

Transport
for NSW

Transport Strategic Asset and Services Plan

November 2024, Version 7.0



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OFFICIAL

Acknowledgement of Country

Transport for NSW acknowledges the traditional custodians of the land on which we work and live.

We pay our respects to Elders past and present and celebrate the diversity of Aboriginal people and their ongoing cultures and connections to the lands and waters of NSW.

Many of the transport routes we use today – from rail lines, to roads, to water crossings – follow the traditional Songlines, trade routes and ceremonial paths in Country that our nation's First Peoples followed for tens of thousands of years.

Transport for NSW is committed to honouring Aboriginal peoples' cultural and spiritual connections to the lands, waters and seas and their rich contribution to society.

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Document control

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1. Introduction

The Transport Strategic Asset and Services Plan (SASP) defines an overarching strategy and process for asset management planning. It is a high-level strategic document that specifies Transport's Objectives that fulfil the purpose of both organisational objectives and Asset Management Objectives. The SASP also specifies the approach for developing asset management plans, and the supporting role of Transport's Asset Management System in achieving Asset Management Objectives.

Transport is required to comply with the NSW Treasury published Policy and Guidelines Paper [Asset Management Policy for the NSW Public Sector \(TPP 19-07\)](#). A key requirement of [TPP 19-07](#) is the preparation of a Strategic Asset Management Plan (SAMP). Transport refers to a SAMP as a SASP to highlight that the assets are owned and managed to provide the services required by Transport customers and other stakeholders.

The Transport SASP is updated annually to assist with the organisation's planning for a future financial year. This version supports planning for the 2026-27 financial year. Each Transport division and agency prepares a Divisional/Agency Strategic Plan, which includes the Divisional/Agency SASP as part 3 of the Strategic Plan, on an annual basis in accordance with Transport's Asset Management System. The Divisional/Agency SASP aligns with the corresponding version of the Transport SASP. Agencies electing to provide the same information as required in the Divisional/Agency Strategic Plan through other documents, in lieu of a Strategic Plan, are required to provide a 'translation' document that maps the relevant Agency documents to the Strategic Plan content. A template 'translation' document, which outlines core requirements, is set by Transport.

SASPs are not required below divisional or agency level. If branches or service providers choose to include part 3 of the Strategic Plan, SASP or SAMP at a branch, modal or operate and maintain level as part of their Asset Management System it must align with both their respective Divisional/Agency Strategic Plan, the Transport SASP and [TS 01519.1 Transport Cluster Asset Attestation Requirements](#).

The relationship between the Transport SASP and other key asset management documents is shown in Figure 1. This includes [Transport Asset Management Policy \(CP23007\)](#), [Transport for NSW: Asset Management Framework \(AMF\)](#), Divisional/Agency SASPs, and Asset and Services Plans (ASPs) produced at Divisional/Agency and various other levels of the organisation.

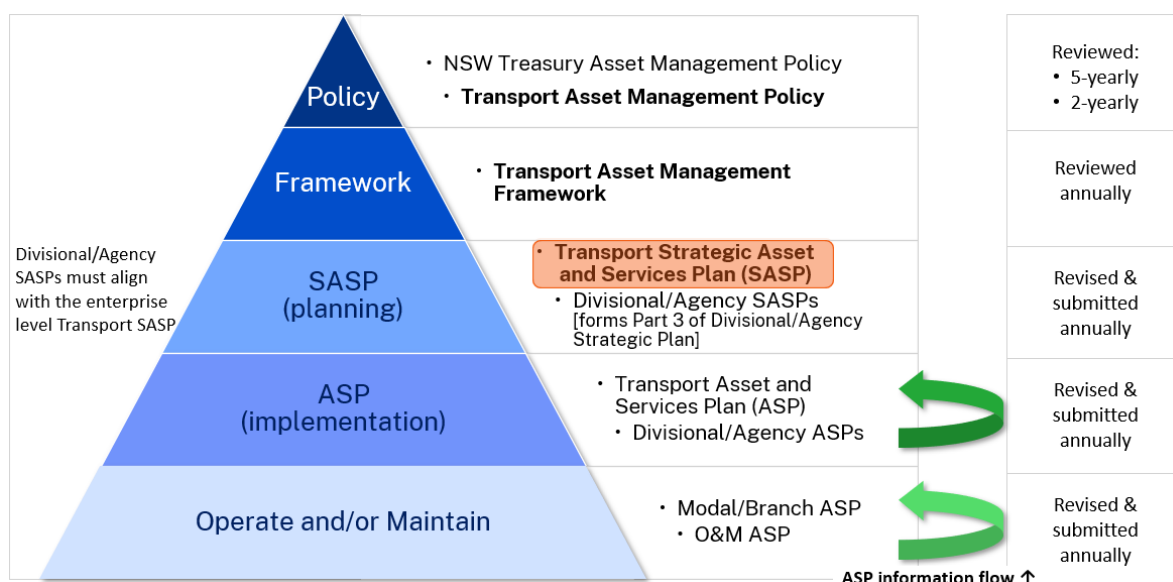


Figure 1: Hierarchy of key Transport asset management documents

1.1 Purpose and scope

The Transport SASP is intended to fulfil the SAMP requirement of [TPP 19-07](#), and it:

- Demonstrates a structured and systematic approach to strategic asset management planning for the long-term sustainable management of assets and delivery of services to Transport customers.
- Describes the alignment between organisational objectives and Asset Management Objectives.
- Outlines Transport's key systems, governance, decision-making processes, and planned improvements that advance strategic asset management maturity.
- Is applicable to all TfNSW divisions, Transport agencies, Secretary-led branches and the Point to Point Commission (referred to as Division/Agency in this document).
- Is intended to guide development of Divisional/Agency Strategic Plans, which provide direction for Divisional/Agency, branch, modal, and operate and/or maintain ASPs.
- Is intended to be read in conjunction with the [AMF](#).

The word 'Transport' is used to refer to all entities providing Transport-related services, and 'TfNSW' is used to refer to the TfNSW agency and its divisions. Defined terms in this document can be found in the [AMF Glossary](#).

1.2 Using this document

1.2.1 Who is this document for?

This document will be used by Transport asset management practitioners to integrate and improve asset management and implement Transport's Asset Management Objectives of delivering better outcomes for customers, communities and the people of NSW. It is also for:

- Transport executives, staff, and service providers who manage assets or deliver services internally or to Transport customers.
- Transport staff accountable for financial management or who are involved in implementing the [TPP 19-07](#).
- People who provide support or enabling services within Transport.
- People who plan for future Transport assets and services.
- People who procure or construct Transport assets and services.

1.2.2 What does this document do?

This document:

- Describes how Transport Asset Management Objectives are aligned to, and consistent with, Transport's organisational objectives and [State Outcomes](#).
- Provides a framework for alignment and consistency of objectives at all levels.
- Sets a framework to assist Transport to improve its financial sustainability and deliver improved customer outcomes.
- Documents the activities required to establish, maintain and improve asset management planning.
- Contains hyperlinks with Transport internal publications. Not all links will be available for external audiences.

1.2.3 What is not in this document?

This document does not:

- Duplicate the content of the [AMF](#), standards, procedures, guidance material, templates or tools for asset management implementation.
- Consider the funding required to achieve Asset Management Objectives. That information is contained in the Transport ASP.

2. Organisation context

2.1 Roles and accountabilities

Organisational roles and accountabilities are based on the current Transport operating model and will change when a Statewide operating model is 'stood up' to align with changing priorities. When preparing Strategic Plans and ASPs, divisions and agencies need to consider the five [Transport priorities](#) identified by the NSW Government and outlined in the [TfNSW Corporate Plan](#), and the suite of strategies and plans developed by Transport to ensure strategic alignment with relevant government priorities or initiatives. Government initiatives include [Beyond Digital Strategy](#), [NSW Performance and Wellbeing Framework](#) and [NSW Climate Change Policy Framework](#).

To facilitate the development of Divisional/Agency Strategic Plans and ASPs, the head of each Division/Agency has appointed a divisional representative to convene working groups, gather and organise information and compile the required artefacts. This typically includes coordinating input from branches, service providers and financial controllers. The Division/Agency asset management representatives are informed of deliverables and provided document templates through the Asset Attestation Divisional Working Group and supported by asset management business partners.

2.2 Transport customers and other stakeholders

External and internal stakeholder requirements are key inputs into asset management activities and plans. Examples of customers and other stakeholder groups that influence Transport's asset and quality management activities is shown in the [AMF](#) (2.1.3 Customers and stakeholders).

3. Asset Management Framework

The [AMF](#) describes Transport’s overarching Asset Management System. This integrated Asset Management System provides a structure to direct, coordinate and monitor asset management activities relating to the balancing of cost, risk, and performance to deliver the desired customer-focused outcomes. The [AMF](#) provides Transport with the confidence that asset management will deliver an integrated, modern transport system. The Asset Management System is shown in Figure 2.

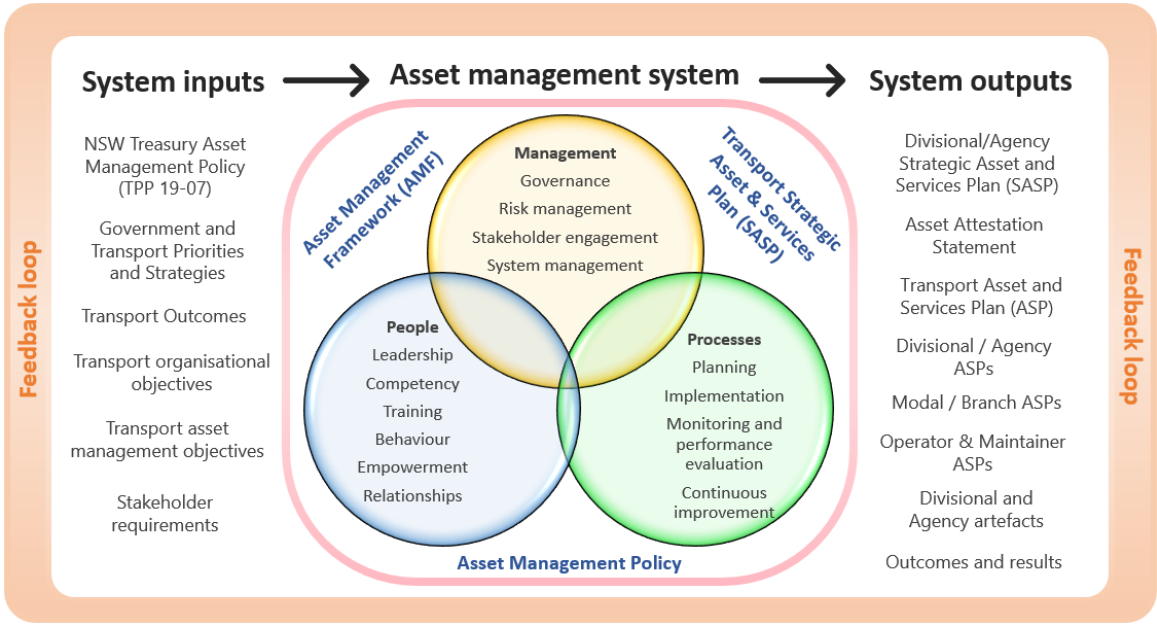


Figure 2: Transport’s Asset Management System

There are seven key elements of the system that align with the requirements of [AS ISO 55001:2014 Asset management - Management systems – Requirements](#). These requirements are documented in the [AMF](#) (2. Asset Management Framework Requirements)

4. Transport assets and services

Assets are defined in the AMF as *an item, thing or entity that has potential or actual value to an organisation*. Assets are needed to deliver services to customers and other stakeholders.

4.1 Assets

Transport manages a diverse and complex transport system while also managing and shaping the future of the NSW transport system. Transport's asset portfolio consists of an extensive range of physical (tangible) and intangible assets required to deliver value by way of outcomes and services. Transport's intangible assets include policies, frameworks, standards, financial plans, software, licences, digital assets and asset data and information that enable the delivery of outcomes and services from the physical assets.

The range of assets managed by Transport is highlighted in Figure 3. The overall number and value of assets in different categories is listed in Volume 1 of the [TfNSW Annual Report](#), and Divisional/Agency Strategic Plans and ASPs.



Figure 3: Examples of assets managed by Transport

Transport assets are recorded in asset registers. The asset registers generally incorporate the current state, financial value, condition, criticality and age of assets within the asset portfolio. Asset register and portfolio information is accessible through the [Transport Asset Custodian Platform \(TACP\)](#), which will incorporate a broader range of content as the TACP implementation project expands. As each division and agency develops and implements their asset investment plans, assets will be accepted into or removed from the asset portfolio. Transport manages a financial asset register linked to the financial information system. The financial asset register is updated with information from the asset registers. This information is used to provide valuation information. Transport agencies publish the total financial value of their asset portfolio in annual reports which contain consolidated annual financial statements, such as the Annual Reports for [Transport for NSW](#), [Sydney Trains](#), [Sydney Metro](#) and [NSW TrainLink](#).

[Transport Asset Holding Entity of New South Wales \(TAHE\)](#) is, as at the publication date of this document, the owner and strategic asset manager of an extensive portfolio of rail network assets across NSW. [TAHE](#)'s asset portfolio of railway assets include property, stations, rolling stock, rail infrastructure, retail spaces and land holdings within the Sydney metropolitan area, and the Country Regional Network across regional NSW. TfNSW is currently the agent and Asset Custodian for [TAHE](#)'s transport infrastructure assets. Further details including financial value of the assets are provided in [TAHE annual reports](#). Legislative changes, anticipated to be in effect 1 January 2025, will result in TAHE transitioning from the current State owned corporation (SOC) entity to a non-commercial public non-financial corporation (PNFC) and be renamed Transport Asset Manager of New South Wales (TAM). Under this new model TAM will no longer have a commercial imperative for its asset portfolio. This new structure will increase the focus on financial sustainability and on maximising the value of existing assets.

4.2 Services

Services are provided to Transport customers and other external and internal stakeholders through the use of assets. Examples of services include:

- Public transportation via a timetabled or on-demand network of bus, ferry, light rail, metro and train fleets.
- Access to a road network connecting to National/Federal highways and Local Government owned roads.
- Access to separated lanes and shared paths for active transport.
- Up to date information on availability and on-time running of public transport and roadways.
- A variety of convenient payment options for public transport users.

5. Asset management planning process

5.1 Outcomes and objectives

Transport's purpose is to make NSW a better place to live, work and visit by connecting people and communities, and making journeys safer, easier and more reliable.

Transport has four Outcomes (Figure 4) which describe the value Transport is seeking to achieve for customers, communities, and the people of NSW.



Figure 4: Transport's Outcomes

The Transport Outcomes Framework (Outcomes Framework) was developed in 2020-21 in line with NSW Treasury Policy and Guidelines Paper Outcome Budgeting (TPP 18-09) and undergoes continuous improvement and refinement each year. The Outcomes Framework aims to enable a simple and traceable story from the citizen-perspective of the Outcomes or 'results' Transport is seeking to achieve for customers and communities, to the programs that deliver outputs and services aimed at making a difference to those Outcomes. The Outcomes Framework is explained in the [Introduction to the Transport Outcomes](#) and is translated into the Asset Management System through this document, the Transport Strategic Asset and Services Plan.

The structure of programs and sub-programs within the Outcomes Framework traces the links from strategy to the efforts and investments Transport is making and its contribution to Outcomes. The Outcomes Framework enables Transport to monitor its impact and continuously improve performance against each Outcome. It includes Outcome Indicators and performance measures to track progress over time. Transport reports its performance regularly through transport.nsw.gov.au and an annual report, and contributes to whole-of-government reporting through the NSW Performance and Wellbeing Framework. This takes a holistic view of the financial and non-financial performance achieved by total expenditure and enables Transport to understand whether it is making a positive difference to the lives of the people it serves.

5.1.1 Asset Management Objectives

The Transport Asset Management Objectives in Figure 5 mirror the programs of the Outcomes Framework. In this way Transport can map its assets and services to Asset Management Objectives, which are also known as Outcome Programs (as shown in Appendix A), and demonstrate the contribution to achieving Transport strategic goals and Outcomes.

- Making transport safe for all
- Enabling journeys for customers in Greater Sydney
- Enabling journeys for customers in regional and outer metropolitan NSW
- Delivering and transforming end-to-end customer experience
- Supporting successful places in Greater Sydney
- Supporting successful places in regional and outer metropolitan NSW
- Protecting the environment
- Enabling active lives and vibrant cities
- City and state shaping projects
- Moving goods productively and sustainably
- Smarter financial decision-making and managing our assets effectively
- Best practice public sector delivery
- Making Transport a great place to work and ensuring a safe workplace for all our people

Figure 5: Transport's Asset Management Objectives

In Appendix A, Table 2 to Table 5 shows associated Outcome Indicators and performance measures. Outcomes Framework indicators and measures are subject to ongoing review and supplementation through a data development roadmap.

Divisions and agencies are required to establish their own Divisional/Agency Objectives which align with Transport's Asset Management Objectives and document them in Divisional/Agency SASPs. Divisions are able to measure the performance of their chosen Divisional/Agency Objectives through the selection of appropriate performance measures beyond those that currently exist within the [Outcomes Framework](#). Asset Management Objectives are communicated via Transport's Outcome and Business Plan, the [AMF](#), Transport and Divisional/Agency SASPs and ASPs. The [Communication and Awareness Plan: For Transport Asset Management Policy, Transport Asset Management Framework, and Transport Strategic Asset and Services Plan](#) is an internal document that outlines how to develop a coordinated and effective communication plan, which is fundamental to carrying out asset management activities.

5.2 Strategies, direction-setting and integrated planning

The objectives and functions of Transport for NSW and other agencies are set out in the [Transport Administration Act 1988](#). Transport’s strategic direction is set according to multiple external and internal strategies, plans and obligations including the NSW Government’s commitments and priorities, and Australian Government drivers. This helps guide Transport’s funding priorities and efforts to achieve the best outcomes for customers, communities and the people of NSW.

Mandate	Transport Administration Act 1988 and other relevant legislation			Commonwealth drivers
Outcomes	Transport Outcomes			
Purpose	Making NSW a better place to live, work and visit			Commonwealth legislation, plans and guidelines
Priorities	NSW Government transport priorities			
Transport plans	Transport plans and strategies			
Values	Our cultural aspirations	Our five ways of leading	Starting with Country	

Figure 6: Transport's hierarchy of direction-setting

The [Outcomes Framework](#) aims to translate the direction-setting mechanisms into an outcomes-centric description of where Transport needs to focus its efforts, deliver change and prioritise the needs of customers, communities and the people of NSW. The [Outcomes Framework](#) underpins Transport’s enterprise planning cycle, shown in Figure 7, and brings together all of its planning and performance activities. This highlights how the efficient coordination of strategic planning, asset and services planning, budgeting, business planning and performance reporting functions play a key role in driving achievement of Transport Outcomes.

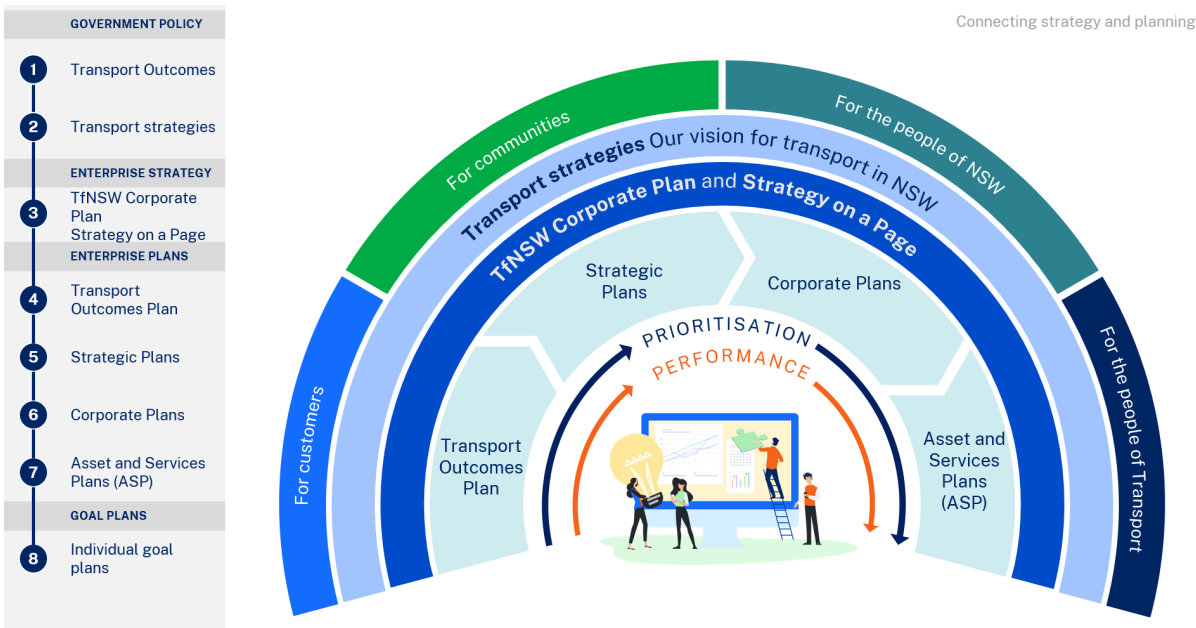


Figure 7: Enterprise planning cycle

5.2.1 Enterprise strategies

Transport develops a suite of strategies and plans, reviewed regularly, that set out Transport's vision, principles and responses to delivering its obligations and priorities, and achieving the Transport Outcomes. These strategies and plans include [Net Zero And Climate Change Policy \(CP23006\)](#), [2026 Road Safety Action Plan](#), and 2026 [Maritime Safety Plan](#). Plans are embedded across all parts of Transport, via integration in enterprise planning and the performance management cycle, to ensure these actions and initiatives are implemented in Transport's short- and medium-term business planning and budgeting.

The [Transport for NSW Corporate Plan](#) and our [Strategy on a Page](#) outline what Transport's Divisions and Agencies need to focus on achieving together.

The Transport for NSW Corporate Plan 2024-25 outlines Transport's priorities and key business activities. It describes how Transport is working to deliver its priorities over the next five financial years to June 2029.

The [Strategy on a Page](#) (Figure 8) includes Transport's purpose, the outcomes Transport aims to achieve, Transport's five priorities and the work that Transport does together. It also includes the shared culture, five ways of leading and Transport's aim of Starting with Country, acknowledging a commitment to storytelling, self-determination and reconciliation.

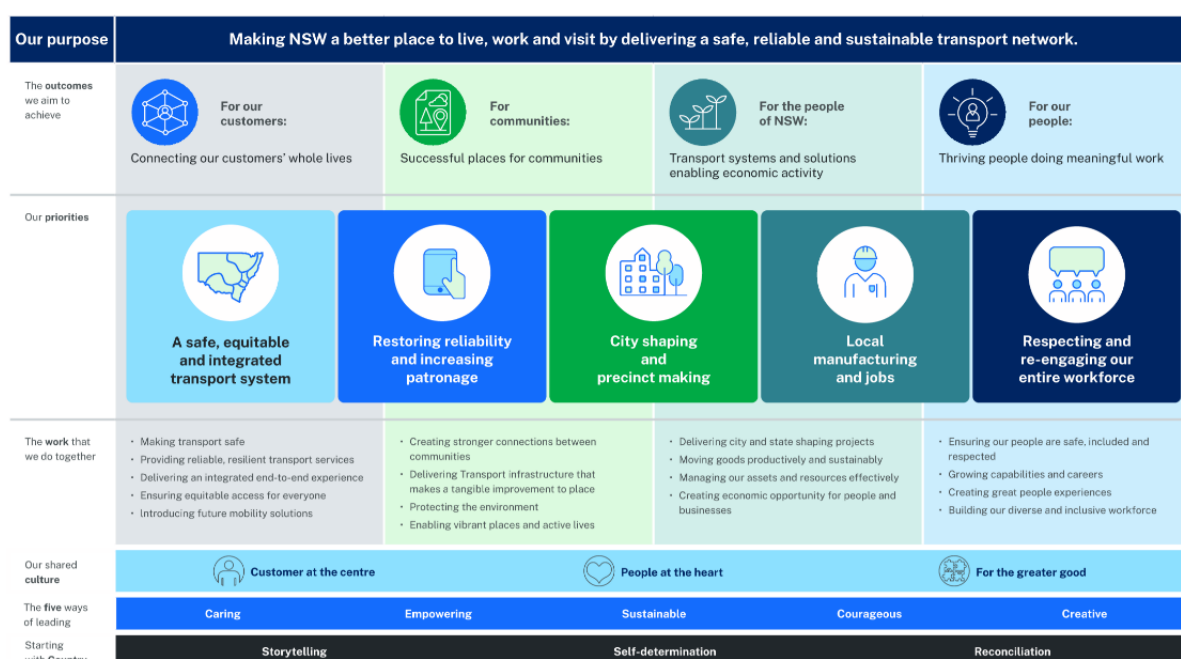


Figure 8: Strategy on a Page

5.2.2 Transport Outcomes Plan

The Transport Outcomes Plan provides detail on the performance and maturity of the four Transport Outcomes: Connecting our customers' whole lives, Successful places for communities, Transport systems and solutions enabling economic activity, and Thriving people doing meaningful work.

5.2.3 Strategic Asset and Services Plans (SASP)

Transport and each of its divisions and agencies develops a SASP that responds to its strategic direction and priorities through the Transport Outcomes and the Strategy on a Page. Divisional/Agency SASPs, which form part 3 of their Strategic Plan, describe Transport's accountabilities and set out its strategic objectives and priorities from the top-down and are required to align with the overarching Transport SASP. Analysis is undertaken by divisions and agencies to identify internal and external factors that could impact objectives being achieved. Factors may be referred to as risks, challenges and opportunities along with the impact on Objectives. Examples of analysis models used which could be used include SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), PESTEL (Political, Environmental, Social, Technological, Economic, and Legal Threats), and 7S Model (Structure, Strategy, System, Skill, Style, Staff, and Shared value).

5.2.4 Asset and Services Plans (ASP)

Transport, and each of its divisions and agencies, develop an Asset and Services Plan (ASP) annually. ASPs describe the 10-year plan to achieve the strategic objectives which are set out in each Divisional/Agency SASP, Strategic Plan or equivalent documents. The ASP describes how people, time and financial resources will be prioritised to ensure Transport meets commitments, manages risks, learns from past performance and continues to deliver for customers and communities. Transport considers the SASP and ASP, combined, as a complete 10-year business plan that comprehensively covers priorities, budget, performance and risk.

Development of ASPs requires information from:

- Divisional/Agency ASPs as inputs to the Transport ASP.
- Branch and Modal ASPs as inputs to relevant Divisional/Agency ASP.
- Operator and Maintainer ASPs as inputs to relevant Modal/Branch ASP

5.2.5 Annual Business Plans and Individual Goal Plans

Towards the end of the budgeting process each year, every division and agency in Transport prepares an annual business plan. This one-year plan responds to the artefacts preceding it, highlighting the most important goals for the year ahead, the division's or agency's contribution to the Outcomes, and how those goals will be managed by the division or agency. Annual Business Plans, which form part 2 of the Strategic Plan, provide direction for all teams in the division or agency and for individual goal plans.

6. Risk management

TfNSW's risk management is governed by the [Transport for NSW Enterprise Risk Management \(TERM\)](#) Framework. The TERM is based on and aligned to [AS ISO 31000:2018](#) and consists of a policy, standard, procedure, toolkits and guides, shown in Figure 9.

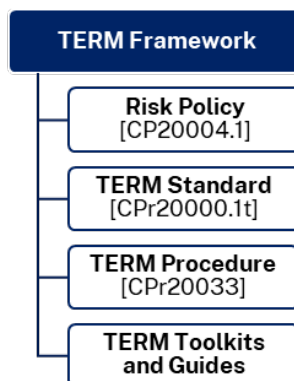


Figure 9: TERM document hierarchy

[TERM](#) applies to Transport divisions and agencies except for Sydney Trains, Sydney Metro, and NSW Trains, which have separate risk management systems that are largely aligned with [TERM](#). Where an agency's enterprise risk management system differs from [TERM](#), they demonstrate how their risk management system maps to [TERM](#) providing confidence that risks are managed consistently across Transport.

During development of the Divisional/Agency Strategic Plans and (or equivalent documents), divisions and agencies identify their risk appetite and risk exposure, and the key risk categories or themes relevant to their operations. ASPs include their risk register and show their understanding of how risks are mitigated in consideration of the risk appetite. There is a focus on [TERM](#) risk categories at a divisional and agency level at this stage and identified risks are rated on a Low, Medium, High, Very High (Figure 10) continuum based on the likelihood and consequence rankings described in the risk management system. Key asset and service risk themes across the organisation are raised in the Transport ASP. These risks are used to support Transport's decision-making and prioritisation processes to ensure risks are escalated and mitigated as appropriate.

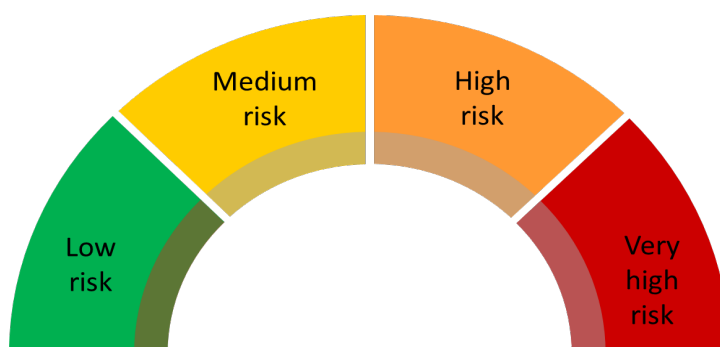


Figure 10: Range of risk ratings based on likelihood and consequence

Risk identification and management is informed by input from Asset Stewards and service providers through the asset attestation process. Table 1 shows the 10 risk categories defined in the [TERM](#), with examples of risks provided for context. External service providers are required to use [TS 04982 TfNSW Risk Criteria for External Organisations](#), rather than [TERM](#) risk categories.

Table 1: Risk categories defined in TERM with examples

Risk category	Examples of asset and services risks
Customer service and experience	<ul style="list-style-type: none"> Impacts to customer service, including cancelled or degraded mode services, a reduced operating environment, negative impacts to customer experience including accessibility, cleanliness, and reliability.
Assets and service delivery	<ul style="list-style-type: none"> Planning and delivery of the program on time and within budget is an ongoing challenge due to long lead times, availability of suitably qualified contractors and changing government priorities.
People	<ul style="list-style-type: none"> Difficulties associated with workload, attraction and retention of skilled staff and capacity and capability across the organisation.
Safety	<ul style="list-style-type: none"> Safety is prioritised and managed as part of Transport's business as usual activities. TfNSW ensures the safety of the Transport Network, its assets and their operations so far as is reasonably practicable (SFAIRP). Assets are not used to deliver services if safety risks are unable to be managed SFAIRP.
Technology and cyber security	<ul style="list-style-type: none"> Information security, including cyber-attack or unauthorised release of sensitive information. Management of obsolescence and the impacts of ageing technology to the achievement of Transport Outcomes. Benefits not being realised through the adoption of new technology.
Information and data	<ul style="list-style-type: none"> Accuracy and validation of asset information, including quantities, condition, and performance, and any limitations associated with this. Difficulties associated with sourcing accurate information.
Finance and procurement	<ul style="list-style-type: none"> Difficulties in a constrained fiscal environment to continue to deliver safe, compliant and reliable services and the impacts to assets or services because of this. Procurement constraints which may result in delays to projects or realisation of benefits.
Regulatory mandate	<ul style="list-style-type: none"> Non-compliance to regulation, legislation or policy.
Environment and climate change	<ul style="list-style-type: none"> Impacts due to extreme weather events and natural disasters. Network resilience activities and any risks associated with these.
Governance, legal and assurance	<ul style="list-style-type: none"> Risks associated with the governance process, i.e., approaches or forums. Any legal implications of asset and services actions, including asset ownership. Asset assurance risks, including assurance activities, audits, lack of appropriate assurance.

7. Prioritisation and decision-making

Prioritisation is how Transport manages finite resources to achieve its objectives. Measuring and reporting performance and continuous improvement occurs throughout the enterprise planning cycle.

Following the risk identification and assessment process, optimised decision-making and prioritisation occurs. Transport takes an Outcomes-based approach to its decision-making. This aims to ensure that Transport's efforts and resources are invested to achieve outcomes for people aligned with Transport's Outcomes.

An Outcomes approach to strategy, business planning (including asset and services planning), budgeting, and prioritisation ensures there is a sustained focus on:

- The Outcomes and service levels to be achieved through Transport's efforts and investments.
- Evidence of the effectiveness of programs in delivering the Outcomes.
- Transparency on Transport's performance in achieving the Outcomes.
- Continuous improvement in how assets and services are delivered, and Outcomes achieved.

Prioritising to achieve Transport's objectives drives every stage of the enterprise planning cycle shown in Figure 7. It is more than a singular template or process – making evidence-based and informed choices with an understanding of performance and a clear vision of the outcomes Transport aims to achieve.

The enterprise Outcomes-based prioritisation principles (the principles) help Transport embed this practice in its decision-making. The principles enable identification of priorities and potential solutions to achieve Transport objectives with consideration given to strategic impact, viability, feasibility, and organisational values (Figure 11). The principles require Transport to ask and answer critical questions, helping with the challenge of assessing multiple factors, balancing cost, risk and performance to make decisions that best impact Outcomes for customers and community.

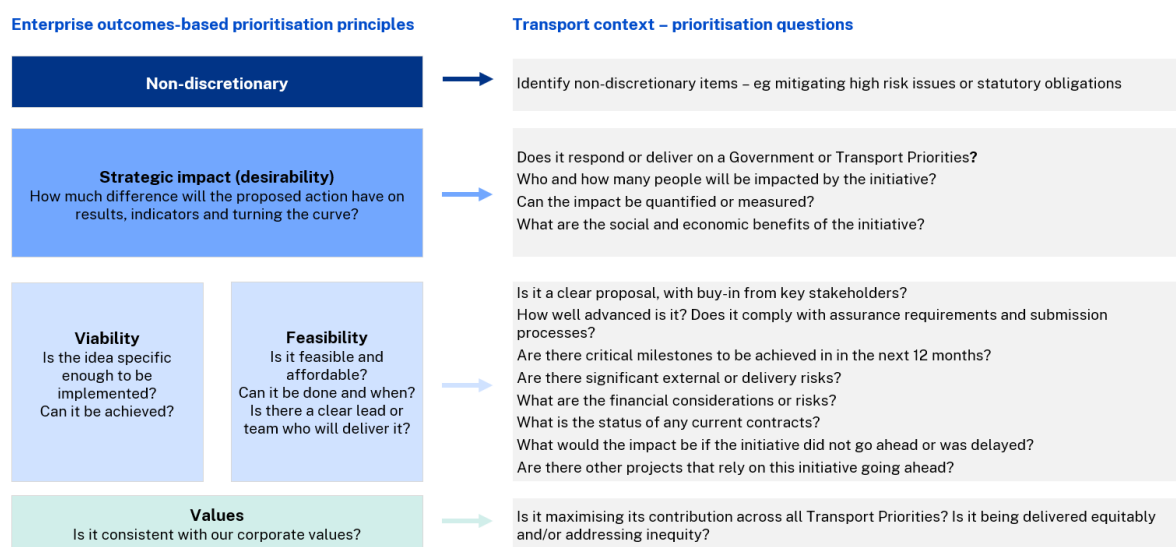


Figure 11: Enterprise Outcomes-based prioritisation principles

The enterprise Outcomes-based prioritisation principles guide Transport's approach to managing asset and service performance, condition, and risk over a 10-year horizon, and to meeting planned service outcomes aligned to delivering Transport Outcomes (i.e., Transport ASP).

7.1 Prioritisation and Scenario-modelling: Transport ASP

Each year the divisions and agencies of Transport prepare an ASP comprised of a prioritised funding proposal as shown in Figure 12:

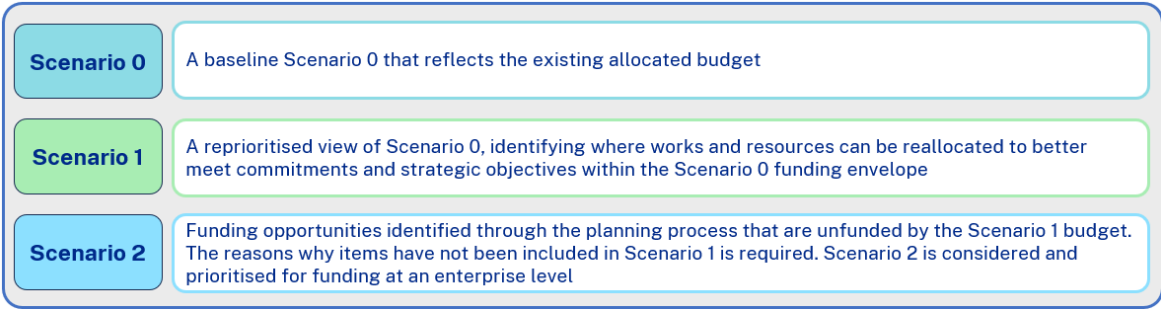


Figure 12: Scenario modelling for Asset and Services Plan (ASP)

This prioritisation process results in a final Scenario 1 and Scenario 2 view which is presented in the Transport ASP submission to NSW Treasury.

7.2 Enterprise prioritisation

Enterprise prioritisation refers to the process of reviewing funding opportunities identified during the annual Divisional/Agency ASP cycle to ensure alignment with government and organisation priorities and to inform future budget decisions. The purpose of Transport’s enterprise prioritisation process is to:

- Enable the prioritisation of Scenario 2 funding opportunities at the enterprise level.
- Support identification of budget priorities over the next 10 financial years.
- Support discussions with the relevant Minister(s) regarding the budgeting process.
- Produce an agreed shortlist of Scenario 2 asset management and service initiatives according to their strategic importance, risk, readiness to proceed and urgency.
- Support Transport’s Executive to make decisions to endorse or note funding opportunities.

The enterprise prioritisation process is led jointly by senior representatives from Finance, Technology and Commercial division and Asset Management Branch. In consultation with divisions and agencies, the process reviews Scenario 2 funding opportunities, as submitted with the Divisional/Agency ASPs, to produce a list of funding opportunities that:

- Addresses known and substantiated risks to the business.
- Delivers the NSW Government’s election commitments and priorities.
- Creates a development pipeline of future infrastructure and services projects.
- Demonstrates value for money.
- Achieves performance consistent with the [Outcomes Framework](#) measures.

The enterprise Outcomes-based prioritisation principles in Figure 11 provides a simple model for categorising potential initiatives and opportunities. This process enables a consistent shortlisting of initiatives based on their strategic value, readiness to proceed, and urgency for review by Transport’s Executive. Decisions on the final list of priorities are made during three to four meetings by the Transport Executive and subsequent consultation is undertaken with the Minister for Transport, Minister for Roads and the Minister for Regional Transport and Roads as appropriate.

This enterprise prioritisation process is subject to continuous improvement, and lessons learnt from each cycle will be incorporated into subsequent ASP cycles.

7.3 Prioritisation and leadership

The ASP cycle requires leadership to guide decisions consistent with organisational strategies and Government priorities. A key supporting tool in this process is [Priority Cards](#) which describe Transport's priorities and the key programs that will deliver these priorities. Leaders are required to ensure that Divisional/Agency ASPs respond to the corresponding Divisional/Agency Strategic Plan, and that Asset Management Objectives are translated into operational actions.

Leadership is required at the strategic and tactical levels as follows:

Strategic level: The primary objective for executive managers is to:

- Ensure that strategic objectives are Outcomes-based and align with Government priorities and organisational strategies.
- Lead and participate in consistent decision-making across the organisation.
- Take an enterprise lens to ensure the allocation of efforts and resources is based on the Outcomes achieved.
- Provide the greatest benefit to people of and visitors to New South Wales over the long term.

Underpinning enterprise prioritisation, each TfNSW division or Transport agency has its own governance process for managing strategic and investment decisions. For more detail refer to Divisional/Agency Strategic Plan and ASPs or equivalent documents.

Tactical level: Divisional asset and service planners work to the same principles to ensure a high delivery of service, balancing cost, performance, and risk. The primary objectives are to ensure that the division or agency is:

- Planning for and delivering the most cost-effective balance of maintenance and renewal strategies for its assets and services.
- Developing strategic planning processes and systems to ensure all new assets support the provision of services and deliver performance as measured by the [Outcomes Framework](#), in accordance with the organisation's strategic objectives and priorities.

Prioritisation at this level ensures that the right mix of programs and projects are being undertaken within each asset portfolio at the right time to achieve Outcomes-based strategic objectives in line with organisational priorities and resource. Prioritisation of the asset portfolio is undertaken in accordance with the enterprise Outcomes-based prioritisation principles in Figure 11. Factors that may affect a change in priority include:

- Changes in asset condition and performance.
- Environmental conditions that may risk or impact on operational or customer service performance.
- Project and program performance.
- Budget performance and constraints.
- Changing government and organisational priorities.

The detail of asset portfolio level prioritisation is illustrated in the Divisional/Agency ASP template.

Operational Level: Delivery teams also use the same techniques as the Tactical Level to ensure they construct, maintain or deliver the assets and services in a way that will deliver the best outcome across the life of the asset.

Governance: The overall governance of this process is overseen by the Transport Asset Management Steering Committee (AMSC) (as shown in Figure 13) which is responsible for contributing to key decision-making activities and ensuring processes are established to define and realise benefits. The AMSC is accountable to the Transport Executive Committee and is also responsible for actively managing asset-related risks and issues, including referring matters for escalation to the Transport Executive Committee as needed.

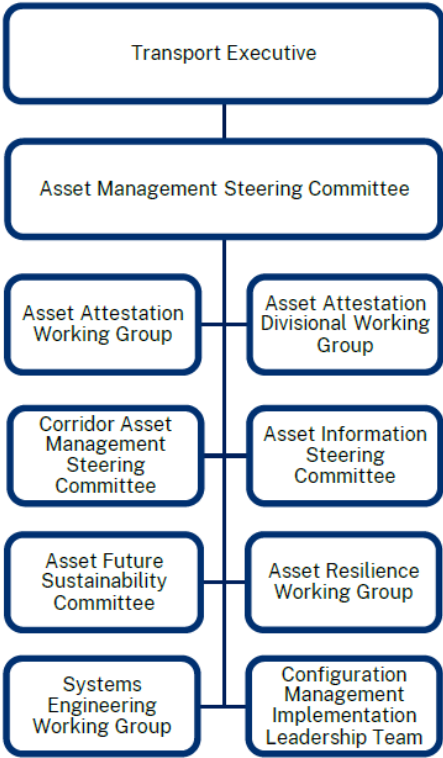


Figure 13: Transport asset management governance model

Further details on the responsibilities and functions of lower-level committees can be found in the [AMF](#) (2.2.3 Finance and Investment Governance).

8. Performance evaluation and monitoring

8.1 Performance evaluation

Divisions and agencies are required to align with relevant Transport Asset Management Objectives through the development of divisional and agency Asset Management Objectives. Objectives can be established for specific modes as required. Following identification of these Objectives, the divisions and agencies develop and monitor a series of performance measures and targets. This is reported against in the Divisional/Agency ASP to monitor performance and intervene as required.

8.2 Monitoring

Regular performance reports, which include leading and lagging indicators, are prepared to assess the impact of the Outcomes and delivery to agreed objectives over a period of time and by observing trends. This includes the monitoring of costs and reporting against budgets. Opportunities for improvement will be identified within Divisional/Agency Strategic Plan and ASPs, where divisions/agencies report on specific projects and initiatives implemented to realise these improvement opportunities. Each Asset Custodian is responsible for ensuring the suitability, adequacy and effectiveness of the asset management improvement actions in Divisional/Agency Strategic Plan and ASPs. Performance reporting is covered in the [Transport Service Provider Asset Management Reporting Standard \(TS 01520\)](#).

8.3 Assurance

Assurance activities are carried out to assess whether risk exposure is appropriately controlled and desired Outcomes achieved. Assurance within TfNSW is undertaken through a variety of mechanisms, including frameworks, standards, working groups, assurance reviews, maturity assessments, business as usual engagement activities, and ISO 55001 Certification. Activities are undertaken by both internal and external resources, to enable robust assurance results. A multi-level approach is taken to assurance as outlined in the [AMF](#) (3. Performance evaluation and improvement). Transport's Asset Management Branch is accountable for the development and oversight of Transport's asset management-focused frameworks, strategies and technical standards.

Transport utilises an assurance approach to delivery of engineering and asset services across the Heavy Rail, Light Rail, Metro and Maritime modes. This involves authorisation of technical suppliers via the [Technically Assured Organisation \(TAO\) Scheme](#). The scheme authorises organisations to allow them to make technical decisions relating to transport assets on behalf of Transport where the scope of activity is covered by [TAO Engineering Services \(TS 06197.3\)](#). This requirement is established in the Technical Supplier Assurance Framework that governs Transport's assurance approach. Entities that seek to provide self-assured engineering and asset services to Transport are required to become a TAO. The scheme is being progressively rolled out across all modes as asset management maturity increases. Transport undertakes risk-based audits on TAOs as part of its assurance function.

Where the procurement involves road, and some maritime, assets prequalification schemes specific to roads are used to pre-qualify contractors to provide services. This approach is used to ensure that all safety requirements and technical competencies are met to manage the technical risks. For roads, buses and some maritime assets a self-assurance model is not currently in use.

9. Asset management improvement

A plan-do-check-act (PDCA) approach is used during the implementation of the SASPs and ASPs as a continuous improvement process. Transport, at enterprise and division/agency level, identifies areas for improvement and gaps in their processes to be actioned and closed via internal and external feedback, audits and reviews. Following the appropriate governance structure and approvals, Transport implements the necessary corrective and preventive actions to continuously improve performance of assets, services, and the Asset Management System, as illustrated in Figure 14.

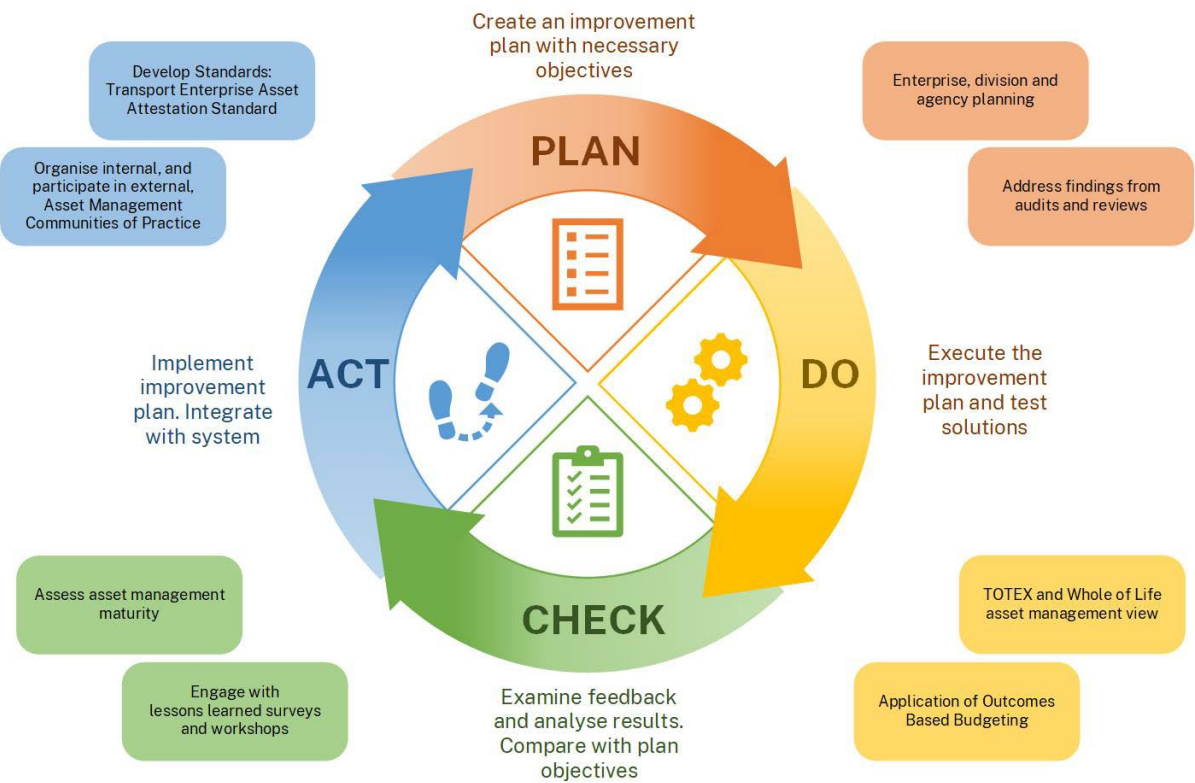


Figure 14: Continuous improvement - Plan, Do, Check and Act activities

Appendix A. Transport Outcomes, Outcome indicators, Asset Management Objectives and performance measures

Table 2: Connecting our customers' whole lives

Outcome	Connecting our customers' whole lives							
Outcome Indicators	People in NSW are safe on our roads and waterways <ul style="list-style-type: none">Number of road fatalitiesNumber of road serious injuriesNumber of maritime fatalitiesNumber of maritime serious injuries	Customers are satisfied with transport services and options <ul style="list-style-type: none">Customer satisfaction: public transport, road and point to point transport		Customers choose public transport <ul style="list-style-type: none">Public transport mode share (trains and buses)		People with disability can access scheduled public transport services <ul style="list-style-type: none">Trips started from wheelchair accessible stationsTrips started from wheelchair accessible wharves		Aboriginal people are connected safely to the economy and socially, through transport solutions <ul style="list-style-type: none">Indicator/s in development
Outcome Programs (Transport Asset Management Objectives)	P01 Making transport safe for all		P02 Enabling journeys for customers in Greater Sydney		P03 Enabling journeys for customers in regional and outer metropolitan NSW		P04 Delivering and transforming end-to-end customer experience	
Program Performance Measures	As per Outcome and Program Scorecards reporting in Transport Outcomes Plan							
Division Objectives (Asset Management Objectives)	D01 Division Objective 1	D02 Division Objective 2	D03 Division Objective 3	D04 Division Objective 4	D05 Division Objective 5	D06 Division Objective 6	D07 Division Objective 7	D08 Division Objective 8
Divisional Performance Measures*	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures

* To be identified by Division from current and planned measures.

Table 3: Successful places for communities

Outcome	Successful places for communities							
Outcome Indicators	Communities are connected to goods, services and opportunities <ul style="list-style-type: none">• 30 minute city indicator for Greater Sydney• Regional day return	Communities have thriving neighbourhoods with healthy, safe, and active streets <ul style="list-style-type: none">• Active transport mode share	Communities have well-designed transport assets and infrastructure that enhance local places <ul style="list-style-type: none">• Place Performance Index	Our Country is healthy and strong through transport planning and placemaking <ul style="list-style-type: none">• Indicator/s in development	NSW has a public transport system powered by zero emission energy sources <ul style="list-style-type: none">• Electricity supply from renewable sources for Sydney Trains, NSW TrainLink, and Sydney Metro North West• Zero emission Greater Sydney bus fleet			
Outcome Programs (Transport Asset Management Objectives)	P05 Supporting successful places in Greater Sydney		P06 Supporting successful places and stronger connections in regional and outer metropolitan NSW		P07 Protecting the environment		P08 Enabling active lives and vibrant cities	
Program Performance Measures	As per Outcome and Program Scorecards reporting in Transport Outcomes Plan							
Division Objectives (Asset Management Objectives)	D01 Division Objective 1	D02 Division Objective 2	D03 Division Objective 3	D04 Division Objective 4	D05 Division Objective 5	D06 Division Objective 6	D07 Division Objective 7	D08 Division Objective 8
Divisional Performance Measures*	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures

* To be identified by Division from current and planned measures.

Table 4: Transport systems and solutions enabling economic activity

Outcome	Transport systems and solutions enabling economic activity							
Outcome Indicators	NSW is optimising the use of infrastructure along key freight routes <ul style="list-style-type: none">Rail share for freight at Port Botany		NSW has a financially sustainable public transport system <ul style="list-style-type: none">Cost recovery ratio for public transport		NSW benefits from investment in transport infrastructure <ul style="list-style-type: none">Full time equivalent jobs supported by Transport		Aboriginal economic independence supported by Transport <ul style="list-style-type: none">Goods and services contracts awarded to Aboriginal businessesSpend with Aboriginal businesses	
Outcome Programs (Transport Asset Management Objectives)	P09 City and state shaping projects		P10 Moving goods productively and sustainably		P11 Smarter financial decision-making and managing our assets		P12 Best-practice public sector delivery	
Program Performance Measures	As per Outcome and Program Scorecards reporting in Transport Outcomes Plan							
Division Objectives (Asset Management Objectives)	D01 Division Objective 1	D02 Division Objective 2	D03 Division Objective 3	D04 Division Objective 4	D05 Division Objective 5	D06 Division Objective 6	D07 Division Objective 7	D08 Division Objective 8
Divisional Performance Measures*	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures

* To be identified by Division from current and planned measures

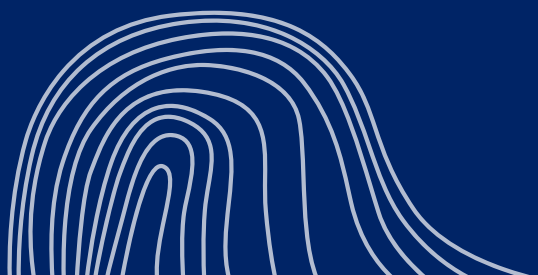
Table 5: Thriving people doing meaningful work

Thriving people doing meaningful work				
Outcome				
Outcome Indicators	Transport's people are healthy and safe at work <ul style="list-style-type: none"> Incidence of work-related injury or illness among workers 	Our people are engaged <ul style="list-style-type: none"> PMES staff engagement index 	Our workforce is diverse <ul style="list-style-type: none"> Senior leadership roles held by women Employees with disability 	Transport drives transformative action to deliver systemic change <ul style="list-style-type: none"> Senior leadership roles held by Aboriginal people Aboriginal employees in non-executive roles
Outcome Programs (Transport Asset Management Objectives)	P13 Making Transport a great place to work and ensuring a safe workplace for all our people			
Outcome Program (TfNSW Asset Management Objective) Performance Measures	As per Outcome and Program Scorecards reporting in Transport Outcomes Plan			
Division Objectives (Asset Management Objectives)	D01 Division Objective 1	D02 Division Objective 2	D03 Division Objective 3	D04 Division Objective 4
Divisional Performance Measures*	Performance measures	Performance measures	Performance measures	Performance measures

* To be identified by Division from current and planned measures.

Feedback

Feedback on this document can be provided by emailing
AssetManagementFramework@transport.nsw.gov.au



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