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# Bunbury Outer Ring Road: Annual Project Sustainability Report 2021

Prepared by the South West Gateway Alliance



This annual report covers the period from November 2020 to 31 July 2021. This is the first annual sustainability report prepared for the project.

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# About this Report

This report has been prepared by the South West Gateway Alliance (SWGA) for the Bunbury Outer Ring Road (BORR) project on behalf of Main Roads Western Australia (Main Roads) and is effective as at 30 June 2021. This report forms part of Main Roads' annual sustainability reporting which is integrated into its Annual Report. The report content is prepared in accordance with Global Reporting Initiative (GRI) principals. Material topics captured in this report have been determined through a materiality process that adheres to GRI and Infrastructure Sustainability Council of Australia (ISCA) guidelines.

This report includes content relevant to sustainability and required by legislative approvals including: Ministerial Statement No. 1155 – Bunbury Outer Ring Road Northern and Central Sections.

## Introduction

The Bunbury Outer Ring Road (herein 'the project') is the largest road infrastructure project ever undertaken in the South West of Western Australia (WA), and forms an integral part of the future South West Freeway from Mandurah to Busselton. The project creates a new link between the Forrest Highway and Bussell Highway, forming the primary connection of Perth with Bunbury, Busselton and the broader South West Region. It also provides broader strategic connectivity to the Ports of Fremantle, Bunbury, and the proposed Outer Harbour at Kwinana.

The project is located adjacent to Bunbury in the South West Region of WA, approximately 180 kilometres (km) south of Perth. At its closest point, the project is about six kilometres south-east of Bunbury and occupies portions of four Local Government Areas, being the City of Bunbury and Shires of Capel, Dardanup, and Harvey. The project connects to Forrest Highway (to the north); South Western Highway (to the north-east and south-east); Bussell Highway (to the south) and the local and regional road network for Greater Bunbury (see map in Appendix 1).

## Key project objectives include:

- Reducing local congestion through increasing efficiency for freight and regional traffic.
- Support local business opportunities and employment to boost socio-economic growth and integrated development in Greater Bunbury and the South West Region.
- Promote and maximise local and Aboriginal participation through targeted business engagement and employment opportunities.
- Improve long-term access to Bunbury Port and strengthen Greater Bunbury's position as a regional industrial hub.
- Enhance amenity on local roads by reducing freight and regional traffic use of them.
- Minimise impacts on affected communities and stakeholders.
- Create a safer road system for our community.
- Respect and enhance our environment and heritage.

SWGA is committed to integrating sustainability throughout the project's lifecycle and is targeting a silver rating under the Infrastructure Sustainability (IS) framework administered by ISCA. Delivery of the project provides opportunities to target significant sustainable development outcomes that will generate benefits to the community, environment, and local economy of the Greater Bunbury area.

# Highlights

Key sustainability metrics and highlights are tabulated below.

**Table 1: BORR Sustainability Highlights**

Sustainability Metrics - Performance to June 30, 2021
<b>Environmental Impact</b>
<i>Project footprint minimises clearing of native vegetation, focussing on that which is of 'Good' quality or higher, and/or is habitat for a threatened species</i>
<p>A cost benefit analysis is undertaken</p> <ul style="list-style-type: none"> <li>- Using a value of \$200,000 per hectare of native vegetation retained.</li> <li>- Using a value of \$20,000 per significant tree retained (defined as diameter at breast height &gt;500mm).</li> </ul> <p>Design is still in the 85% stage and therefore it is too early to quantify clearing minimisation with any certainty.</p>
<i>Use of recycled material in construction</i>
<p>The project is investigating opportunities surrounding the use of a broad range of recycled materials in construction. Materials being investigated include:</p> <ul style="list-style-type: none"> <li>• Crushed recycled concrete (CRC)</li> <li>• Crumbed rubber</li> <li>• Recycled asphalt pavement (RAP)</li> <li>• Recycled plastic</li> <li>• Food and organic waste</li> <li>• Crushed recycled glass</li> <li>• Manufactured and recycled sand</li> <li>• Inert construction and demolition waste</li> <li>• Waste quarry products</li> <li>• Recycled wastewater</li> </ul>
<i>Integrate environmental approval conditions into design documentation and management plans</i>
<p>Approval conditions from Ministerial Statement 1155 for the Northern and Central sections of the project have been integrated into design documentation and management plans. Approval conditions for the Southern section will be integrated once approval is granted. Approvals can be found at:</p> <p><a href="https://www.mainroads.wa.gov.au/projects-initiatives/projects/regional/bunbury-outer-ring-road/environment/">https://www.mainroads.wa.gov.au/projects-initiatives/projects/regional/bunbury-outer-ring-road/environment/</a></p>
<b>Social Impact</b>
<i>Identify and consult on at least five priority and/or negotiable issues for which the local community/ stakeholders can provide input through active consultation during detailed design and construction</i>
<p>The Community and Stakeholder Engagement section of this report outlines the five most significant priority and/or negotiable issues that the community and stakeholders have been consulted with regarding the project.</p>

*Consult with Indigenous Community to identify opportunities for heritage interpretation features within the urban and landscape design*

Consultation with the Aboriginal Community has been completed to date through the Bunbury Aboriginal Elders Group, the project Aboriginal Heritage and Advisory Group, and at the Reconciliation Bridge Walk in Bunbury. These discussions have helped inform the Urban Design and Landscaping strategy on the project. Follow up sessions will be held with both the Elders Group and the Aboriginal Heritage Advisory Group to gather additional feedback on revised designs once all consultation on Urban Design is completed.

*60 full time equivalent (FTE) Aboriginal employees on the project*

There have been 16 FTE Aboriginal employees engaged on the project to date.

*10% of workforce employed for the project to be Unemployed Entry Level Work Ready people*

One FTE Unemployed Entry Level Work Ready individual has been engaged on the project – training programs developed by SWGA (described below) will increase this number in the coming reporting period.

**Economic Impact**

*\$300M of total contract value (cumulative through Design and Construction) to be spent on local business (South West Region)*

\$20.399M local business spend currently committed  
 86 local businesses currently engaged:  
 23 businesses > \$10k spend  
 63 businesses < \$10k spend

*Minimum \$20 million spend on Aboriginal businesses*

\$3.59M Aboriginal business spend currently committed  
 Nine Aboriginal owned businesses currently engaged:  
 Seven local businesses  
 Two non-local businesses (Aboriginal owned businesses located outside the South West boundary, as defined by the South West Development Commission).

*5% of sub-contracts over \$50k awarded to Aboriginal businesses*

Currently 9.4% of awarded (five of 53) subcontracts over \$50k have been awarded to Aboriginal businesses.

# Overview

The Bunbury Outer Ring Road (BORR) project is jointly funded by the Australian Federal and WA State governments. The project falls under the Federal Government's infrastructure investment plan, which is designed to support economic recovery from the COVID-19 pandemic. The project commenced design in November 2020 with construction beginning in early 2021. The project is anticipated to reach practical completion in 2024.

The South West Gateway Alliance (SWGA), comprising Acciona, NRW Contracting, MACA Civil, AECOM and Aurecon, together with Main Roads, will build the 27km, four-lane, high-standard road from Forrest Highway near Australind to Bussell Highway near Gelorup. The project will provide an alternative route to the Port of Bunbury, other industrial locations within Greater Bunbury and through to the other areas of the South West, while avoiding congestion on the Region's inner arterial roads.

Environmental approval has been received for the BORR northern and central sections, with construction in these parts of the alignment commencing in early 2021. The southern section of the project is subject to a separate approval process and is currently still in assessment with the State and Commonwealth regulators.

The project has a strong sustainability focus with a targeted Infrastructure Sustainability (IS) rating to be achieved for the design and as-built phases of the project. In achieving this rating, SWGA must achieve minimum performance standards including reduced consumption of energy, water, and materials in the environmental aspect of sustainability. The project is also working to deliver sustainable governance, economic and social outcomes. SWGA has 62 contractual sustainability commitments to achieve throughout project delivery, covering objectives as listed below:

- Appropriate material sourcing and reduction
- Appropriate water sourcing and reduction
- Benefits realisation
- Community and stakeholder trust and support
- Consideration of climate change and natural hazards
- Consideration of local businesses during operation
- Consideration of workforce health and diversity
- Holistic decision making
- Maximise network efficiency for all users
- Minimise waste generation and maximise reuse and recycling
- Promote heritage values (Aboriginal and European)
- Reduce clearing of native vegetation and fauna habitat
- Reduce energy and emissions.

## Overall Approach to Sustainability

SWGA is committed to the governance, environmental, social, and economic aspects that the team can influence. This commitment will create positive change through design and construction processes, and within the local and regional community of Bunbury and surrounds.

These aspects have been integrated where applicable within the project specific Sustainability Policy, prepared for design and construction of BORR (outlined in Appendix 2.) The SWGA

Sustainability Policy in unison with the [Main Roads Sustainability Policy](#), provides the overarching strategic principles that support the sustainability objectives and targets to be achieved by the project.

SWGA has also created the South West Gateway Alliance Charter identifying the project vision, values, delivery objectives and the key areas that project performance will be measured against. One of the key areas for performance measurement is sustainability and aligning the identified commitments and sustainability ratings to the Charter assists the Project to achieve sustainable outcomes.

The vision for the SWGA highlights a significant sustainability objective to deliver “transformational infrastructure” that will “provide lasting social and economic benefits”. Each of the delivery objectives identified in the Charter, (detailed in Appendix 4) can be linked back to the overall realisation of sustainable outcomes for the project. These include:

- Deliver value for money and realise a net benefit to the community
- Be environmentally and socially sensitive
- Meet or exceed our sustainability targets
- Minimise ongoing maintenance costs
- Implement sustainable procurement practices.

The Sustainability Management Plan (SusMP) outlines the functional approach to integrated sustainability management. This Plan will guide the SWGA team to achieve and exceed the Main Roads sustainability requirements for the project. With specific reference to ISCA’s IS version 2.0 rating tool, the SusMP describes the roles and responsibilities, strategies, processes and procedures that will aid in achieving the sustainability requirements for the project.

Key sustainability governance documents are also highlighted in the Sustainability Management Plan created for the project. They describe the management processes by which SWGA will integrate sustainability and achieve sustainable outcomes for the project.

The project is targeting at least 45 points, corresponding to a silver rating using the IS v2.0 rating tool, with a stretch target to achieve a gold rating (60+ points). The project is currently compiling evidence throughout the design phase and is beginning to build the working score for the design phase of the rating. The design rating is expected to be submitted in the first half of the calendar year in 2022.

### **Material Sustainability Issues**

A materiality assessment was undertaken to determine the material sustainability topics for the project. The assessment was facilitated by ISCA with the internal multi-disciplined team completing the materiality assessment using the Global Reporting Initiative (GRI) process, followed by the United Nations Sustainability Development Goals process.



**Table 2 – Material Sustainability Credit Scores for BORR**

<b>Material Sustainability Credit Scores for BORR</b>	
<b>Very high materiality score 3.5 to 4</b>	<b>Credit</b>
Receiving Water Quality and Noise	Env-1, Env-2
Resource Efficiency Strategy	Rso-1
Water use	Wat-1, Wat-2
Ecological Assessment	Eco-1
Heritage	Her-1
<b>High materiality score 3 to 3.5</b>	<b>Credit</b>
Urban and Landscape Design	Con-2
Vibration, Air Quality and Light Pollution	Env-3, Env-4, Env-5
Resource Recovery, Adaptability, Materials and Environmentally Labelled Products	Rso-4, Rso-5, Rso-6, Rso-7
Ecological Monitoring	Eco-2
Community and Stakeholder Engagement and Legacy	Sta-1, Sta-2, Leg-1
<b>Low materiality score 2 to 2.9</b>	<b>Credit</b>
Green Infrastructure	Gre-1
Note: This was assigned as it was considered there was very little opportunity for implementing green infrastructure on the project, considering the location and setting.	
<b>Neutral materiality score 1</b>	<b>Credit</b>
The balance of remaining credits were assigned a neutral materiality.	









### United Nations Sustainable Development Goals




SWGA has adopted the sustainability focus areas developed during the BORR planning phase. These focus areas were mapped to the United Nations Sustainability Development Goals (SDGs). The project team also completed a materiality assessment determining the most significant SDGs that applied to the project and how the project impacted them. A planning rating, along with an extensive sustainability assessment, was also undertaken in the development stages.

The SDGs in relation to the materiality rating and the potential impacts from the project was assessed, with the majority having a positive impact. SDGs with a particularly high potential for impact included:

- Decent work and economic growth
- Reduced inequalities
- Responsible consumption and production.

**Table 3 Sustainability Focus Areas for the project and how they apply to the SDGs.**

SDGs	Key Focus Areas	Objectives
   	Public support, inclusion and involvement, building capacity	<ul style="list-style-type: none"> <li>• Consideration of local workforce and business during construction through committing to key measurable targets and applying the Western Australian Buy Local Policy 2020.</li> <li>• Gain community and stakeholder trust and support.</li> <li>• Promote heritage values (Aboriginal and European) throughout the SWGA’s involvement with the project.</li> <li>• Build capacity as a result of achieving employment and contractor targets for the local and Aboriginal community.</li> </ul>
	External uncertainties and cumulative impacts	<ul style="list-style-type: none"> <li>• Understand known information and assumptions through implementing robust community and stakeholder consultation.</li> </ul>
  	Ecology approvals and enhancements	<ul style="list-style-type: none"> <li>• Gain environmental approvals within timeframes to enable 2021 start by undertaking rigorous situational analysis and applying fit for purpose and appropriate design detail within planning processes.</li> <li>• Reduce clearing of native vegetation and fauna habitat, with particular focus on high value areas, to improve ecological outcomes.</li> </ul>

		<ul style="list-style-type: none"> <li>• Implement good design principles to minimise impacts to changes in water flow and flooding.</li> </ul>
	<p>Material sourcing and efficiencies</p>	<ul style="list-style-type: none"> <li>• Investigate and undertake appropriate water sourcing and reduction opportunities.</li> <li>• Investigate and undertake appropriate material sourcing and reduction opportunities.</li> <li>• Minimise all waste streams by maximising reuse and recycling opportunities within all operations.</li> <li>• Reduce energy and emissions from all operations and construction activities.</li> </ul>
	<p>Design consideration for resilience and value for money</p>	<ul style="list-style-type: none"> <li>• Consideration of climate change and natural hazard impact reductions in planning and design.</li> <li>• Plan and design for network resilience.</li> <li>• Identify relevant trends in technology.</li> <li>• Apply holistic decision making.</li> <li>• Undertake monitoring of benefits during operation.</li> <li>• Maximise network efficiency for all users (vehicles, freight, cyclists, pedestrians).</li> </ul>
	<p>Safety</p>	<ul style="list-style-type: none"> <li>• Consider safety of users, constructors, and maintenance workers in all operations.</li> </ul>

A comprehensive list of measurable sustainability targets have been set out within the Design Phase of the project.

# Environmental Aspects Performance

## At a Glance

The table below outlines the Environmental Aspects Performance for the year to June 2021. It also provides a forecasted total for the project.

**Table 4 – Key environmental performance statistics**

Aspect	Year to 30 June 2021	Project Total
Forecast Clearing (ha) (native vegetation)	92	Pending final design
Clearing permit allowance (ha) (native vegetation)	92	Pending final design
Actual clearing to date (ha) (native vegetation)	3.0	3.0
Rehabilitation/revegetation planned (ha)	0	420
Actual rehabilitation/revegetation to date (ha)	0	0
Environmental offset via Monetary contribution actual (\$)	0	0
Total Water Consumption to date (kL)	5,279	5,279
Total water licence allowance (kL)	NA	NA
Total GHG emissions (scope 1, 2 & 3) to date (t CO <sub>2</sub> -e)	1,144.78	1,144.78
Total energy consumption to date (mj)	16,478,559.32	16,478,559.32
Total quantity of recycled content used in project (t)	0	0
Total imported materials used in project (t)	410,910.95	410,910.95
Total waste generated by project (t) (General construction waste - metal, pavement, concrete, timber, plastics, general office)	< 10t (General waste)	(TBC pending approvals)

## Environmental context

The project area, is within the development envelope defined in Ministerial Statement No. 1155, (further information can be found [here](#)) includes a significant proportion of cleared and highly modified land, including previously constructed roads as well as native vegetation (including revegetation), scattered vegetation in road reserves, and as isolated patches on agricultural land.

The project is divided into two sections requiring separate environmental approvals. These are:

- The Central and Northern section, running from the Forrest Highway connection in the north to south of Willinge Drive, and

- The Southern section, from south of Willinge Drive to the connection with Bussell Highway in the south.

The 19km Northern and Central section includes the 625 hectare (ha) development envelope. Much of the Central section was constructed in 2013. For this project, the Central section also includes the unbuilt portions required to ensure appropriate intersections and connections to local roads and to the Northern and Southern sections of the BORR.

The Northern and Central section was referred to Environmental Protection Agency (EPA) in June 2019 and was subject to public review. Conditional approval was granted by the issue of Ministerial Statement No. 1155 on 14 December 2020. Further information can be found [here](#).

The proposed 10.5km Southern section includes a 200ha development envelope. This includes the direct clearing or disturbance of up to 76ha of native vegetation.

To date, the EPA assessment has identified the following key environmental factors:

- Terrestrial Fauna – direct and indirect impacts associated with the clearing and/or degradation of fauna habitat and the fragmentation of foraging habitat, and potential direct loss of individual fauna.
- Flora and Vegetation – direct and indirect impacts from clearing of flora and vegetation including impacts to Threatened Ecological Communities and Priority Ecological Communities.
- Inland Waters – changes to hydrological flows causing impacts to aquatic fauna habitat, and indirect impacts relating to groundwater and surface water quality from construction activities and operational road run-off.

Flora and vegetation surveys have been undertaken within the Region, providing a detailed understanding of locality and surrounding environment. The environmental surveys identified:

- Western Australian State Government Threatened Ecological Communities (TECs):
  - Herb rich shrublands in clay pans (Floristic Community Type (FCT) 08)
  - *Corymbia calophylla* – *Xanthorrhoea preissii* woodlands and shrublands of the Swan Coastal Plain (FCT3c)
- Western Australian State Government Priority Ecological Community (PEC):
  - Banksia dominated woodlands of the Swan Coastal Plain

There have been 25 vegetation types identified and described for the survey area (up to 700m from the development envelope). Also identified were cleared areas, planted vegetation, and rehabilitated areas. Vegetation conditions varied throughout the survey area.

- 0.12% of vegetation rated as Very Good to Excellent with few weed species, structural layers present and showed few signs of disturbance. This vegetation only occurred over four hectares of the survey area.
- 4.88% of vegetation rated as being in Good condition with native vegetation in the upper, mid and ground layers resembling native structure. There were obvious disturbances including weeds and dieback. This vegetation occurred over 19 hectares of the survey area.
- 95.00% of the vegetation of the road reserves and agricultural lands were rated as Degraded to Completely Degraded in condition.

Throughout the course of the assessment, the EPA identified Terrestrial Fauna via direct and indirect impacts associated with the clearing and/or degradation of fauna habitat. The fragmentation of foraging habitat, and potential direct loss of individual fauna, helped to inform the selection of species. See table below for the list of fauna species conservation status significance.



**Table 5 – Conservation significance of fauna species found near BORR**

Fauna Species	Conservation Status Significance	
	State	Federal
Western ringtail possum ( <i>Pseudocheirus occidentalis</i> )	Critically Endangered	Critically Endangered
Baudin’s black cockatoo ( <i>Calyptohynchus baudinii</i> )	Endangered	Endangered
Carnaby’s black cockatoo ( <i>Calyptohynchus latirostris</i> )	Endangered	Endangered
Forest red-tailed black cockatoo ( <i>Calyptohynchus banksia naso</i> )	Vulnerable	Vulnerable
Black-stripe minnow ( <i>Galaxiella nigrostriata</i> )	Endangered	-
Carter’s freshwater mussel ( <i>Westralunio carteri</i> )	Vulnerable	Vulnerable
South-western brush-tailed phascogale ( <i>Phascogale tapoatafa wambenger</i> )	Conservation Dependent	-
Southern brown bandicoot ( <i>Isodon fusciventer</i> )	(Priority 4)	-

^ Biodiversity Conservation Act 2016

\* Environment Protection and Biodiversity Conservation Act 1999



**Figure 1 – Western Ringtail Possum**

## Hydrology

### Surface Water

Several rivers, tributaries and minor drainage lines intercept the Northern and Central sections of the project, including the Brunswick, Collie, Ferguson and Preston Rivers and their tributaries (proclaimed under the Rights in Water and Irrigation Act). These rivers all have headwaters within

the Darling Scarp and flow in an east to west direction across the Swan Coastal Plain. Catchments of these rivers have been subject to widespread clearing for agriculture and have had some level of modification of hydrology to alleviate the impacts of flooding on agricultural land, or provide for flood irrigation for some properties in the Collie River Irrigation District. Surface water is anticipated to flow towards localised low-lying areas and ultimately to the river systems. Surface water is also likely to infiltrate within local natural surfaces and enter the groundwater system.

### **Wetlands of International Significance**

The Ramsar listed Peel-Yalgorup System is located approximately 20km to the north of the proposal area and the Vasse-Wonnerup System is located approximately 19km to the south west of the development envelope.

### **Geomorphic Wetlands**

The development envelope intersects 46 geomorphic wetlands. In order of importance, these include:

- Four Conservation Category Wetlands (CCW)
- Four Resource Enhancement Wetlands (REW)
- 38 Multiple Use Wetlands (MUW).

Note: Most MUW's do not require extensive approvals compared to CCW's. Wetlands have also been evaluated and assigned an appropriate management category which provides guidance on the nature of wetland management and protection that the wetland should be afforded.

### **Hydrogeology**

Groundwater contours available from the Perth Groundwater Map (2018) indicate that the Perth Superficial Swan Aquifer generally flows west towards the Indian Ocean, with localised flow towards the river systems, namely, Brunswick River, Collie River, Ferguson River and Preston River. Depth to groundwater varies across the alignment.

The primary groundwater units underlying the Northern, Central and Southern sections of the BORR alignment include:

- Superficial aquifer: a thin (5–40m below ground level (bgl)) to absent, predominantly unconfined layer, which overlies the Leederville aquifer and is recharged by direct infiltration of rainfall.
- Leederville aquifer: a confined formation ranging from 15 –300m bgl, which is recharged by downward seepage from the overlying superficial aquifer and direct infiltration in outcrop areas.
- Yarragadee aquifer: a confined formation (within the proposal area) underlying the Leederville aquifer and ranging from 600m to 1200m thick. The Yarragadee aquifer recharges by direct infiltration of rainfall where unconfined, and elsewhere through limited seepage from the overlying Leederville aquifer (Department of Water, 2009).

### **Legislation Relevant to the Project Development Site**

The environmental legislation influencing and impacting the project include:

#### **Commonwealth Government**

- *Aboriginal and Torres Strait Island Heritage Protection Act 1984*
- *Aboriginal and Torres Strait Island Heritage Protection Regulations 1984*

- [Biosecurity Act 2015](#)
- [Biosecurity Regulations](#) 2016
- [Environmental Protection and Biodiversity Conservation Act 1999](#)
- [Environmental Protection and Biodiversity Conservation Regulations](#) 2000
- [National Environmental Protection Council Act 1994](#)
- National Greenhouse and Energy Reporting Act 2007
- National Greenhouse and Energy Reporting Regulations 2008

### **Western Australia (WA)**

- [Aboriginal Heritage Act 1972](#)
- Aboriginal Heritage Regulations 1974
- [Biodiversity Conservation Act 2016](#)
- [Biosecurity and Agriculture Management Act 2007](#)
- Biosecurity and Agriculture Management Regulations 2013
- [Conservation and Land Management Act 1984](#)
- Conservation and Land Management Regulations 2002
- [Contaminated Sites Act 2003](#)
- Contaminated Sites Regulations 2006
- [Dangerous Goods Safety Act 2004](#)
- Dangerous Goods Safety (General) Regulations 2007
- [Environmental Protection Act 1986](#)
- Environmental Protection Regulations 1987
- Environmental Protection (Clearing of Native Vegetation) Regulations 2004
- Environmental Protection (Controlled Waste) Regulations 2004
- Environmental Protection (Unauthorised Discharges) Regulations 2004
- [Heritage of Western Australia Act 1990](#)
- Heritage of Western Australia Regulations 1991
- [Litter Act 1979](#)
- Litter Regulation 1981
- [Rights in Water and Irrigation Act 1914](#)
- Planning and Development Act 2005
- Planning and Development Regulations 2009
- [Waste Avoidance and Resource Recovery Act 2007](#)
- Waste Avoidance and Resource Recovery Regulations 2008
- [Waterways Conservation Act 1976](#)
- Waterways Conservation Regulations 1981
- [Biodiversity Conservation Act 2016](#)
- Biodiversity Conservation Regulations 2018

### **Environmental Management**

A Construction Environmental Management Plan (CEMP) has been developed to describe how the SWGA will manage environmental aspects in relation to works associated with the project. Currently the CEMP has been prepared to manage the Northern and Central sections, pending approval of the Southern section.

The objectives of the CEMP include:

- Ensuring works are conducted in compliance with relevant State and Commonwealth environmental legislation, regulations, project approvals, commitments and contractual requirements.
- Minimising, managing and controlling the environmental impacts associated with the construction of the project as identified in the Project Environmental Risk Register.

All personnel working on the project are required to adhere to the CEMP to ensure any impacts on the environment are managed in accordance with all commitments and legal obligations.

The project undertakes environmental risk assessment throughout design and construction to determine aspects of the project that are likely to represent environmental risk. Controls are established to mitigate or minimise these risks. The risk assessment process is detailed in the CEMP and is summarised below:

- Identification of the environmental aspects applicable to the project.
- Identification of potential environmental impacts.
- Evaluation of the consequence, likelihood, and overall risk of the potential impacts.
- Identification of the necessary controls to mitigate or sufficiently reduce the risks.

Detailed process measures to identify, evaluate and control environmental risks and hazards include:

- The project Construction Environmental Management Plan.
- Project Risk Register and the Construction Environmental Risk Register.
- Construction Risk Assessment (CRAW).
- Permits to Work (e.g. clearing/ground disturbance).
- Change management.
- Safe Work Method Statement (SWMS).
- SWGA Good2GO Card.
- Take 5/Hazard Observation Form.
- Inspections.
- Audits.
- Incident investigations.

Identified risks will be controlled to an acceptable risk level, determined to be 'As Low As Reasonably Practicable' (ALARP) and should utilise the hierarchy of control principles. Controls will ensure contractual and statutory compliance as a minimum.

Risk and opportunities assessments, including environmental risks and opportunities, are a key result area for the project. These are continuously monitored and reported through Alliance Management Team (AMT) meetings on a weekly basis.

Delivery of the project in accordance with statutory approvals and targeted environmental outcomes is crucial to the overall success of the project. To manage the risks associated with implementing the project, SWGA and Main Roads are implementing several initiatives aimed at environmental protection, conservation, and enhancement. Many of these initiatives are detailed in the Environmental Commitments Register that has been included within contractual requirements for the project. All environmental initiatives include:

- Installation of fauna crossing structures, including fauna underpasses and rope crossings across the alignment for possums.

- Installation of permanent possum exclusion fencing to prevent western ringtail possums (WRP) from re-entering the works area.
- Consultation with farmers to design and install bespoke fencing that withstands interactions with cows and native fauna such as kangaroos.
- Installation of artificial fauna habitat within or nearby to the project development envelope as determined by a suitably qualified and experienced zoologist or fauna handler. Artificial habitat to be installed includes:
  - 50 cockatubes, or similar constructed black cockatoo nest habitat
  - 40 possum dreys
  - 40 bat boxes
- Installation of permanent pole mounted, solar powered, fauna monitoring cameras on each side of designated fauna underpasses and overpasses with suitable software and hardware for remote monitoring of the cameras. The purpose of this is to monitor the movement of fauna throughout the site post construction. These will be monitored by the SWGA team for a minimum of five years.
- Prior to clearing significant fauna habitat, 20 fauna escape gates in the road reserve boundary fence (kangaroo fence) will be installed along the length of the development envelope.
- Tagging and recording by a suitably qualified and experienced zoologist/fauna handler of any WRP or common brush-tailed possums that are handled during clearing works with reflective ear tags.
- Fauna trapping to be conducted for a minimum of three nights prior to clearing in Habitat Clearing Category 1 areas, according to government Ministerial conditions. Trapped animals will be released into adjacent habitat outside of the development envelope.
- Reduce clearing footprint wherever possible and plan clearing operations so that wildlife corridors are maintained as required by the environmental conditions and commitments.
- Prioritise the use of retaining walls to reduce clearing of native vegetation, or to preserve isolated significant trees where it is cost effective to do so. At each location, a cost benefit analysis will be undertaken using a value of \$200,000 per hectare of native vegetation retained and \$20,000 per significant tree retained.
- Liaise with OzFish Unlimited to make available tree root balls deemed suitable for use by OzFish.
- Liaise and facilitate the salvage of orchids from within the clearing footprint with the:
  - South West Native Orchid Propagation and Restoration Inc
  - WA Native Orchid Study and Conservation Group
  - Capel Land Conservation District Committee
  - As one of the Threatened Ecological Communities is a Claypan, the topsoil from disturbed areas must be salvaged and reused for rehabilitation of a Claypan (TEC) area within the project footprint.

## Water Use Management

Water management is rated as Very High in the Materiality Sustainability Assessment for the project. Initiatives have been identified to reduce overall water use through the lifecycle of the project and to ensure responsible use of water sources. The project has a contractual obligation to reduce lifecycle water use for the project by a minimum of 5% from an agreed baseline water use estimate. To achieve this, the project has several sustainability initiatives to reduce the quantity of water needed for dust suppression. These include only undertaking clearing where earthworks are occurring within a 30 day time period to reduce exposed land wherever practicable. All exposed



areas larger than 2,000 m<sup>2</sup> that will be disturbed by construction works must be treated for a minimum of two weeks with hydro-mulch or a chemical dust suppressant. During the wet months, (April – October, or as otherwise agreed with Main Roads) chemical dust suppressants are not required to be used.

Reducing water use during the operational phase has also been considered within the landscape design with planting waterwise endemic, native species used. Planting will be scheduled throughout the winter growing session to take advantage of the cooler and wetter weather. Mulch will be applied to reduce evaporation and maximise water retention of the soil, with targeted early application of mulch to assist with water savings.

The use of potable water for project construction purposes is not a sustainable option. This is due to the constrained availability of groundwater allocations in the area around the development envelope, with aquifers over allocated or close to capacity. The State Government’s objective to achieve 30% recycling of the State’s wastewater by 2030 means the use of alternative water sources is to be prioritised and groundwater is not a preferred source. SWGA investigated construction water sources from both industry and private users.

Water use modelling is being developed for the project, with initial estimates indicating approximately just over 4,100,000 kL will be required across the lifecycle of the project for construction and operational purposes. With finalisation of the water use model, the water saving initiatives (including the examples described above) will be assessed and implemented. Water management for the project will be included under the construction management plan with operational water considered within the Landscape and Urban Design.

The table below outlines several potential water sources that are currently under investigation. Discussions are ongoing with relevant parties to ensure sustainable water supply for the project is secured. Minimisation of water cartage and conveyance distances are also being considered in the water strategy to minimise greenhouse gas emissions and increase efficiency of plant and mobile equipment.

### Potential Water Sources for the Project

Table 6 – BORR water use

Source	Year to 30 June 2021 kL	Total for Project kL
Water purchased from the scheme (Aqwest)	1,500,000	1,500,000
Water pumped from bores	0	0
Water pumped from rivers, lakes or harvested (Harvey Water Irrigation Channels)	23,189,000	23,189,000
Recycled or waste-water use (typically from another industry)	0	0

### Carbon Emissions and Energy

Management of carbon emissions and energy is a priority issue, with initiatives identified to reduce energy and emissions throughout the project lifecycle.

Commitments have been made to the Infrastructure Sustainability Council of Australia Program (ISCA) and the project has a contractual obligation to reduce lifecycle energy use and associated emissions by a minimum of 5% from an agreed baseline energy and emissions assessment.

To achieve this, the project will implement several sustainability initiatives. These include:

- All lighting for permanent works will be LED luminaires.
- Prioritising local suppliers of goods and services to reduce transit distances and associated emissions.
- When sourcing construction equipment (including quotes), potential suppliers will be asked for the availability and pricing of renewable energy options.
- Driver education and behaviour training around efficient selection and use of plant, machinery and vehicles will be provided to all project personnel, including sub-contractors and engineers tasked with plant and machinery selection.
- Lighting design to consider rural setting and install lighting only at interchanges.

The project is also investigating the following initiatives to reduce emissions:

- 10% of electricity used at the main site office to be sourced from renewable energy (such as solar panels or Green Power).
- All mobile temporary lighting powered by renewable sources.
- Adaptive lighting technology for all proposed street lighting.

In addition to the above initiatives, energy savings will be optimised in design such as reducing clearing activities. Construction methodology will be evaluated, and forward planning of material haulages will be reviewed wherever possible to reduce energy consumption.

The use of a pugmill paver is also being investigated for constructing a temporary diversion road, presenting greater energy savings with broader application of the technology if implemented.

**Table 7 – BORR energy use**

Source	Year to 30 June 2021	Total for Project
Energy usage by source in mega joules		
From fuel use (mj)	16,478,213.72	16,478,213.72
From electricity (mj)	345.60	345.60
Energy saved (mj)	Not quantified	Not quantified

Note: Most initiatives relate to final design and operations. As design is still being quantified, efficiencies from cut/fill and haulage optimisation have yet to be measured.

### Materials and Recycling

Appropriate management of materials and recycling is rated in the Materiality Assessment as Very High for the project (refer to Table 2), with various sustainability commitments made regarding the use of recycled and alternate materials. Economic targets for local industry participation and sourcing of materials and recycling in the local area is also a high priority.

In addition, SWGA are contractually bound to achieve a 5% reduction in materials consumption (from an agreed baseline), and specific ISCA credits related to materials use and resource reuse.

The project is targeting several initiatives utilising recycled products for various purposes, including:

- Crushed recycled concrete as road base – confirmed for use, quantities to be determined.

- Crumbed rubber - confirmed for use, quantities to be determined.
- Recycled asphalt pavement (RAP) - confirmed for use, quantities to be determined.
- Recycled plastic - recycled plastic star pickets already in use, other potential products/uses under investigation.
- Food and Organic Waste (FOGO) – potential for use in landscaping, quantities under investigation.
- Crushed recycled glass – potential use under investigation.
- Manufactured and recycled sand - potential use under investigation.
- Inert construction and demolition waste - potential use under investigation.
- Waste quarry products - potential use under investigation.
- Recycled wastewater – Dust suppression.

A Resource Efficiency Strategy (RES) was prepared during the project development phase. SWGA is currently in the process of updating the RES for the design and construction phase of the project. SWGA is also in the process of preparing a Resource Efficiency Action Plan (REAP) considering the consumption demands and initiatives applied to materials and recycling for the project, and the actions required for implementation.

Resource outputs expected during the construction phase of the project include general construction waste (metal, pavement, concrete, timber, plastics), spoil material (sand and rock), controlled waste, general office waste and vegetation. The REAP will outline strategies to manage these resources efficiently and minimise waste to landfill. Resource output targets adopted for construction and operation are provided below.

Table 8- BORR Resource diversion targets

Resource Output Category	Rating Phase	Target
Clean/ inert excavation spoil	Construction	>85% diverted from landfill (including >50% onsite reuse)
	Operations	>85% diverted from landfill
Office Resource Outputs	Construction	>60% diverted from landfill
	Operations	>60% diverted from landfill
Other Inert Resource Outputs	Construction	>70% diverted from landfill
	Operations	>85% diverted from landfill
Contaminated material	Construction	>65% onsite retention/reuse <10% sent to landfill
	Operations	>65% onsite retention/reuse <10% sent to landfill
Acid sulfate soils	Construction	>95% diverted from landfill (including >75% onsite reuse)
	Operations	>95% diverted from landfill

Table 9 - Material and Waste Statistics

Imported Materials	Year to 30 June 2021	Total for Project
Sand (t)	330,673.70	330,673.70
Gravel (t)	0	0
Clay (t)	0	0
Limestone (including crushed) (t)	80,237.25	80,237.25
Crushed Rock (t)	0	0
Crusher Dust (t)	0	0
Aggregate (t)	0	0
Asphalt (t)	0	0
Concrete (t)	0	0
Steel (t)	0	0
Precast concrete (t)	0	0
Emulsion (t)	0	0
Bitumen cutter (t)	0	0
Bitumen (t)	0	0
Glass (t)	0	0
Paint (t)	0	0
Topsoil (t)	0	0
Mulch (t)	0	0
Other (t)	0	0

Waste to Landfill	Year to 30 June 2021	Total for Project
Unsuitable material (t)	0	0
Existing seal / asphalt (t)	0	0
Roadside litter / municipal solid waste (t)	0	0
Commercial / industrial waste (t)	0	0
Green waste (t)	0	0
Concrete / kerbing (t)	0	0
Construction / demolition waste (t)	0	0
Contaminated material (t)	0	0
Asbestos (t)	0	0

General/Green Waste (t)	0	0
Other (t)	0	0
Waste Recycled		
Sand (t)	0	0
Road base (t)	0	0
Asphalt (t)	0	0
Timber (t)	0	0
General waste (site office / roadside litter) (t)	0	0
Steel (t)	0	0
Concrete (t)	0	0
Green waste / mulch (t)	0	0
Plastic (t)	0	0
Other (t)	0	0

Imported recycled content	Year to 30 June 2021	Total for Project
Sand (t)	0	0
Road Base (t)	0	0
Crumbed Rubber (t)	0	0
Recycled asphalt (t)	0	0
Steel (t)	0	0
Concrete (t)	0	0
Crushed Glass / beads	0	0
Limestone (t)	0	0
Plastic (t)	0	0
Green waste / mulch (t)	0	0
Topsoil (t)	0	0
Unsuitable material (t)	0	0
Other (t)	0	0



## Noise, Vibration and Light Spill (from construction and future operation)

A Noise Vibration and Lighting Management Procedure has been prepared for the construction phase of the project and included in the CEMP.

Objectives of the procedure include minimising noise and vibration emissions as far as is reasonably practicable and ensuring noise and vibration emissions do not adversely impact upon surrounding areas or stakeholders.

Key management actions to prevent noise, vibration and light spill impacts during construction include:

- All construction work will be undertaken in accordance with all relevant legislation and approvals conditions such as the *Environmental Protection Act 1986 WA* and the Environmental Protection (Noise) Regulations 1997 (WA) and the Australian Standard 2436- 2010 Guide to Noise Control on Construction, Maintenance and Demolition Sites.
- Normal construction hours are 7am – 7pm Monday to Saturday (although works will generally be conducted Mon-Fri), excluding Public Holidays. Works conducted 'out of hours' will require project, Main Roads and Local Government approval through an out of hour's Construction Noise and Vibration Management Plan.
- All reasonable actions necessary will be taken to prevent or minimise potential nuisance impacts from light spill to nearby traffic, and adjacent residences and fauna, particularly where work is permitted to occur outside the normal daylight hours.
- Ongoing stakeholder consultation and monitoring of nearby sensitive receptors.
  - Assessment of works in close proximity to sensitive receivers will consider advance community notification and additional mitigation controls.
  - Vibration sensitive receptors within 100m of the site works must be notified in advance of potential vibration they may feel at their property.
- Consider the plant, equipment in methodology to minimise impacts of noise, vibration etc.
- Design initiatives for BORR to consider potential impacts of noise and light spill from the future operation of the asset.
- Any plant onsite found to produce excessive noise emissions or not maintained to manufacturer standards will be stood down immediately until suitable repairs are made.
- Where daytime construction works are exceeding 75dBA at the nearest noise sensitive receptor for an extended period of time (three consecutive days), offers will be made to relocate sensitive receptors suffering from health impacts.
- Equipment and plant alarms will be of the broad band type (such as a croaker). Tonal alarms, such as beepers, will not be permitted onsite.
- Prior to the commencement of potential vibration-generating construction activities, property pre-condition (dilapidation) surveys will be undertaken for residences/structures within 100m of the construction footprint. Dilapidation surveys will only be undertaken with the agreement of the owner and occupier.
- Minimise the effects of vibrations on adjoining properties by using non-vibrating or lower vibrating construction equipment, methodologies, or operation as far away as practicable from those properties. For example, substituting oscillating rollers in place of vibratory rollers.
- Monitoring of noise and vibration is undertaken during construction, particularly when working near sensitive receivers.

## Air Quality and Dust

Construction works have the potential to directly impact local air quality through particulate (dust) emissions from vehicle movement; construction activities; transport and stockpiling material; and wind-erosion in cleared areas. It is not considered that vehicle emissions associated with the operational asset will negatively impact air quality, however exhaust emissions during construction may have short term impacts on local air quality if vehicles and plant are not properly maintained. Greenhouse gas emissions associated with the project are discussed in the Carbon Emissions and Energy section above.

An Environmental Management Procedure has been prepared for Air Quality and Dust Management, with the objective to:

- Maintain air quality and minimise emissions so that environmental values are protected.
- Minimise dust emissions as far as is reasonably practicable.
- Comply with project approvals and relevant legislation.
- Prevent chronic dust deposition impacts to surrounding vegetation.
- Ensure dust emissions do not adversely impact upon the amenity of surrounding land users.

The following are key management actions for dust and air quality. They are also applicable to other areas of environmental and project management:

- Minimise clearing as far as practicable to reduce exposed surfaces for dust generation.
- Clearing must be undertaken only where earthworks are occurring within a one-month period to reduce exposed land wherever practicable.
- Where works are stopped for two days or more, a water cart and operator must be on standby to respond to any events where dust could be generated.
- Treatment with hydro-mulch or a chemical dust suppressant as required by the Construction Manager.
- Where works are stopped for two days or more, a water cart and operator must be on standby and able to respond to any dust events.
- General controls such as restricting vehicle speed on site, suspending works that may produce dust during high winds, and early rehabilitation of disturbed areas.

Throughout construction, monitoring of air quality and dust is undertaken via regular inspections and visual assessment, including ad-hoc assessment of vegetation health and dust monitoring equipment.

The number and location of the dust monitors is determined based on proximity of sensitive receptors, prevailing winds and the types of site works occurring. A minimum of four monitoring stations across the alignment will be utilised during construction. During the wet months of April – October, monitoring may be reduced.

## Discharges and Spills

Discharges and spills have the potential to negatively impact water quality and environmental values, and could result in considerable costs for remediation. This is of particular risk to the project due to groundwater scarcity and the sensitivity of adjacent wetlands.

An Environmental Management Procedure has been prepared for Hydrocarbon and Hazardous Materials Management, including potential spills, with key actions for hydrocarbons and hazardous materials management. This includes:

- Contractors nominating specific chemicals required for their scope of works and obtain approval from the SWGA Environmental Manager and the Health and Safety Manager to bring chemicals to site prior to mobilising.
- All approved hazardous materials brought to site must be accompanied by the relevant Material Safety Data Sheets and a hazardous materials register will be maintained by SWGA.
- All bulk fuel, hydrocarbons and chemicals must be stored in containment bunds, banded containers, chemical cabinets, or double skinned tanks as appropriate for the volume and nature of the chemicals. Storage shall comply with applicable Dangerous Goods licences where required and shall not be stored within 50m of waterways, drainage lines and areas prone to flooding.
- Mobile refuelling and servicing (where approved) are only permitted to take place away from creek lines and water courses and when drip trays and spill kits are available.

Spill response equipment, including absorbent booms, socks, pillows, and matting, is readily available and used in work environments. Equipment is clearly marked and housed in a manner that facilitates quick response to spills, with the number and type of spill kits distributed to align with the number of areas where there is equipment usage or where hydrocarbons are regularly dispensed. A spill response procedure is included, and training is provided to project personnel and subcontractors.

All incidents are reported, and to June 30, 2021 there had been a number of minor hydrocarbon spill incidents on site resulting in less than 20L being spilled and with less than 2m<sup>3</sup> of soil impacted.

### Acid Sulfate Soils

Site investigations have confirmed there are acid sulfate soils located within the project footprint, with excavation and piling activities for bridgeworks in proximity to waterways presenting the most significant risk. Most of the alignment will require fill and minimal excavation, substantially reducing the potential risk of disturbing acid sulfate soils for most of the works on site. The project has adopted, and is updating, the Overarching Acid Sulfate Soil and Dewatering Management Plan prepared during the planning phase for the Northern and Central sections of the project. A strategy for acid sulfate soils management, including on site treatment, is currently being developed ahead of any bridge infrastructure works commencing.

### Clearing

The project will be required to clear areas of native vegetation that intersect the project development envelope. Approval has been granted for the Northern and Central sections of the project, including for the clearing of up to 92ha of native vegetation. Approval for the Southern section of the project has not yet been granted, but it is anticipated that up to 72ha of native vegetation would be required to be cleared for development within this section. Project design has proceeded with the aim of minimising the clearing footprint required for the project, however any savings in clearing area cannot be quantified as yet pending final design information.

Potential impacts associated with clearing native vegetation for the project include:

- Impacts to protected species and significant natural areas.
- Habitat loss and degradation of environmental values.
- Fragmentation of native vegetation and edge effects.
- Changes to vegetation structure in surrounding areas.
- The introduction and spread of weeds and disease, including dieback (*Phytophthora cinnamomi*).

- Increased fire risk and changes to fire regimes.
- Increased dust emissions during construction.
- Alteration of hydrological processes.

SWGA has set sustainability targets across the design and construction phase to minimise clearing, particularly in high value areas for clearing adjacent to the final design footprint. The project will undertake a cost benefit analysis when:

- Clearing minimisation opportunities are being considered.
- Opportunities to preserve isolated significant trees are being considered (as noted in Table 1:BORR Sustainability Highlights).

While opportunities to minimise clearing and preserve significant trees have been explored and implemented, design is still in the 85% stage and therefore it is too early to quantify clearing minimisation with any certainty.

A Flora and Vegetation Management Procedure has been developed for the project and included in the CEMP. A key management action requires Ground Disturbance and Clearing Permits to be issued for all land disturbing activities. A specific purpose must be demonstrated for any land clearing activity, with controls applied to ensure Clearing Permit Request Areas are within the project development envelope, and the permit contains all relevant conditions.

### Contaminated Sites

SWGA recognises the importance of appropriately managing known contamination on site, as well as the potential risk of encountering contaminated material during construction (such as potential asbestos containing material from illegal dumping commonly found on construction sites). In order to appropriately manage contaminated sites on the project, SWGA has undertaken the following:

- Engaged a Contaminated Sites Auditor to assist with specific areas and activities which have been identified to present potential risk in relation to known or potential contamination.
- Engaged a specialised environmental consultancy to assist with assessment and validation of demolition of existing structures and to assist with any detections of potential contamination within the project area.
- Prepared an Environmental Management Procedure for Contaminated Site Management.

### Dieback

An Environmental Management Procedure has been prepared for weed and soil hygiene management, including dieback, and added to the CEMP. The main objective of this procedure with respect to dieback is to ensure that plant pathogens, primarily *Phytophthora cinnamomi*, is not introduced into disease-free areas by construction activities. The majority of the alignment has been surveyed by ecologists as dieback uninterpretable or excluded. Areas surveyed as free from infestation will be managed in accordance with the CEMP.

Introducing or spreading dieback on the project may impact the protection of species and significant natural areas, as well as habitat loss and degradation of environmental values. Hygiene protocols for the project are consistent with the 'Management of *Phytophthora cinnamomi* for Biodiversity Conservation in Australia', Part 2, National Best Practice Guidelines. Key management actions for preventing the introduction and spread of *Phytophthora cinnamomi* on the project site includes:

- All mobile plant, machinery, heavy vehicles and earthmoving equipment shall be inspected and cleaned of vegetation, mud and soil prior to initial mobilisation to site. Cleaning shall be done off-site prior to entry.
- On arrival at site, an inspection shall be conducted on all mobile plant, machinery, heavy vehicles and earthmoving equipment mobilised to site utilising the SWGA Vehicle Hygiene and Weed Inspection Form. A register is maintained for all completed inspections.
- Designated washdown facilities are used where entering from weed or dieback infested areas to non-infested areas. Washdown from the facility is controlled via oily/water separator and associated controlled waste handling methods.
- Designated tracks/roads are used for movement of vehicles and machinery on-site. Site access points are positioned to avoid unauthorised disturbance outside of approved clearing permit areas.

# Economic Aspects Performance

## At a Glance

The following table outlines the performance of a range of Economic Aspects up to June 30, 2021 and for the project in total.

Table 10 - Economic aspects performance

Economic Aspect	Year to 30 June 2021	Total for Project
Funding	NA	\$852 million
No. of vehicles per day	NA	10,000-15,000
Travel Time Saving	-	Anticipated time saving on BORR compared to current route: Up to 15 minutes
Increase of vehicle capacity	-	40%+ reduction in traffic on Forrest Highway south of Raymond Road  50%+ reduction in traffic on Bussell Highway travelling south of Woods Road
Increase in cycling and pedestrian facilities (i.e. increase in PSP length)	NA	Design incomplete - to be confirmed
<b>Workforce and Supply Chain</b>		
Number of people employed by supply chain at various stages of project	291 supply chain employees inducted to date	291 supply chain employees inducted to date
Total number of suppliers engaged	214	214
Total number of (South West business) suppliers engaged	86	86
Total number of Indigenous Enterprise	9	9
Total number of Disability Enterprise	0	0
Buy Local Spend (to date)	\$12.54 million	\$12.54 million

## Economic Context

Bunbury Outer Ring Road will improve access to Bunbury Port as well as existing and proposed industrial areas east of Bunbury. The main economic drivers of the South West are mining and mineral processing (predominantly alumina, coal, and mineral sands), tourism, construction, timber industry and agriculture/viticulture. Each of these industries are reliant on road transport.

A new free-flowing, rural freeway-standard road will:

- Improve freight efficiency.



- Create a safer road system by removing a significant number of trucks from local roads.
- Reduce local congestion and create more reliable journey times for all road users.
- Add sustainable infrastructure to support Greater Bunbury's position as an industrial hub for the South West Region.
- Generate long term job opportunities for locals.
- Reduce travel time between the north and south of Bunbury by up to 15 minutes.
- Allow vehicles travelling between Bussell Highway and Forrest Highway to avoid 13 sets of traffic lights and one rail level crossing.
- Extend the service life of existing arterial roads currently used by trucks.
- Reduce the need for heavy vehicles to mix with traffic on local roads by redirecting between 10,000 and 15,000 vehicles a day onto the new road.

The project traverses, is adjacent to, or interacts with a number of local areas around Bunbury, including: Wellesley; Leschenault; Australind; Treendale; Millbridge; Roelands; Meadow Landing (estate); Wanju; Waterloo; Paradise; Picton and Picton East; Dardanup West; North Boyanup and Gelorup.

Key stakeholders include a number of private businesses and industry groups including affected business operators throughout the project area as well as the Picton Industrial Park and Waterloo Industrial Park. The full list of stakeholders can be seen in Appendix 1.

Minimal economic impacts on business and industry stakeholders are anticipated during construction. An Economic Advisory Group with members from Greater Bunbury local governments and local economic bodies has been established to help plan for future changes.

Key beneficial outcomes expected through construction of the project include positive impacts to local business through the economic targets for local business engagement. These are:

- A minimum of \$25 million worth of contracts to be awarded to lower level pre-qualified road and bridge contractors.
- A minimum of \$100 million will be awarded to local business contracts.
- At least 60 full time equivalent Aboriginal persons are to be employed on the project.
- At least \$20 million of works and services will be awarded to Aboriginal businesses.
- At least 5% of the contracts awarded by the participants above \$50,000 will be awarded to Aboriginal businesses.

SWGA's industry sustainability objectives are to:

- Build sustainable local industry capability to prepare less mature businesses for prequalification or to move them up the prequalification categories.
- Create local training and employment opportunities for sustainable employment choices.
- Deliver the project cost-effectively using the highest percentage of local business capability possible.
- Deliver the project cost-effectively using the highest percentage of local Aboriginal business capability possible.
- Maximise the opportunity for 'vulnerable segment' employment on the project including youth and mature age women.
- Minimise prequalification requirements for BORR project participation.
- Create opportunities to innovate with local businesses.

Several briefings have been provided to the local business community on how to access opportunities for sub-contracting to the BORR project.

**Figure 2 - Business briefing in Bunbury**



### Key Economic Outcomes

A key economic outcome of the Bunbury Outer Ring Road is the improved access to Bunbury Port as well as existing and proposed industrial areas east of Bunbury.

Main Roads commissioned KPMG to quantify the project's direct contribution to the South West Region's economy, with a summary of the report titled 'Local Economic Impacts from the Construction of Bunbury Outer Ring Road' describing the key economic outcomes anticipated from the project. The most significant economic outcome is using 50% local content in project delivery, with a spend target of \$300 million being set for local content out of the \$600 million that will be spent on design and construction. The benefits of the local content target include:

- Creating employment in the local area
- Building local capacity
- Generating local economic benefits.

Local spending increases economic output and employment in the local economy, with the additional local content requirement expected to support wage rates and the supply of local materials. Achievement of the 50% local content target for BORR is expected to have significant flow-on effects to the local economy. It is anticipated that the project will generate up to \$300,000 of output, which equates to an economic contribution of \$194 million. It is also estimated that 2.7 jobs will be generated for every \$1million spent, and 1,669 jobs will be created over the life of the project. The complete summary is available on the Main Roads BORR project website [here](#).

An additional target requires 10% of the workforce employed for the project to be unemployed, entry level individuals, further boosting anticipated local economic outcomes while building local capacity.

Key achievements to date are a committed spend of \$20.4m and spend to date of \$12.5m. These commitments cover a range of services including:

- Professional service (design, HR, coaching)

- Plant hire
- Material supply and haulage
- Heritage monitoring and cultural awareness.

## **Sustainable Procurement and Buy Local**

SWGA is committed to implementing a sustainable procurement approach on the BORR project that focuses on generating social value above and beyond the value of the goods, materials and services being procured. As noted above, the project has significant targets applied to ensure a high proportion of the project utilises local suppliers. To help achieve the Buy Local targets, SWGA has developed the 'Inside Out Industry Sustainability Strategy', consisting of five continuous workstreams existing in parallel with one another, while interdependent of one another. These workstreams are designed to determine:

- How to maximise local business participation.
- How to maximise local Aboriginal business participation.
- How to upskill local, unemployed people for BORR related employment opportunities.
- How to upskill local, unemployed Aboriginal people for BORR related employment opportunities.
- Opportunities to innovate with local industry to adopt new technologies and materials.

Significant industry capability profiling has been undertaken, with multiple local industry events held to engage with potential local suppliers and encourage them to register their interest in participating in the project. Potential suppliers are directed to register through the project's online Procur-e system, which gathers a significant amount of information from suppliers including questions targeted at assessing the supplier's alignment to sustainable procurement objectives.

The supplier questionnaire centres around:

- Transparency and ethics, including Corporate Social Responsibility and corporate governance initiatives.
- Human and Labour Rights, including social action, diversity.
- Quality and environment, including performance in reducing energy use and emissions, water use, waste and materials.
- Supply chain management.

Aligned to the principles of sustainable procurement, SWGA has implemented weighted assessment criteria in the tender assessment process. This includes weightings for sustainability criteria and higher weightings for local business over Perth-based and other businesses. Supplier responses to tenders are assessed by a multi-disciplined team of SWGA personnel including the Sustainability Manager.

## **Addressing Risks and Opportunities in the Supply Chain**

The key to managing the risk and opportunities in the supply chain is continued engagement with the local suppliers to understand their perceived or real risk identification in relation to supplying the project and determining mitigation strategies.

BORR provides a significant regional sourcing opportunity for subcontractors, and SWGA has recognised the potential project risk of stretching local resources if the construction program fails to consider balancing resources across its sections (and other projects) that may be occurring

concurrently. SWGA has implemented several initiatives to assist with avoiding negative impacts in the local market. These include refining the approach to self-perform and subcontracting and the approach to work packaging and potential contract types.

SWGA is committed to leaving the local supplier network in an enhanced position following completion of the project, enabling suppliers to continue to serve and grow their customer base. SWGA will continue to work with the local industry to ensure their long-term sustainability.

### **Implementing Procurement Systems and Processes**

Robust governance, proactive communication, and ongoing support and guidance are imperative to maximise sustainability outcomes on the project. SWGA have adopted Non-Owner Participant Acciona's contract management system and processes as the overarching Alliance approach to managing supply chain engagement and management.

This process includes a contract readiness review with the subcontractor prior to mobilisation and at regular intervals during the project. A formal monitoring and measurement of subcontractor performance is also implemented. This process will enable SWGA to identify any potential subcontractor issues early and correct any key factors that might affect the delivery of project outcomes.

The SWGA Subcontractor Relationship Coordinator, Commercial Team, Commercial and Project Services Support Manager and Procurement Manager will ensure all phases of subcontractor engagement are closely monitored.

Performance against the project's Buy Local and other economic targets are shown in the Highlights section of this report.

### **Climate Change Assessments**

Potential impacts associated with climate change and natural hazard risks were assessed during the BORR planning phase. SWGA has undertaken a workshop to review and update the assessment and have proposed controls and mitigation actions that have been implemented in the design.

Sustainability initiatives are included in the sustainability commitments register. These have been formulated with the intention of mitigating potential impacts from climate change and natural hazard risks, including:

- Maintain a natural hazard and climate change risk register and additional controls proposed for detailed design.
- High survival rate to be achieved to help establish plants in high-risk areas (i.e. Gateway nodes). Measures to achieve this may include temporary watering, according to the methodology prescribed by the Urban and Landscape Design Framework.
- The design of all buried elements of the bridges over the Collie River, Preston River and Ferguson River must be based on a minimum exposure classification to account for possible increase in groundwater salinity, due to climate change impacts. A project durability assessment will be required to confirm that this minimum classification is adequate for the specific locations.
- During detailed design, undertake a durability assessment for Acid Sulphate Soils (ASS) and other chemicals in the soils that may have a corrosive impact on the infrastructure, with consideration of future potential ASS in a drying climate.
- Consider specifying a higher flood event for bridge serviceability if warranted during detailed design, as a measure to mitigate the risk of flash flooding on the serviceability of the bridges.

- Consider the application of a Poly Vinyl Chloride vapour barrier or critical road pavement areas to mitigate the risk of shrink/swell of clay causing cracking and deformation of pavement.
- Consider in-situ conditioning of expansive clay to control moisture variation, thereby mitigating the risk of shrink/swell of clay causing cracking and deformation of pavement.

## **Sustainable Transport**

Sustainable Transport options facilitated by the project will allow for accessibility and connection between communities and local amenities such as rivers, parks, local shops, employment, and other communities. Accessibility caters for pedestrians, cyclists, canoeing and horse riding.

Principal Shared Pathway (PSP) design for the project is not finalised, with several scenarios being considered. The vision for the PSP is to increase accessibility in the Region and become an experiential journey along and around the corridor through the rich landscape and into the existing surrounding path network. It will also make an allowance for connection to future paths.

SWGA has ongoing engagement on sustainable transport options with the local community and stakeholders through the Active Transport Advisory Group (ATAG). The ATAG consists of the following organisations and local stakeholders:

- SWGA
- Main Roads
- Department of Transport
- West Cycle
- Greater Bunbury bicycle users' group
- South West Cycle club
- Local Government Authority active transport representatives.

Other interested stakeholders may attend ATAG meetings as non-participating observers.

The ATAG has been established to:

- Provide input into the development of cyclist and pedestrian facilities that are fit for purpose.
- Provide understanding to meet end-user requirements.
- Provide input to achieve the best value for money and improve the pedestrian and cycle network.

### Case Study

The focus of procurement and local business engagement continues to be creating opportunities for lasting social and economic improvements in the South West. As of 30 June 2021, there are now 86 local businesses and nine Aboriginal businesses with whom SWGA has engaged with.

Figure 3 – Procurement performance





# Social Aspects Performance

## At a Glance

The information in the following tables provides a snapshot of the Social Aspects Performance for the project to the end of June 2021.

**Table 11 – Social aspects performance**

Social Aspect	Year to 30 June 2021	Total for Project
Community Satisfaction to Project	1 <sup>st</sup> tracker in Sep / October 21	NA
No. of engagement activities during Alliance contract	7277 (Table 12)	7277 (Table 12)
No. of legacy commitments to date	3	3
No. of heritage sites in project vicinity	4	as above
No. of heritage sites significantly impacted	0	0
No. of traffic safety incidents within project boundary	1	1
% of women in workforce	46	46
% indigenous in workforce	4	4
LTIFR	0	0
No. of hours training during project	1584	1584
No. of development employees and apprentices on the project	6	6
No. of employees (FTEs) sourced from local community	35	35

Table 12 – Engagement activities by type

Engagement Type	Jan	Feb	Mar	Apr	May	Jun	Total
Advisory Group meetings	11	5	3	3	2	3	27
Community cases opened	7	14	8	6	10	22	67
Community cases closed	5	13	7	4	5	14	48
Community Hub visits by month	0	238	58	23	46	66	431
Facebook members added each month	950	174	90	85	154	43	1,496
Business register signups added by month	325	28	34	14	24	20	445
Newsletter subscribers added by month	1,626	34	28	52	48	27	1,815
Emails to enquiry inbox	36	25	20	4	7	33	125
Community hotline calls	35	6	6	14	15	22	98
Landowner meetings	10	15	10	17	35	11	98
Letterbox drops/Door knocking	1,920	82	6	0	47	3	2,058
Project eDM's (PU's, eDM's, Traffic updates)	6	2	1	4	2	4	19
Comms material distributed	1	2	2	4	2	3	14
Land access arrangements	0	109	43	92	33	120	397
Property condition reports completed	0	0	23	58	58	12*	139
Totals	4,932	747	339	380	488	6,886	7,277

The following notes are provided to clarify each recording of 0 in table 12:

- Community Hub opened in February 2021
- Land access arrangements commenced in February 2021
- Property condition reports commenced in March 2021.

## Social Context

The greater Bunbury Region includes the local government areas of Shire of Waroona, Shire of Harvey, Shire of Collie, City of Bunbury, Shire of Dardanup and Shire of Capel. The greater Bunbury Region has a population more than 105,000 residents while the South West Region, to which Bunbury acts as a hub, has a total population of approximately 185,000.

Australian Bureau of Statistics data for the greater Bunbury Region shows that 63% of the population is considered working age (15-64). This is similar to the Australian average of 65%. Data from the Department of Primary Industries and Regional Development indicated that unemployment in the South West Region was at 5.5% in December 2020, compared to 6.6% nationally.

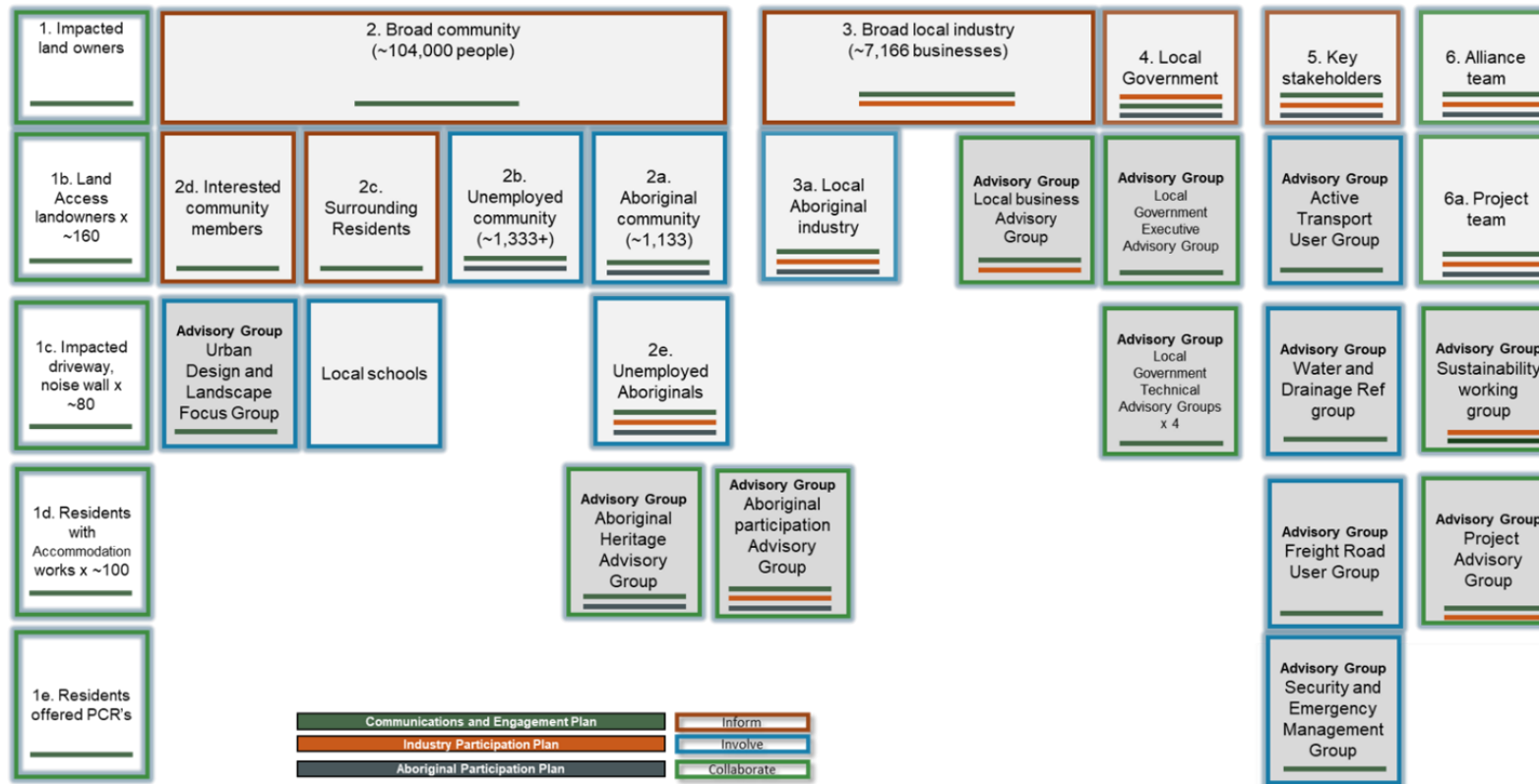
The greater Bunbury population completed year 12 or equivalent at a lower rate (37.4%) compared to the national average of 51.9%.

In 2016, 3.5% of the population, or 3703 people, in the greater Bunbury Region were Aboriginal and Torres Strait Islander (ATSI) persons. The greater Bunbury Region has a slightly higher representation than the national average of ATSI people. In 2016, 44.7% of ATSI people in the greater Bunbury Region were unemployed. However, 37.4% had completed year 12 or equivalent and 56.7% had achieved tertiary qualifications (i.e. certificate, diploma, degree, or postgraduate degree).

The Australian Bureau of Statistics (ABS) estimates that approximately 20.6% of the total population have reported to have a disability, which amounts to approximately 36,000 people in the south west of Western Australia living with a disability.

The number of businesses has declined from 1,569 in 2015, to 1,405 in 2016. The construction industry employed 10.7% of workers, third only to Health Care and Social Assistance (11.6%) and Retail (11.1%).

The direct and indirect community stakeholders for the project are shown in the stakeholder segmentation mapping in Figure 4 below.



**Figure 4 – BORR Stakeholder Groups**

Appendix 1 provides a complete list of direct and indirect stakeholders identified for engagement and consultation throughout the life of the project. One of the five key objectives for the BORR project is to 'create a safer road system for the community'. SWGA also has 10 key result areas, one of which is Health and Safety. As a result of community consultation, several initiatives have been implemented to improve safety outcomes for BORR. A community-led example is the incorporation of a slip-lane into the design for a connecting local road. This is to ensure safe access for the affected landowner. Road safety considerations are expanded on in the Road Safety section of this report.

Key issues relating to stakeholders and the local community were identified in the planning and development phase of the project and are conveyed in Figure 5. More recent engagement led by SWGA has confirmed that the social risks featured in green font are ongoing. Strategies to address these issues have been identified for implementation or will be developed through project delivery.

Social	Economic	Environmental	Other
<p><b>Design</b></p> <ul style="list-style-type: none"> <li>•Impact on lifestyle and amenity</li> <li>•Concern about property access / severance</li> <li>•Connectivity / permeability within local communities / local movement</li> <li>•Emergency access</li> <li>•Visual amenity / urban design / landscaping</li> <li>•Noise impacts (operation from highway) / noise mitigation</li> </ul> <p><b>Construction</b></p> <ul style="list-style-type: none"> <li>•Construction impacts / property damage</li> <li>•Noise impacts (operation from highway) / noise mitigation</li> </ul> <p><b>Political</b></p> <ul style="list-style-type: none"> <li>•Uncertainty about future land use / zoning</li> </ul>	<p><b>Design</b></p> <ul style="list-style-type: none"> <li>•Impact on current farming and contracting operations</li> <li>•Disruption to farming activities – including severance of lots</li> </ul> <p><b>Political</b></p> <ul style="list-style-type: none"> <li>•Impact on local business / trade (the “bypass” effect)</li> <li>•Impact on land values (both residential and commercial) – perceived to have devalued as a result of the modified alignment and therefore negatively affected investment / retirement planning</li> <li>•Concern about compensation and valuation process - fairness for land acquisition</li> <li>•Concern about land zoning status and the impact on compensation values</li> </ul>	<p><b>Design</b></p> <ul style="list-style-type: none"> <li>•Clearing of vegetation/ footprint in the South</li> <li>•Impact on wetlands</li> <li>•Impact on banksia woodlands</li> <li>•Impact on Aboriginal and European heritage</li> <li>•Impact on wildlife habitat, flora and fauna</li> <li>•Impact on Carnaby Cockatoo</li> <li>•Impact on Western Ringtail Possum</li> <li>•Concerns for ecology</li> <li>•Feasibility of irrigation channels/impact on drainage</li> <li>•Impact of an additional bridge over the Collie River</li> <li>•Environmental offsets</li> <li>•Street lighting / spillage</li> </ul> <p><b>Political</b></p> <ul style="list-style-type: none"> <li>•Rainwater / pollutions / impacts on rain water tank</li> </ul>	<p><b>Design</b></p> <ul style="list-style-type: none"> <li>•Council / developer concern about eastern alignment crossing land currently being investigated for urban development (northern section)</li> </ul>

Figure 5 - Identified social risks

### Process for identifying priority negotiables and potential legacy initiatives

Priority negotiables have been identified and recorded in a register, along with any additional key issues that arise from consultation through the implementation of the SWGA Community and Stakeholder Engagement Plan. Other channels include Advisory groups, social media and community feedback received via the enquiries channels, or via the Community Hub.

Where the SWGA has identified that we will involve or collaborate with the various target audience segment/s, the following negotiable elements apply in Table 13 below.

**Table 13 - Negotiables**

Audience Segment	Topics for negotiation
Landowners where we required land access	Access to their land and approval to enter.
Landowners whose property is impacted by access changes or noise mitigation measures	Individual and personal requirements for the changes required to their property.
Landowners who require accommodation works on their property	Individual and personal requirements for the changes required to their property.
Residents who are offered Property Condition Reports (PCR)	The choice for a PCR prior to construction beginning in the vicinity of their property.
Unemployed Community Members	Collaboratively identify training needs to assist them in gaining employment on the project and concierge them to relevant providers.
Aboriginal Community	Input into the landscape and urban design outcomes.
Unemployed Aboriginal Community Members	Collaboratively identify training needs to assist them in gaining employment on the project and concierge them to relevant providers.
Local Aboriginal Industry	Collaboratively assist with capacity building, partnering opportunities and tender response to assist with gaining work on the project.
Urban Design and Landscaping Focus Group	Provide input into the landscape and urban design outcomes.
Aboriginal Heritage Advisory Group	Provide input into and endorsement of Aboriginal Heritage Management Plan.  Provide input into the landscape and urban design outcomes.
Aboriginal Participation advisory Group	Provide input into the development of the local Aboriginal content framework to achieve the \$20m target Aboriginal spend.  Provide input into and advice pertaining to maximising Aboriginal employment to achieve 60 Aboriginal full time employees.
Local Business Advisory Group	Provide input into the development of the local content framework to achieve the \$300m target local spend.
Local Government Advisory Group	Provide input and advice pertaining to road design, local road design and active transport design.  Provide input into construction program.



	Review Management plans as per Development Approval conditions. Provide input into viability and agreement on Legacy projects.
Local Government Technical Advisory Groups	Provide input into and technical review of design and construction requirements.
Active Transport User Group	Participate in the development and recommendation for the PSP and cycling facilities for the project.
Water and Draining Reference Group	Provide advice in relation to water and drainage requirements for the project.
Freight Road User Group	Provide input and advice in relation to disruption planning during construction.
Security and Emergency Management Group	Provide input and advice in relation to emergency management during construction.
Sustainability working group	Provide governance and decision making in relation to achieving Silver ISCA rating.
Project Advisory Group	Provide technical advice and endorsement of design development and construction planning and implementation.

## Community Amenity

The development of the design intent for the project was based on the principles of *Creating Places for People: An Urban Design Protocol for Australian Cities (November 2011)*. These have been adopted directly from the Urban and Landscape Design Framework.

Community amenity objectives for the project have respectively been incorporated into the development of the Heritage, Urban Landscaping and Heritage Plans.

The community has been extensively consulted with in relation to negotiating features they would like to see incorporated into the project design. Successfully including good outcomes will contribute towards achieving high community satisfaction with the project and leaving a meaningful legacy into the future following construction.

Initiatives that have been investigated include:

- Principal shared pathways.
- Rest areas.
- The incorporation of Indigenous and European influences into the design of artworks incorporated into built structures along the alignment.
- Community walking paths and underpass construction.

Community amenity achievements to date, as outlined in Table 18, include:

- Urban Design and Landscaping Community Survey.
- Urban Design and Landscaping Focus Group meetings.
- Consultation workshops with the Indigenous Community through the Bunbury Aboriginal Elders, Aboriginal Heritage and Advisory Groups.

The methodology for tracking links to project Key Reporting Area's and Key Performance Indicator's and community amenity outcomes are outlined in the section below. Also covered is the extent of consultation regarding community amenity.

### **Community and Stakeholder Engagement**

The project is targeting a 'Silver' rating under ISCA Version 2.0 Design and As-Built rating. In relation to the stakeholder engagement credits, the project is targeting Level 3 for IS Credit Sta-1, Level 3 for Sta-2 and Level 1 for Leg-1.

Early in design phase, the SWGA identified that there would be significant mutual benefit for the project and the regional community, if a dedicated space was established for the community to engage with the project. This space would give the community a sense of project ownership and creates a 'safe' place for community members to learn about the project and interact with the project team.

In January 2021, SWGA established the Community Hub in the centre of the Bunbury Central Business District. Its primary objective is to service enquiries and engage with the community, potential employees, and local industry. The Hub hosted 100 visitors at its Community Open Day and has welcomed over 431 casual visitors to the centre since opening in February. Additionally, there has been more than 385 people engage with events hosted at the Hub, including nine briefings, community, and engagement sessions.

Community and stakeholder engagement performance is measured through a project KPI scorecard, developed by SWGA. The scorecard includes evaluation criteria for Community Stakeholder and Engagement (CSE) response times and community satisfaction. Performance against these criteria is measured and reported monthly for the life of the project.

The CSE activities will influence the SWGA performance across each of the Key Reporting Areas (KRA's). The CSE team have direct accountability for:

- Network User Satisfaction.
- Reputation and Community and Stakeholder Engagement.

Our performance against the two CSE specific KRA's that the SWGA is accountable for will be measured by several Key Performance Indicators (KPI's).

KPI's for Aboriginal Participation are outlined in the SWGA Aboriginal Participation Plan and described in the Economic Aspects Performance section of this report.

To date, the CSE team has delivered on several of the KRA's and KPI's through the commencement of regular consultation and engagement with focus groups, stakeholder engagement activities and outreach programs such as the Aboriginal Employment Forums and Business Briefings.

A list of actions achieved to date are outlined below:

- Establishment of the SWGA Community Hub in the centre of Bunbury with over 450 visitors to the centre by 30 June 2021.
- Community Open Day hosted at the SWGA Hub on 15 May 2021.

- BORR Jobs website launched with over 5,000 page-views since going live in June 2021.
- 27 Advisory Group meetings delivered.
- Landholder access facilitation – Consultation regarding accommodation works, disruption notification process developed, Property Condition Reports undertaken in the Northern and Central sections, possum surveys, land access consultations with directly affected landowners.
- Web content developed for the Main Roads Western Australia website.
- Social media content published.
- Monthly newsletters published and distributed.
- Aboriginal monitors engaged to attend and observe sites during pre-construction and early works.
- Development of the Yaka Dandjoo Work ready program.
- Indigenous Cultural Immersion Program delivered for staff.

## Sustainability Targets for Community and Stakeholder Engagement

**Table 14 – Sustainability Targets for Community and Stakeholder Engagement**

Target	Performance to June 30 2021
<p>Identify and consult on at least five priority and/or negotiable issues for which the local community/ stakeholders can provide input through active consultation during detailed design and construction.</p>	<p><u>1. Tree planting options with residents from the Southern Section of BORR</u> Community engagement session held at the Maker + Co. Hub.</p> <p><u>2. Fauna fencing with farmers</u> A bespoke fencing design was created through consultation with farmers who needed a fence which will hold up to cows applying pressure to it, whilst keeping kangaroos out. This was discussed at a community engagement session with affected farmers and a decision was made in October 2021.</p> <p><u>3. Urban Design and Landscaping Community Survey</u> The Urban Design and Landscaping Community Survey was developed to engage a wide range of community members. The aim was to gather opinions on the current Urban Design and Landscaping strategy for BORR which was developed by the Integrated Project Team in the planning phase. This consultation ties in with other ongoing engagement with Focus Groups and Aboriginal Elders.</p> <p><u>4. Urban Design and Landscaping Focus Group</u> The Urban Design and Landscaping Focus Group was developed to create a meaningful platform for key members of the community that represent different sections along the alignment. The aim was to discuss the Urban Design and Landscaping strategy for BORR. This consultation ties in with other ongoing engagement including our Community Survey and engagement with Aboriginal Elders.</p> <p><u>5. Bunbury Outer Ring Road naming</u> Consultation with our Bunbury Elders and Aboriginal Heritage Advisory Group was held to review, discuss, and approve the naming of the Bunbury Outer Ring Road. This engagement consisted of multiple sessions and was supported by our Aboriginal Participation team.</p>

<p>Consult with Indigenous Community to identify opportunities for heritage interpretation features within the urban and landscape design.</p>	<p>To date, we have consulted with the Indigenous Community through our Bunbury Aboriginal Elders Group, our Aboriginal Heritage and Advisory Group, and at the Reconciliation Bridge Walk in Bunbury. These discussions have helped inform the Urban Design and Landscaping strategy on the Bunbury Outer Ring Road. We intend to host follow up sessions with both the Elders Group and our Aboriginal Heritage Advisory Group to gather additional feedback on revised designs once all consultation on Urban Design is completed.</p>
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The following table (Table 15) lists the Advisory Group meetings that were delivered to 30 June 2021. The purpose was to ensure that the representatives of the key stakeholder groups identified had an opportunity to provide input into the project.

### Advisory Group Meetings

**Table 15 - Advisory Groups – meetings held (to 30 June, 2021)**

1. Drainage and Waterways Advisory Groups	0
2. Aboriginal Heritage Advisory Group	4
3. Aboriginal Participation Advisory Group	4
4. Active Transport Advisory Group	2
5. Freight and Road User Group	3
6. Local Government Advisory Group	2
7. Local Business Advisory Group	3
8. Urban Design and Landscaping Focus Group	1
9. Project Advisory Group	1

### Addressing community concerns

The Community Stakeholder and Engagement Team has undertaken a comprehensive review of stakeholders to identify sensitive groups, potential areas of interest, concern and impacts, and the engagement methods by which impacts will be addressed. The approach for addressing community concerns and key topics is outlined in the Community Stakeholder and Engagement Management Plan.

Early identification of issues and concerns will be managed by the CSE team utilising consultation, monitoring, and feedback loops, with queries and complaints to be referred to the project team by Main Roads. Potential impacts are evaluated by the CSE team and relevant project team members and priorities have been established in relation to likelihood of escalation. An Action Plan has also been developed to identify key messages, engagement methods, communications and required actions.

These following have been agreed to by the CSE team and Main Roads, with an action plan to be implemented according to the following:

- Recording: update the stakeholder analysis, issues register and stakeholder database.

- Monitoring: monitor progress to resolution.
- Evaluation: debrief to be carried out with the CSE team, relevant project team members and Main Roads to identify outstanding performance and areas for improvement. These matters will be considered in the management of ensuing issues.

Since the commencement of the construction phase of the project, the following activities have been implemented to capture and track concerns expressed by the community:

- Enquiries hotline and email SWGA
- Enquiries hotline Main Roads
- Community Hub Information Centre
- CRM (CONNECT) for tracking and responding to complaints
- Community Forum's and Focus Group meetings
- Community Sentiment Surveys.

This has enabled the CSE team to capture, track and respond to community concerns. It is also helpful for identifying trends in community sentiment regarding issues throughout the project.

## Heritage

The SWGA's Aboriginal Heritage Management Plan (AHMP) for the Bunbury Outer Ring Road project has been developed to provide a framework that is dynamic and responsive to key Aboriginal stakeholder recommendations. It is informed by State, National, International and contractual compliance considerations. The plan outlines how the SWGA will identify, manage, and protect Aboriginal Cultural Heritage. The implementation of the plan will significantly reduce the risk of accidental harm to Aboriginal Cultural Heritage values and sites and maximise the preservation of Aboriginal Cultural Heritage while allowing works to proceed.

This work aligns with, and is based on, a number of heritage surveys undertaken by Main Roads Western Australia, with informants selected through an established process with the South West Aboriginal Land and Sea Council (SWALSC) through the Gnaala Karla Booja (GKB) Working Party's nominated informants.

Consultation with the relevant Native Title Group (NTG), in this case, Gnaala Karla Booja (GKB) was conducted to assess whether a heritage survey was required to be undertaken to identify and record any cultural heritage within the proposed work area. As a result of this consultation, it was determined that consent of the Minister was required to be sought under Section 18 of the Aboriginal Heritage Act.

Ethnographic, anthropological, and archaeological surveys were undertaken with these informants and other key stakeholders. The informants and stakeholders are the recognised Traditional Owners with the cultural heritage knowledge and experience. This experience enables them to appropriately advise on matters of heritage that relate to the proposed BORR corridor.

The development of procedures for the day-to-day heritage management and protection operations will complement the AHMP's aim to minimise the impacts on Aboriginal heritage sites and values that exist in the area. It also provides a pathway to enable Noongar people to take ownership in this space.



## Road Safety

As a greenfield project, there are no pre-existing road safety statistics for BORR, however, an objective of the project is to improve the road safety relative to the surrounding network. A key method of creating a safer road system is by removing a significant number of trucks from local roads. It is estimated that BORR will accommodate between 10,000 and 15,000 vehicles a day, removing significant volumes of regional traffic and heavy vehicles from local roads. A 40%+ reduction in traffic on Forrest Highway south of Raymond Road and a 50%+ reduction in traffic on Bussell Highway travelling south of Woods Road is expected upon project completion.

The Safe Systems Assessment Framework (SSAF), based on research by Austroads, was applied to the design during the development phase by the BORR Integrated Planning Team (IPT). The purpose of the BORR Safe Systems Assessment Framework Report (BORR IPT Report) was to test that the selected design aligned with the safe systems design principles, and to act as a tool to provide a comparison reference design (base case).

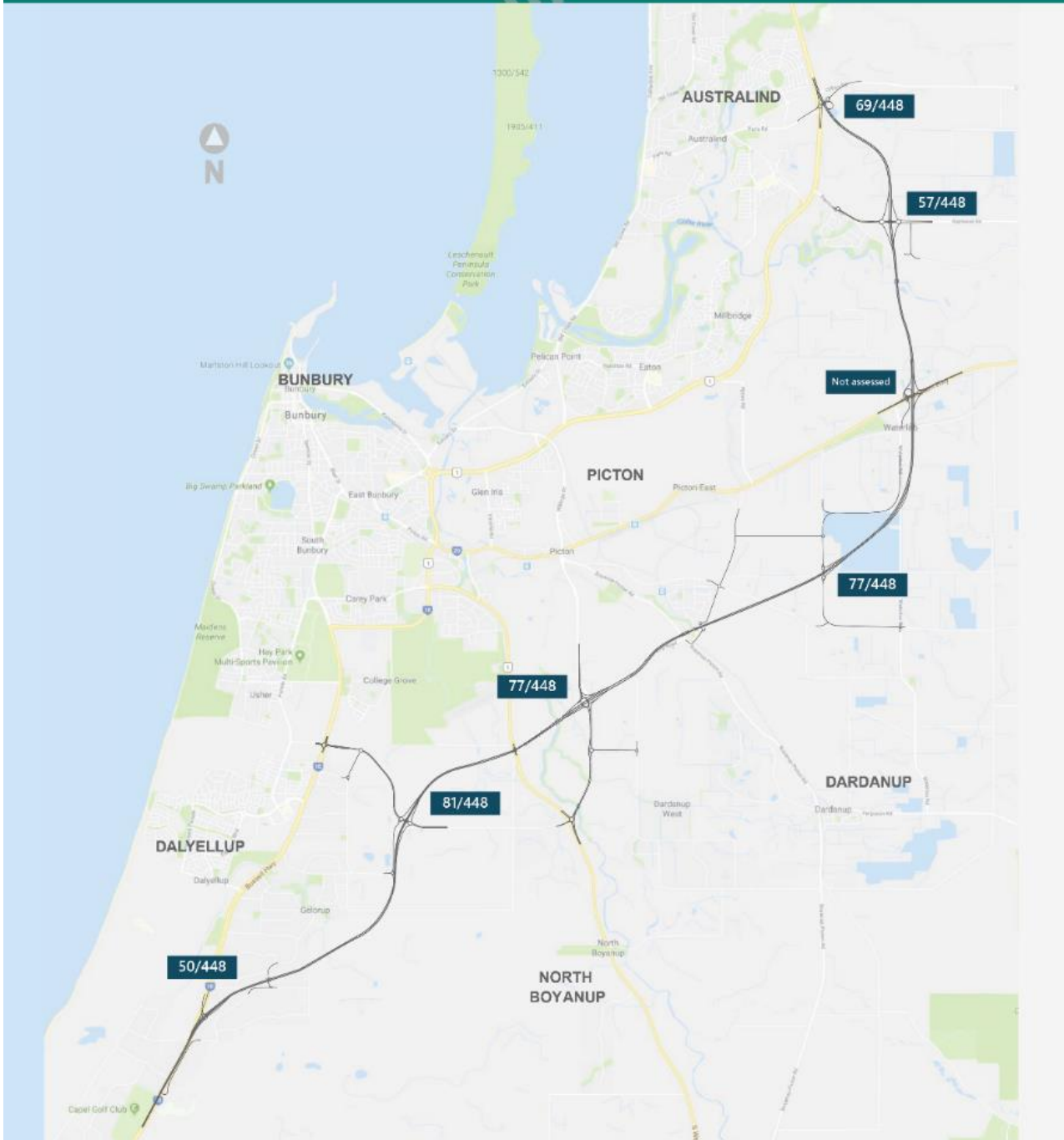
The BORR midblock (which is a continuous stretch of road between an interchange) was deemed to be consistent to both designs. Consequently, only the interchanges were assessed.

The total SSAF scores from the BORR IPT Report can be seen in Figure 8 below. As noted in the BORR IPT Report, the relatively low scores overall "was seen as confirmation that both the base case design and Multi Criteria Assessment selected designs aligned with the safe systems principles."

The total SSAF score represents the Safe Speeds and Safe Roads and Roadside pillars' contribution to Safe System for the project. The score is calculated out of a possible 448, and the closer the total score is to zero, the more the project is aligned with the Safe System objective. Scores under 112 are considered highly aligned with the SSAF, 112 to 224 are moderately aligned, and over 224 are poorly aligned.

# BUNBURY OUTER RING ROAD

SSAF Scores at IPT Phase



[www.mainroads.wa.gov.au](http://www.mainroads.wa.gov.au)



138 138

[enquiries@mainroads.wa.gov.au](mailto:enquiries@mainroads.wa.gov.au)

[www.mainroads.wa.gov.au](http://www.mainroads.wa.gov.au)

Figure 6 - SSAF Scores at BORR Planning and project development phase

An early SSAF assessment was conducted for the BORR detailed design, prior to completion of 15% design. The assessment indicated design refinements which were applied by SWGA and resulted in slight improvements in the SSAF score. Road Safety Audits will continue to be conducted throughout the detailed design phase to ensure road safety objectives are achieved.

### Traffic Management

A Project Traffic Management Plan (PTMP) has been prepared to provide the framework for ensuring efficient and safe road access for public and site vehicular traffic and non-vehicular traffic through and around the site during the construction period of the BORR project.

The PTMP complements the Construction Management Plan and the Safety and Health Management Plan by outlining control measures for potential hazards associated with the traffic environment. The PTMP also outlines the strategies SWGA will adopt to manage impacts created by project activities on the broader road network. A specialised Traffic Management Contractor has been engaged by the project with an Advanced Worksite Traffic Management accredited supervisory person.

Traffic Management is closely monitored throughout all times across the project duration with daily inspections of all traffic control measures.

Road Safety Audits consisting of a whole review of the Traffic Management Plan (TMP) and its implementation are carried out regularly by a Senior Road Safety Auditor (RSA). An audit report is prepared noting the effectiveness and level of implementation of the TMP and an assessment of the level of safety for road users. Assessed deficiencies result in corrective action recommendations to be undertaken in order to create a safer road environment.

### Workforce Safety

The Safety and Health Management Plan outlines the measures for the implementation and execution of the Workplace Health and Safety Management System for the project.

The primary health and safety objective is to ensure that everyone returns home safely every day. Lead and lag indicators have been formulated for the project to help monitor health and safety performance and track trends related to a positive safety culture.

A lead indicator is a measure preceding or indicating a future event used to drive and measure activities carried out to prevent and control injury. The lead indicators for this workplace are:

Table 16 - Workplace Lead Indicators

No.	Lead Indicator	Target and Basis Of Measurement
1	Alliance Management Leadership	100% of site leadership walks attended by an Alliance Management Team (AMT) member
	Visible Leadership by Construction delivery team	90% of field observations completed as per schedule
2	Toolbox Meetings	100% of toolbox meetings conducted by an AMT member as per schedule
	Toolbox Meetings	Weekly toolbox meeting facilitated
	Safety Committee Meetings (where established)	100% safety committee meetings attended by an AMT member
	Safety Committee Meetings (where established)	Safety committee meeting facilitated at intervals set during the first meeting
	Pre-Work Briefings	100% daily pre-work briefings attended by a project management team member as per schedule

3	Subcontractor Auditing	90% of subcontractor audits completed as per schedule
	Incident Reporting	100% of incidents reported within defined notification time frame
	Incident Investigation	100% of incidents investigations complete within agreed timeframe
	System Monitoring	90% of internal audits conducted as per schedule
	System Monitoring	Bi-annual coordinated health safety and wellbeing initiatives e.g. mental health, high risk activity focus, wellbeing
	System Monitoring	90% completion of scheduled inspections and observations
4	Alcohol and Other Drug testing	100% testing for alcohol daily using handheld BrAC testing unit
		Random Alcohol and Other Drug (AODT) testing as per building code requirements

Lag indicators are used to measure the workplace incidents in the form of past accident statistics. The lag indicators for this workplace are:

Table 17 - Workplace Lag Indicators


NO.	LAG INDICATOR	TARGET
1	Fatalities	Zero
2	Serious Incidents (Risk of High/Very High or LTI)	Zero
3	LTIFR	Zero
4	LTI Severity Rate	Zero
5	TRIFR Rate	Zero
6	Regulatory Improvement/Prohibition Notices Issued	Zero
7	Public Occupational Safety and Health (OSH) Complaints Received	Zero
8	OSH Non-Conformances	Zero

To date, the project has performed well against all indicators, having no significant incidents and maintaining a Total Recordable Injury Frequency Rate (TRIFR) of 0.

## Workforce Safety Case Study

The SWGA culture and behaviour standards underpin the project’s efforts to achieve its Safety and Health objectives. Within the culture and behaviour model, SWGA has identified four key initiatives detailed below.

**Table 18 – Workforce Safety Case Study**

No.	Initiative	Description
1	 <b>BE SAFE. HOME SAFE.</b>	<p>It is the fundamental aim of the South West Gateway Alliance (SWGA) to provide a safe working environment which enables all persons involved in project operations to return safely to their families. This commitment is supported by our ‘<i>Be Safe. Home Safe.</i>’ mission statement and the SWGA Charter.</p> <p>The SWGA Charter is underpinned by the Charter Values of excellence, collaboration, commitment, people and diversity and integrity.</p> <p>Each person working on the Bunbury Outer Ring Road is expected to act in alignment with these values and this expectation were communicated with during induction and will continue to be mentioned during regular project meetings.</p>
2	<b>Fair and Just Culture Model</b>	<p>A Fair and Just Culture balances the need to have a non-punitive reporting and continuous learning environment with the need to hold persons accountable for their actions.</p> <p>In a Fair and Just Culture, it is recognised that behaviours may fall below expectation, however, employees may not always be in the wrong as there may be underlying work culture factors or system deficiencies affecting individual or group decision-making.</p> <p>A Fair and Just Culture seeks to improve the overall organisational culture and the safety performance of the organisation by means of behavioural and/or system modification. It also encourages employees to take greater personal responsibility for their actions.</p>
3	<b>Stop Work Authority</b>	<p>In line with the SWGA <i>Be Safe. Home Safe</i> mission statement, all members of the AMT and construction management team support the right for anyone to exercise their Stop Work Authority (SWA) should they feel they are at imminent risk or that their actions may place someone else at</p>

		<p>imminent risk of harm.</p> <p>Through the induction process all workers, subcontractors and visitors were advised of their responsibilities and obligations under the SWA to ensure they are aware and empowered to implement their SWA.</p> <p>The SWA has a 'no recriminations' process that is fundamental to safe delivery of work.</p> <p>Stop work instances will be investigated with the findings and lessons learned shared with the workforce and across the project through the prestart and toolbox process.</p>
4	<p><b>Hazard Observation Process</b></p>	<p>There is an intrinsic link between a high number of identification and actioning hazards and lower incident rates.</p> <p>Hazard observations are considered proactive measures and shall be completed by personnel at the work site when hazards are identified as part of their routine duties. All personnel are required to identify hazards, take remedial action to control the hazard in alignment with the hierarchy of control and where required, secure the work area. Where it is not possible to immediately rectify a hazard, the issue must be reported to the area supervisor and cordoned off until rectified.</p> <p>Workers are required to report hazards as soon as practicable to their direct supervisor and HSE team.</p> <p>The Work Group Supervisor is responsible for ensuring the hazard is effectively controlled, identifying further preventative actions, and assigning responsible persons to close out the action. Actions arising from hazard reports shall be recorded in the AIMS INFORM Module –and tracked until the action is closed out. The Project Health and Safety Manager (or delegate) will liaise with the workgroup to ensure the risk assessment process is conducted and controls put into place before works commence in the area where the hazard is present and provide feedback to the workforce.</p>

## Diversity and Workforce Development

A dedicated Diversity and Inclusion Program offers opportunities for employment to people from the following identified groups, with comprehensive support to ensure their success. SWGA has identified Project Priority Groups with associated diversity group employment targets, including Aboriginal people and Unemployed Entry Level Work Ready People. Other Project Priority Groups for workforce development include trainees, supervisory staff and direct employees.

### Aboriginal people

SWGA has a clear vision to see the project deliver lasting outcomes for Aboriginal people, businesses, and communities in the South West Region. SWGA has an unrelenting focus on ensuring that this once-in-a-generation opportunity provides the foundation for true economic independence and self-determination.

Aboriginal people are also a defined diversity group with associated employment targets.

Associated with the objective to increase employment opportunities for Aboriginal people are secondary objectives, including:

- Increasing capabilities of local Aboriginal businesses.
- Training programs in a variety of roles.
- Strong leadership and cultural awareness in the Alliance and its partners.

Leadership training for Aboriginal participants is delivered through the Leadership Development Program. This training supports civil construction activities with a focus on providing skills that are transferrable to vocations within the South West Region after project completion.

Where Aboriginal people are also members of another defined diversity group, such as Unemployed Entry Level Work Ready people, additional support and training is in place such as mentoring and coaching.

### Unemployed Entry Level Work Ready People

The SWGA is committed to ensuring employment opportunities for defined diversity groups are maximised on this project. The Yaka Dandjoo – Ready to Work program provides unemployed participants with the necessary support, knowledge, and skill development to assist in their transition to becoming ‘construction industry’ work ready.

The program is committed to ensuring long term employment opportunities for defined diversity groups (young people (16–24-years), women, and mature participants over 45 years) with a specific focus on ensuring opportunities are presented to Aboriginal people. The program provides a six phased ‘whole-person’ approach to support work ready people into construction related and sustainable employment.

To develop a pipeline of ‘job-ready’ employees, unemployed entry level work ready people, will have access to skills development and training opportunities (including the Infrastructure Ready and Heavy Haulage training programs), and access to traineeships (Cert II, III in Civil Construction or Engineering) through Group Training Organisations (GTOs) over the duration of the project. This initiative has been developed by the Office of Major Transport Infrastructure Delivery (OMTID) in partnership with industry and key training departments.

The table below lists the units of competency that are offered within the Infrastructure Ready Program.



**Table 29 - Infrastructure Ready Skill Set Units of competency**

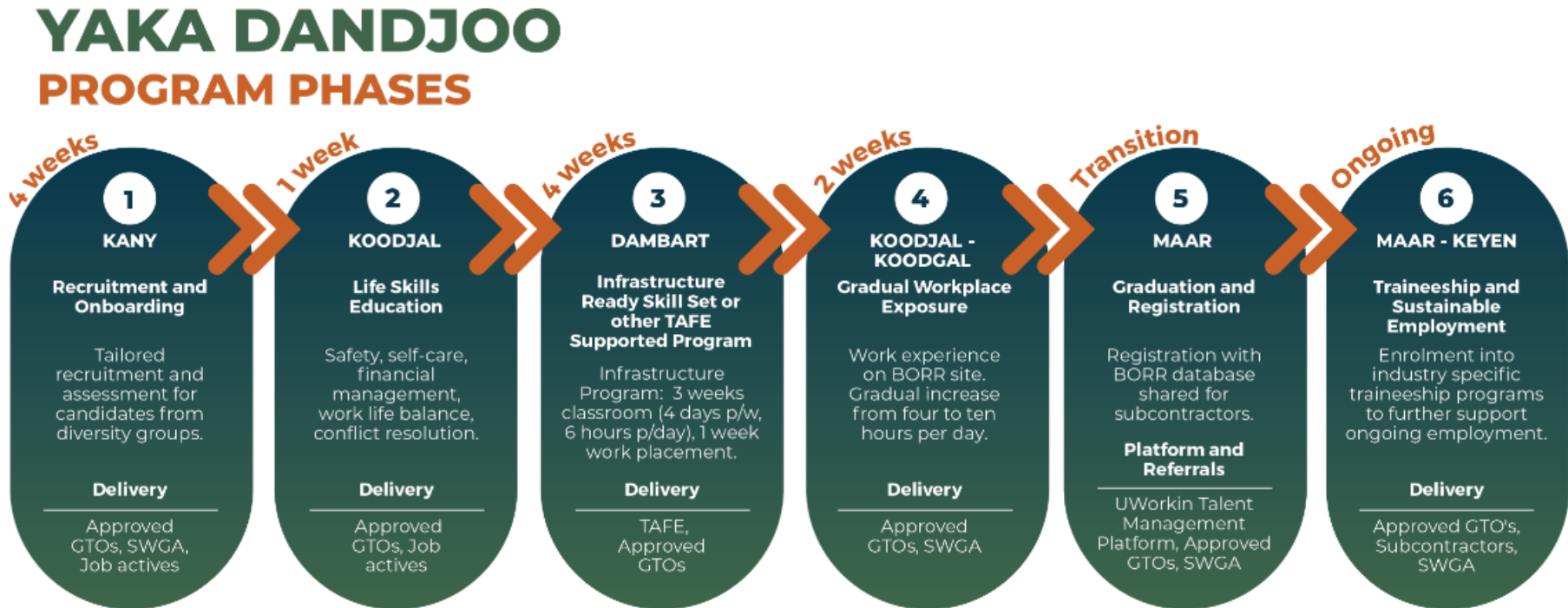
Unit code	Unit title
CPCCWHS1001	Prepare to work safely in the construction industry (White Card)
RIIBEF201D	Prepare and organise work
RIICCM201D	Carry out measurements and calculations
RIICOM201D	Communicate in the workplace
RIISAM204D	Operate small plant and equipment
RIIWHS201D	Work safely and follow WHS policies and procedures

The Infrastructure Ready Skill Set Program provides basic skills but no on-the-job experience. This presents a risk that new employees deemed 'job-ready' may not in fact be ready for work on a real construction site. To address this gap, SWGA has partnered with local Group Training Organisations (GTO's), Registered Training Organisations, and government employment service providers in providing the Yaka Dandjoo Program.

The program includes a tailored recruitment and assessment process, cultural induction, as well as life skills and work skills components. Importantly, the work skills component will include on-the-job training. This controlled and authentic environment will provide lived experience of moving machinery, safety start-ups, traffic management and the crib-hut routine. A graduated work plan builds from four-hour days to full 10-hour working days over a two-week period to further drive the expectations and success of the program graduates.

Figure 7 below illustrates the system that integrates the Infrastructure Ready Skill Set Program with the Yaka Dandjoo – Ready to Work Program.

Figure 7 – Yaka Dandjoo – Ready to Work Program



After graduation, subcontractors have a truly work-ready cohort to engage in the workforce. Further support is provided to this priority group through mentoring and coaching.

### **Trainees**

Trainees are a priority group for SWGA, with a target for at least 5% of project head count (100 people minimum) to be in certified training programs. This includes certified programs for superintendents and supervisors undertaken as part of the project's Supervisors' Development Program. Trainees may also be members of the diversity groups Aboriginal people and/or Unemployed Entry Level Work Ready (UELWR) people.

The project provides opportunities for on-the-job trainees to achieve nationally recognised qualifications. As a result of working on the project, trainees have an opportunity to develop transferable skills that are readily applicable in other roles and in other industries, as well as increased cultural competence.

### **Superintendents and supervisors**

The Supervisor Development Program has been designed to develop an efficient workforce with superior leadership skills, safety and cultural competence that will enable superintendents and supervisors to find suitable work once the project is complete. This comprehensive program provides supervisors and superintendents with the opportunity to develop core skills whilst on project. This includes undertaking standard training modules that are most frequently required by employers, and which are certified by the Australian Government. In addition to the accredited training, the program also includes tailored content addressing other important developmental and transferable skills.

### **Direct employees**

Direct employees of the South West Gateway Alliance (SWGA) are a priority for employee development because employers have a corporate social responsibility to invest in the community. Employee development is the most cost-effective way to positively impact socio-economic growth for greater Bunbury and the South West Region, which is a key project objective.

Effective learning support for direct employees allows:

- Management of what is learnt and how it is learnt.
- Management of the rate of learning in order to avoid long learning curves with drawn out time to high productivity rates.
- Employees to feel confident and engaged in their roles.
- Effective learning support for direct employees reduces the risks associated with trial-and-error learning.

Direct employees are being supported through the current creation of development and support systems, including:

- Clear position descriptions.
- Performance development and talent management system.
- Rewards and recognition program.
- Gifts and hospitality procedure and tracking for transparency and accountability.
- Policies and procedures.
- Diversity performance.

Diversity targets and performance to date are shown in the Highlights section at the beginning of this report. The committed targets include:

- A minimum of 60 full time equivalent Aboriginal employees on the project.
- 10% of workforce employed for the project to be unemployed entry level work ready people with 5 full time employees.
- The delivery of a Workforce Development - Case Study

The feedback provided below is from one of the project's employees, Kandice Hart. This feedback was provided in relation to her experience working on the Bunbury Outer Ring Road since her recruitment early in 2021.

***Kandice Hart, South West Gateway Alliance, HR Administrator***

*As an Aboriginal Noongar woman from Bunbury South West, this project has been eye opening for me. It has shown me how strong we are, and how strong our connection is to the land, which always was and always will be. It has highlighted what our culture means to me, my family, and the community, and the importance of continuing to tell our stories.*

*I have already upgraded my skills drastically over the four months on with the South West Gateway Alliance, as a HR Administrator. I have met such great people along the way, which has given me the confidence to be proud of myself and who I am. I feel stable in my job and life right now and have confidence that I can provide for my family without the stress that they will be left out in their school or social life. I am able to pay the basic bills. I am in such a better mind space before I was employed onto the project.*

*The social interactions, the people, the challenges and the income have been a blessing, and have given me more energy. There is now a purpose for me to get up every day, and I am able to give my family a better life. I have the necessary tools to show them that they have to work hard for what they want in life, but that it is possible.*

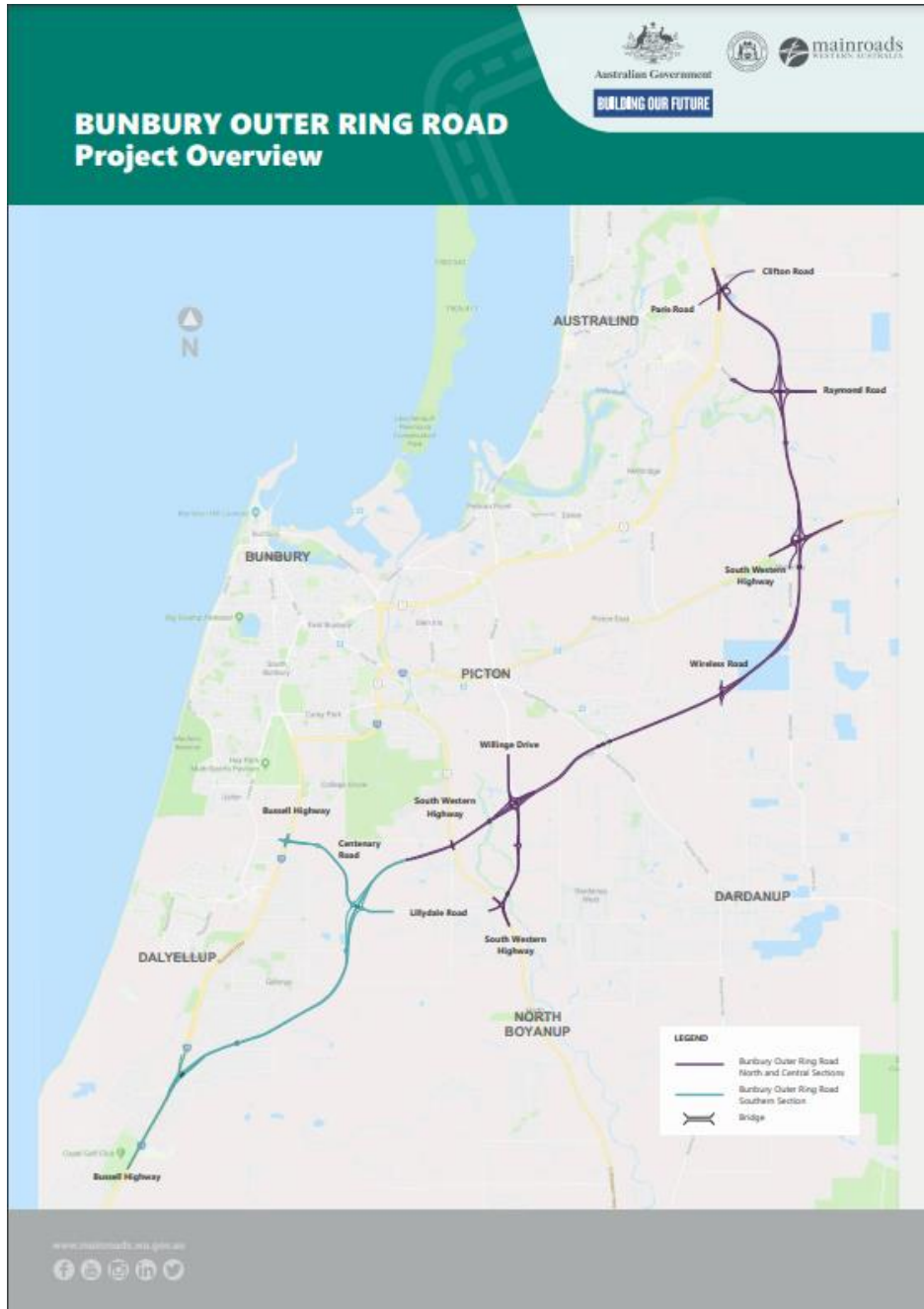
*I want to grow more on the project and am determined to get my certificates and degree in HR Administration. I have set goals which I want and will achieve.*

*It's More Than A Road...*

# References

*Perth Groundwater Map*, (2018) Government of Western Australia – Department of Water and Environmental Regulation, <https://maps.water.wa.gov.au/Groundwater/>

# Appendix 1 – BORR Project Overview



# Appendix 2 – Sustainability Policy



## SUSTAINABILITY POLICY

### Statement of intent

The Southwest Gateway Alliance (SWGA) is committed to delivering a sustainable project with focus on social equity and progress, enhanced environmental outcomes and economic growth.

SWGA strives to respond to the main challenges facing society by providing transformational infrastructure that will deliver on the immediate and future needs of the local and regional community, while catering for long-term stability of the natural environment and shared value for its different stakeholders.

SWGA's commitment to sustainability is also reflected in its contribution to meeting the United Nations Sustainable Development Goals.

### Principles

**Agent of change** - Through its sustainability strategy and commitment to sustainable procurement, SWGA responds to the challenges and trends that affect its stakeholders by providing solutions that provide lasting social and economic benefits.

**Creating long term value** - SWGA will bring value to the South West region by prioritising local business procurement, including local Aboriginal owned business, increasing local industry capability.

**Ethics** – SWGA will always act in an ethical manner and with honesty, integrity, and transparency.

**Governance** - Sustainability within the Alliance is driven and spearheaded by top-level management.

**Integration of sustainability** - SWGA understands that sustainability is integral to the project, and strives to transmit this culture to customers, suppliers, partners, and other stakeholders.

**Culture of risk and opportunity management** – SWGA will seek to minimise risk and maximise positive outcomes when determining delivery strategies and making decisions.

**Respect for fundamental human rights** – SWGA respects and contributes to the protection of fundamental human rights ensuring it is not complicit in any kind of abuse or violation of those rights.

**Caring for the environment** – SWGA takes a preventive approach to reduce the impact of its operations, seeking enhanced environmental outcomes throughout project delivery.

**Fighting climate change** – SWGA recognise the contribution of the project to the negative effects of climate change and will act to reduce the projects carbon footprint while delivering resilient infrastructure.

**Innovation** – SWGA fosters innovation as one of the project delivery objectives, promoting the search for sustainable solutions through design and construction at a technological, systemic and operational level.

**Transparent communication and accountability** – SWGA recognise that transparent, sincere and proactive communication is the foundation of positive stakeholder relationships.

Signed by

*South West Gateway Alliance Board*

10 February 2021



## Appendix 3 – List of Stakeholders to the project

### Indirect Stakeholders

SWGA has identified the following stakeholders as significant to the project. These Stakeholders are classified as 'Indirect' as the relationship is owned and managed by Main Roads. SWGA's role is therefore to provide Main Roads with content to ensure these stakeholders are kept updated.

Category	Stakeholder
Commonwealth Government Agencies	Department of Infrastructure, transport, Regional Development and communications Department of sustainability, environment, water, population and communities Department of Agriculture, Water and the Environment
Commonwealth Government Elected Members	Federal member for Forrest - Nola Marino
State Government Ministers	Premier – Mark McGowan Minister for Transport; Planning; Lands – Rita Saffioti Minister for Road Safety – Michelle Roberts Minister for Regional Development – Alannah MacTiernan Minister for the Environment – Stephen Dawson Minister for Aboriginal Affairs – Ben Wyatt Treasurer – Ben Wyatt
State Government Agencies	Western Australian Planning Commission Department of Planning, Lands and Heritage Department of Transport Department of Treasury Environmental Protection Authority Department of Water and Environmental Regulation
State Government Elected Members	Legislative Assembly Member for Bunbury – Don Punch Member for Collie-Preston – Mick Murray Member for Murray-Wellington – Robyn Clarke Legislative Council Members for the South West Region District:

	<p>Diane Evers</p> <p>Adele Farina</p> <p>Colin Holt</p> <p>Dr Sally Talbot</p> <p>Dr Steven Thomas</p> <p>Colin Tincknell</p>
Media	<p>Print</p> <ul style="list-style-type: none"> <li>- West Australian (Perth)</li> <li>- Bunbury Herald, Bunbury Mail, South Western Times (local) Radio and Television</li> </ul>

**Direct Stakeholders**

Direct stakeholders are defined as those stakeholders who will be engaged with and managed by the South West Gateway Alliance.

Category	Stakeholder
State Government Agencies	<p>Department of Transport (part)</p> <p>Western Australian Police Force</p> <p>Department of Fire and Emergency Services</p> <p>Main Roads South West Region</p>
Utilities+ Water	<p>Water Corp</p> <p>Harvey Water</p> <p>Leschenault Catchment Council</p> <p>South West Catchment Council</p>
Local Government (Primary: Involve)	<p>City of Bunbury</p> <p>Shire of Harvey</p> <p>Shire of Dardanup</p> <p>Shire of Capel</p>
Local Government (Secondary: Inform)	<p>Shire of Busselton</p> <p>Shire of Murray</p>
Industry and Associations	<p>Port of Bunbury</p> <p>Transport Forum WA Inc</p> <p>Freight and Logistics Council WA</p>

	<p>WA Farmers Federation</p> <p>Livestock and Rural Transport Association</p> <p>Pastoralists and Graziers Association of WA</p> <p>Royal Automotive Club of WA</p> <p>South West Timber Hub</p> <p>Bunbury Geographe Chamber of Commerce</p> <p>Greater Bunbury Bicycle Users Group</p> <p>Western Roads Federation</p> <p>West Cycle</p> <p>Bunbury Cycling Club</p> <p>Australian Pilot Vehicle Drivers Association</p> <p>WALGA</p>
Environment	<p>Conservation Council of Western Australia Inc.</p> <p>Wildflower Society</p> <p>Leschenault Catchment Council</p> <p>South West Environment Centre</p> <p>Preston Environment Group</p> <p>South West Native Orchid Propagation and Restoration Inc</p> <p>Capel Land Conservation District Committee</p>
Private organisations	<p>Affected business operators throughout the project area</p> <p>Picton Industrial Park</p> <p>Waterloo Industrial Park</p>
Residents	<p>Local residents, resident groups and property owners in:</p> <p>Wellesley</p> <p>Leschenault</p> <p>Australind</p> <p>Treendale</p> <p>Millbridge</p> <p>Roelands</p> <p>Meadow Landing (estate)</p>

	<p>Wanju</p> <p>Waterloo</p> <p>Paradise</p> <p>Picton and Picton East</p> <p>Dardanup West</p> <p>North Boyanup</p> <p>Gelorup</p>
Aboriginal Community	<p>Gnaala Karla Booja Region Representatives</p> <p>Local Aboriginal Elder representatives</p> <p>Local Aboriginal Businesses</p> <p>Local Aboriginal People</p>
Landowners on the Alignment	<p>Directly affected landowners*</p> <p>There are Approximately:</p> <p>100 in the North and Central Sections</p> <p>60 in the Southern Section</p> <p>*These landowners have been affected by the project either by part-take of their land or by having their land directly adjacent to the alignment</p>
Education	<p>South West Education Regional Education Office (Bunbury)</p> <p>South West Regional TAFE</p> <p>Note: the following schools are within approx. 5km of the project alignment and may have students that reside within our catchment</p> <p>Australind Primary School</p> <p>Australind Senior High School</p> <p>Clifton Park Primary School</p> <p>Cooinda Primary School</p> <p>Djidi Djidi Aboriginal School</p> <p>Eaton Community College</p> <p>Eaton Primary School</p> <p>Glen Huon Primary School</p> <p>Kingston Primary School</p> <p>Parkfield Primary School</p>

	Picton Primary School River Valley Primary School Treendale Primary School Brunswick Junction Primary School Dardanup Primary School Boyanup Primary School
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# Appendix 4 – Project Charter

## South West Gateway Alliance Charter

**Our Vision**

Together we will proudly and responsibly create transformational infrastructure for the South West that realises opportunities to provide lasting social and economic benefits.

**Our Values**

					
<b>Excellence</b>	<b>Commitment</b>	<b>Collaboration</b>	<b>People and Culture</b>	<b>Integrity</b>	
We work with quality and purpose to be outstanding.	We follow through on our promises and act on our word.	We welcome working with others, teams and community to enhance lives.	We embrace diversity, learning and growth and the outcomes this creates.	We are honest, reliable and accountable for our actions.	

**Delivery objectives\***

- Complete within Main Roads' Standards
- Deliver value for money and realise a net benefit to the community
- Minimise risk
- Be environmentally and socially sensitive
- Meet or exceed our sustainability targets
- Minimise ongoing maintenance costs
- Demonstrate innovation
- Increase local industry capability
- Implement sustainable procurement practices
- Maximise local business procurement including local Aboriginal business
- Increase employment opportunities for Aboriginal people

**What we are measured against**

- Health and safety
- Quality
- Timeliness
- Environment
- Sustainability
- Cost
- Network user satisfaction
- Reputation and community stakeholder engagement
- Aboriginal participation
- Industry sustainability
- Alliance health, people and culture

\*The delivery objectives have been summarised. The full objective statements can be found in the Project Alliance Agreement.