% of all acting opportunities being filled by women. Our second Reconciliation Action Plan was finalised and endorsed by Reconciliation Australia in September 2012. One of the initiatives includes introducing cultural awareness workshops titled – ‘Engaging and Partnering with Indigenous People’ to increase employees’ awareness of Aboriginal culture.

Attraction and Retention
We use a comprehensive workforce planning program that revolves around the annual ‘Workforce Planning Cycle’ to determine a five-year forecast. Through the Cycle, we have developed a functional and innovative approach to workforce planning which attracts a higher level of participation from branch managers and supports forecasting for the future, knowledge management, capability and development employee programs in line with our strategic direction. Over the past 12 months we advertised 91 positions, receiving 1,653 applications. The increase in average applications rates reflects the changing economic environment in Western Australia.

Developing our Employees
We continue to deliver a suite of tailored development programs targeting all employees at a range of levels, including a strong focus on developing leadership qualities in our employees. Through the Development Employee Leadership Program, we promote the development of our next generation workforce. Two new leadership programs aim to give our senior leaders the tools to meet the leadership and strategic needs of our new 2020 Strategic Plan. In addition to these formal programs, we continued the very successful TechXchange, a monthly one-hour forum, where technical experts share their learning with other employees, partners and suppliers. Our ‘Lunch and Learn’ sessions continue to be very popular.

Inspiring Innovation
We strive to create and foster an environment where innovative thinking is encouraged, recognised and rewarded. We have developed a Research and Development Framework that looks at the overall coordination and measurement of research and development in across the organisation. Work in the next financial year will look at the initiatives and activities that sit under each element.

For further information on initiatives and activities relating to Developing the Capabilities of our employees, please refer to our full Annual Report on our website.
Safety, Health & Wellbeing

Think Safe, Work Safe, Home Safe, Drive Safe, Live Safe

Introduction
Our corporate safety slogan ‘Think Safe – Work Safe – Home Safe’ was expanded in 2012 to include ‘Drive Safe - Live Safe’. This expansion of our safety ethos illustrates the emphasis we place on behavioural safety, safe work practices and ongoing health, and lifestyle education to support the wellbeing of our people within the workplace, in their homes, and in the wider community.

Key Achievements

Our Commitment and Engagement
We take the position that safety is everyone’s responsibility and as such encourage a proactive safety culture through participation. All Corporate policies and procedures are reviewed and made available to staff for comment. Last year, the Safety Commitment Poster and Card initiative was led by Corporate Executive, demonstrating leadership commitment to safety.

Taking Proactive Safety, Health and Wellbeing Preventative Measures
We take a proactive approach to helping our people manage their health and wellbeing and as such we continue to expand upon our health and wellbeing program. Wellbeing workshops continue to be rolled out and are designed to provide employees with the skills and motivation to better manage anticipated changes and additional pressures felt through changes in their personal and professional environments.

Performance Review
During the year, we sustained four LIT/D, resulting in a Lost Time Injury/Disease Frequency Rate (LTIFR) of two serious injuries sustained per million hours worked. Our contractors also sustained 11 LTI/D resulting in their LTIFR to decrease from 5.4 to 2.6 serious injuries sustained per million hours worked.

Although our ultimate goal is for zero harm, we had no change in the number of lost time injuries this year. However, we had fewer non-lost time injuries which are an improvement on our performance from last year. The majority of our serious incidents involved vehicles, equipment, and manual tasks/ergonomics.

For further information on initiatives and activities relating to the Safety, Health and Wellbeing of our employees, please refer to our full Annual Report on our website.