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 timeline 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
Welcome
Don’t forget Slido.com
#SRAPC
Welcome

Scott Olsen
Board Member for
Roads Australia
Welcome to Country

Uncle Ray Davison
An integrated vision
Reshaping Greater Sydney – A Metropolis of Three Cities
How we will deliver Future Transport

Better customer and community outcomes

Evolving Transport – a customer centred program of change

- Operate and work differently together
- Smarter with taxpayers’ money
- Focus on our people
Our operating model

Secretary of Transport
Rodd Staples

Customer Strategy and Technology
Rachel Wheeler, Acting Deputy Secretary

Greater Sydney
Elizabeth Mildwater, Deputy Secretary

Regional and Outer Metropolitan
Matt Fuller, Acting Deputy Secretary

Infrastructure and Place
Peter Regan, Deputy Secretary

Safety, Environment and Regulation
Stephen Jones, Acting Deputy Secretary

Corporate Services
Anne Hayes, Deputy Secretary

People and Culture
Kirsten Watson, Chief People Officer

Office of the Secretary
Alison Cunningham, Executive Director

P2P Commission
Anthony Wing, P2P Transport Commissioner

Port Authority

OTSI

TAHE
Working in partnership
Closing the gap
Safety Moment

Amanda Tarbotton
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.
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

Greater Sydney Concept of Operations (GSCO)

Establishes performance targets by network/corridor type, mode/customer, time of day, day of week

Transport Network Planning

Sydney-wide

Greater Sydney Integrated Network Plan

Sub-District

Sub-District INP (eg Western City, South)

Sub-District INP (eg Eastern City, South)

Corridor/Area

RNP (eg Elizabeth Drive)

RNP (eg Camden Valley Way)

RNP (eg South Dowling Street)

Spatially defines networks/corridors and customer priorities, with more granular performance metrics in cascading plans

Road Action Plans (RAP) plan for new assets

Improved Network Operations

Transport Management Centre

Agency Performance Reporting

Network Operations

Stewardship Maintenance Contracts

Targeted network management through service level agreements with focussed performance requirements

Network Operating Plans

Network and Corridor Performance Measures and Road Operating Plan
## Six Objectives + Network Operating Principles

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Operating Principles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enable the Future Transport Vision</strong></td>
<td>1. Network operations will reflect the changing needs of users as they vary with time of day and day of week.</td>
</tr>
<tr>
<td></td>
<td>2. Public and active transport is prioritised through centres, while traffic &amp; freight is accommodated out-of-centre, and with last mile links.</td>
</tr>
<tr>
<td><strong>Develop a reliable, legible and accessible customer-focused network</strong></td>
<td>1. Improve public transport travel times compared with private vehicles, through appropriate priority measures for city-shaping and city-serving services.</td>
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<tr>
<td></td>
<td>2. Plan for rapid, turn up and go public transport services linking key centres, supported by local services providing network coverage.</td>
</tr>
<tr>
<td></td>
<td>3. Develop a grid-based transport networks, for network flexibility, legibility and resilience.</td>
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## Six Objectives +

### Network Operating Principles

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<tr>
<td><strong>Align and integrate planning work across the Transport Cluster</strong></td>
<td>1.  Segregate where possible the strategic networks for public transport, cycling, freight and general traffic</td>
</tr>
<tr>
<td></td>
<td>2. 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.</td>
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<tr>
<td></td>
<td>3.  Locate and stage transport networks in alignment with existing and planned land uses and freight needs.</td>
</tr>
<tr>
<td><strong>Make the best use of available resources and assets</strong></td>
<td>1. Provide high quality public transport services in advance of urban development to support a public transport travel culture.</td>
</tr>
<tr>
<td></td>
<td>2. Manage the transport network to optimise performance, including prioritising different customers by time of day / day of week.</td>
</tr>
<tr>
<td></td>
<td>3. Provide right-size transport services and products, while allowing for staged growth: for public transport, HPV* on the road network.</td>
</tr>
<tr>
<td></td>
<td>4. Stage and select transport investments to avoid short lived / redundant infrastructure.</td>
</tr>
</tbody>
</table>

* HPV = Higher productivity vehicle (larger, safer trucks)
### Six Objectives + Network Operating Principles

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| Improve customer outcomes and optimise transport systems | 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. |
| Develop a safe transport system                  | 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.       |
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

Sample Definitions:

**ACTIVE**
1. CENTRE CONNECTING
   - High quality, high priority routes to permit quick, unhindered travel between centres in Greater Sydney.
2. POPULATION CONNECTING
   - High quality routes to seamlessly connect the local street system to regional routes and within catchments of major centres.
3. NETWORK ACCESS / LOCAL
   - Low speed, low volume local access to residential destinations in a low stress shared environment.
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

.network_function
customer_requirements
performance_metrics

.customer_requirements

.spatial_temporal allocation
transport_service_response
target_mode_share

.greater_syd integrated network plan

.operation_and_maintenance_planning
sub_district_local_area_network_plans
service_area_maintenance_plans
network_operating_plans

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

Convenience Chris
- Need to be able to plan trips and choose the cheapest, most efficient route. Often need to take precautions with the journey to ensure it is safe and comfortable. Experience driving knowledge of local roads and public transport, relies on technology and maps to create a smoother, more enjoyable journey.
- Values: convenience, comfort
- Key: Time
- Flexibility to alter journey in the moment
- Practical, comfortable
- Making it as easy as possible
- Making it easy to use
- Environmentally friendly
- Fairness Fran
- Wants to be acknowledged and valued for the needs she has.
- Transport service needs to listen and respond accordingly.
- Values: equity, cost-effectiveness, accessibility
- Key: Trust
- Trust in the system to provide a reliable service
- Trust in the system to provide a comfortable service
- Fairness and equality
- Making it easy to use
- Environmentally friendly
- Planner Pam
- footprint needs to be maintained on a single route. A pedestrian-friendly
- walkway system is important for reducing congestion and improving public transport services.
- Values: journey time, reliability, being informed
- Key: Communication
- Values: relationships and effective communication
- Values: sharing information effectively
- Environmentally friendly
- Customer service
- Environmentally friendly
- Fairness Fran
- Environmentally friendly
- Planner Pam
- Environmentally friendly
- Customer service
- Environmentally friendly

.responsible ray
- Values: safety, accessibility
- Key: Trust
- Trust in the system to provide a reliable service
- Trust in the system to provide a comfortable service
- Environmentally friendly
- Environmentally friendly
- Customer service
- Environmentally friendly
- Environmentally friendly
Current Customer focused Performance Metrics
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.
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 Framework – Responsibility Breakdown

3. Planning
- Strategic Asset Management Plan (SAMP) and Network Management Strategies
- Asset Management Plan (AMP) and Asset Class Plans

5. Operation
- Implementation of the AMP
- Asset Portfolio
- Plan
- Acquire
- Operate / Maintain
- Dispose

6. Performance Evaluation

7. Improvement
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 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
#SRAPC
Sydney Roads Asset Performance Contracts

Matt Sweeting
Director Project Implementation
June to December 2018
Research & industry liaison

March 2019
Director Project Implementation Appointed

April 2019
Establishment of Executive Steering Committee

June 2019
Industry Liaison Session One

July 2019
Project Implementation Team Fully Resourced

August 2019
Project Implementation Team Fully Resourced

September 2019
Business Case & Benefits Plan 1st Draft

Progress to date
Project Update
• 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

Safety and Performance

Innovation

Sustainability

Successful places
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.
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.
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.
Successful Places

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

<table>
<thead>
<tr>
<th></th>
<th>West Zone</th>
<th>River Zone</th>
<th>East Zone</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSW Government Capital Investment 2020 - 2030</td>
<td>70%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>State Road Length (KM)</td>
<td>849</td>
<td>783</td>
<td>971</td>
</tr>
<tr>
<td>Traffic Signal Signals</td>
<td>387</td>
<td>941</td>
<td>1863</td>
</tr>
<tr>
<td>Bridges</td>
<td>284</td>
<td>263</td>
<td>378</td>
</tr>
</tbody>
</table>

* The above data is being validated through a separate exercise. The Capital investment value is based on projects that have undergone Gateway 3 approval.
Final Comments
John Hardwick
Copy of 47 Questions taken from Sli.do
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
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.

Anonymous 20 Sept, 2019

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

Anonymous 20 Sept, 2019

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

Anonymous 20 Sept, 2019

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

Anonymous 20 Sept, 2019

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

Anonymous 23 Sept, 2019

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

Anonymous 23 Sept, 2019

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

Anonymous 23 Sept, 2019

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

Anonymous 23 Sept, 2019

Will RMS have a PMO to manage these contracts or will RMS have all the internal skills?
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
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
Next Session
25 November 2019
9am to 1pm