Infrastructure Pipeline of Projects
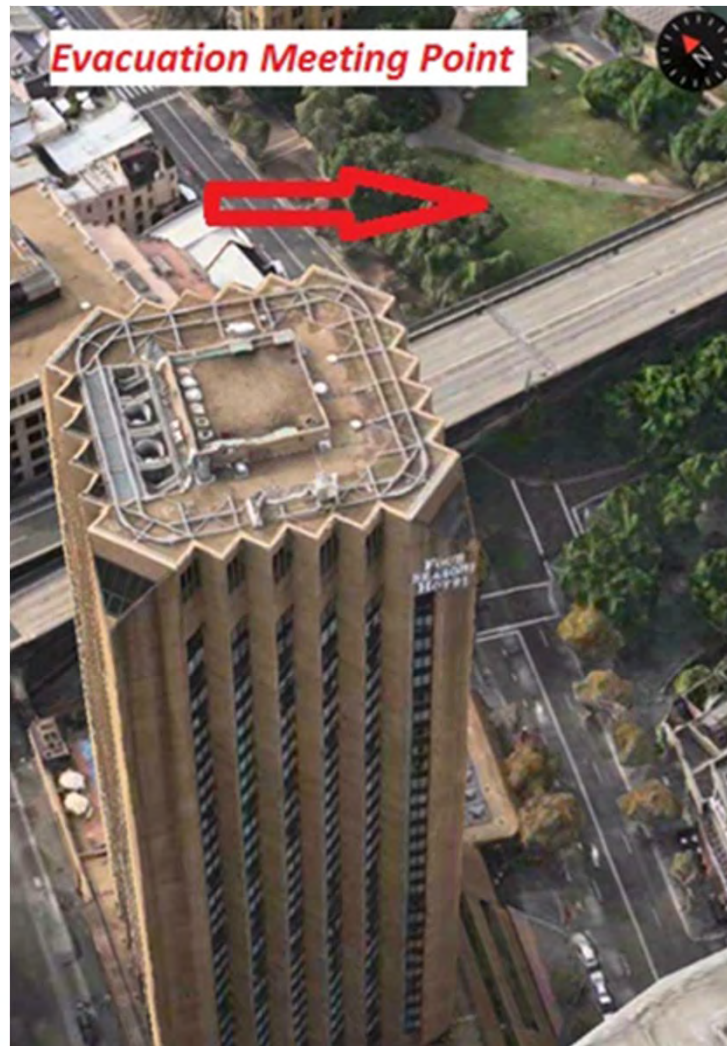# Industry Briefing
6 September 2017

Welcome

Emergency procedures

Agenda

Time	Speaker
7.55am	Welcome
8.00am	The Hon Andrew Constance MP Minister for Transport and Infrastructure
8.10am	Tim Reardon, Secretary TfNSW Jim Betts, CEO iNSW
8.20am	Kate Wickett, Project Director, Future Transport
8.40am	Stephen Troughton, Deputy Secretary, Infrastructure and Services
9.10am	Anna Bradley, Manager, Integrated Planning
9.20am	Tim Poole, Program Director, Parramatta Light Rail
9.40am	Emma Reedy, Manager Operational Delivery
10am	Morning tea break
10.40am	Helen Williams, Acting Director Rail Systems Development
11.00am	Howard Collins, CE Sydney Trains & A/CE NSW TrainLink
11.20am	Mark Jones, A/Director, Sydney Trains Strategic Procurement
11.40am	Pete Allaway, COO, NSW TrainLink
12.00noon	Q&A
12.15pm	Event concludes

The Hon. Andrew Constance MP

Minister for Transport and Infrastructure

Transport and Infrastructure

Tim Reardon
Secretary
Transport for NSW

Jim Betts
CEO
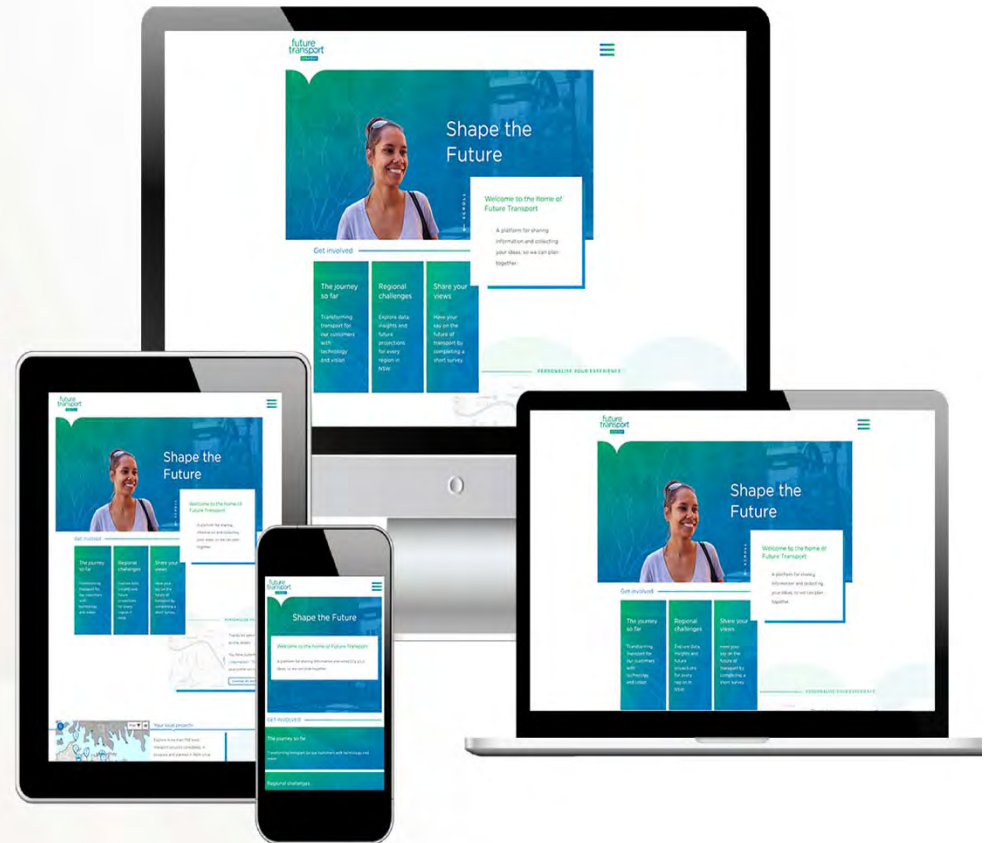Infrastructure NSW

Future Transport Strategy

Kate Wickett
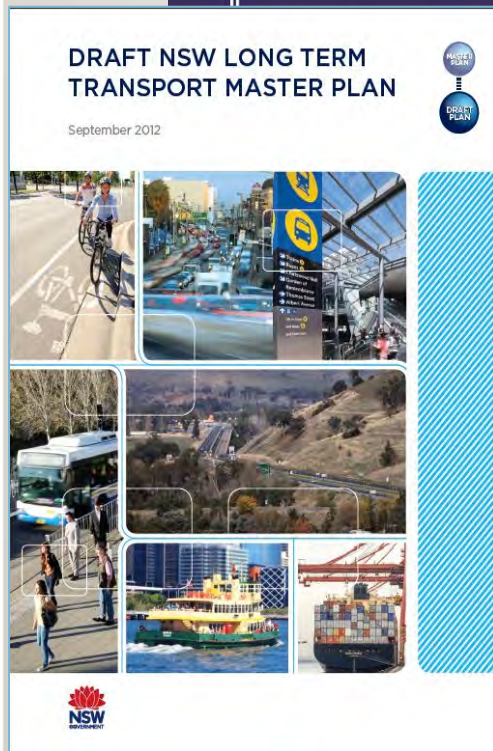Project Director, Future Transport
Transport for NSW

6 September 2017

About Transport planning
The power of transport plans

future transport 2056

Future Transport context
An opportunity to shape rapid change for the best possible outcomes

The pace of innovation makes it hard to predict the future of transport

3500 BC

2000 BC

1780s onwards

future transport 2056 **Cross-government integration**

And other key agencies including:

Transport for NSW — NSW GOVERNMENT

Greater Sydney Commission

we are **inSW** Infrastructure New South Wales

NSW GOVERNMENT | **Premier & Cabinet**

NSW GOVERNMENT | **The Treasury**

NSW GOVERNMENT | **Planning & Environment**

NSW GOVERNMENT | **Department of Industry**

Destination NSW

future transport 2056

Future Transport products
A Strategy supported by Services and Infrastructure Plans

Strategy

Regional Services | Metro Services

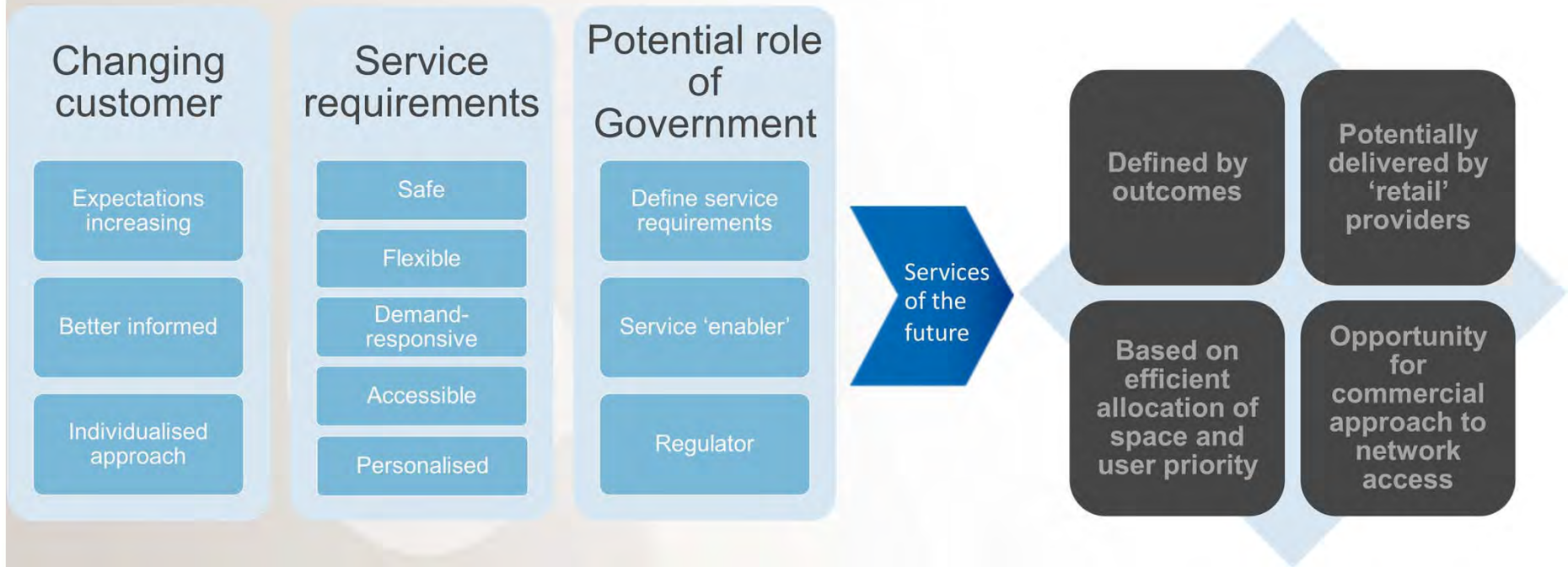Regional Infrastructure | Metro Infrastructure

Supporting Plans

The Strategy sets the vision, directions and outcomes framework to guide investment

The Services Plans set the service outcomes for Greater Sydney and regional NSW for the movement of people and freight, to meet customer needs and deliver responsive, innovative services

The Infrastructure Plans define the network required to achieve the service outcomes, enhancements, maintenance and renewal, and future corridors for investigation and protection

The Supporting Plans are more detailed issues-based or place-based planning documents which form part of the Future Transport suite

future.transport.nsw.gov.au

future transport 2056

Meeting changing customer needs

Changing customer

- Expectations increasing
- Better informed
- Individualised approach

Service requirements

- Safe
- Flexible
- Demand-responsive
- Accessible
- Personalised

Potential role of Government

- Define service requirements
- Service 'enabler'
- Regulator

Services of the future

- Defined by outcomes
- Potentially delivered by 'retail' providers
- Based on efficient allocation of space and user priority
- Opportunity for commercial approach to network access

future.transport.nsw.gov.au
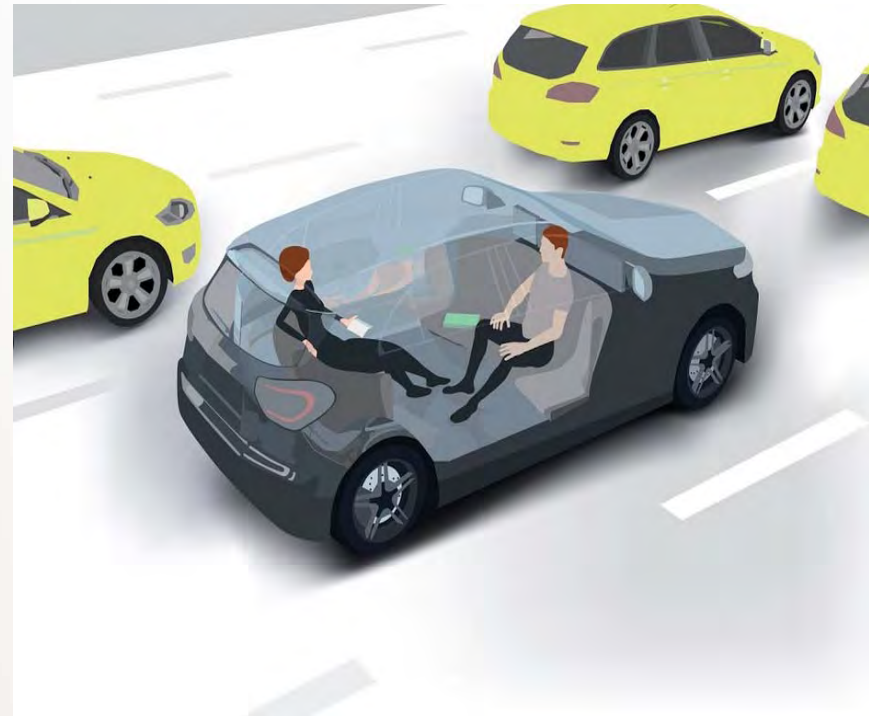
The potential changing role of government

future transport 2056

**Connected & Automated Vehicles**

Potential consequences

- CAV leads to more road travel
- CAV congestion
- MaaS limited to those who purchase new vehicles with this technology
- Empty car parks

Potential policy levers

- Road use prioritisation policy
- Opal access for MaaS providers
- Adaptive re-use of car parks
- Digital connection to network allows greater efficiencies to offset higher demand

The potential changing role of government

Shared
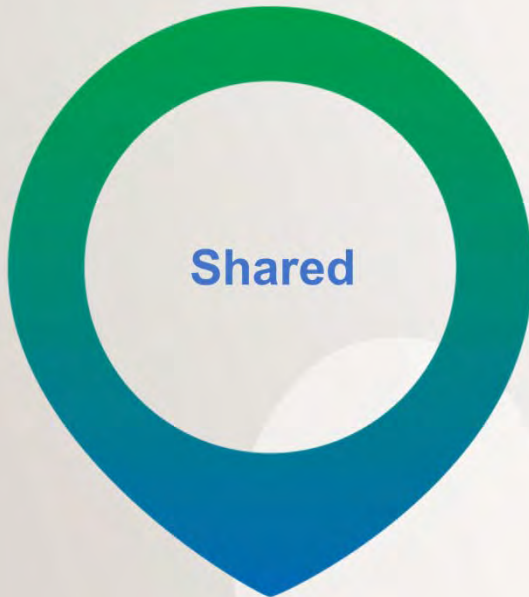
Potential consequences

- Competition road space between mass transit and mobility service providers
- Competition for kerb space
- MaaS not accessible

Potential policy levers

- Access to clearways/bus lanes for ride-pooling vehicles
- Investment in kerbside drop-off / pick-up locations
- Regulation of MaaS vehicles tensure accessibility

future transport 2056

The potential changing role of government

Active Mobility
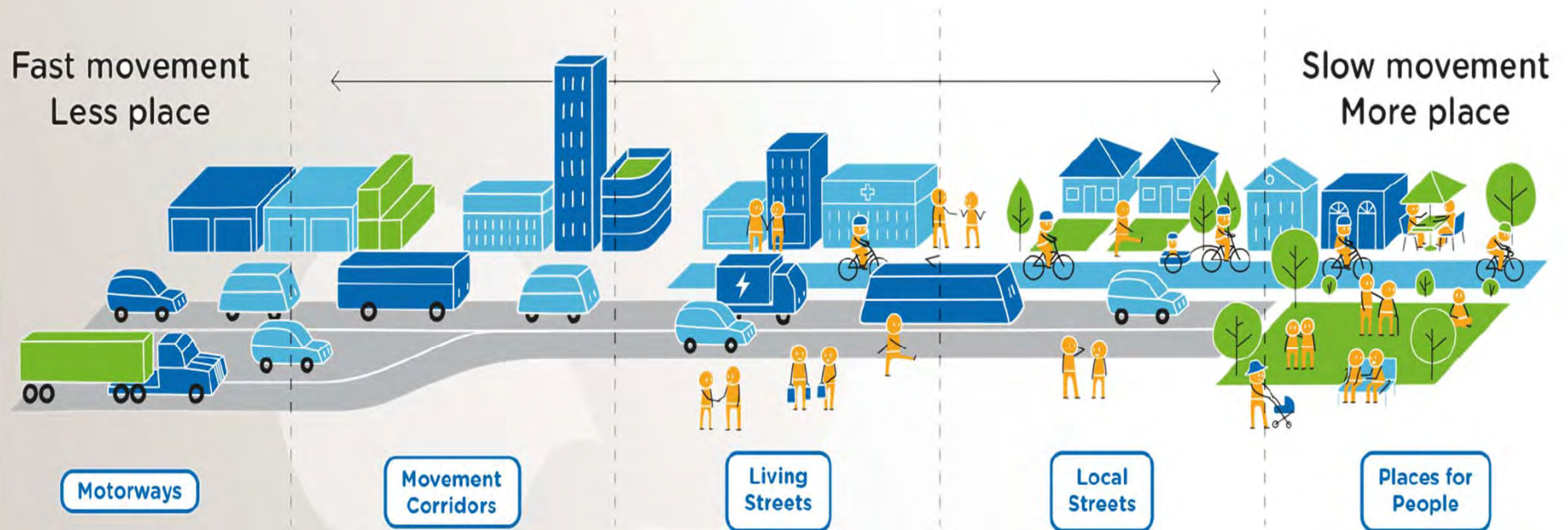

Potential consequences

- Active mobility may continue to have limited usage due to safety concerns and the lack of end-of-trip facilities
- Piles of hired bikes discarded on footpath

Potential policy levers

- Land use planning incorporates segregated pathways
- Seed funding in shared use assets
- Incentivises providers on key outcomes

future transport 2056

Integrated land use and transport planning

Balancing movement with place

Fast movement
Less place

Slow movement
More place

Motorways

Movement Corridors

Living Streets

Local Streets

Places for People

Close alignment with the Greater Sydney Commission
Sharing data and co-development
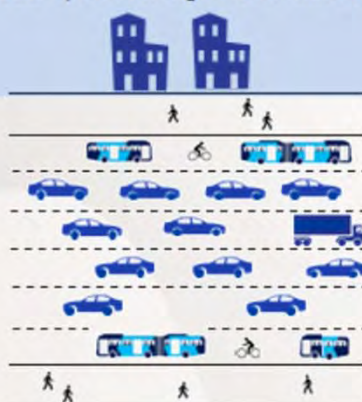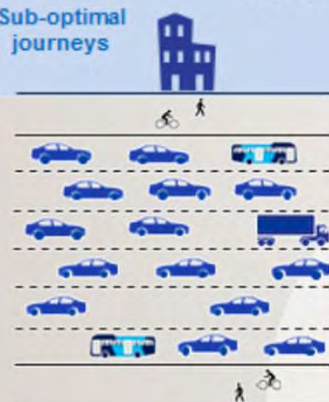
future transport 2056

Potential evolution of road use
A transport system that is safer, more efficient and creates better places

Future Sydney – the road transport system – *safer, more efficient and reliable movement and place making outcomes*

Allocation of road space changes over time to deliver safer, better customer journeys and places

Sub-optimal journeys
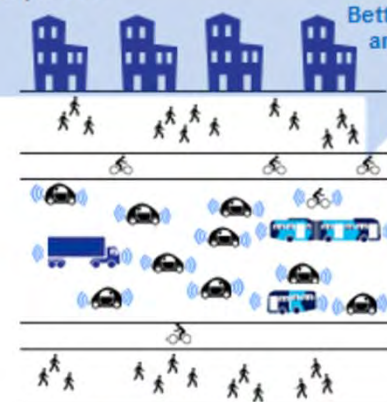
Better journeys and places

Outcomes

The Vehicle Focus Era
Private vehicle movement emphasis

Personal Movement Era
Road space allocation to prioritise the efficient movement of people and goods

Quality of Life Era
Utilise technology focusing on enabling freight, public transport and land use outcomes
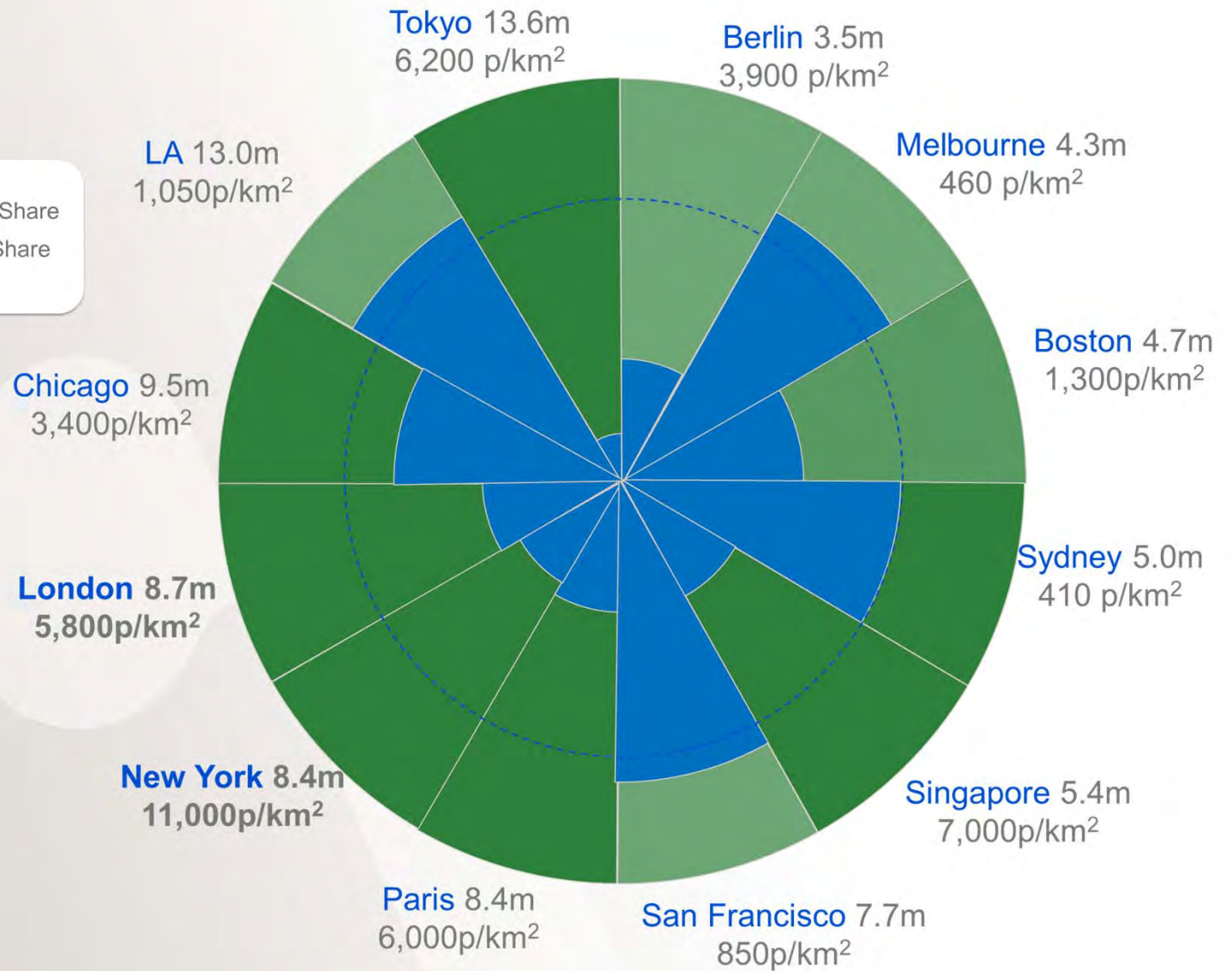
Future of Mobility Era
Travel as a service – with optimum movement and place outcome enabled by policy, regulation and technology

● Movement efficiency ● Quality of place ● Safety and security ● Environment

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future transport 2056

Our sustainable future metropolis

KEY
- Global City Non-Car Mode Share
- Major City Non-Car Mode Share
- Car Mode Share

Tokyo 13.6m
6,200 p/km^2

Berlin 3.5m
3,900 p/km^2

LA 13.0m
1,050p/km^2

Melbourne 4.3m
460 p/km^2

Boston 4.7m
1,300p/km^2

Chicago 9.5m
3,400p/km^2

Sydney 5.0m
410 p/km^2

London 8.7m
5,800p/km^2

New York 8.4m
11,000p/km^2

Singapore 5.4m
7,000p/km^2

Paris 8.4m
6,000p/km^2

San Francisco 7.7m
850p/km^2

Our sustainable future metropolis

future transport 2056

KEY
- Global City Non-Car Mode Share
- Major City Non-Car Mode Share
- Car Mode Share

Tokyo 13.6m
6,200 p/km²

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London 8.7m
5,800p/km²

TODAY

New York 8.4m
11,000p/km²

Singapore 5.4m
7,000p/km²

Paris 8.4m
6,000p/km²

San Francisco 7.7m
850p/km²

2056

8m – 610 p/km²

future transport 2056

Three cities and the 30 minute city
Refocusing how Sydney will develop

- Another 'Adelaide in Sydney'

- Western Sydney Airport

- Growth and densification
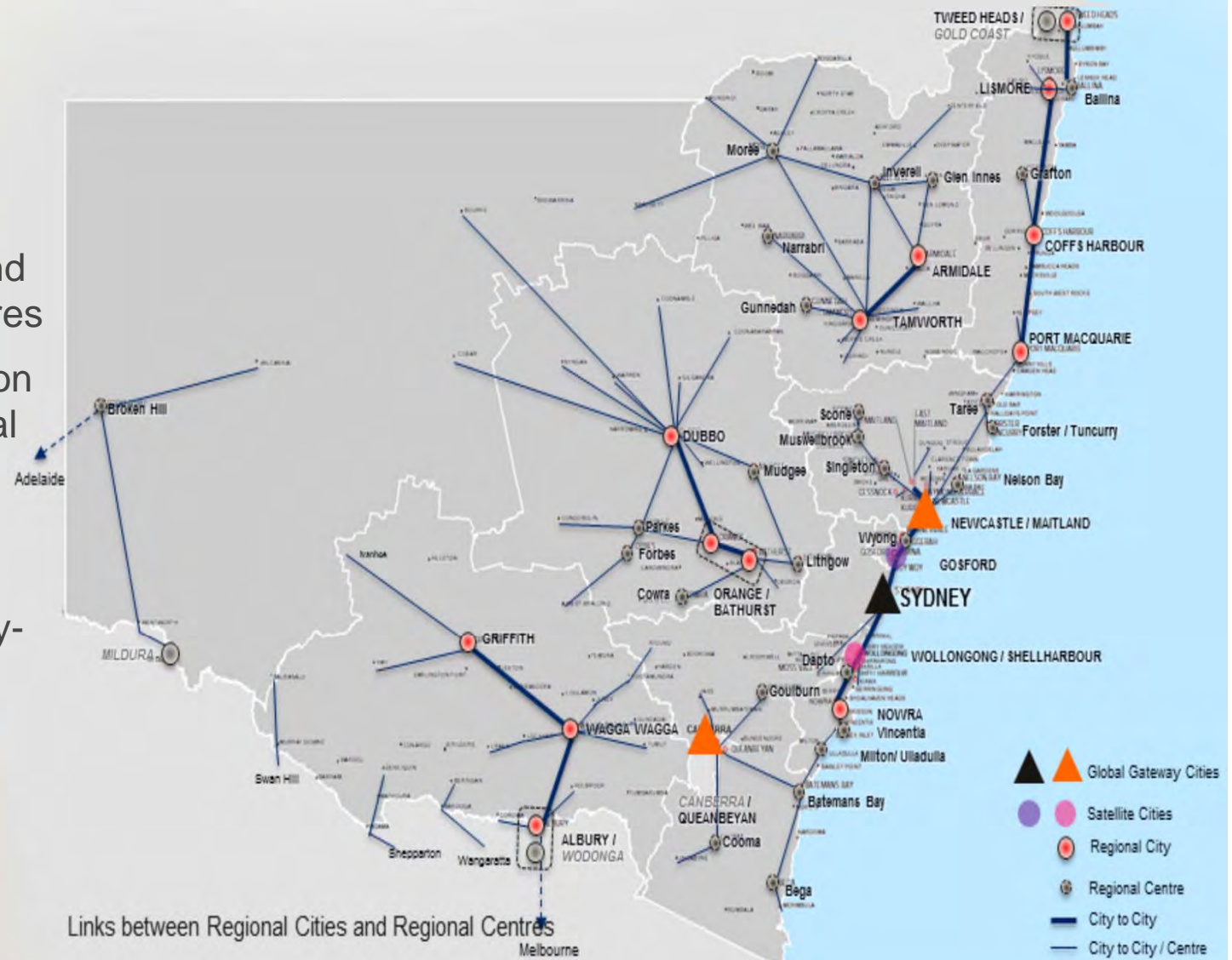

future.transport.nsw.gov.au

Regional NSW – diverse & dynamic communities

- 3.1 million people live in Regional NSW - 40% of population

- By 2056 population will be 3.6 million

- 9 regions in Regional NSW

- Each has one or more cities or centres and many towns and villages

- Some areas of Regional NSW are heavily influenced by or relate to other states and capital cities

22

future transport 2056

Regional centres hierarchy to guide service delivery

- By 2056 Regional NSW will have 19 Regional Cities and 27 Regional Centres

- A renewed focus on access to Regional Cities and

- Building on the existing backbone and facilitating day-return travel

- Introduce more flexible transport service models

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Links between Regional Cities and Regional Centres

future transport 2056

Timeline and engagement

**FUTURE
TRANSPORT
TIMELINE**

Community and
stakeholder engagement

Release of draft
Future Transport Strategy

Invite feedback from
community and
stakeholders on draft
Future Transport Strategy

Finalise Future
Transport Strategy

MAY – JUNE
2017

LATE 2017

EARLY 2018

May / June Engagement and Feedback

future transport 2056

Engagement and feedback – next phase

Community

- Regional + Metro **Community Roadshow**
- Coordinating events locally with partners
- General public activity
- Social engagement with target groups e.g. Universities, TAFE NSW, RMS Liaison officers

Industry + Partners

- Peak bodies
- Industry representative groups
- Partners
- Key Stakeholders / Groups
- Business Chambers of Commerce
- Academics

Government

- Cross Government + inter/intra Department collaboration
- Key Stakeholders internally and externally
- Ministers / MPs
- Local Government and Council

Digital

- Owned/Paid/Earned
- Future.Transport.and FfNSW + cluster websites
- On-service advertising
- 18-35 Campaign
- Social channels (Facebook, Twitter, LinkedIn – Future & TfNSW)
- Newsletters
- Editorial / local media

Get involved

🌐 future.transport.nsw.gov.au
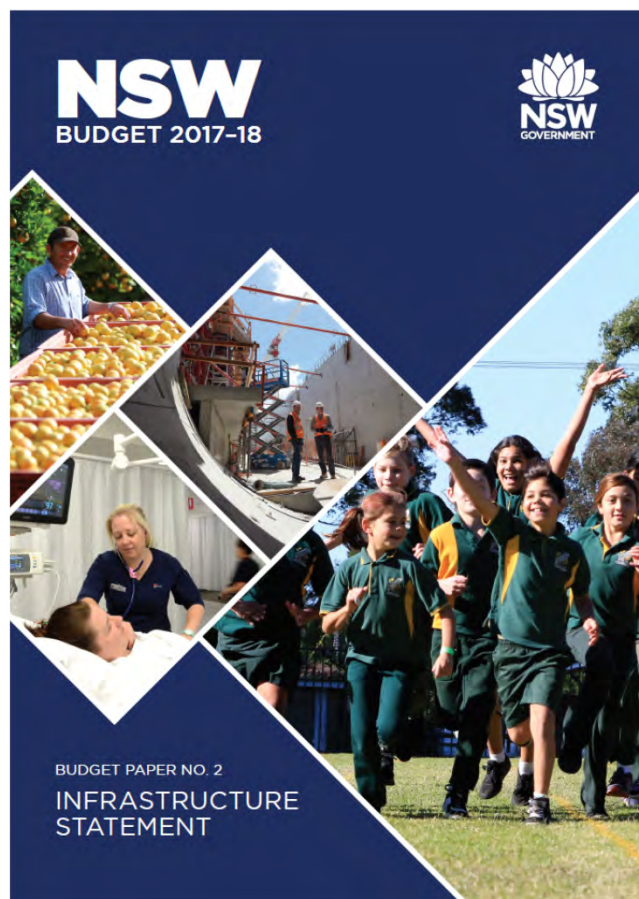
✉ FutureTransport@transport.nsw.gov.au

Infrastructure spend forecast

NSW Budget 2017-18 Infrastructure Investment
2017-18 to 2021-22

$30.6b, 43%

$41.4b, 57%
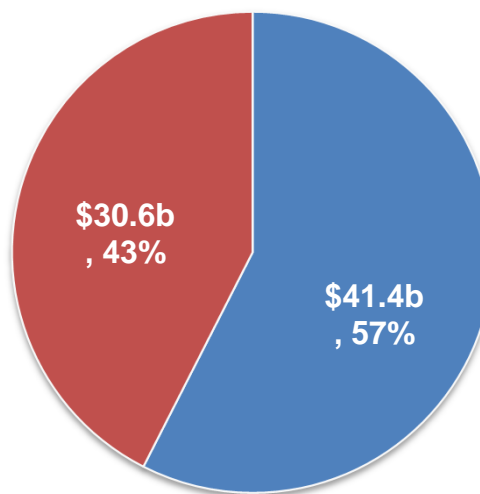
■ Transport (incl roads) ■ Other

ISD Share of NSW Transport Investment
2017-18 to 2021-22

$9.0b, 22%

$32.4b, 78%
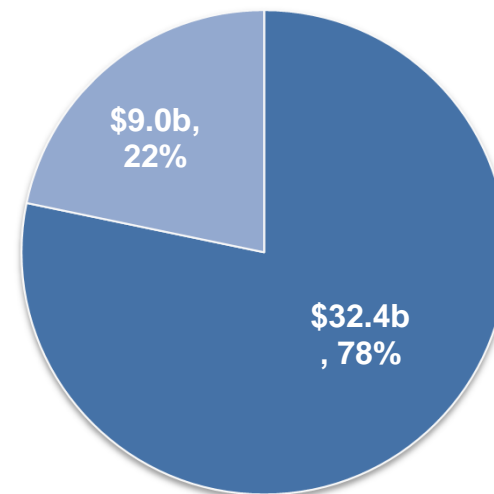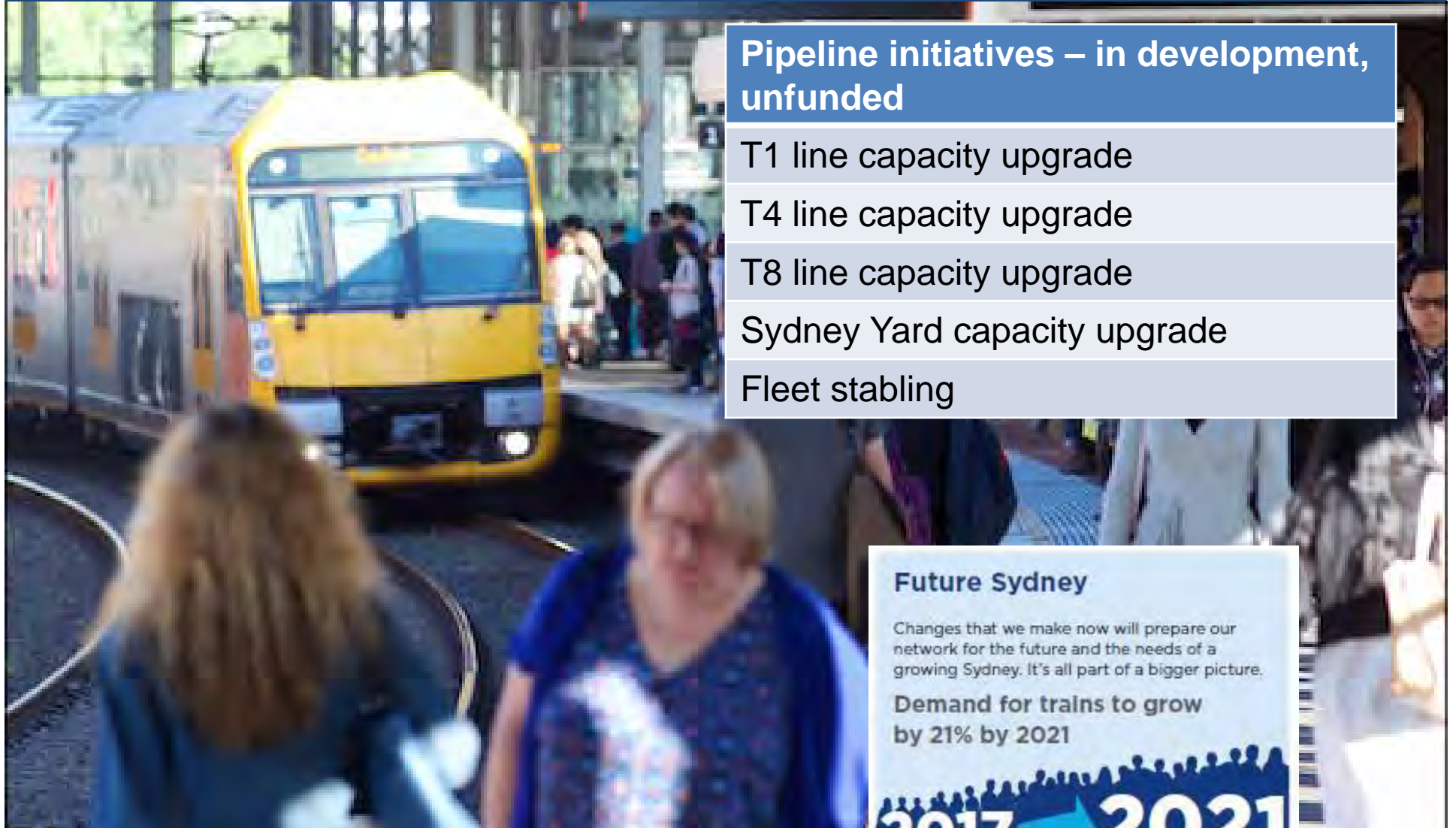
■ Other Transport (incl roads) ■ ISD

Projects in flight - Fleet

More trains, more services

Pipeline initiatives – in development, unfunded
T1 line capacity upgrade
T4 line capacity upgrade
T8 line capacity upgrade
Sydney Yard capacity upgrade
Fleet stabling

Future Sydney

Changes that we make now will prepare our network for the future and the needs of a growing Sydney. It's all part of a bigger picture.

Demand for trains to grow by 21% by 2021

2017 2021

Pipeline initiatives – Funding TBD, subject to final business case

Fleet – design & build replacement of:
- 60 XPT passenger cars,
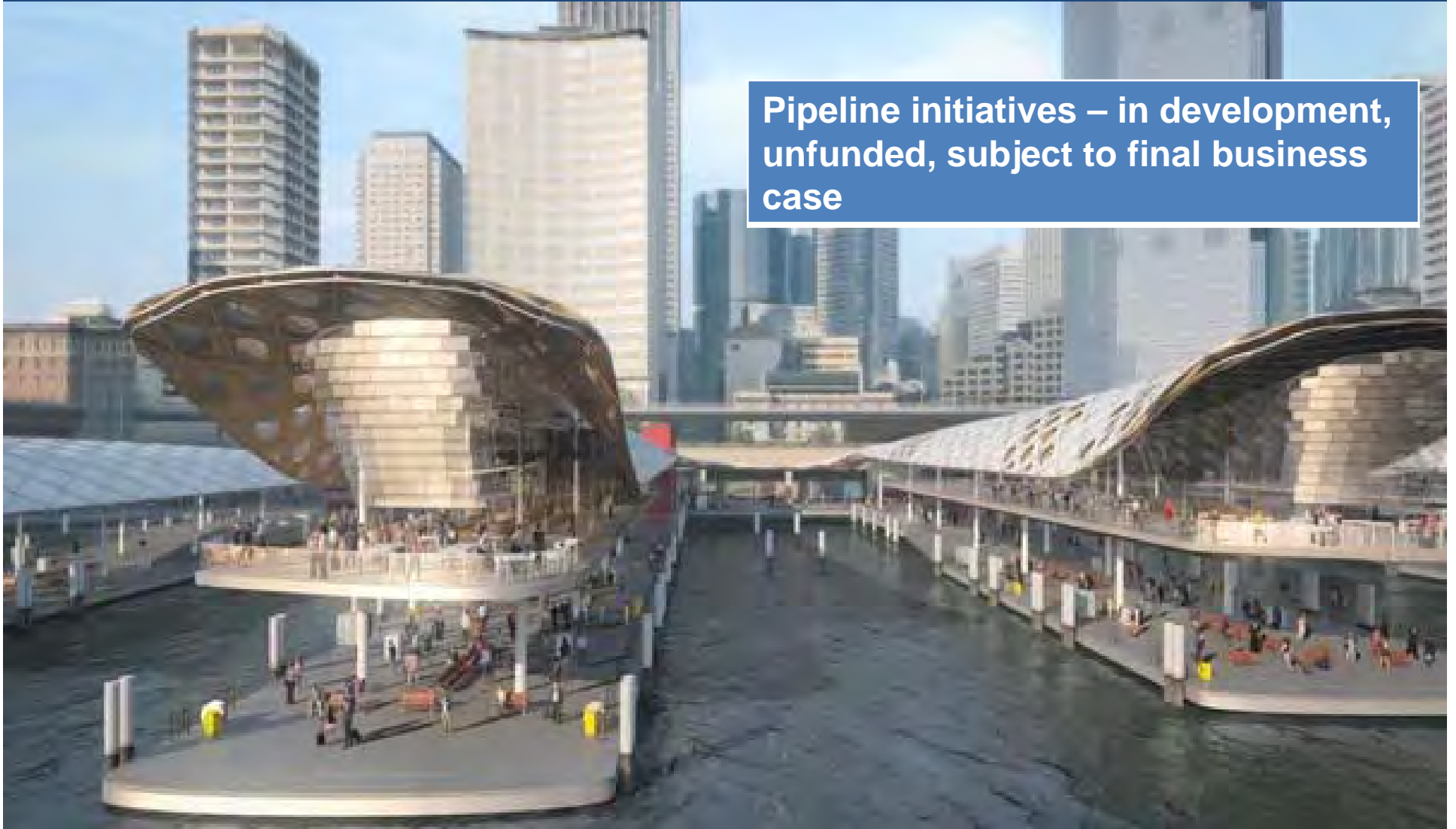- 23 XPLORER
- 28 Endeavour passenger cars

Maintenance facility

Regional Rail Project
Preferred maintenance facility location

Boosting regional jobs with train maintenance in Dubbo

Circular Quay

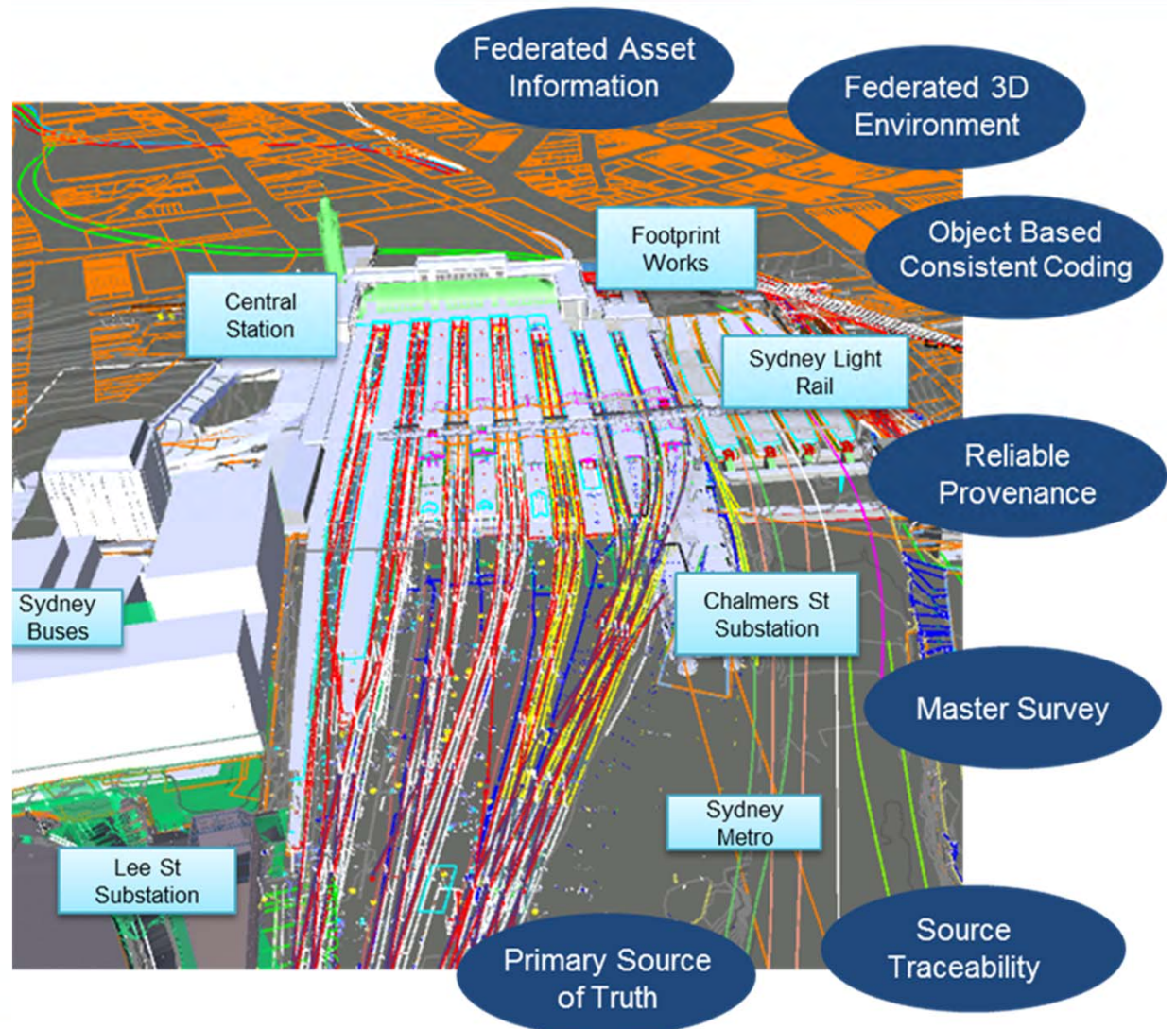Pipeline initiatives – in development, unfunded, subject to final business case

Parramatta River Ferries

Future Transport: On-Demand & automated

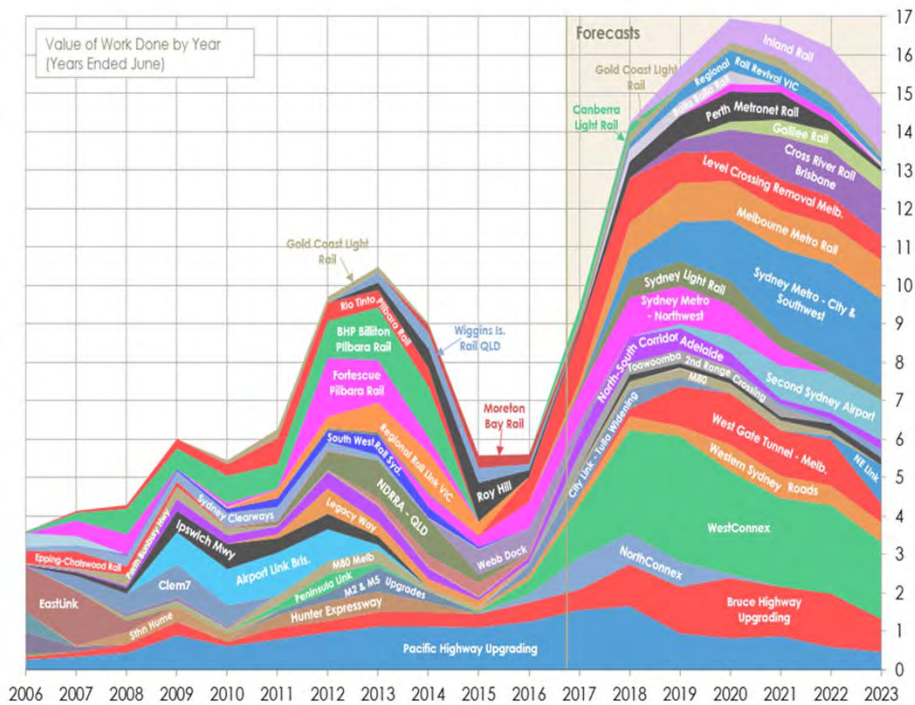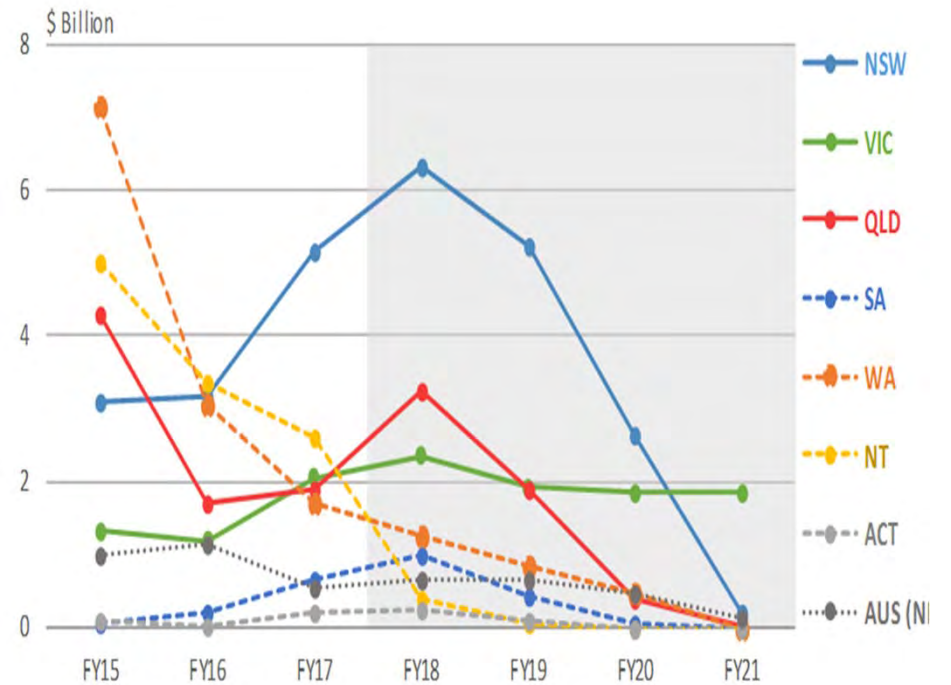# Innovation - Digital Engineering

Demand on sector

Major Australian transport infrastructure

Engineering construction by state / territory

Sources: Macromonitor March 2017, BIS Oxford Economics 2017

Safer Together

Partnering with Industry

How to work with us

Infrastructure and Construction
Pipeline of Projects

September 2017

Panels

- Whole-of-Government prequalification panels
- Prequalified suppliers may be invited to tender by any Government agency, however it is not a guarantee of work but determines a contractor's eligibility to tender for work.

Monitor

- The list of awarded contracts to seek out opportunities with our delivery partners

Tenders

- Sign up for alerts at NSW eTenders

Contact us

Planning for services and delivery

Anna Bradley
Senior Manager Planning
Integrated Planning

Integrated Planning – what we do

Integrated service and precinct solutions

Services, assets & systems

Rail, bus, ferry, light rail, active transport

Precincts, corridors, growth centres

Metro, outer metro, rural & regional

Integrated Planning – new angles

Planning for delivery

Active environment management

Precincts & place-making

Active transport, commercialisation, value-sharing

Rural & regional focus

Technology & innovation

Data driven capabilities, mobility, on-demand

Sustainability

Precincts & place-making

- **Integrated Planning**
- **Active Transport**
- **Commercialisation & value sharing**

Rural & regional focus

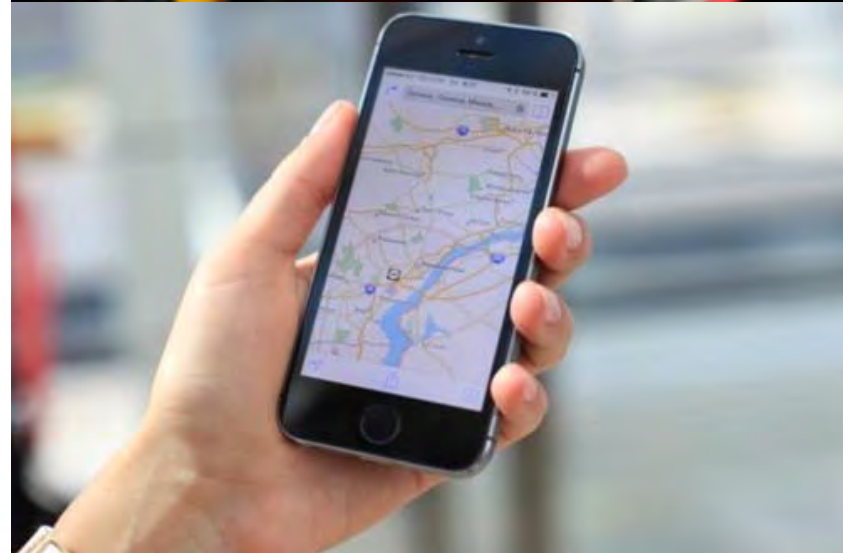
First Mile — **Transit** — **Last Mile**

Technology & Innovation

Transport as a technology business:
- Data-driven capabilities
- Predictability
- Mobility
- Personalisation
- First & last mile
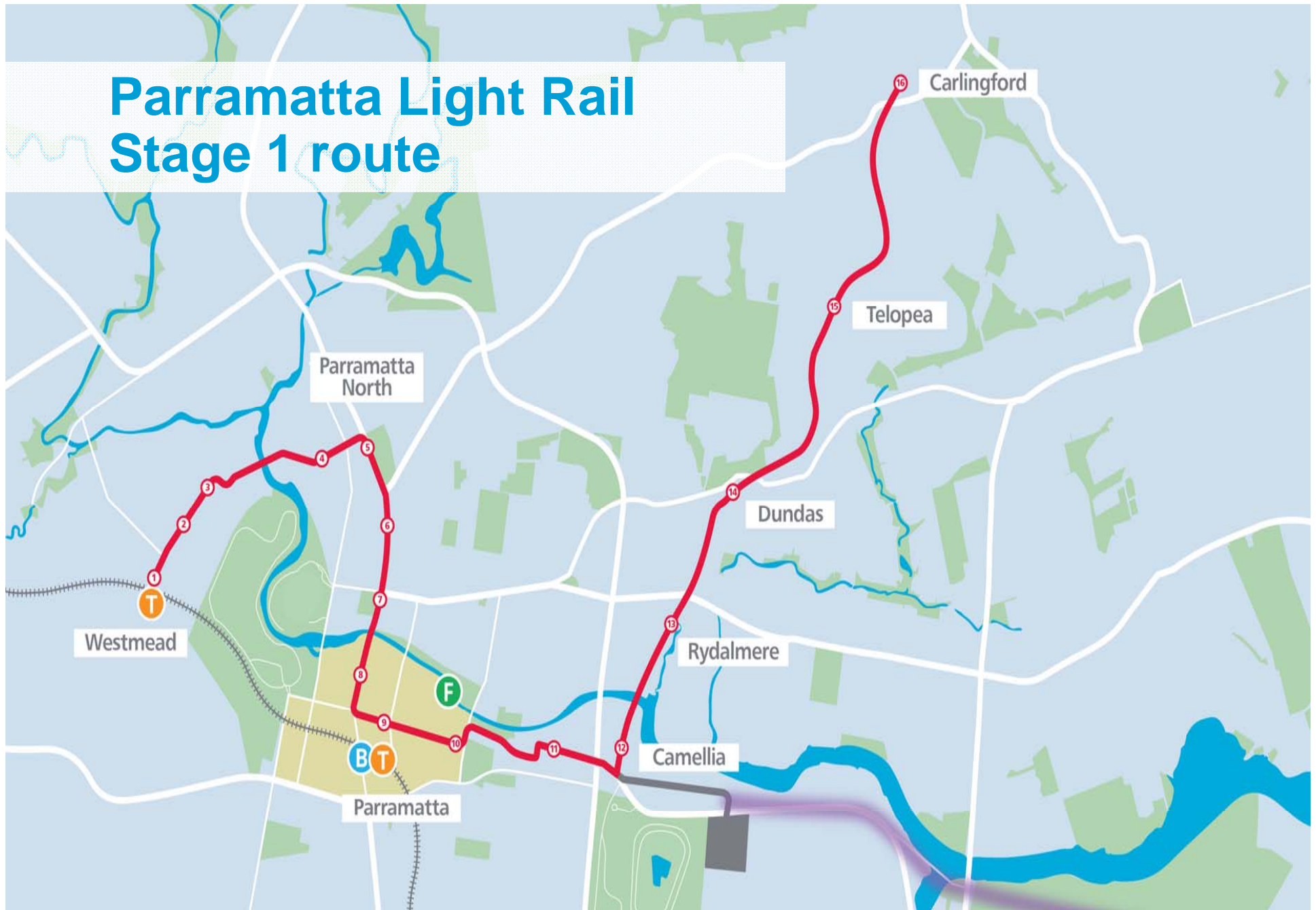- Efficiency through innovation

Sustainability

Parramatta Light Rail
Stage 1 - Westmead to Carlingford

Tim Poole
Program Director
Parramatta Light Rail

**Parramatta Light Rail
Stage 1 route**

Carlingford

Telopea

Parramatta North

Dundas

Westmead

Rydalmere

Camellia

Parramatta

Parramatta Light Rail

Connecting great places

Customer proposition

Key milestones

- Third Party agreements complete

- Early Works begin
- Enabling Works begin

WE ARE HERE

- Main Works begin

- Commence Stage 1 operations

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		

2017   2018   2019   2023

- Environmental Impact Statement – Display
- Final Business Case/Investment Decision
- Procurement begins

- Planning approval obtained
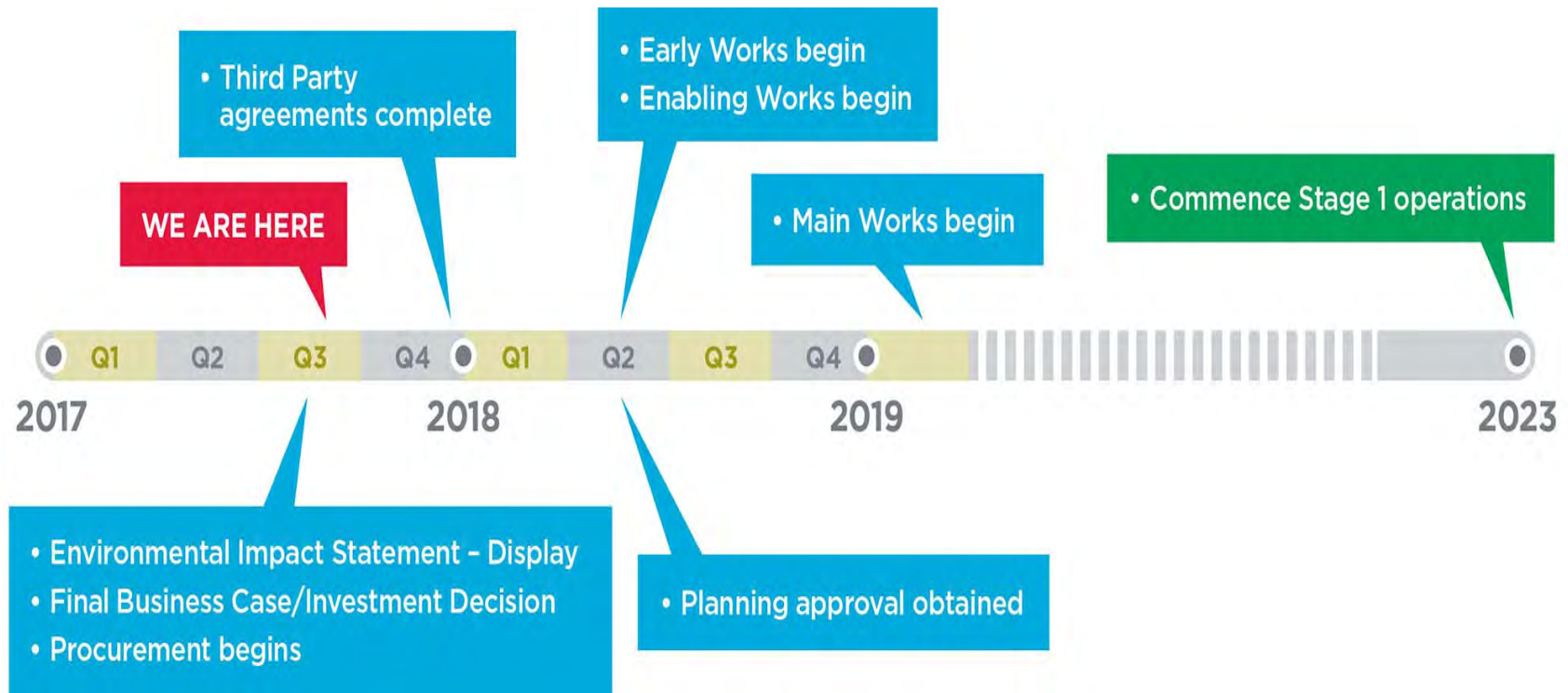
Parramatta Light Rail Stage 1 Delivery Model

Early Works

PLR Stabling and Maintenance facility site

Enabling Works

Church Street

George Street

O'Connell Street
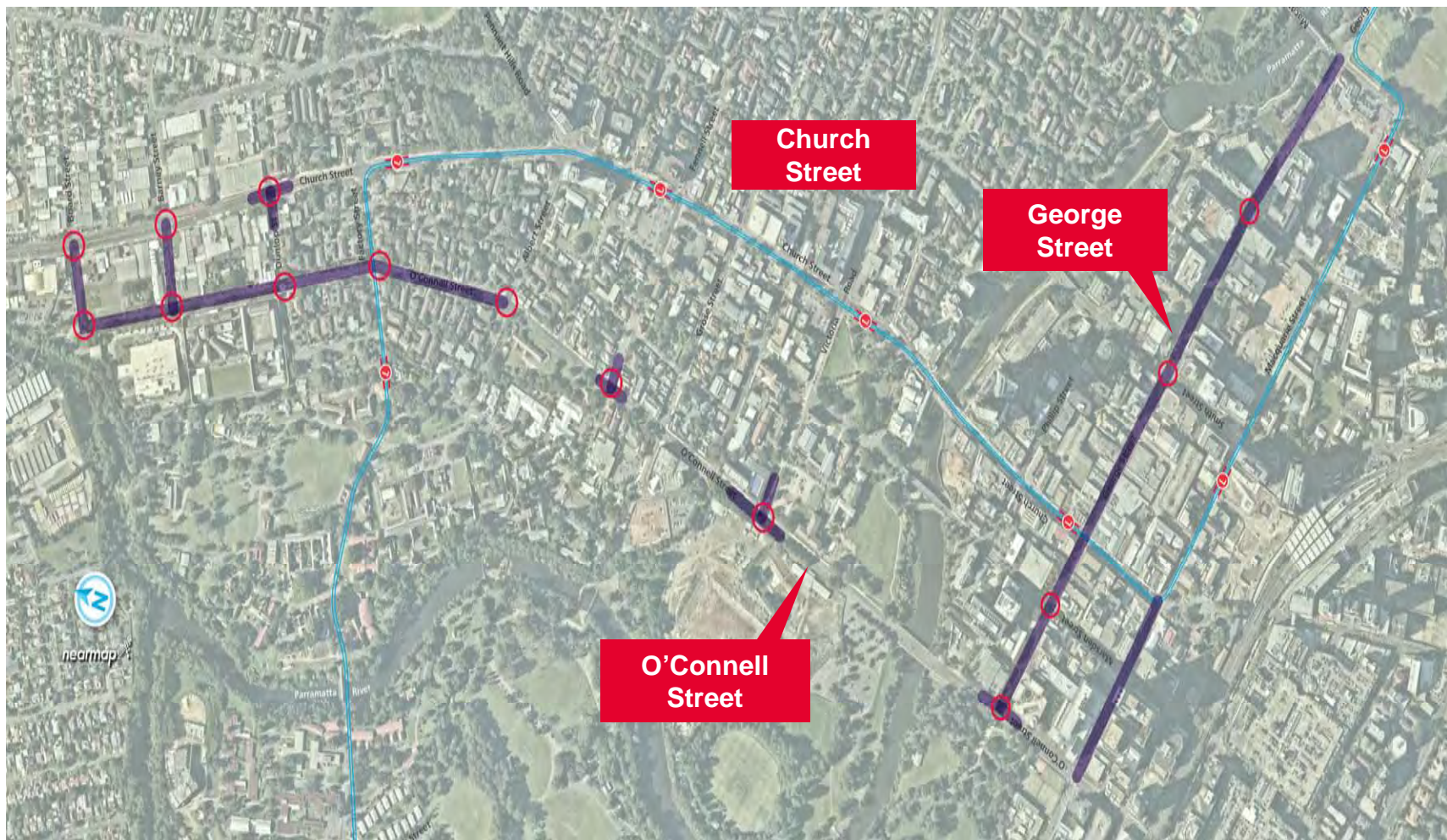
Main Works

Main Works – Summary Package Scope Split

Works Component	Track and Civils		Stops	Systems & Power	Stabling and maintenance facility	LRV	Operations & maintenance
Delivery Scope Inclusions	In corridor roadworks	Bridge works	Stops civil works	Signalling (Road & Rail)	Depot works (incl civils)	LRV supply	Light rail operations
	Track and track slab	Earthworks, Structures	Systems / communications	Power supply	Stabling		Maintenance
	Civil infrastructure for systems	Stormwater drainage	Finishings / Fitout	HV/LV substations	Maintenance and control buildings / facilities		
	Property adjustments	Rail decommissioning	Precincts / Urban Design	Operational control system			
	Service relocations / protection	Active transport	Passenger information systems	Communications			

Design integration

System integration

Legend:
- Infrastructure Package
- SOM Package
- Infrastructure or Sydney Trains (under review)

Main Works governance

Highly Interactive Procurement Process
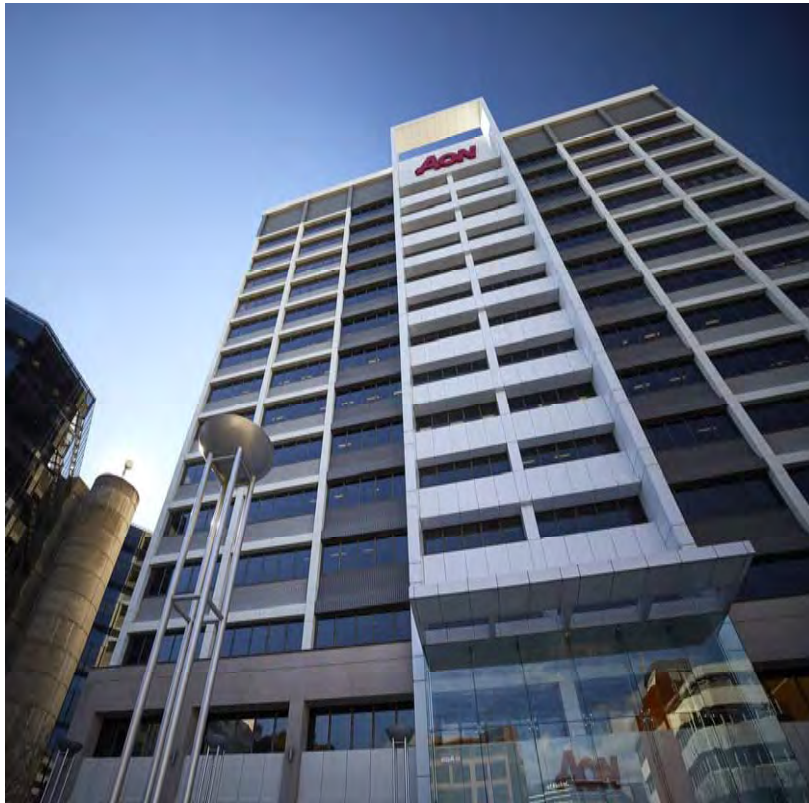
Parramatta Light Rail Stage 1 Works Packages

Works Package	EOI released (target)	RFP released (target)	Contract award (target)
Early Works	Aug 2017	Oct 2017	April 2018
Enabling Works	Sep/ Oct 2017	Nov/ Dec 2017	May/ June 2018
SOM Package Works	Sep 2017	Jan 2018	Sep/ Oct 2018
Infrastructure Package Works	Sep 2017	Feb 2018	Q4 2018

Partnering requirements

More information at
www.parramattalightrail.nsw.gov.au

CARLINGFORD

On Demand Transport & Future Mobility Contracts

Emma Reedy

Manager, Operational Delivery

Service Delivery & Asset Management

On Demand Transport & Future Mobility Contracts

- On Demand Transport
    - The procurement process
    - What we've learnt so far
    - What it means for the future
        - How is it changing the way we conduct procurements and engage with industry?
        - What does it mean for the customer?
- Electric Buses

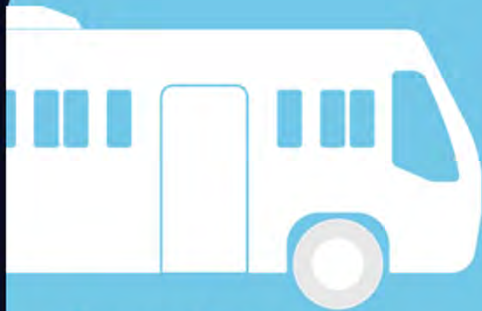# The On Demand Transport Journey

RFEOI Overview

An acceleration in new transport technologies, and the emergence of a range of new transport business models suggests that future mobility contracts could look quite different to the current contracts.
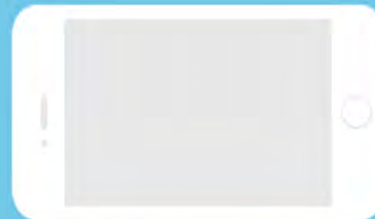
Pedestrian/cyclists

Wayfinding

Local transit

Mobile Applications

Taxis/ride share

RFEOI Overview

- The On Demand Transport program was launched in November

- The Request for Expression of Innovation (RFEOI) process was released on 5 December 2016 to come up with ideas

- The RFEOI closed on 27 February 2017

- We received 66 proposals from 43 proponents

Industry Engagement

- Industry Briefing on 14 December 2017

- 36 interactive feedback sessions have been held with respondents since 18 January 2017

- Industry Collaboration Event held on 8 February 2017

The First Tranche of Pilots

- Transport Minister Andrew Constance announced the first tranche of pilots for the trial of On Demand public transport on Wednesday 16 August 2017.

- Eight pilots of On Demand Transport services in the North West, South West, West, Eastern Suburbs, Northern Beaches, Sutherland Shire and Central Coast will start to roll out from October - and there are more to come

- Pilot providers include Transdev, Transit Systems Australia, Punchbowl Bus Company, Interline Bus Company, Keolis Downer.
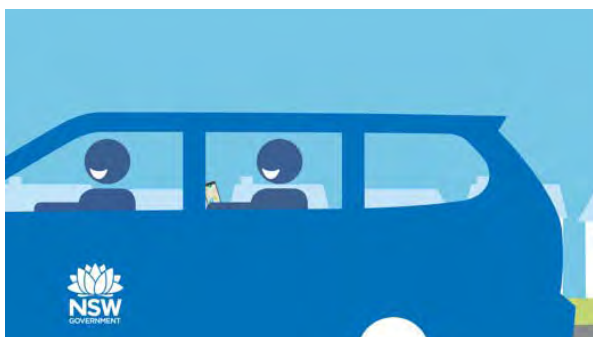
What is On Demand Transport

On Demand Transport comes to you. It's a quick, easy and direct way to

connect you with your destination or nearest public transport hub. Book a service online.

…through an app…………..or over the phone at a time………...

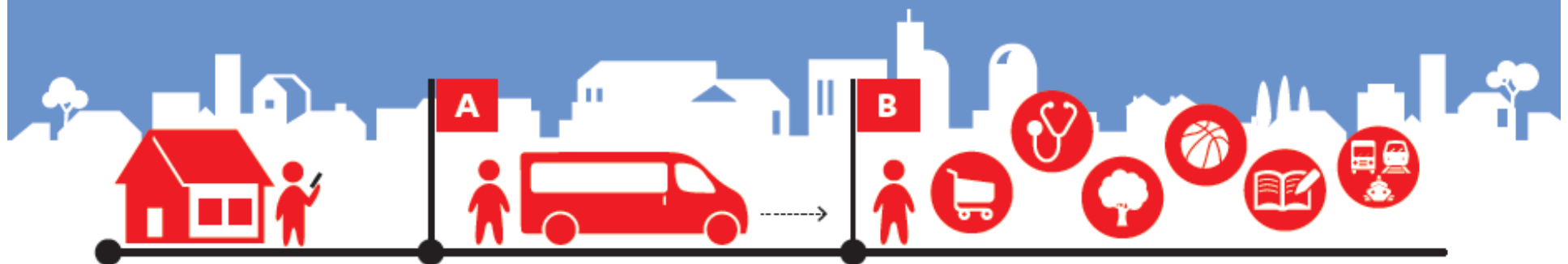…and place that suits you and travel with a NSW Government partner……...

On Demand Transport
Ready when you are

….when you need it, without a timetable. On Demand Transport, Ready when you are.

Get around your neighbourhood in Sutherland Shire with TransdevLink

A

B

Plan your trip.
Book and pay by phone app, online or over the phone. You can also pay in cash to our driver.

Jump aboard.
Our driver will pick you up from your doorstep or agreed location.

Arrive safely at your chosen neighbourhood destination.
Or connect to an onward transport service. Don't forget to plan your trip back.

transdev link

Key Emerging Themes

While some solutions only address part of a customers journey, most ideas attempt to improve the journey by delivering transport that in some way aims to achieve all 3 key goals.

1 "Home" to "home" and "everything in between"

2 "5 minute" interchange (or none at all)

3 Minimise unnecessary travel

The technology

Software Solution

- Routematch

- PT Flex

- TransportMe

- Niftie

- Bridj

System Capability

- End to end booking and payment

- Locally & Internationally designed

- Route optimisation

- Real time monitoring & reporting

- Machine learning

- Aggregation of demand

- Software to integrate services and minimise interchange time

What is different about our pilots

- We let the market develop the solutions

- The services are subsidised

- Fares are comparable to existing PT fares

- We are trialling multiple types of transport and technology solutions at the same time

What does this mean for the here and now?

What does this mean for the future?

Electric buses

Morning tea

Time	Speaker
10am	Morning tea break
10.40am	Helen Williams, Acting Director Rail Systems Development
11.00am	Howard Collins, CE Sydney Trains & A/CE NSW TrainLink
11.20am	Mark Jones, A/Director, Sydney Trains Strategic Procurement
11.40am	Pete Allaway, COO, NSW TrainLink
12.00noon	Q&A
12.15pm	Event concludes

Operational Systems

Helen Williams
A/Director
Operational Systems

Operational Systems (OS)

Operational Systems – Key Projects

Automatic Train Protection (ATP)
A safety overlay deployed over the electrified network to prevent over-speeding and signalling rules enforcement.

Automated Systems

An upgrade to rail signalling system to improve safety, increase capacity, simplify maintenance and reduce costs over the electrified network.

Transport Management Centre (TMC) Systems
Systems that manage road traffic and incidents.
It will help transform the state's TMC into a multi modal, all of transport network that is proactively managed.
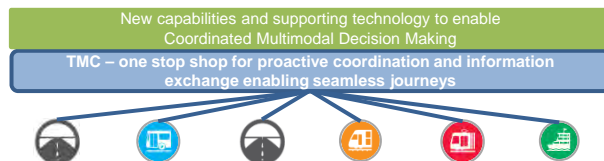
Bus, Ferry and Light Rail Systems
Systems to support the planning, procurement and delivery of bus, ferry and light rail services:
- Real time bus location and prediction for Customer Apps
- Data Analytics and Contracts Management tools (Metro, Outer-Metro, Rural & Regional)
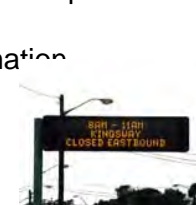
Intelligent Congestion Management Program (ICMP)
Enhanced systems and capability to improve coordination across all modes and enable a whole of transport approach to reduce congestion.

New capabilities and supporting technology to enable Coordinated Multimodal Decision Making

TMC – one stop shop for proactive coordination and information exchange enabling seamless journeys

System Operations
Implements, manages and maintains operational technology for the 24x7 operations of the Transport Management Centre, Bus and Ferry systems, Traffic management, Public information and CBD Emergency warning systems.

Key steps to transform our railway

In deployment: Automatic Train Protection (ATP)

ATP, using ETCS Level 1 (Limited Supervision), provides:

Rapid improvement in safety

Commence ETCS fitment of rolling stock fleets

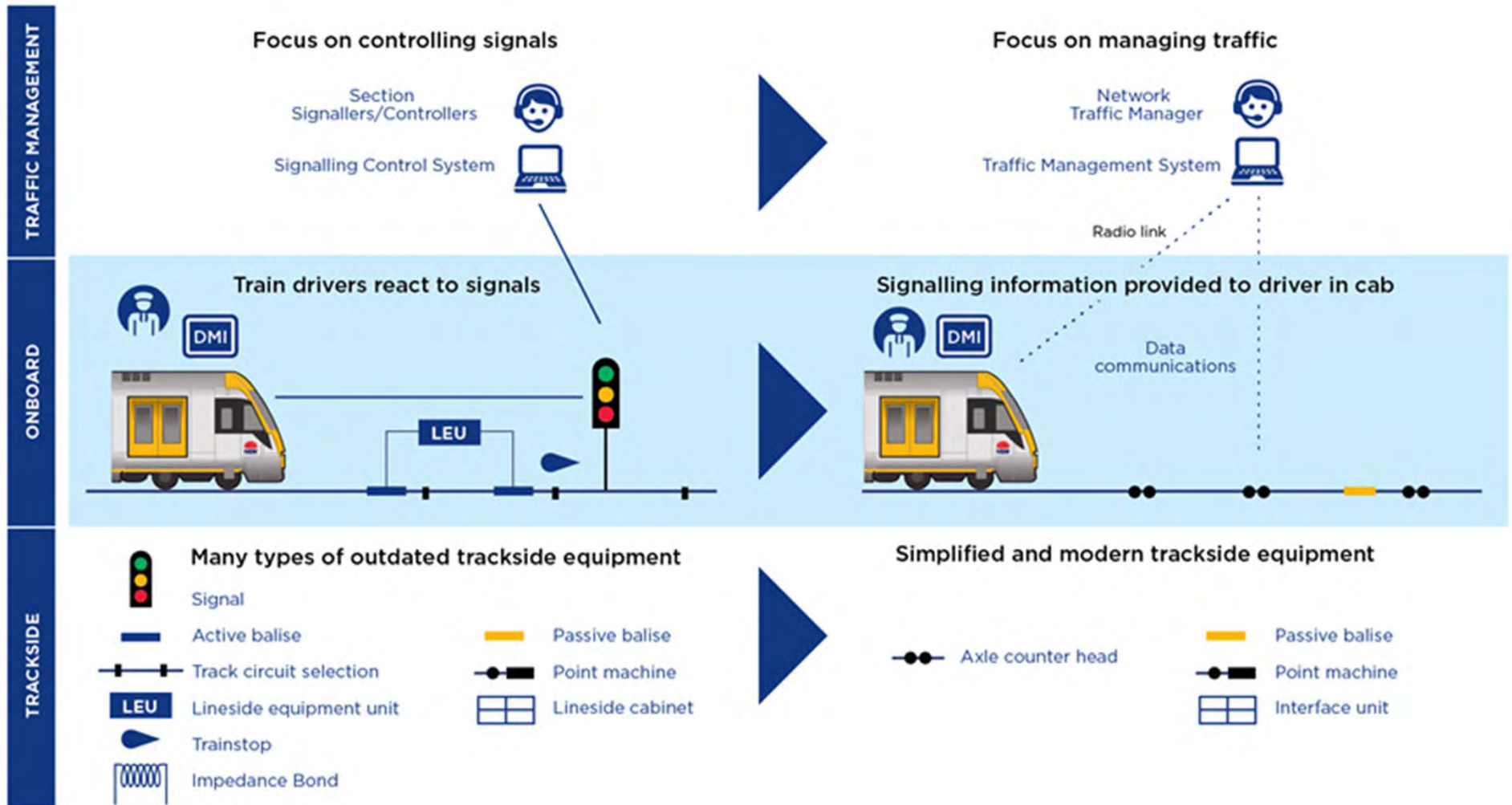**Enabler of future ETCS Level 2 deployment**

Pipeline: Automated Systems program

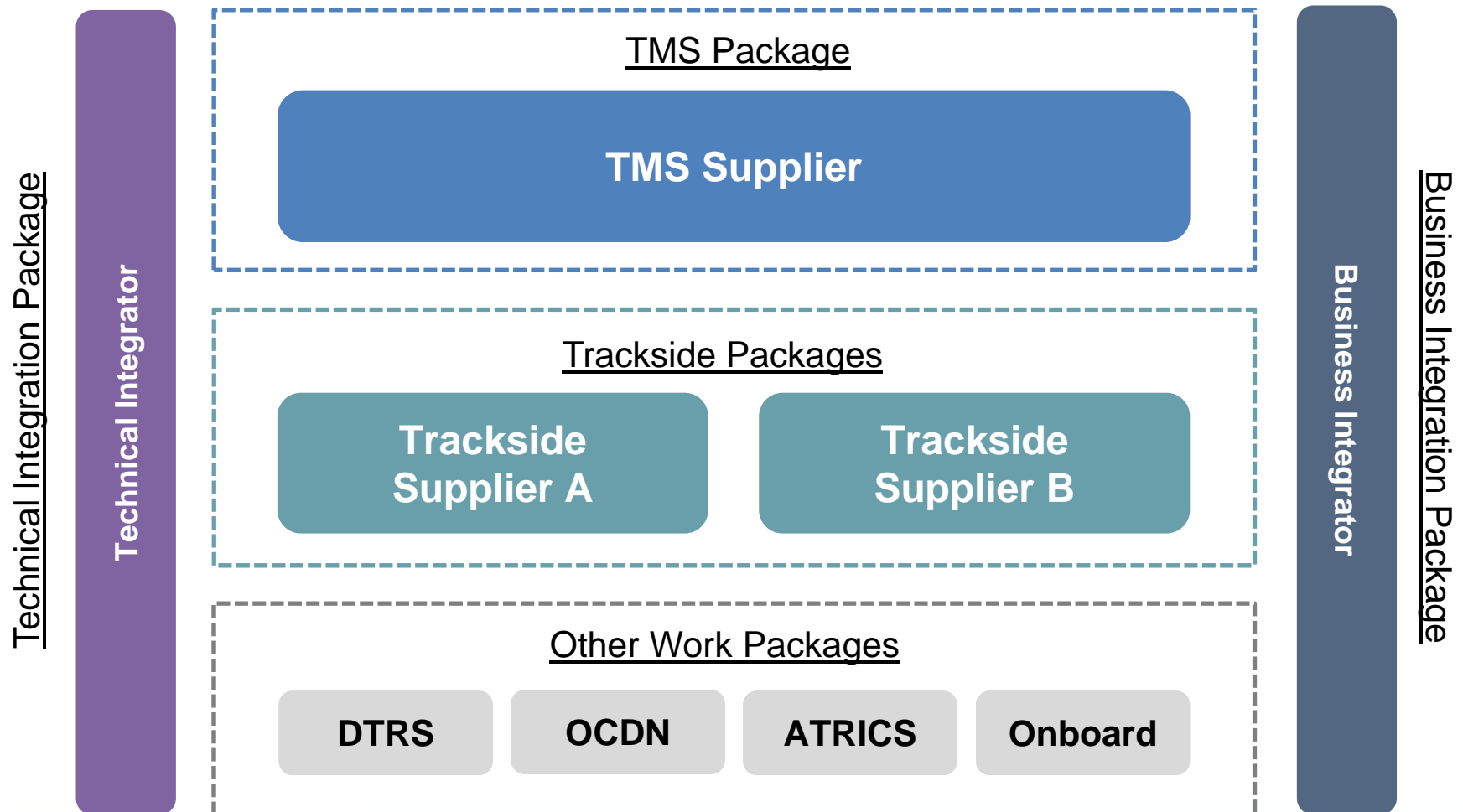**Automated Systems is a generational change to how the railway will operate**

- Shift in ways of thinking and doing

- Use of standardised equipment rather than bespoke development

- Configured – not customised

- Develop Operating Rules from international standard

- Leverage international expertise

Automated Systems project

Packaging Strategy

Technical Integration Package

Technical Integrator

TMS Package

TMS Supplier

Trackside Packages

Trackside Supplier A

Trackside Supplier B
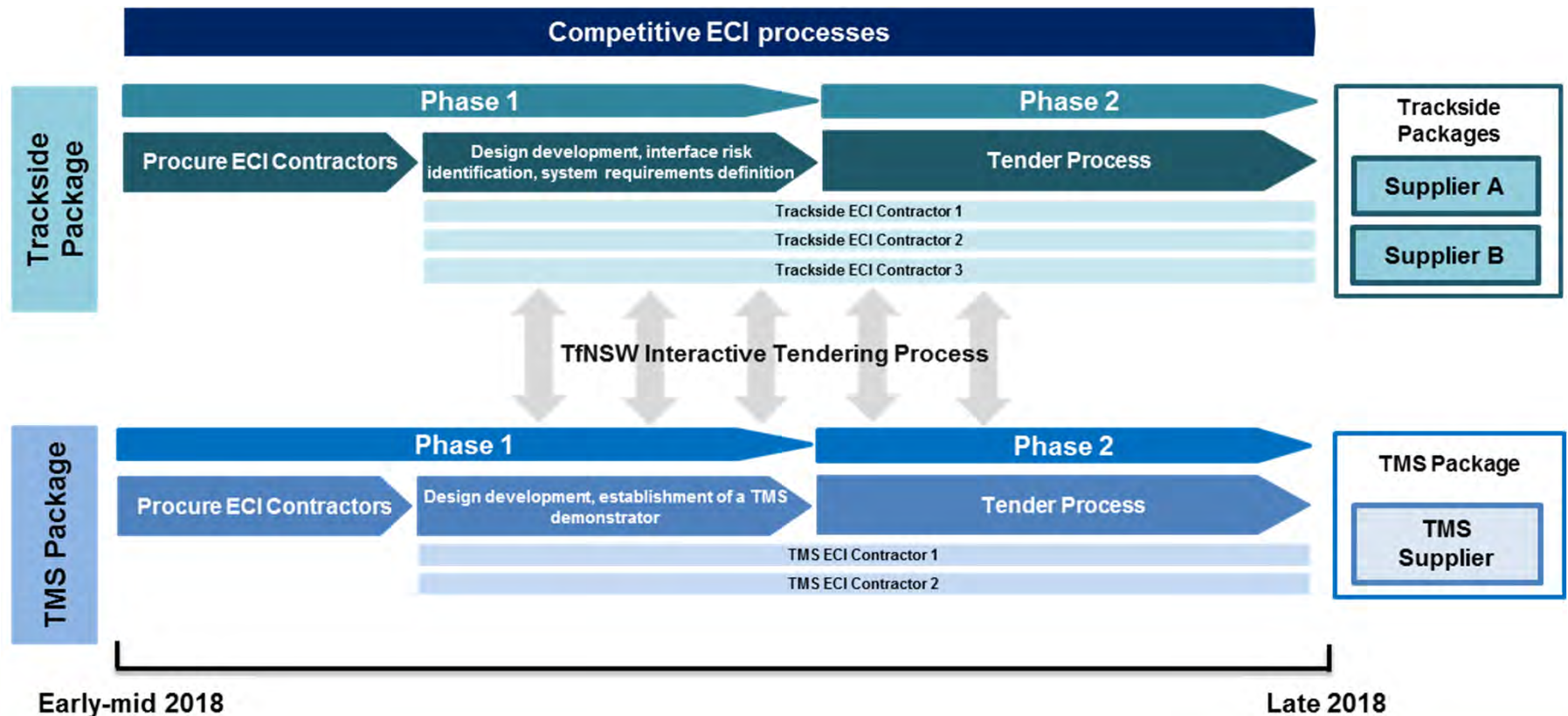
Other Work Packages

DTRS **OCDN** **ATRICS** **Onboard**

Business Integration Package

Business Integrator
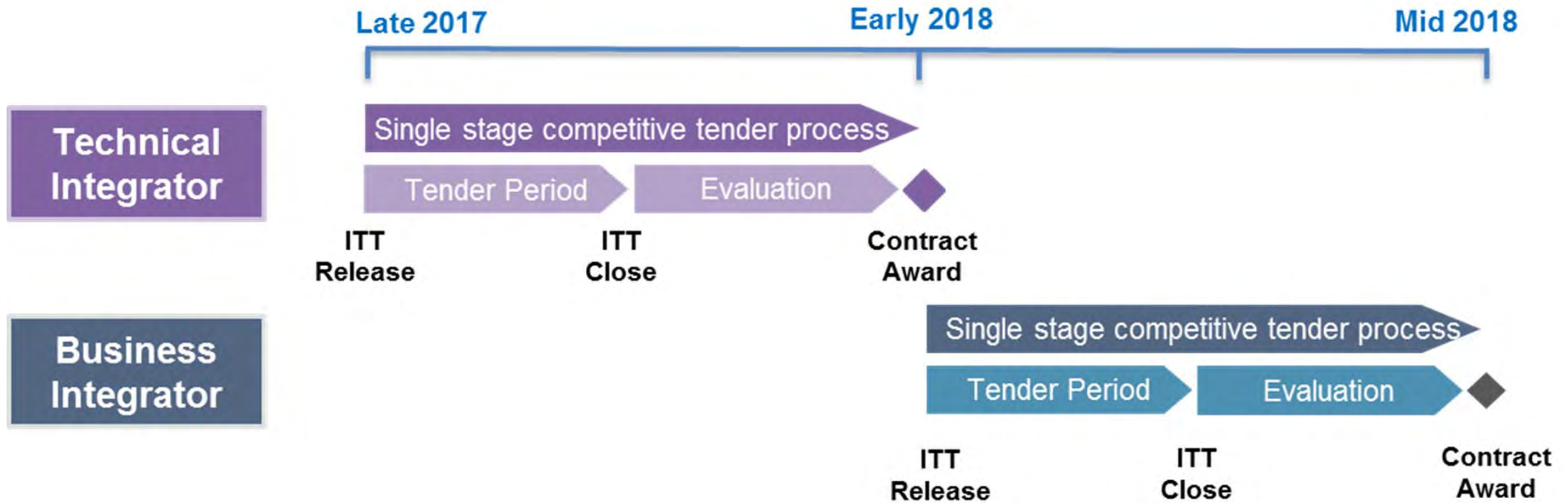
Procurement Strategy : TMS and Trackside

- TfNSW acknowledges that there are significant interfaces between the TMS and Trackside packages and is considering aligning the two procurement activities via a **highly interactive tendering approach**.

Operational Systems – Key Projects

Automatic Train Protection (ATP)
A safety overlay deployed over the electrified network to prevent over-speeding and signalling rules enforcement.

Automated Systems

An upgrade to rail signalling system to improve safety, increase capacity, simplify maintenance and reduce costs over the electrified network.

Transport Management Centre (TMC) Systems
Systems that manage road traffic and incidents.
It will help transform the state's TMC into a multi modal, all of transport network that is proactively managed.

Bus, Ferry and Light Rail Systems
Systems to support the planning, procurement and delivery of bus, ferry and light rail services:
- Real time bus location and prediction for Customer Apps
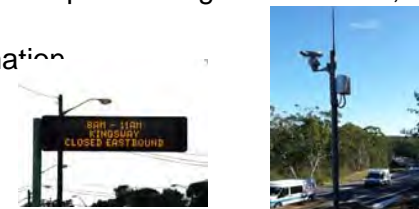- Data Analytics and Contracts Management tools (Metro, Outer-Metro, Rural & Regional)

Intelligent Congestion Management Program (ICMP)
Enhanced systems and capability to improve coordination across all modes and enable a whole of transport approach to reduce congestion.

New capabilities and supporting technology to enable Coordinated Multimodal Decision Making

TMC – one stop shop for proactive coordination and information exchange enabling seamless journeys

System Operations
Implements, manages and maintains operational technology for the 24x7 operations of the Transport Management Centre, Bus and Ferry systems, Traffic management, Public information and CBD Emergency warning systems.

Intelligent Congestion Management Program (ICMP)

ICMP will deliver key business capabilities to achieve the transformational uplift within the TMC
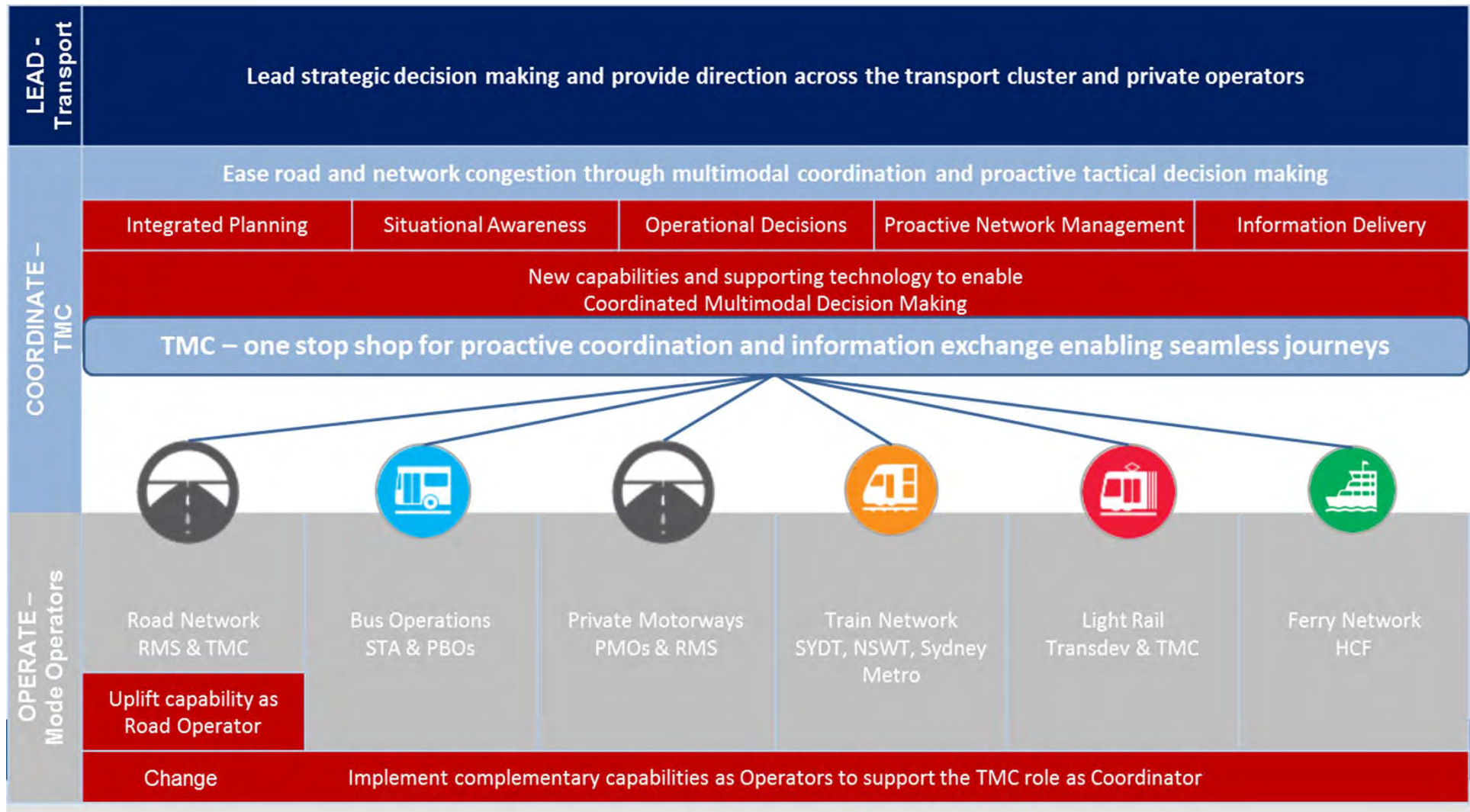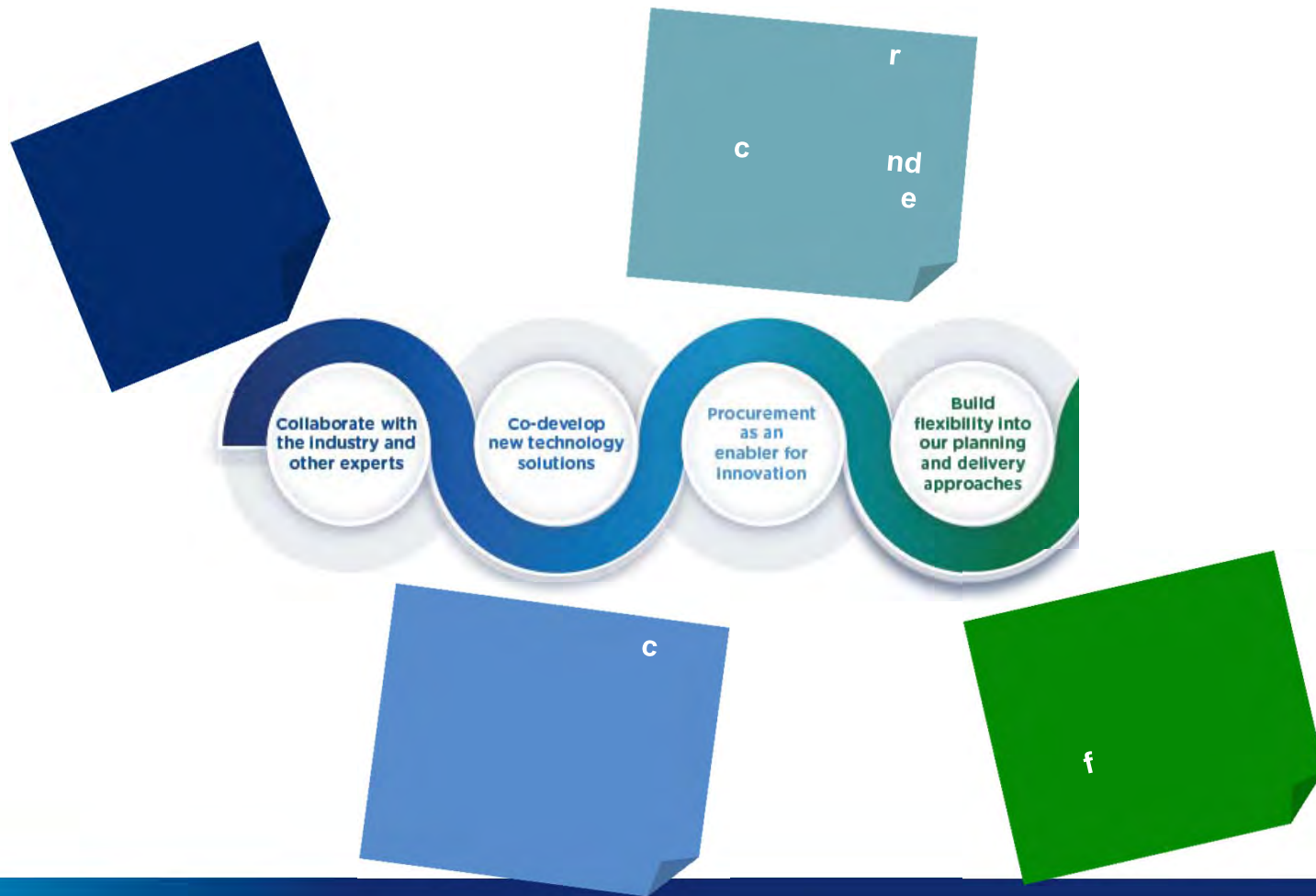
ICMP Benefits

ICMP will help deliver the TMC of the Future – Proactive Network Management delivering more efficient operations and allowing customers to make informed journey decisions

- Proactive network management reducing congestion through a better coordinated agency approach, aiming for strategic capabilities such as demand management

- Customers can make better journey choices through improved real time information. Real time network view shared across all modes, up to the minute customer info and guidance

- Reduction in disruption clearance times through more integrated and automatic processes. Clear traffic incidents, line up multimodal, customer-centric clearance solutions

- More efficient transport operators due to the help of emerging technologies. Improved technology base in TMC and improved integration with agency environments

Collaboration with the market

Changing how we engage with the industry

Collaborate with the industry and other experts

Co-develop new technology solutions

Procurement as an enabler for innovation

Build flexibility into our planning and delivery approaches

Howard Collins

Chief Executive Sydney Trains,
Acting Chief Executive
NSW TrainLink

$ The asset portfolio is valued at more than **$35 billion**
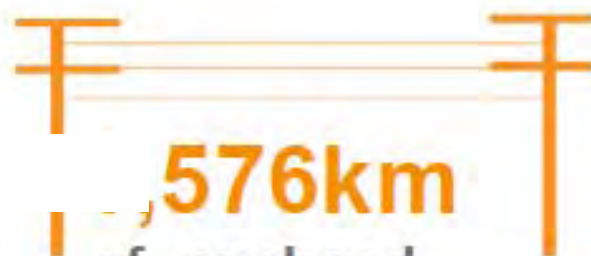
2,191 electric & diesel cars

Sydney Trains transports more than **1 million** customer journeys per day

1,643km track, signals, circuits

576km of overhead wiring

T **308** Stations*

Our Vision

Keep Sydney moving by delivering safe, customer-focused, reliable and clean rail services.

1 million extra people by **2024**

78% more over 65s
26% more under 15s

forecast rail patronage growth of 21% to 2021

Major growth in western Sydney over the next **10 years**

New rolling stock

Rail Operations Centre

22% growth in freight movements by **2031**

2019 Metro integration

New 2025 airport Badgerys Creek

Preparing our workforce to accommodate change

Operator and Maintainer

Delivering a world class modern railway

Award winning committed team

- Transport for NSW wide ERP implementation

- Covering Finance, Human Resources, Procurement, Portfolio Planning and Management activities

- Implementation over a 2 year period, with Sydney Trains the last to go live in July 2017

- Sydney Trains have also implemented EAM functionality

- Documents include:
  - Invitation to Tender
  - Contract Templates
  - Contract Administration Manual
  - All associated forms

- Halved the number of standard templates

- Market tested prior to full implementation

- Available on the Transport for NSW website

- Under review by other agencies to move towards a standard suite across the cluster.

The new Contract Templates

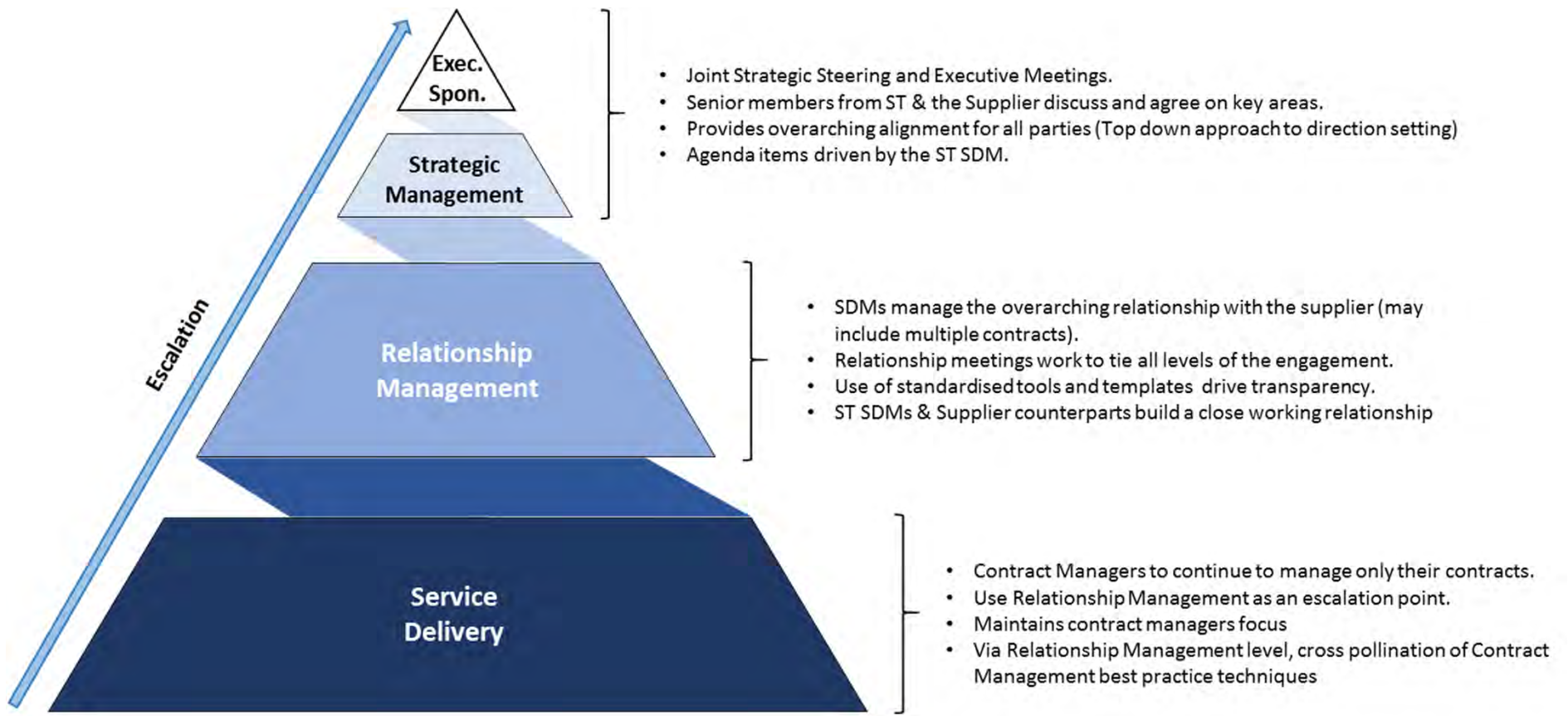| Previous Templates	New Templates
CT3 - General Conditions of Contract (GC21)	**Sydney Trains Template Construction Works Contract**
CT4 - Minor Works Contract	
CT6 - Professional Services Agreement	**Sydney Trains Template Professional Services Contract**
CT 2 - Agreement for Supply, Installation and Commissioning of Equipment (with Maintenance Option)	**Sydney Trains Template Goods and/or Services Contract**
CT8 - Agreement for Supply of Goods	
CT10 - Agreement for Supply of Goods and Services	
CT12 - Agreement for Supply of Services	
NA	**Sydney Trains Template Maintenance Contract**
NA	**Sydney Trains Template Project Contract**
CT5 - Standing Offer Deed for Minor Works	**Sydney Trains Template Standing Offer Deed**
CT 7 - Standing Offer Deed for Professional Services	
CT9 - Standing Offer Deed of Supply of Goods	
CT11 - Standing Offer Deed for Supply of Goods and Services	
CT 13 - Standing Offer Deed for Supply of Services	
Sydney Trains Standard Terms & Conditions for Minor Procurement	**Sydney Trains Short-Form Purchase Order Contract**

Supplier Performance Management Program

- All suppliers fall under our Contract Management Framework

- Suppliers are segmented based on a set criteria

- Strategic Suppliers also enter into our Strategic Supplier Relationship Program

- We are in the process of developing a Supplier Development Program for our key non strategic suppliers
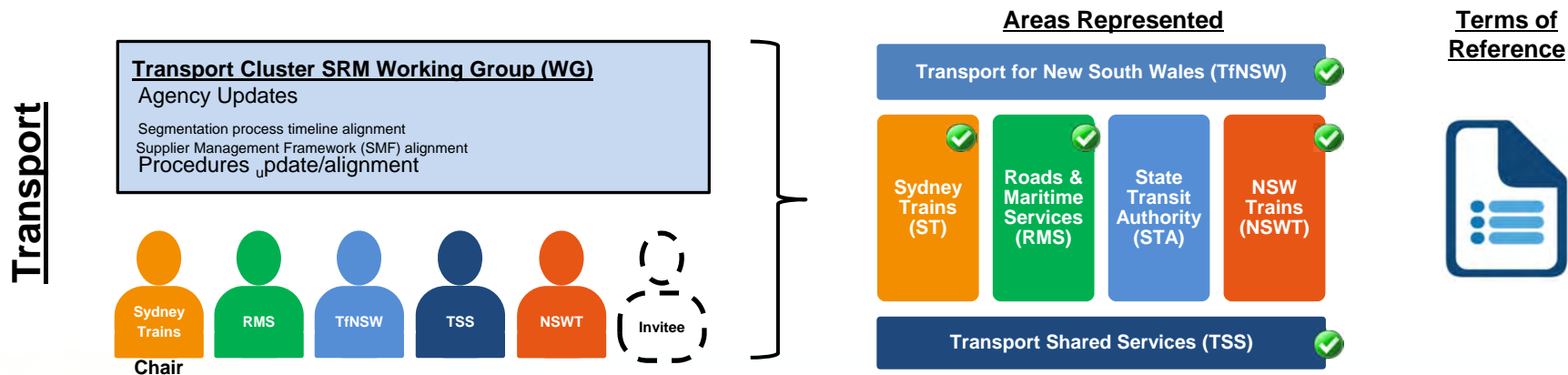
Strategic Supplier Performance Programme

In order to provide the required operational rigor and deliver the associated benefits, Sydney Trains operate a cohesive, 4-tier governance and engagement model to manage and work with Strategic Suppliers at all levels of engagement:

Exec. Spon.

Strategic Management

- Joint Strategic Steering and Executive Meetings.
- Senior members from ST & the Supplier discuss and agree on key areas.
- Provides overarching alignment for all parties (Top down approach to direction setting)
- Agenda items driven by the ST SDM.

Relationship Management

- SDMs manage the overarching relationship with the supplier (may include multiple contracts).
- Relationship meetings work to tie all levels of the engagement.
- Use of standardised tools and templates drive transparency.
- ST SDMs & Supplier counterparts build a close working relationship

Service Delivery

- Contract Managers to continue to manage only their contracts.
- Use Relationship Management as an escalation point.
- Maintains contract managers focus
- Via Relationship Management level, cross pollination of Contract Management best practice techniques
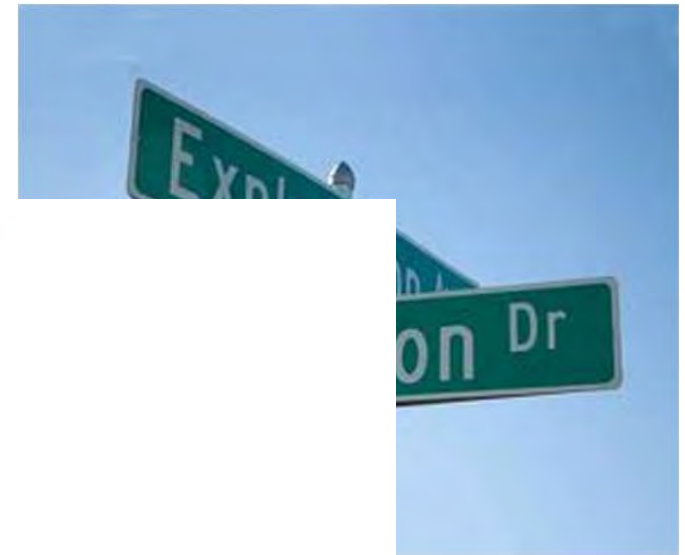
Escalation

Cluster Supplier Relationship Management

The Transport Cluster Supplier Relationship Management Working Group has been established to assist the Cluster manage Strategic Suppliers through

- Segmentation
  - Identification and segmentation of Strategic Suppliers
  - Development of Supplier League table
- Supplier Management Framework
  - Identify clear lines of agency management (and support) for each Strategic Supplier
  - Drive a consistent approach to supplier interactions
- Implementation of 'Best Practice' Supplier Relationship Management methodologies

Transport

Transport Cluster SRM Working Group (WG)
Agency Updates

Segmentation process timeline alignment
Supplier Management Framework (SMF) alignment
Procedures update/alignment

Sydney Trains — **Chair**
RMS
TfNSW
TSS
NSWT
Invitee

Areas Represented

Transport for New South Wales (TfNSW) ✔

Sydney Trains (ST) ✔
Roads & Maritime Services (RMS) ✔
State Transit Authority (STA)
NSW Trains (NSWT) ✔

Transport Shared Services (TSS) ✔

Terms of Reference

Supplier Enabled Innovation

Industry Briefing

Pete Allaway, Chief Operating Officer, NSW TrainLink

Who is NSW TrainLink

Intercity rail and regional coach and rail operator

Our purpose: To connect people and communities throughout NSW

Key facts and figures

annual operating costs of almost **$800 million**

97 Regional services per day

over **36 million** journeys each year

479 destinations

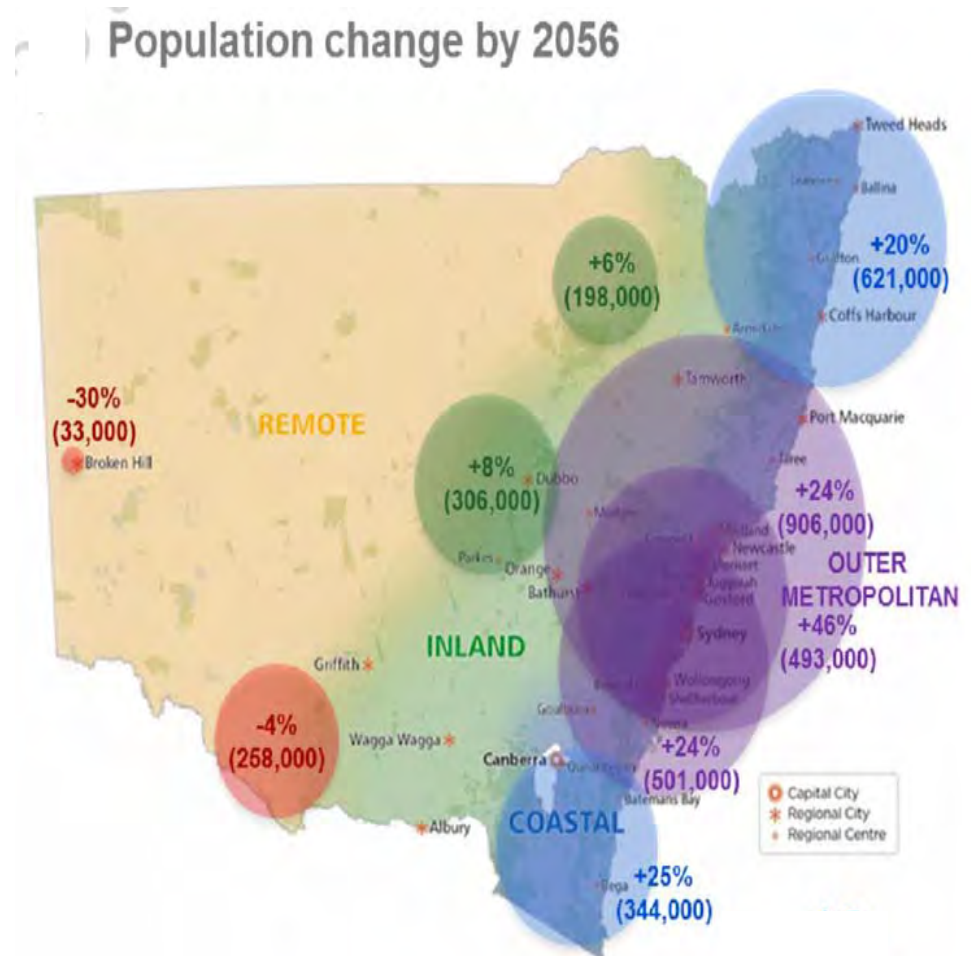Passengers with a disability **5%** Intercity **17%** Regional

3050 Intercity services per week

Game changer: Demographics

- Population growth will be concentrated in Greater Sydney and in the coastal regions
- Ageing population will be most pronounced in regional NSW
- Declining population in remote communities

Population change by 2056

+6% (198,000)

-30% (33,000) REMOTE

+8% (306,000)

+20% (621,000)

+24% (906,000) OUTER METROPOLITAN +46% (493,000)

-4% (258,000)

INLAND

+24% (501,000)

COASTAL

+25% (344,000)

Capital City
Regional City
Regional Centre

Game changer: Regional investment

NSW Government
investment aimed at:

- Providing quality services
  and infrastructure in
  regional NSW
- Aligning efforts to support
  growing regional centres
- Identifying and activating
  economic potential in
  local communities
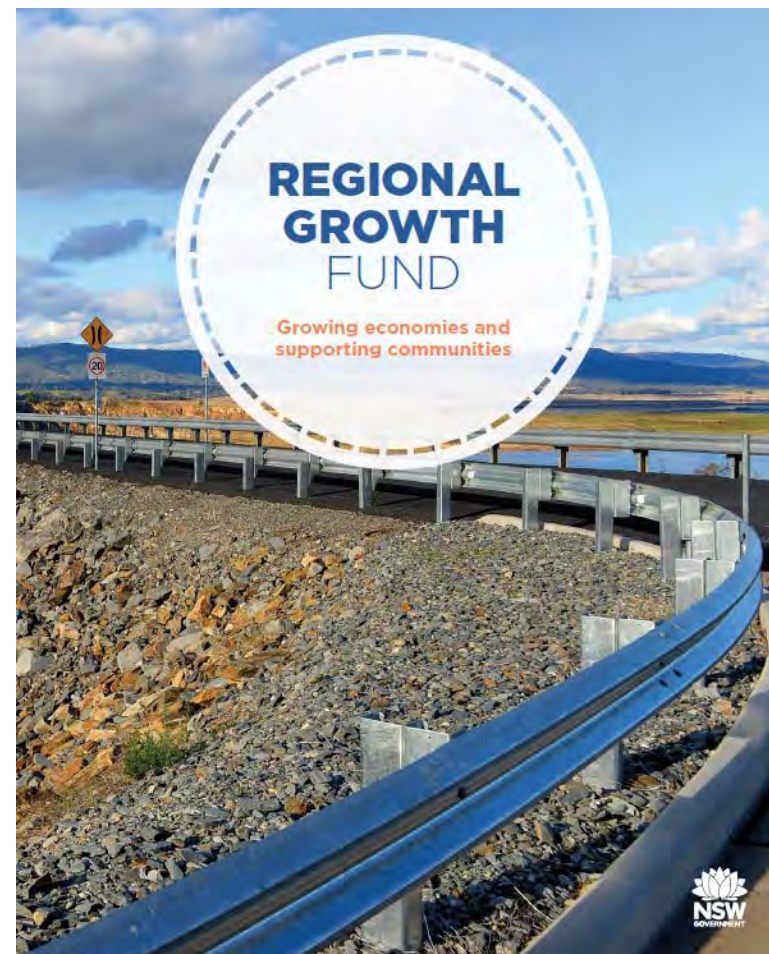
# Game changer: Unprecedented level of investment in transport

- Sydney Metro
- New Intercity Fleet
- New regional fleet & services
- New transport hub in Newcastle
- Digital customer information services
- Customer information & security on remote stations
- New timetables – More Trains More Services
- New rail systems and technologies

All are catalysts for change and opportunity…

What do our customers want?

- More public transport options to connect to their nearest regional city
- Value for money relative to other transport modes
- Scheduling that is convenient and at the times required by communities
- Total journey duration relative to other modes
- Comfortable, safe, secure and clean services

NSW TrainLink's response:
Our priorities
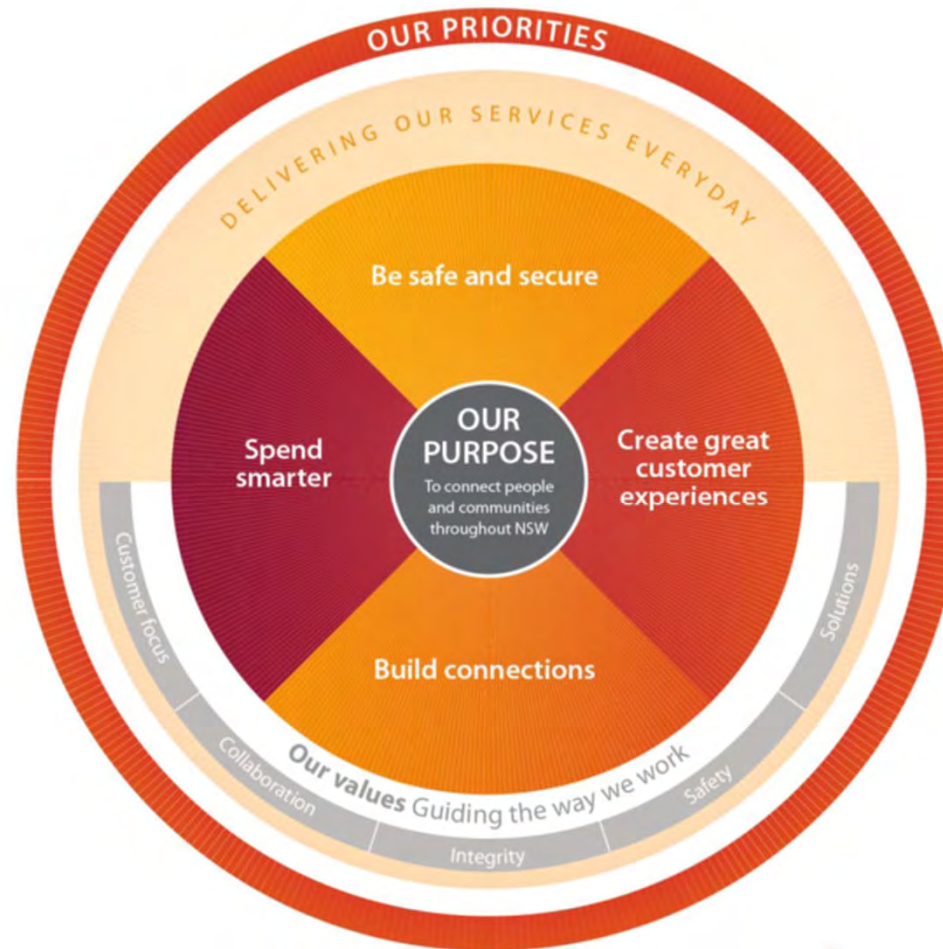
Getting ready for two new fleets

New Intercity Fleet

- V Set trains to be retired (2021-22) and Oscar trains that travel to South Coast, Central Coast and Newcastle redeployed to suburban network
- Supplier responsible for maintenance and repair for 15 years, plus through-life support
- New purpose-built maintenance facility at Kangy Angy subject to planning approval
- Latest on-board technology and fit out to provide a more reliable and comfortable journey.
- Progressively introduced from 2019 with new ways of working

New diesel fleet

- Expression of Interest has been issued for design, construction and maintenance of new regional trains
- New maintenance facility earmarked for Dubbo
- New fleet will replace 60 XPT, 23 XPLORER and 28 Endeavour passenger cars
- Contract for the new XPT fleet will target 100% completion works in NSW, with a preference for regional NSW, to boost jobs and skills
- New trains expected in early 2020s
- NSW TrainLink will operate the fleet & services

With a new customer service model

- Increased presence & reliability
- 24 X 7 response and supervision
- Remote customer support
- New cross functional geographic leadership structure

On Station

- Increased hours of attendance matching customer demand & service patterns
- DDA solution at all accessible stations and vulnerable areas
- Cleaning and customer response from 24 x 7 hub stations
- Capable & more visible mobile teams enabled by mobile tools

On Train

- New Intercity Fleet proposal to make driver only responsible for safe operation & service
- Automated customer information, CCTV & help points
- Mobile customer service staff
- Remote support control centre with customer support
- Increased PTC and Transport Officer presence

Remote
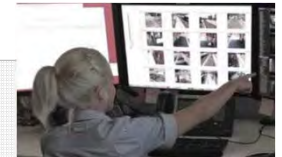
- New Network Services Control Centre
- Regional Customer Support Centres providing live customer support and monitoring
- Roving customer service & response capabilities
- Remote support through CCTV, Customer Help Points, Passenger Information Display Systems, apps & OPAL

Transport
NSW TrainLink

Outlook: The next five years

NSW TrainLink continues to invest in rail and coach services to ensure we deliver a safe and reliable operation while catering for growth and maintaining high levels of customer satisfaction

Key investments over the next 5 years

- More Trains, More Services (Timetable growth)

- New fleets

- Renewed focus on integrated regional NSW transport

- Smart Stations Program (including CCTV)

- Staff empowerment through technology e.g. mobile devices, TellUs fault reporting

- Station Refresh and Access Programs

With our partners , we will deliver

- More modern and reliable integrated transport services

- Cost efficiency

- Innovative and technologically based service enhancements

- Sustainable growth for our communities

Outcomes: Measures of success

SAFE AND SECURE	BUILD CONNECTIONS	CUSTOMER SATISFACTION	SPEND SMARTER

TARGET

20% reduction in safety incidents

TARGET

Staff engagement at 65%

TARGET

Average of 91%

TARGET

Our services are 20% cheaper to run

DRIVERS

- Customer Injuries
- Staff Lost Time Injuries
- Technical Rail Incidents

DRIVERS

- On time running
- Service Provision
- Cleanliness
- Announcement Quality
- Security
- Complaints

Transport NSW TrainLink

Supplier partnerships

- Mutual strategic and operational goals and targets that are critical to our business objectives

- Measures and progress agreed to KPIs and benchmarks

- Annual supplier forum to receive feedback and stimulate growth in regional NSW

Rail maintenance and infrastructure

Cleaning, coaches, IT, catering, indirect: 220 major suppliers

21%

79%

Thank you

Questions

Thank you