

26 September 2019

Sydney Roads Asset Performance Contracts

Dear All,

Thank you for participating in the Sydney Roads Asset Performance Contracts Industry Liaison session on Monday, 23 September 2019. It was pleasing to see such a good attendance from industry, with 104 people taking part in this session.

At the event, Elizabeth Mildwater took the opportunity to provide an update on Future Transport 2056 and how Transport for New South Wales is evolving to deliver this strategy. In response to your questions from the first Industry Liaison session Tom Grosskopf presented the Greater Sydney Concept of Operation, to give an understanding of its application and context within the Transport for NSW business. David Wilkinson provided an overview of the Asset Management Framework that establishes the direction, objectives and actions for the management of the Sydney Roads assets to deliver services to our customers. Matt Brown provided an overview of the business improvement program being executed in Sydney Maintenance and identified examples of current good practice.

I shared with you the time line and progress to date, and reasoning for our aboriginal artwork embedment. I also provided details regarding our initial thoughts on the Outcome Framework, the contract boundaries and rules to ensure competition and contract scope.

The slides from the day are attached as promised. We intend to hold further industry liaison meetings this year and we will use the questions asked to dictate the content of these liaison sessions. For that reason we are not providing written responses to all questions raised at this time. I'd like to remind you that these liaison events are your opportunity to feed ideas to us in the development of the new contracts prior to commencement of the formal procurement activity in 2020.

The next industry liaison meeting is scheduled for Monday 25 November 2019, so please put a placeholder in your diary and we will provide further information closer to the event. Should you have any further questions or comments, please forward them to Network.Maintenance.Contracts@rms.nsw.gov.au.

Regards,



Matt Sweeting
Director Project Implementation, Greater Sydney Division
www.rms.nsw.gov.au
Every journey matters
Roads and Maritime Services

Transport for NSW

Welcome

Don't forget [Slido.com](https://www.slido.com)

#SRAPC



Transport for NSW

Sydney Roads Asset Performance Contracts



Transport for NSW

Welcome

Scott Olsen
Board Member for
Roads Australia



Transport for NSW

Welcome to Country

Uncle Ray Davison



Transport for NSW

Transport for NSW

Elizabeth Mildwater

Deputy Secretary, Greater Sydney



An integrated vision



future
transport

2056

Regional NSW

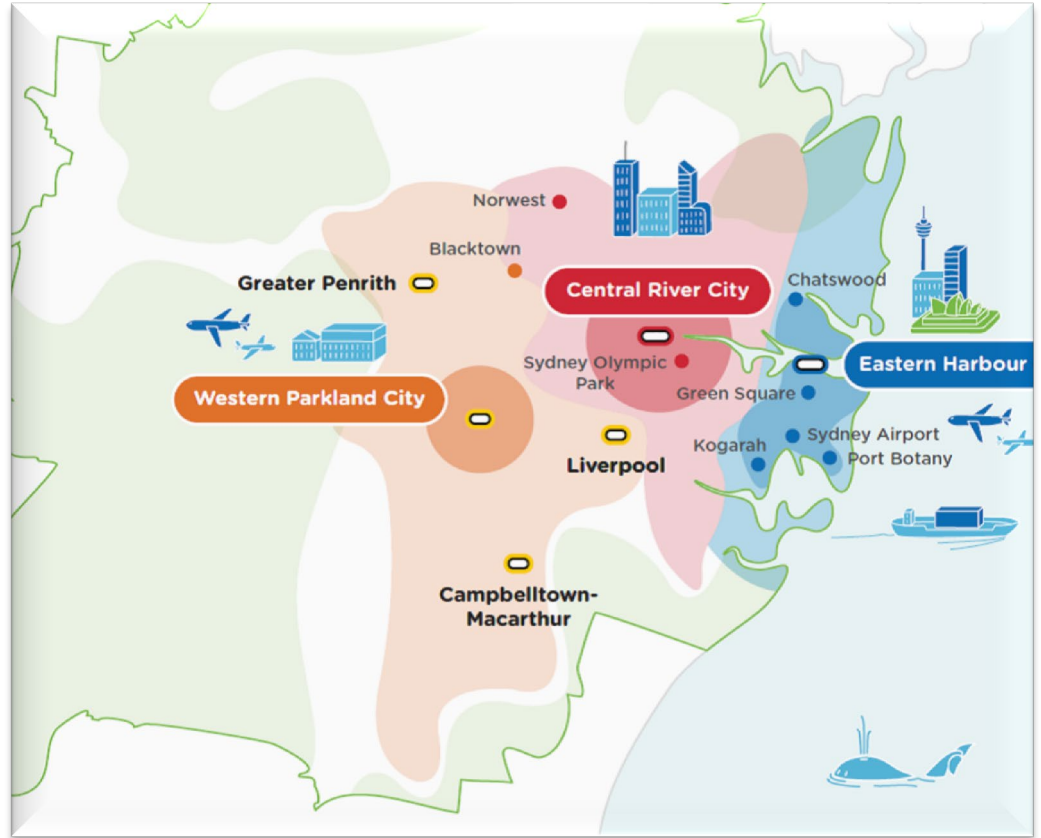
Services and
Infrastructure Plan

Greater Sydney

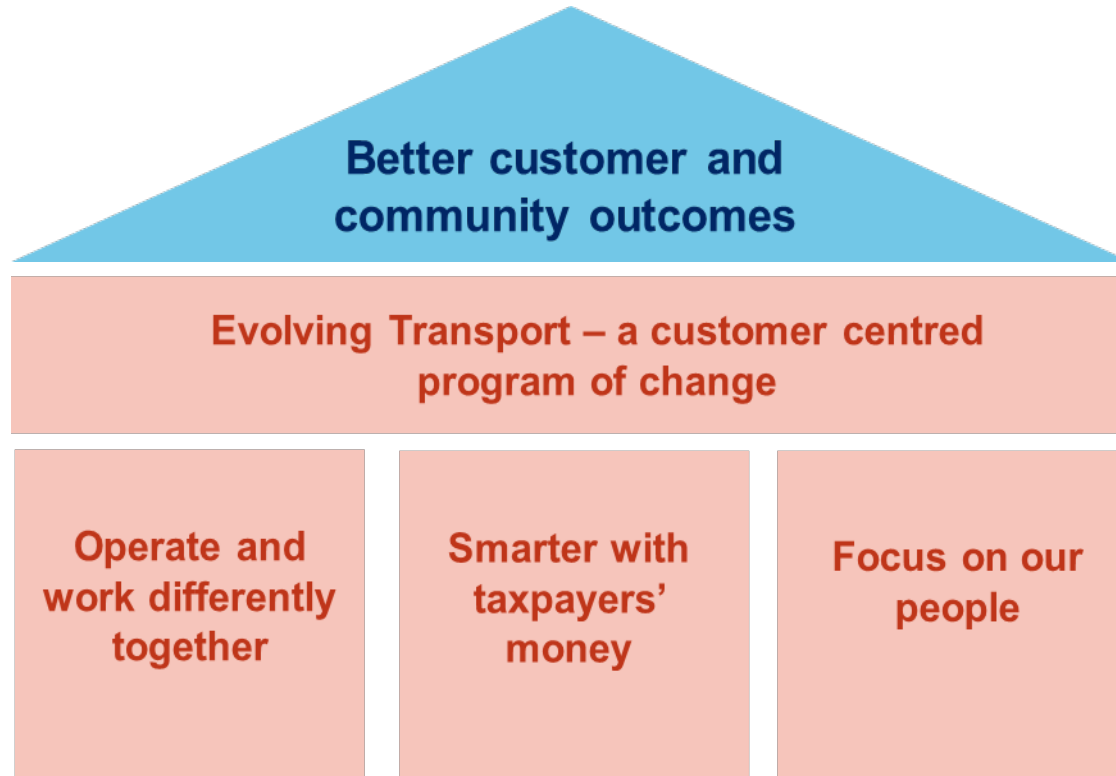
Services and
Infrastructure Plan

Delivering connectivity with networks

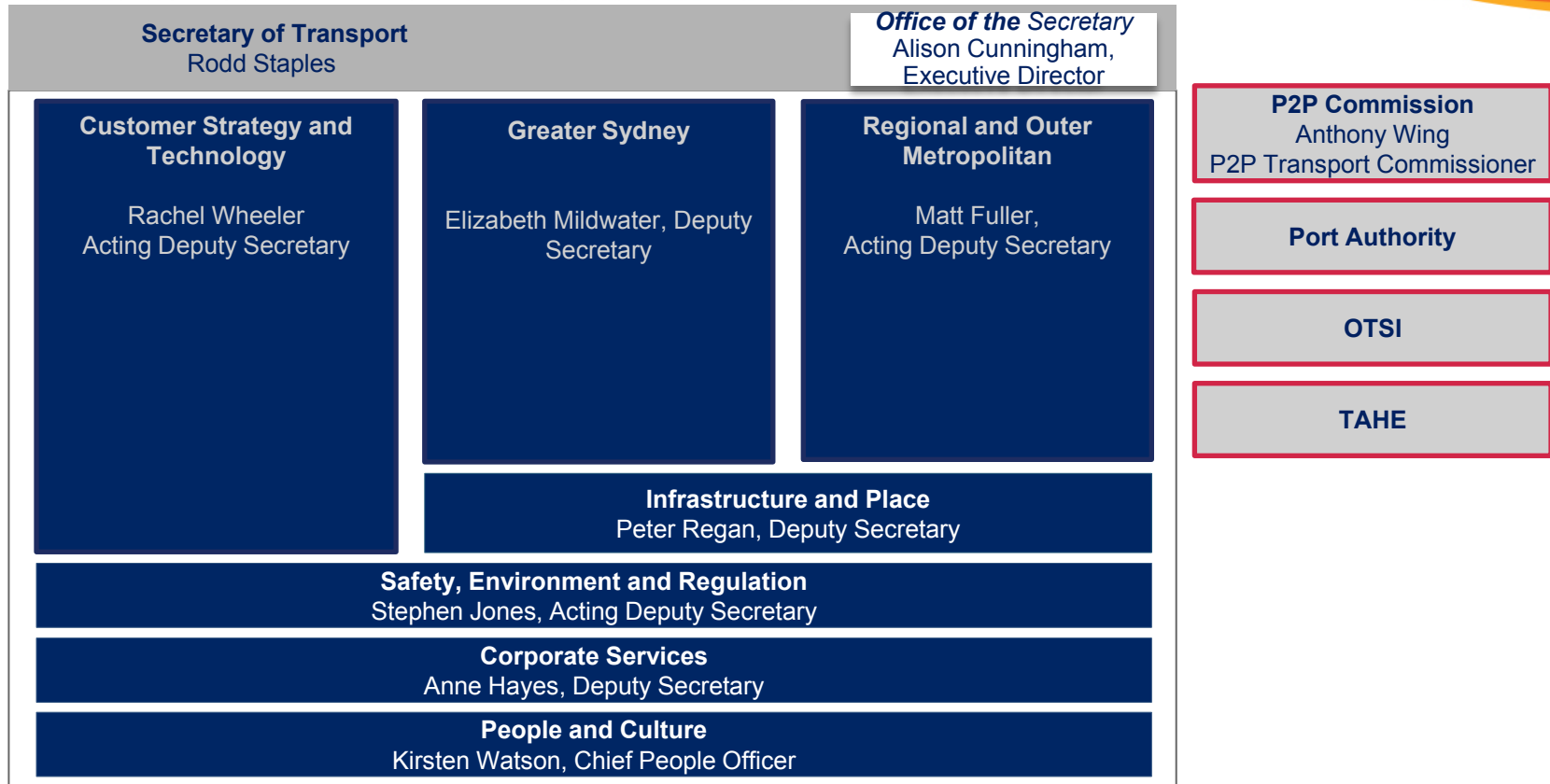
Reshaping Greater Sydney – A Metropolis of Three Cities



How we will deliver Future Transport



Our operating model



Greater Sydney Leadership Team



ELIZABETH MILDWATER
Deputy Secretary



**JOHN
HARDWICK**

Executive Director
Sydney Roads



**MARK
HUTCHINGS**

Acting
Executive Director
NSW Maritime



**MARG
PRENDERGAST**

Coordinator
General



**STEVE
ISSA**

Acting
Executive Director
Services



**HOWARD
COLLINS**

Chief Executive
Sydney Trains



**JON
LAMONTE**

Chief Executive
Sydney Metro



**STEFFEN
FAUBY**

Chief Executive
State Transit



**LINDA
HARVEY**

Director
Executive
Transition



**CRAIG
WEBSTER**

Chief
Financial Officer



**TRACEY
TAYLOR**

Director
People Portfolio,
People & Culture

Working in partnership



Closing the gap





NSW
GOVERNMENT

Transport for NSW

Safety Moment

Amanda Tarbotton



Transport for NSW

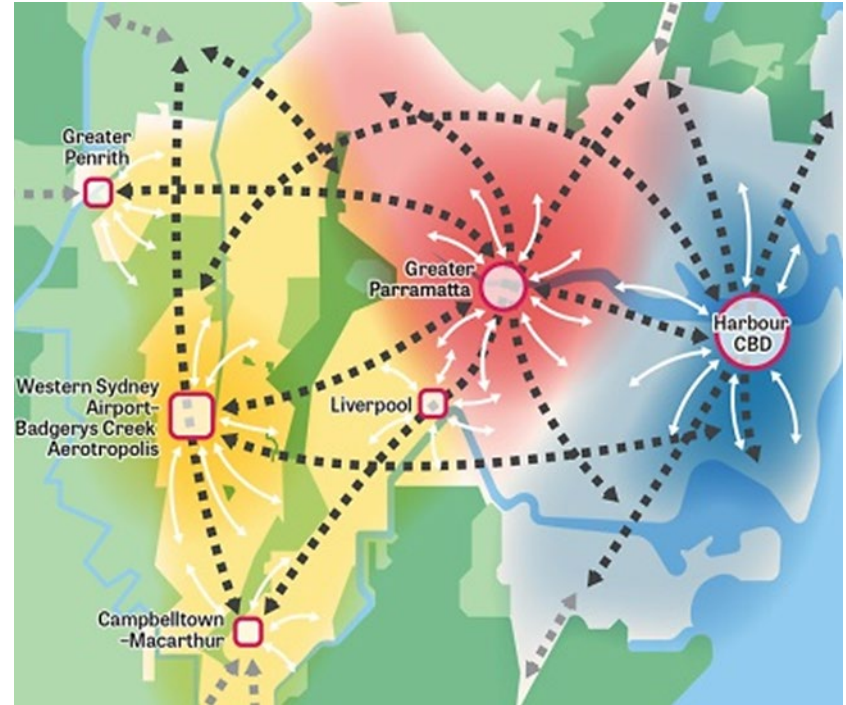
Greater Sydney Concept of Operation

Tom Grosskopf



Our future is looking very different

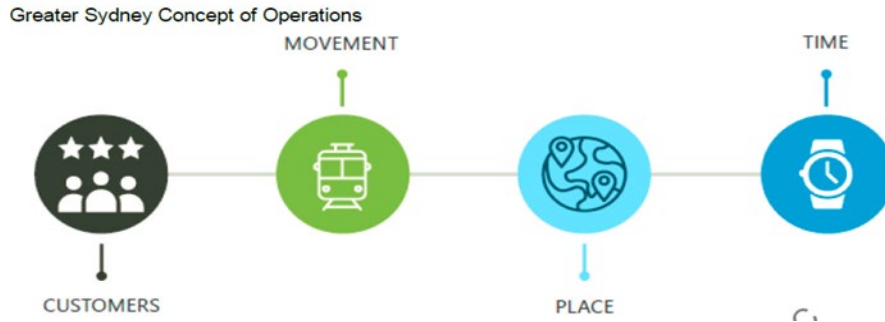
- The **shape of Sydney** is changing:
 - GSC: a Metropolis of Three Cities
 - TfNSW Future Transport 2056: served by '30-minute city' connections
- **Customer** understanding is evolving
- **Technology** is changing
 - vehicles, information, options
- **Trip behaviour & choices** are changing:
 - Remote working, home/work deliveries
 - Reduced car ownership, sharing economy
- **Sustainability** becoming more important:
 - Asset management & financial sustainability
 - Environmental & health outcomes.



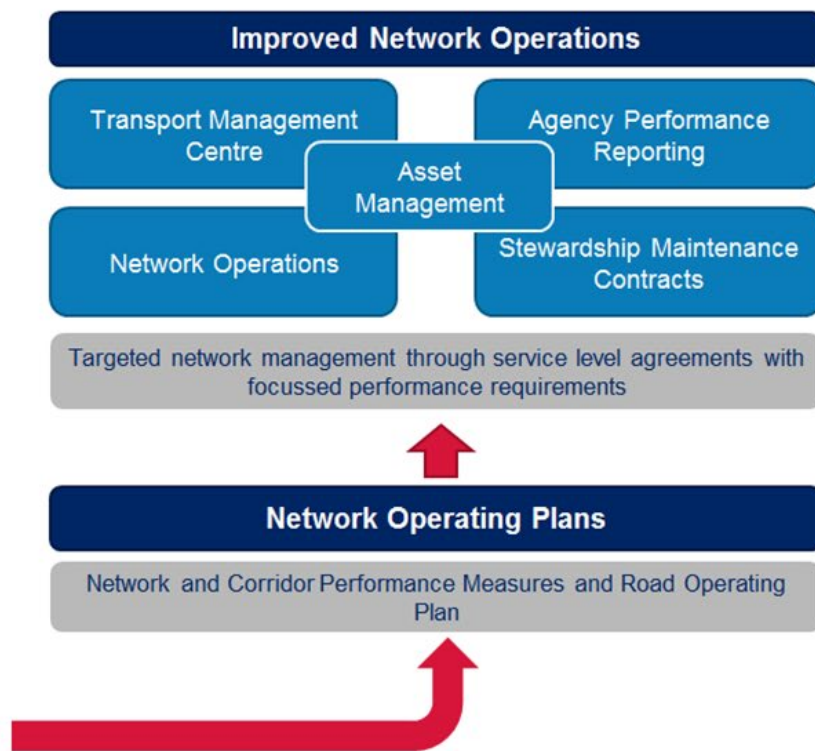
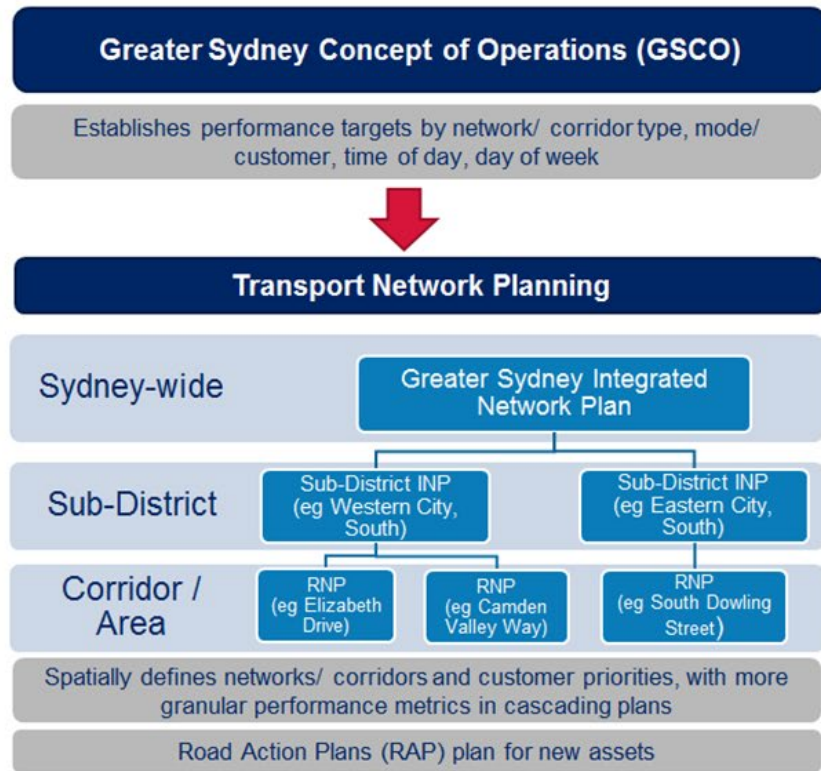
Greater Sydney Concept of Operations

The GSCO establishes customer-focused performance needs and standards for our road network by corridor type (network function), mode, time of day, and day of week. The challenge is to define what those needs and standards are for our customers.



The overarching objective in developing a Concept of Operations for the Greater Sydney Road Network is to support a pivot from “Road Network Owner/Operator” to an integrated provider of “Transport-as-a-Service” considering all users and modes of transport.





GSCO and its application



Six Objectives + Network Operating Principles



Objectives	Operating Principles
 <p data-bbox="247 363 774 396">Enable the Future Transport Vision</p>	<ol data-bbox="821 363 1773 500" style="list-style-type: none"><li data-bbox="821 363 1773 429">1. Network operations will reflect the changing needs of users as they vary with time of day and day of week.<li data-bbox="821 429 1773 500">2. Public and active transport is prioritised through centres, while traffic & freight is accommodated out-of-centre, and with last mile links.
 <p data-bbox="247 716 707 820">Develop a reliable, legible and accessible customer-focused network</p>	<ol data-bbox="821 716 1773 956" style="list-style-type: none"><li data-bbox="821 716 1773 814">1. Improve public transport travel times compared with private vehicles, through appropriate priority measures for city-shaping and city-serving services.<li data-bbox="821 814 1773 885">2. Plan for rapid, turn up and go public transport services linking key centres, supported by local services providing network coverage.<li data-bbox="821 885 1773 956">3. Develop a grid-based transport networks, for network flexibility, legibility and resilience.

Six Objectives + Network Operating Principles

Objectives		Operating Principles
	Align and integrate planning work across the Transport Cluster	<ol style="list-style-type: none">1. Segregate where possible the strategic networks for public transport, cycling, freight and general traffic2. Co-develop with land-use and infrastructure authorities, an integrated transport network that enables the reliable and sustainable movement of people and goods, in its place context.3. Locate and stage transport networks in alignment with existing and planned land uses and freight needs.
	Make the best use of available resources and assets	<ol style="list-style-type: none">1. Provide high quality public transport services in advance of urban development to support a public transport travel culture.2. Manage the transport network to optimise performance, including prioritising different customers by time of day / day of week.3. Provide right-size transport services and products, while allowing for staged growth: for public transport, HPV* on the road network.4. Stage and select transport investments to avoid short lived / redundant infrastructure.

* HPV = Higher productivity vehicle (larger, safer trucks)

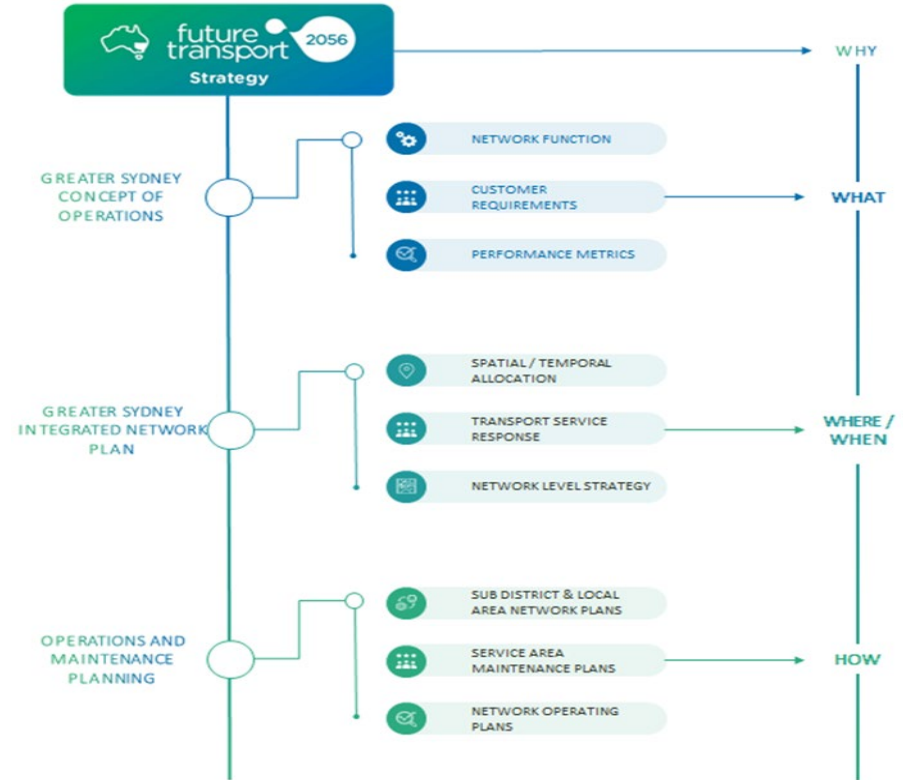
Six Objectives + Network Operating Principles

Objectives	Operating Principles
 <p data-bbox="258 426 759 496">Improve customer outcomes and optimise transport systems</p>	<ol data-bbox="832 426 1767 663" style="list-style-type: none">1. Design the transport network considering whole-of-life costs and benefits.2. Specify public transport and road network structure, infrastructure requirements, and service needs, to facilitate preferred responses to emerging technologies.3. Prioritise 'no regrets' investments that are future aligned to provide benefits sooner.
 <p data-bbox="258 696 747 729">Develop a safe transport system</p>	<ol data-bbox="832 696 1787 868" style="list-style-type: none">1. Where possible, separate conflicting road users to increase safety, including focusing high volume activities on movement corridors to make local streets safer.2. Apply a safe-systems approach: safe people, safe vehicles, safe roads, safe speeds.

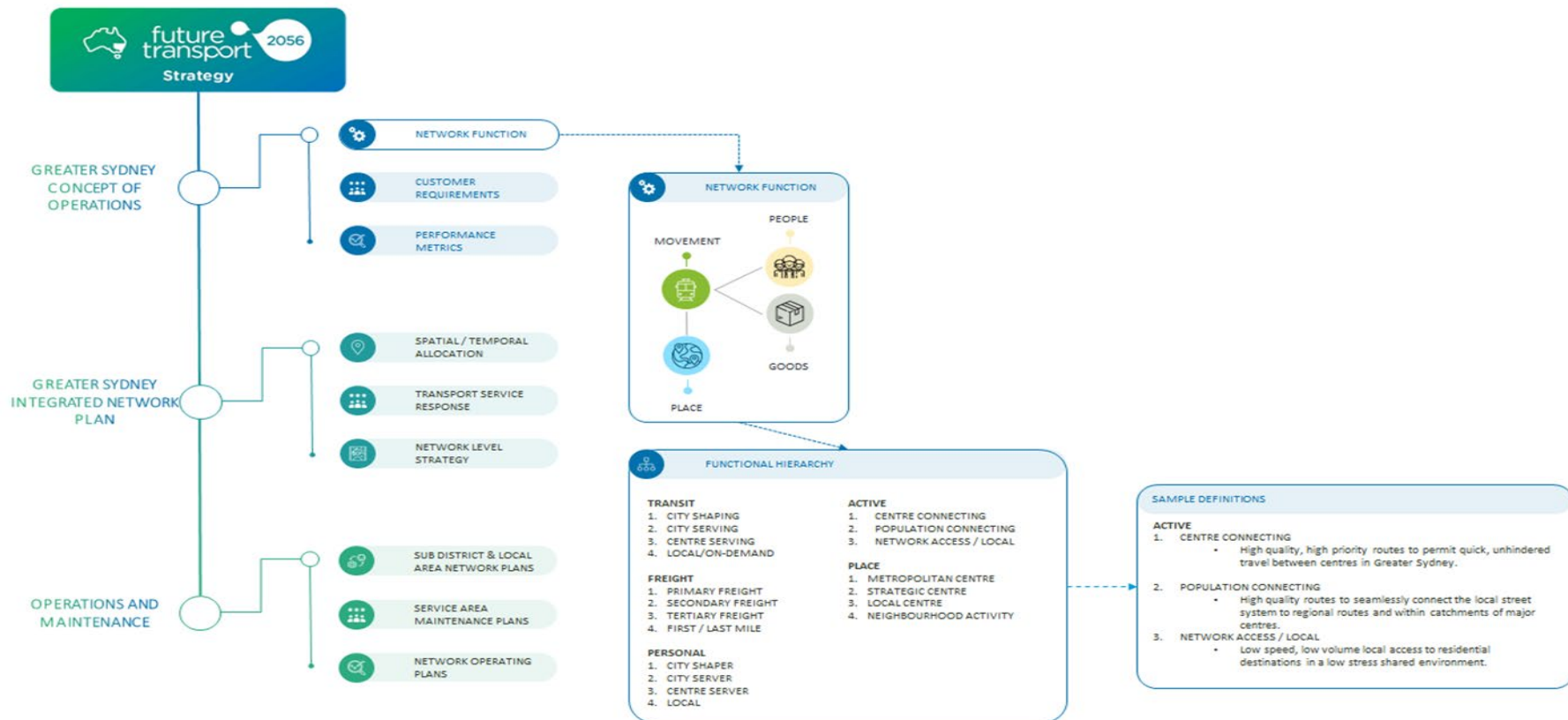
GSCO Context

The Greater Sydney Concept of Operations (GSCO) will enable End-to-End Network management, focused on delivery against customer outcomes.

The GSCO develops operating principles for the Sydney road network to inform network planning, operations and maintenance planning.

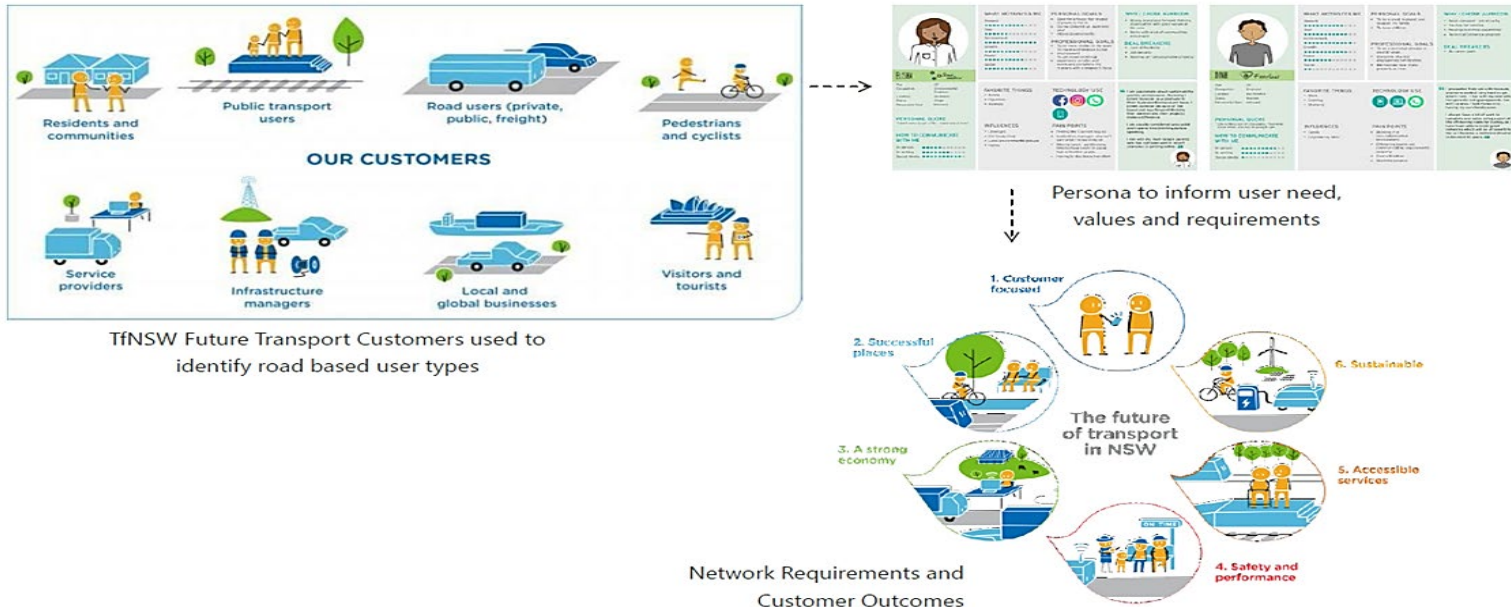


GSCO Network Function

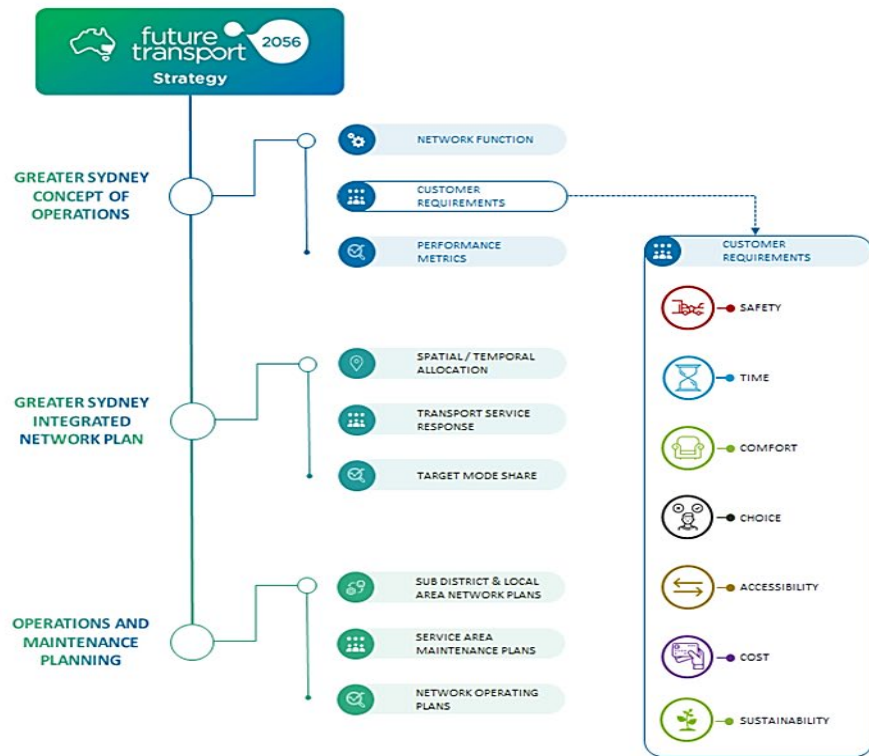


Translating Customer needs to Network Function

Understanding how different levels of customer requirements can influence the application of evaluation framework. Building personas targeted on the customer typologies identified in Future Transport, the team will translate these into user needs/ requirements and the network implications of these.



GSCO Customer Requirements



Enabling transport service design that appeals to a broad range of customer types.

Convenience Chris

I travel regularly to the same locations and choose the easiest, most efficient route. I often need to take people/items with me on my journey. I rely on my experience and my knowledge of short cuts to help me 'play' the system to create a smoother, more comfortable journey.

- Values: convenience, comfort
- Likes:
 - Trip ease and efficiency
 - Flexibility to alter journey in the moment
- Dislikes:
 - Relying on others to get around
 - Waiting, not moving
- Concerns:
 - Stop/start journeys



Fairness Fran

I want to be acknowledged and valued for my needs and the transport decisions I make and pay for, and their flow on impact on the environment, roads and other people.

- Values: equity, cost-effectiveness, accessibility
- Likes:
 - Reward for good behaviour/travel practices (e.g. travelling outside of peak times or electing to use eco-friendly modes)
 - Recognition and respect for my mobility needs
- Dislikes:
 - Not getting value for money (e.g. paying for a level of service and not receiving that service)
 - Priority unfairly given to others
- Concerns:
 - Inclusiveness of spatial planning decisions
 - Cost/benefit implications of mode choice relative to their efficiency



Planner Pam

I frequently travel to multiple locations in a single day. I operate deliberately to fit everything into my day and like to reach each destination on schedule. I seek out information to avoid delays and find comfort in efficiency and order.

- Values: journey time reliability, being informed
- Likes:
 - Rules and order that enable me to be efficient
 - Up to date and detailed information from multiple sources
 - Reliable and consistent signage/messaging
 - Being punctual and feeling in control
- Dislikes:
 - Surprises and unpredictability
 - Unanticipated change that causes delays
- Concerns:
 - Accuracy of travel information
 - Impact of delays on daily schedule



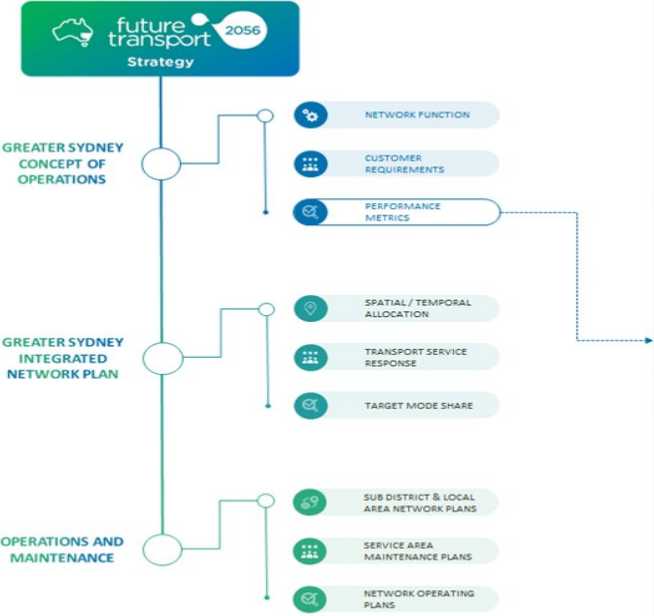
Responsible Ray

I like to feel in control and others rely on me, so my safety is important. I feel frustrated if unsafe spaces that do not help protect me and arrange my own safety measures, even if that means sometimes taking matters into my own hands.

- Values: safety, predictability
- Likes:
 - Feeling in control
 - Being acknowledged and respected
 - Infrastructure that facilitates safety
- Dislikes:
 - Unpredictable and aggressive behaviour by others
 - Having to take full responsibility for own safety and always be alert to risk
- Concerns:
 - Poor maintenance of infrastructure on journey (e.g. potholes/debris)



Current Customer focused Performance Metrics



Metric	Safety	Accessibility	Time	Convenience	Cost	Comfort	Sustainability
Sustainable and Accessible Places							
• Air Quality	*					*	*
• Noise						*	*
• Emissions per person km					*		*
• DDA Compliance	*	*		*		*	
• Crossing Opportunities (Spacing)	*	*	*	*			
• Footpath Width	*	*	*	*			
• Volume (vehicles and people)		*	*	*		*	*
• Parking Availability		*	*	*		*	*
• Loading Availability		*					
Safety							
• STAR Rating	*						
• Fatal and Serious Injury	*						
• Density				*		*	
• Facility Type	*			*		*	
• Crossing time			*	*		*	
• Lane Width			*	*		*	
• Relative Speed	*		*	*		*	
Network Control and Efficiency							
• Average Speed			*	*	*	*	
• Delay		*	*	*	*	*	
• Journey Time Reliability		*	*	*	*	*	
• Percentage Free Flow Speed	*	*	*	*	*	*	
• Number of Stops	*	*	*	*	*	*	*
• Green Time Utilisation	*	*	*	*	*	*	
• Cost per km travelled	*	*	*	*	*	*	
• Headway	*	*	*	*	*	*	
• Trip Length	*	*	*	*	*	*	*
• PT wait time		*	*	*	*	*	
• PT bus stop spacing		*	*	*	*	*	
• Bus Stop Efficiency		*	*	*	*	*	
• Productivity		*	*	*	*	*	
• Customer Punctuality		*	*	*	*	*	*
• Total Lost Customer Minutes		*	*	*	*	*	*
• Over Capacity Minutes		*	*	*	*	*	*
Network Condition							
• Ride Quality	*			*		*	
• Pavement Quality	*			*		*	
• Pavement repair time	*		*	*		*	
• Incident Clearance Time	*		*	*		*	
• Incident Detection Time	*		*	*		*	

DRAFT

Customer Success and Further Indicators

- In addition to reporting on transport oriented performance, the metrics can also inform customer satisfaction, performance and liveability
- This will enable operators and maintenance planners to understand, during the decision-making process, how changes to network operations and infrastructure impact the customer experience.



Transport for NSW

Asset Management Framework for SRAPC

David Wilkinson

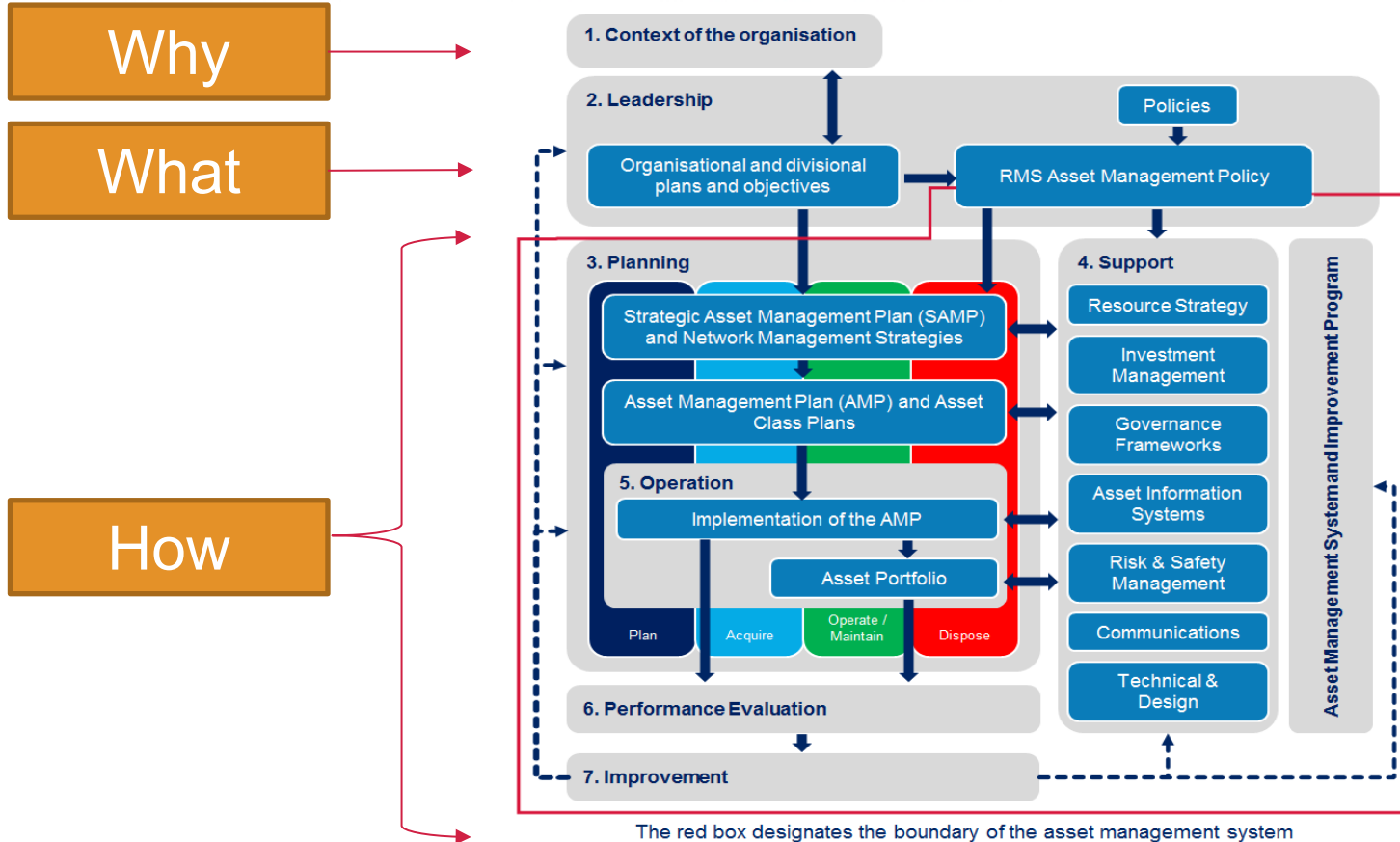


Asset Management System Framework

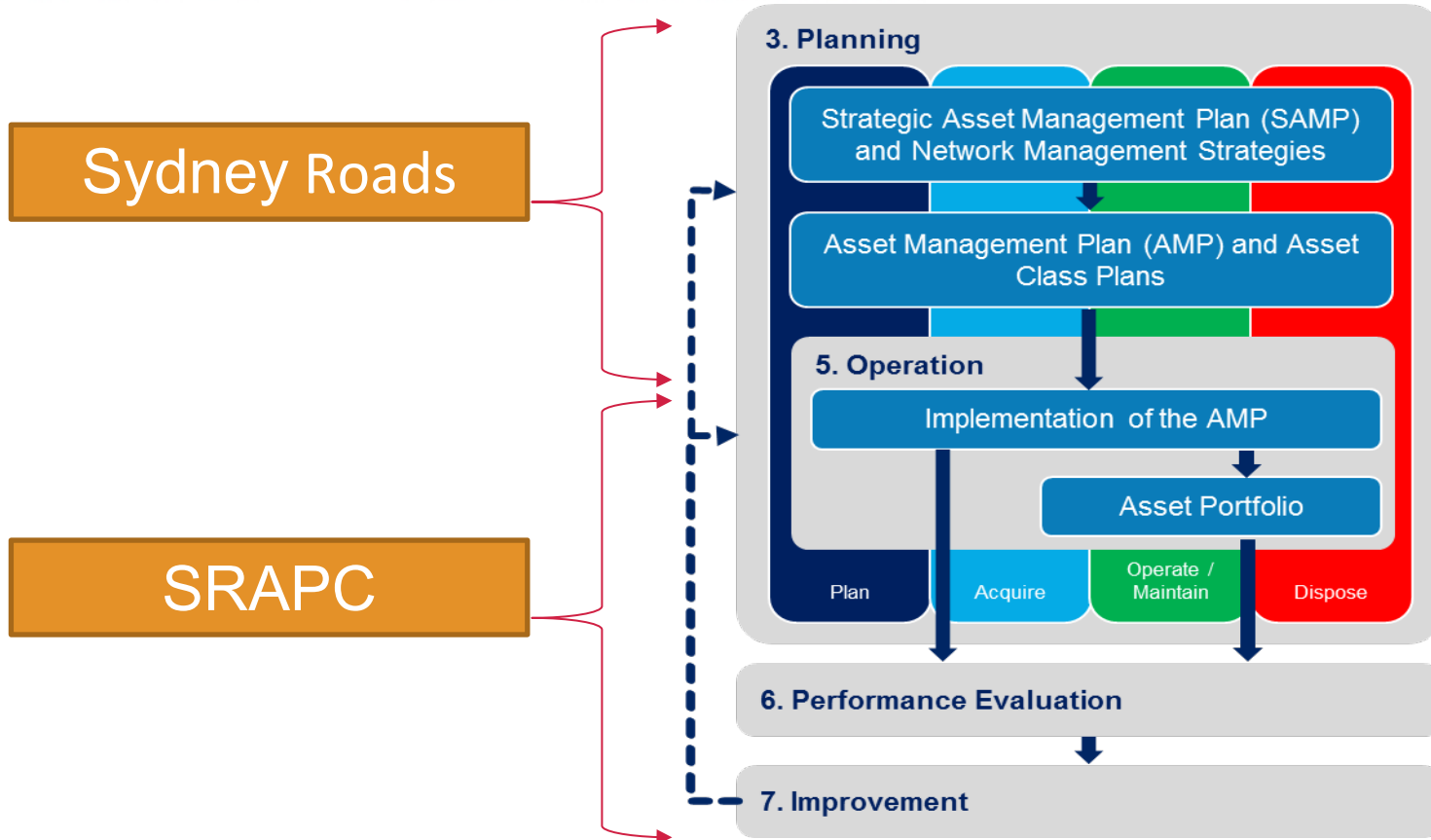
- Why have an Asset Management approach to SRAPC?
- Sydney Roads Asset Management Framework Overview
- Responsibility Requirements to work within the Asset Management Framework.



Sydney Roads Asset Management System Approach and Framework



Sydney Roads Asset Management System Framework – Responsibility Breakdown



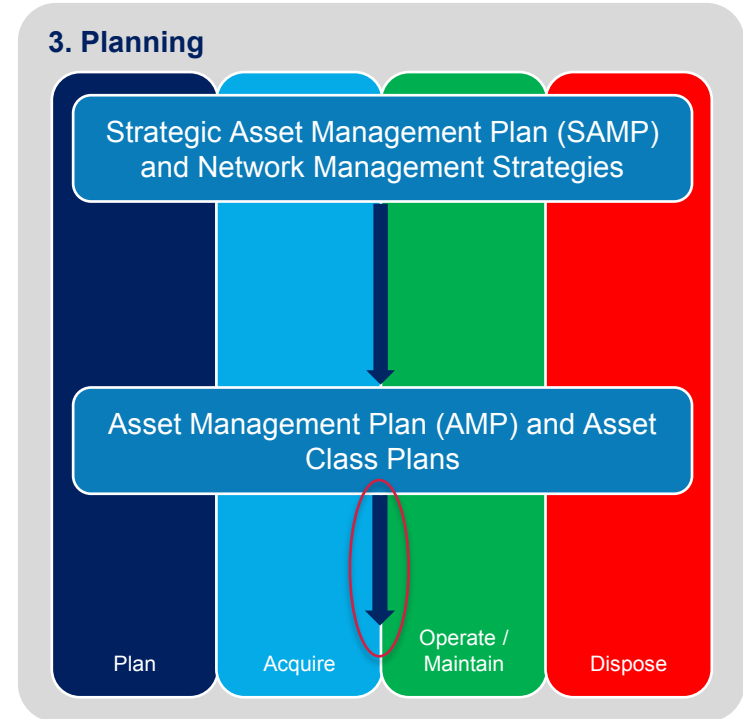
Sydney Roads Asset Management System Framework – Sydney Roads Responsibility

The SAMP establishes the direction, objectives and actions for the management of the Sydney Roads assets to deliver services to our customers.

The Sydney SAMP is complemented with asset class strategies which provide the long term strategic objectives for each of the four main asset classes: pavement, roadside, bridges and traffic.

The Sydney Asset Management Plan (Sydney AMP) defines the activities that will be implemented across the asset lifecycle, and the resources that will be applied, to meet the asset management objectives as detailed in the Sydney SAMP. This is a 10 year forward plan.

The Sydney AMP is complemented with asset class plans which provide details of the activities required to manage the asset across the asset lifecycle.

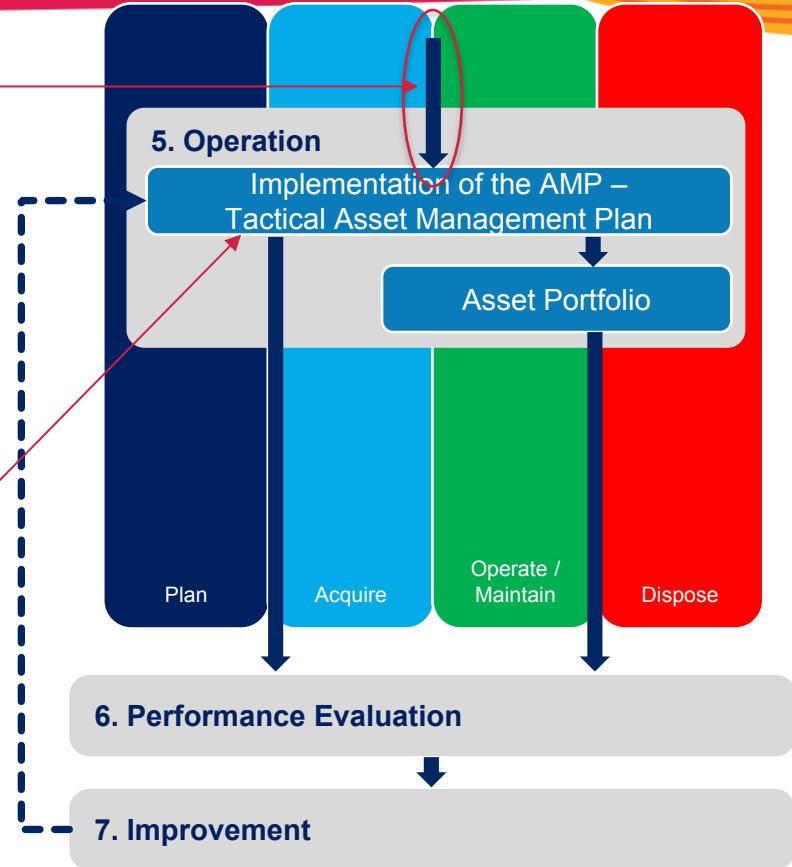


sydney Roads Asset Management System Framework – Sydney Roads and SRAPC

Tactical Asset Management Plan Brief

Sydney Roads will be accountable to deliver a brief on what customer and asset outcomes are required to facilitate the delivery of the AMP and Asset Class Plans for the contract period.

Tenderers will need to respond to this brief with a Tactical Asset Management Plan aligned to the Customer Service, Safety and Performance, Sustainability and Successful Places requirements for the Transport 2056 vision that will deliver on the asset management objectives provided in the TAMP brief.



Short Break

Don't forget [Slido.com](https://www.slido.com)

#SRAPC



Transport for NSW

Sydney Roads Asset Performance Contracts

Matt Sweeting

Director Project Implementation



Progress to date

Project Update

**June to
December
2018**

Research &
industry
liaison

April 2019
Establishment
of Executive
Steering
Committee

July 2019
Project
Implementation
Team Fully
Resourced

**September
2019**

Business
Case &
Benefits
Plan 1st
Draft

March 2019
Director Project
Implementation
Appointed

June 2019
Industry
Liaison
Session
One

August 2019
Project
Implementation
Team Fully
Resourced

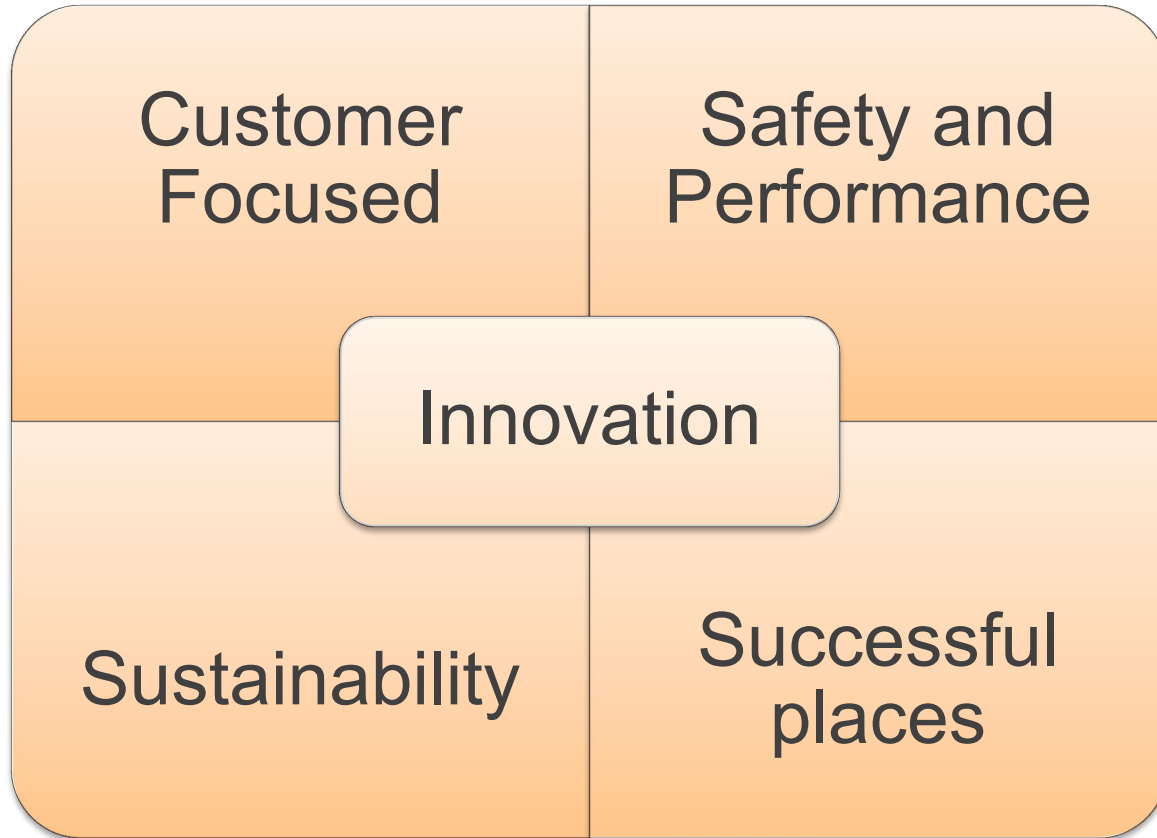
SRAP Contracts

Scope

- Review of ITS assets managed by TfNSW
- Regional ITS assets will be included
- Provide clear guidance
- Configuration Management
- Consulted the wider Transport cluster
- Roadside Bus Assets



Outcome Framework





Customer Focused

- Combined ITS and Road Maintenance so contracts can focus on customer outcomes
- Aligned with Greater Sydney Commission's three cities approach
- Disability Discrimination Act compliance
- Ease of asset usage
- Safety for all road users including cyclists and pedestrians
- Co design with the customer with a sustainability lens
- Customer stewardship focused on delivering quality long term and customer community outcomes
- Informed choice
- Agility and adapting to change
- Human capital management
- Privacy and data integrity
- Lifting economic and social inclusion
- Enhanced environmental outcomes.

Customer
Focused



Safety and Performance

- Well maintained roads contribute to safe and efficient journeys
- Proactive Interventions leading to improved culture
- Integrated asset management approach
- Improved project reporting leading to improved financial performance
- Safety for all road users including cyclists and pedestrians
- Leave a safety legacy
- Increase network availability
- Work across transport modes
- Quick response to network incidents.

Safety and
Performance



Sustainability

- Quality education
- Gender equality
- Decent work and economic growth
- Industry innovation and infrastructure
- Reduced inequalities
- Sustainable cities and communities
- Responsible consumption and production
- Sustainable assets
- Life on land.

Sustainability



Successful Places

- Aesthetics
- Safe streets (lighting / CCTV provision and bicycle tracks)
- Integrating transport modes
- Asset reliability
- Clear and consistent signage
- Noise attenuation
- Connected
- Interchanges.

Successful
places

SRAP Contracts

10 Point commitment to the construction sector



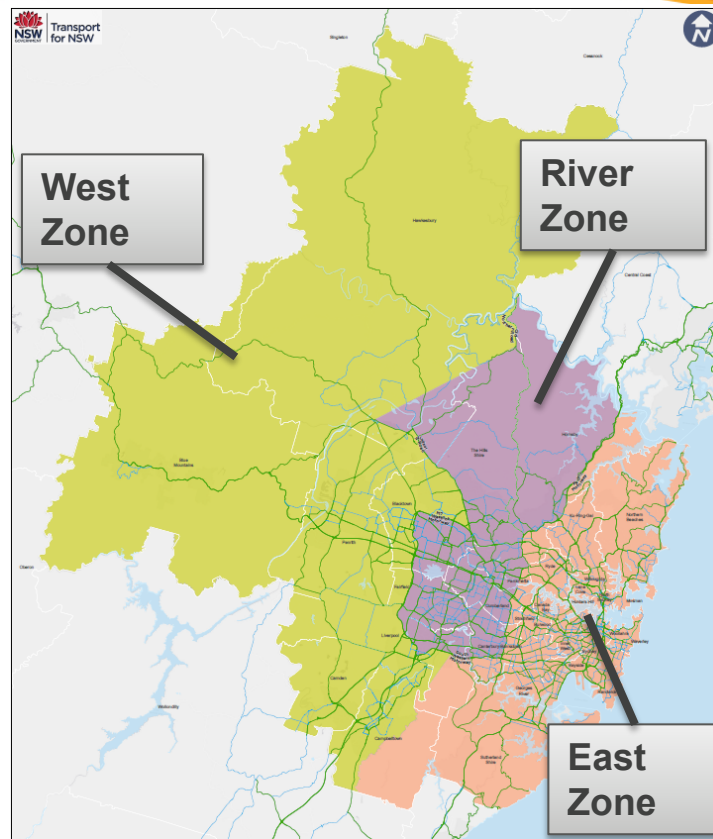
The NSW Government is committed to achieving value for money in construction procurement. But value for money does not mean obtaining the lowest price for every project. Rather, it is about adopting a broader, longer term view about the need to drive quality, innovation and cost effectiveness by fostering a thriving and sustainable construction sector in NSW.

Contract Boundaries

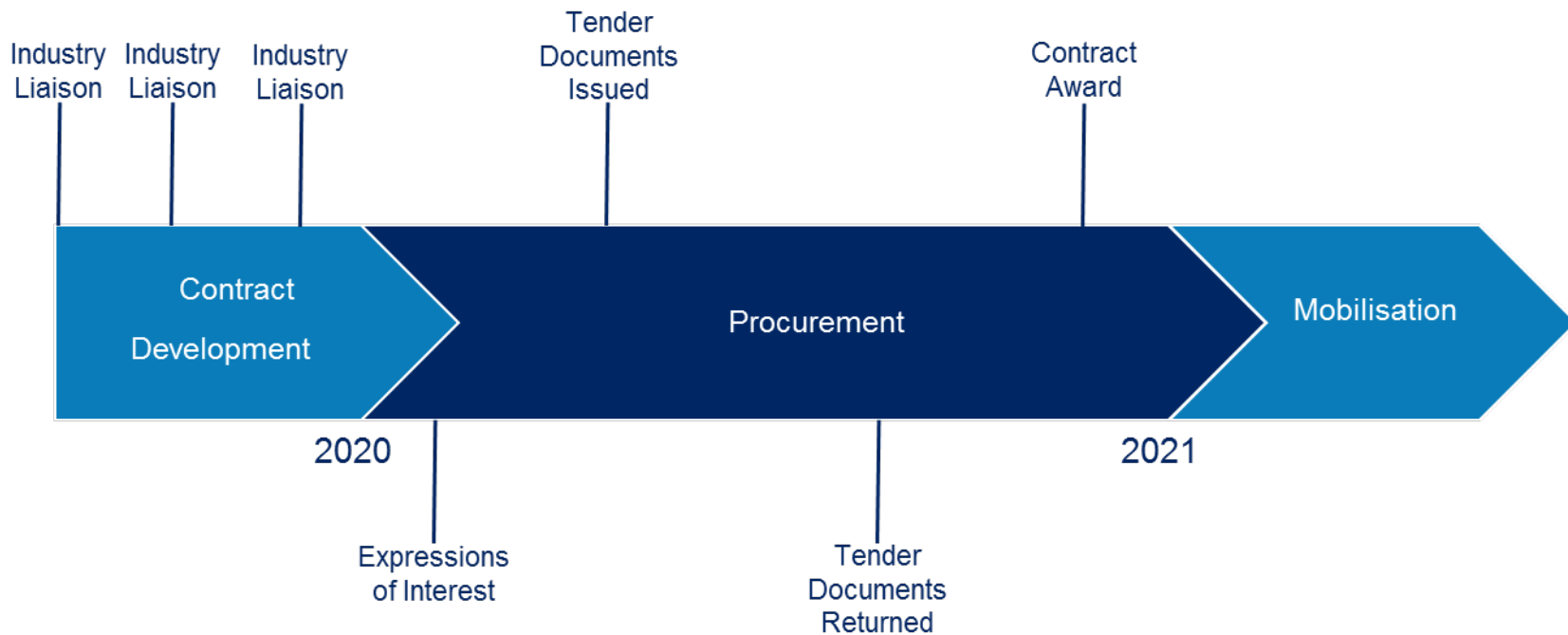
Alignment to Greater Sydney Commission's Sydney Region Plan, a metropolis of three cities

	West Zone	River Zone	East Zone
NSW Government Capital Investment 2020 - 2030	70%	15%	15%
State Road Length (KM)	849	783	971
Traffic Signal Signals	387	941	1863
Bridges	284	263	378

* The above data is being validated through a separate exercise. The Capital investment value is based on projects that have undergone Gateway 3 approval.



SRAP Contracts Program



Transport for NSW

Question and Answer

Matt Sweeting and John Hardwick



Transport for NSW

Final Comments

John Hardwick



Transport for NSW

Copy of 47 Questions taken from Sli.do

Questions taken from Sli.do

Industry Liaison meeting – 23/09/2019

Anonymous 20 Sept, 2019

Can ITS subcontractor win more than 1 zone? Or bid multiple zones with different head contractors? This becomes problematic if they can only win 1 Zone.

8 likes

Anonymous 23 Sept, 2019

What is the likely magnitude (\$) of capital works included in each contract? Will these be different each zone?

6 likes

Anonymous 23 Sept, 2019

How does RMS envisage the SMC contractors optimising multi-modal movement outcomes in its tactical asset management planning?

6 likes

Anonymous 23 Sept, 2019

Delivering the concept of ops into asset management plans seem to require a lot of traffic operations and transport planning. Will these be in contract scope?

6 likes

Anonymous 20 Sept, 2019

Clarify expected level of capital spend in of the each zones?

5 likes

Anonymous 20 Sept, 2019

Deign component of scope? What will be done by RMS or ESC prior?

5 likes

Anonymous 20 Sept, 2019

EOI shortlisting. Will contractors be allowed / expected to bid multiple zones to only win1?

5 likes

Anonymous 23 Sept, 2019

Does RMS want the asphalt contractor locked in in each region?

5 likes

Anonymous 23 Sept, 2019

How will RMS endure a level playing field with regards to asset data, and the quality of data for all bidders at time of tender?

4 likes

Questions taken from Sli.do

Industry Liaison meeting – 23/09/2019

Anonymous 20 Sept, 2019

What is the interface between ESC and the Greater Sydney Network Maintenance Contracts? More definition of what sort of projects will likely be delivered?

4 likes

Anonymous 20 Sept, 2019

The expected Capital expenditure table in briefing 1 has caused some confusion / debate as to likely levels with these contracts vs broader regional spend.

3 likes

Anonymous 20 Sept, 2019

What is RMS approach to prequalification requirements? Are they required given EOI phase will allow prospective proponents to demonstrate their capabilities?

3 likes

Anonymous 20 Sept, 2019

Prequalification requirements - No maintenance prequel levels exist other than in Victoria.

3 likes

Anonymous 20 Sept, 2019

Prequalification requirements? – Construction, Finance, ITS, Design (various components), Traffic, ITS, surfacing, other?

3 likes

Anonymous 20 Sept, 2019

Do Consortia / JV's need prequals in own right? Or just a party or nominated subcontractor with required prequals?

3 likes

Anonymous 23 Sept, 2019

Good maintenance regimes can have a profound impact on how the “Place” function of roads perform. How will the new contracts drive better “Place” outcomes?

3 likes

Anonymous 23 Sept, 2019

What are your thoughts on JVs in these contracts - especially given the size and complexity? If so, will designers have a key role in any JV?

3 likes

Questions taken from Sli.do

Industry Liaison meeting – 23/09/2019

Anonymous 23 Sept, 2019

Will there be any targets or requirements regarding engagement of local Small to Medium Enterprises?

3 likes

Anonymous 20 Sept, 2019

Surfacing - Approach to industry involvement / sustainability in asphalt surfacing. Direct delivery, market test, market share.

2 likes

Anonymous 23 Sept, 2019

In what way does RMS expect the content of Road Action Plans or Road Network Plans inform the SMC planning?

2 likes

Anonymous 23 Sept, 2019

Will Sustainability include a requirement for the inclusion of small to medium companies? How does RMS see SME companies being involved in the new contracts?

2 likes

Anonymous 23 Sept, 2019

Will there be restrictions / preference towards local contractors vs overseas contractors?

2 likes

Anonymous 23 Sept, 2019

Will RMS still implement its 2019 SME Policy as part of procurement during the life of contracts?

2 likes

Anonymous 23 Sept, 2019

Does RMS have a preference for or against JVs for these contracts?

2 likes

Anonymous 23 Sept, 2019

Will the resources of the incumbents/RMS become available to the new contractor?

2 likes

Questions taken from Sli.do

Industry Liaison meeting – 23/09/2019

Anonymous 20 Sept, 2019

Further clarification re approach to 3 Zones/3 Contractors. Effort can be wasted on multiple zone/alternate offers if RMS is absolute in approach of 3 contracts.

1 likes

Anonymous 20 Sept, 2019

RFP expectations – what effort will be required to bid? As this will impact ability to bid (well) multiple zones.

1 likes

Anonymous 20 Sept, 2019

RFP Expectations? Possibility to have base core response schedules that apply across multiple zones with zone specific annexures.

1 likes

Anonymous 20 Sept, 2019

What ITS requirements are there and how do these apply if proposing to deliver via a subcontractor?

1 likes

Anonymous 20 Sept, 2019

What is RMS approach to prequalification requirements? If required, what are suitable levels?

1 likes

Anonymous 23 Sept, 2019

Will the regional ITS maintenance be incorporated into the Western Sydney Zone?

1 likes

Anonymous 23 Sept, 2019

In the new SAMP/ TAMP environment who will define the proportion of the overall budget assigned to each Asset Class?

1 likes

Anonymous 23 Sept, 2019

Will RMS ask consortia to tender all 3 regions or will there be a limit to what each can bid?

1 likes

Anonymous 23 Sept, 2019

Will RMS have a PMO to manage these contracts or will RMS have all the internal skills?

1 likes

Questions taken from Sli.do

Industry Liaison meeting – 23/09/2019

Anonymous 23 Sept, 2019

Suggest you ask for pre-qualifications at multiple levels below the head contract to drive depth and completion.

1 likes

Anonymous 23 Sept, 2019

Does every asset have a baseline of performance? Will RMS be guaranteeing that baseline?

1 likes

Anonymous 23 Sept, 2019

How many zones can each provider win?

1 likes

Anonymous 20 Sept, 2019

This table implies West region will have (80%) 4 times the capital spend of the other zones delivered through the contract.

0 likes

Anonymous 20 Sept, 2019

Will proponents be given opportunity to provide preference / priority zones?

0 likes

Anonymous 20 Sept, 2019

Whilst these contracts represent major programs the works are very different to that of a major project. Last round required highest road construction prequel.

0 likes

Anonymous 23 Sept, 2019

How does risk shift through the portfolio asset management plans particularly around asset priorities?

0 likes

Anonymous 23 Sept, 2019

To ensure the bidders are challenged to provide alternative tenders that offer alternative value, are RMS considering how the alternatives are evaluated?

0 likes

Anonymous 23 Sept, 2019

In addition to the SRAPC contracts, will any supporting contracts be in the market soon?

0 likes

Questions taken from Sli.do

Industry Liaison meeting – 23/09/2019

Anonymous 23 Sept, 2019

For best efficiency it seems to us that ITS should be the same for the three areas. Would you consider a separate global contract for ITS?

0 likes

Anonymous 23 Sept, 2019

Will there be any requirement for work force development such as working with diversity groups in pre employment programs or similar?

0 likes

Anonymous 23 Sept, 2019

Will active transport assets and improvements be part of the contract?

0 likes

Anonymous 23 Sept, 2019

Can we propose an alternative to RAMM or it's continuity is part of the requirements?

0 likes

Transport for NSW

Next Session

25 November 2019

9am to 1pm

