

Briefing: Secretary
FOR INFORMATION

Post travel report: Peter Regan, travel to London and Birmingham, United Kingdom



Transport
for NSW

Purpose: To report to the Secretary on the overseas travel by Mr Peter Regan, Chief Executive of Sydney Metro, to London in the United Kingdom between 24 September 2022 and 3 October 2022, to participate in and present at the Australian British Chamber of Commerce's (ABCC) Infrastructure Catalyst conference (Catalyst), meet with industry partners and attend associated meetings and site visits.

Analysis: The Catalyst attracted a range of senior leaders from across the public and private sectors, including potential future delivery partners. Mr Regan made three presentations and shared his experience at meetings and in collaborative networks, and met with key government and private sector organisations with comparable business challenges to Sydney Metro.

Summary:

During the Catalyst, Mr Regan presented on the Sydney Metro projects currently in delivery and the pipeline of future projects as part of discussions on effective procurement and transport as a driver of urban regeneration. He also presented Sydney Metro's pipeline of future projects at a state based infrastructure showcase, targeting individuals and companies interested in working in Australia.

These sessions were an opportunity to update UK companies and individuals who may be considering partnering with NSW firms to tender for projects, and gain an early understanding of interest levels as part of future engagement discussions.

The time spent in London allowed Mr Regan to meet and hear from public and private sector leaders and in some cases tour their projects. Lessons learnt will be shared with Sydney Metro and Transport for NSW (TfNSW) colleagues, project delivery partners and peak group stakeholders including Infrastructure Partnerships Australia and Engineers Australia.

Benefits of the travel to the Transport Cluster include:

- Reinvigorated links with the ABCC membership
- Increased awareness of upcoming TfNSW and Sydney Metro opportunities with an audience of senior leaders from across the public and private sectors
- Improved understanding of how other agencies and teams are meeting technical challenges, designing new contracting models and working towards Net Zero

Objective

Chontelle Perucich, Chief of Staff,

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Reference: SM-22-00419987

Contact: Sydney Metro

- Expansion of collaborative networks, the sharing of lessons learnt and the opportunity to engage with other transport agencies on how they are managing COVID-19 recovery, as well as sharing the NSW Government's approach
- Promotion of the NSW Government as an employer of choice in a resource constrained environment, to help secure the skilled workforce needed to deliver the State's \$112.7 billion infrastructure pipeline.
- Improved knowledge of challenges and success factors for planning and delivering city shaping placemaking outcomes

Key learnings and outcomes

Innovation

Discussing the various project teams' lessons learned, best practices, successes and failures shared during the Catalyst and side meetings will support more efficient delivery of Sydney Metro projects. It was also an opportunity to hear detailed feedback from leaders on improved contracting delivery models, systems integration, commissioning projects into service, placemaking, collaboration with contractors, the engagement of more Tier 2/3 firms in the supply chain and sustainability and social procurement initiatives.

Sydney Metro has recently commenced further procurement for the Sydney Metro West project. There was significant interest in this from a range of operators and agencies in the UK. These industry representatives were encouraged to participate in briefings to learn more about the packages to be offered.

Transport as a driver of urban regeneration; planning great places around stations

On Sydney Metro West, significant precinct outcomes are envisaged for The Bays precinct, Parramatta and Hunter Street stations in particular. Discussing the key principles of the Euston Station Over Station Development, Stratford's Olympic Park and the Battersea Power Station projects provided invaluable insights, as Sydney Metro works with colleagues across government to drive integrated transport planning and land use outcomes and deliver quality services, precincts and active transport links.

The redevelopment of Battersea Power Station and regeneration of the wider area involved an eight phase masterplan across 42 acres. A new London Underground station built as part of the Northern Line extension catalysed this project, creating jobs, homes and leisure opportunities. At Euston, Lendlease is responsible for developing a masterplan for the area above and around the station, covering a total of 60 acres.

Hearing lessons learned from project teams at various stages of the project lifecycle – from ten years of operations in the case of Olympic Park, through to Battersea, which was weeks from opening – was instructive.

Customer experience

The opportunity to hear former Crossrail project Chief Executive Mark Wild discuss its construction, meet with Transport for London leaders and travel on the newly opened Elizabeth Line and visit stations with MTR lead Nigel Holness provided insights which will be shared with Sydney Metro and TfNSW teams. The customer experience on the Elizabeth Line compared favourably with the Sydney Metro North West Line service.

Complement recruitment activities to attract specialist staff

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With the NSW infrastructure pipeline now at \$112.7 billion, including \$76.7 billion for transport projects announced in the 2022/23 NSW Budget, it was a critical time to reinvigorate industry links.

Sydney Metro is currently recruiting specialist skills to both its projects and operations teams, with a focus on Senior Project Managers, Site Engineers, Project Engineers and Directors. Anecdotally, it is known that some UK based infrastructure professionals are considering a return to Australia, as they weigh eased COVID-19 restrictions, family and lifestyle factors and the completion of major projects like Crossrail.

Together with Mr Howard Collins OBE, Sydney Metro board member and TfNSW Chief Operating Officer, Mr Regan presented the NSW transport and Sydney Metro pipelines at a NSW infrastructure showcase, targeting individuals and companies interested in working in Australia.

The Catalyst and side meetings provided a forum to discuss recruitment of skilled labour with peers and Investment for NSW staff, building on ongoing TfNSW work to identify skilled candidates who may be interested in returning to work in NSW.

Contributing to a learning legacy

The conference and side meetings provided opportunities to exchange experience and lessons learned with peers in organisations including Transport for London, the Crossrail and High Speed 2 projects, Lendlease and Arup.

Conference delegates included:

- Andy Byford, Commissioner, Transport for London
- Sir Peter Hendy, Network Rail Chair
- Andrew Cubitt, Procurement and Supply Chain Director, High Speed 2 project
- Paul McKeown, Managing Director, The Euston Partnership
- NSW Opposition Transport spokeswoman Jo Haylen MP
- James Bunn, UK Chair, The Institution of Engineers Australia.

Mr Regan's contribution is part of Sydney Metro's drive to share project experiences in a range of settings, from in house staff sessions, conferences and events to university guest lectures and industry body seminars including Engineers Australia and the National Association of Women in Construction. The knowledge gained at the conference and side meetings supports Sydney Metro's objective to deliver a connected metro service for Sydney, providing more choice to customers, and opportunities for communities, now, and in the future. TfNSW, Sydney Metro and Investment NSW were conference sponsors.

Communication Strategy

Mr Regan spoke about the Catalyst at a Sydney Metro all staff meeting on 5 October 2022 and has discussed it with the Sydney Metro Board and Executive team. His three Catalyst presentations have also been shared with the Executive team. Mr Regan will also share observations with senior leaders across Sydney Metro and at a Sydney Metro Customer, Operations and Outcomes team planning session in November.

Alignment with *Future Transport 2056*

Sydney Metro is delivering key elements of the city shaping network as envisaged by *Future Transport 2056*. The network creates the backbone of the public transport network that supports Greater Sydney and is key to meeting the aspirations for Sydney as a 30-minute city, where customers can access jobs, education and services within 30 minutes by public or active transport. Sydney Metro also continues to 'raise the bar' on delivering a modern,

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productive and sustainable rail network, driving continuous improvement in safety and customer experience. It was beneficial to see these same aspirations being met on projects in London and Birmingham, to be able to visit projects underway and hear from senior industry representatives leading the work.

Disclosure Summary

The Catalyst program is at **Attachment A**.

Additional 1:1 meetings outside of the Catalyst itself attended by Mr Regan included

Date	Organisation/Individual	Purpose of Meeting
25.9.22	Isabel Dedring, Arup	Discuss design of public transport projects and improved precincts
28.9.22	Geoff Willetts, Tom Seymour, Elisabeth Filkin, Lendlease	Discuss Lendlease's Master Development Partner agreement for Euston
28.9.22	Gordon Adams, Battersea Power Station	Discuss planning program and collaboration in the redevelopment of the Battersea Power Station
29.9.22	Potential recruitment candidate, name withheld for privacy reasons	Discuss Sydney Metro program
30.9.22	Howard Smith, Transport for London	Discuss completion of the Elizabeth Line and commencement of passenger services in May 2022
30.9.22	Nigel Holness, MTR Elizabeth Line	Site visit to Canary Wharf, Abbey Wood and Paddington stations
30.9.22	Stewart Mills, Transport for London,	Discuss delivery of the Elizabeth Line
30.9.22	Steve Allen, First Class Partnerships Ltd	Discuss rail industry trends in asset management and operations and earlier work on the High Speed 2 project
30.9.22	David Tang, MTR	Discuss latest projects

Next steps

Follow up actions include:

- Sharing observations with Sydney Metro and Transport for NSW colleagues, project delivery partners and peak group stakeholders
- Discussing observations from site visits with Sydney Metro's Property and Place Division, particularly as they apply to planning for the Sydney Olympic Park metro station and The Bays, Parramatta and Hunter Street precincts

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Contact: Staff, Sydney Metro

OFFICIAL: Sensitive – NSW Government

- Sharing observations from meetings with the Euston Station and Battersea Power Station teams with the TfNSW Central Precinct Revitalisation team.

Expense Summary

Breakdown of all costs incurred	Actual Cost
Airfares – GL 534030	14,190.68
Accommodation – GL 534040	3,326.94
Official hospitality – GL 534050	Nil
Attendance fees for delegates – GL 534050	Nil
Ground transport – GL 534050	165.90
Meals and refreshments – GL 534050	Nil
Other miscellaneous costs – GL 534050	Nil
Total	17,683.52

Traveller endorsement

Secretary

Peter Regan Chief Executive Sydney Metro Date: 16/01/2023	Rob Sharp Secretary Date: 19/01/2023 Noted
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**Please send your Post Travel Report, within 28 days from travel, to the Office of the Secretary.*

Attachments

Attachment	Title
A	Australian British Chamber of Commerce’s Infrastructure Catalyst program

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Reference: SM-22-00419987

Contact: Sydney Metro

Attachment A

MONDAY 26 SEPTEMBER

LOCATION - MACQUARIE, ROPEMAKER PLACE, 28 ROPEMAKER ST, LONDON, EC2Y 9HD

08:30 Day 1 Registration opens

09:00 Welcome: **David McCredie OBE**, CEO, Australian British Chamber of Commerce

09:05 Welcome: **Philip Davies**, Chair, Australian British Infrastructure Catalyst

09:10 Welcome: **Adam Hain**, Senior Managing Director; Global Head of Macquarie Capital Infrastructure Advisory, Macquarie Group

09:15 Ministerial Keynote Address

09:40 **The Covid Response**

Keynotes

- ▶ **Andy Byford**, Commissioner, Transport for London
- ▶ **Howard Collins OBE**, Chief Operations Officer, Transport for New South Wales

Followed by a panel discussion moderated by Tim Reardon, Managing Director - National Transport & Precincts Leader, PwC Australia

10:45 Morning Tea

11:15 **Infrastructure Development Objectives in the New Paradigm**

- ▶ How are we planning our cities differently post-pandemic?
- ▶ How do we make our Infrastructure more resilient?

Keynotes

- ▶ **Prof Greg Clark CBE**, Chair, Connected Places Catapult
- ▶ **James Heath**, CEO, National Infrastructure Commission
- ▶ **Adam Copp**, CEO, Infrastructure Australia

Followed by a panel discussion moderated by Michelle De Franca, Managing Director, Public Infrastructure UK, Bechtel

12:30 Lunch

13:30 **The Future of Rail in the UK and Australia**

Keynotes

- ▶ **Andrew Haines**, CEO, Network Rail
- ▶ **Prof Andrew McNaughton**, Chair, Network Rail High Speed

Followed by a panel discussion moderated by Raelee Meyers, Partner, PwC Australia

14:30 **Lessons Learned in delivering Crossrail**

Keynote

- ▶ **Mark Wild**, Former CEO of Crossrail

Followed by a fireside chat with Frances Badelow, General Manager - Australia, Mott MacDonald

15:30 Short Afternoon Tea before departing for site visit

15:45 **Site Visit:** Elizabeth Line at Liverpool Street Station

18:00 Catalyst Reception at **Australia House**

Location: Corner of Aldwych and Strand, London WC2B 4LA
- Please bring photo I.D. with you for security checks
- The Reception will end promptly at 20:00

TUESDAY 27 SEPTEMBER

LOCATION - CONNECTED PLACES CATAPULT, THE URBAN INNOVATION CENTRE, ONE SEKFORDE ST, LONDON, EC1R 0BE

09:00 Welcome: **Philip Davies**, Chair, Australian British Infrastructure Catalyst

09:05 Welcome from **Nicola Yates OBE**, CEO, Connected Places Catapult

09:10 **Contracting for the 21st Century: New models and methods to bring value and collaboration**

- ▶ A discussion bringing together the experiences and vision of several methodologies in improving contracting models, sharing risk and outcomes-based solutions to work practices

Keynotes

- ▶ **Sam Stacey**, Challenge Director - Transforming Construction, UK Research and Innovation
- ▶ **Dale Evans**, Partner, Avista Strategy; Chair, Project 13
- ▶ **Tresna Tunbridge**, Managing Director Asia Pacific, Bechtel Enterprises
- ▶ **Simon Chatwin**, Executive Director of Productivity Transformation - Europe, Laing O'Rourke

Followed by a panel discussion moderated by **Prof Denise Bower OBE**, Executive Director, Mott MacDonald

10:40 Morning Tea

11:10 **Government Objectives in Realising Value**

- ▶ How can we ensure that Government procures effectively, ensuring the innovation and productivity of the project and the long term outcomes that may be beyond traditional financing cycles?

Keynotes

- ▶ **Sir Peter Hendy CBE**, Chair, Network Rail
- ▶ **Peter Regan**, CEO, Sydney Metro
- ▶ **David Webster**, CEO, Infrastructure and Commercial Advisory Office, The Treasury, Australia

Followed by a panel discussion moderated by **Amelia East**, Partner, Head of Advisory Asia Pacific, HKA

Panel

- ▶ **Sir Peter Hendy CBE**, Chair, Network Rail
- ▶ **Peter Regan**, CEO, Sydney Metro
- ▶ **David Webster**, CEO, Infrastructure and Commercial Advisory Office, The Treasury, Australia
- ▶ **Bill Brummitt**, Assistant Secretary, Australian Department of Infrastructure, Transport, Regional Development, Communications and the Arts

12:30 Lunch

13:30 **Skills, Talent and Global Mobility - Delivering the Workforce of the Future**

- ▶ How can we work together as two nations to help our chronic skills shortage?
- ▶ How do we develop existing skills?
- ▶ How can we use the UK-AUS FTA to streamline the movement of talent process?

Panel Discussion moderated by **Mark Pettigrew**, Regional Director Australia, Network Rail Consulting

- ▶ **James Bunn**, UK Chair, The Institution of Engineers Australia
- ▶ **Derek Freund**, Director Systems Integration, Network Rail Consulting
- ▶ **David Johnson**, Regional Managing Director, APNA, Mott MacDonald

14:45 Short Afternoon Tea before departing for site visit

15:00 Transfer to site visit

15:30 **Site Visit:** The European Train Control System on the East Coast main line at King's Cross Station

17:00 End of Day Content

19:00 Catalyst Dinner at the **House of Lords**

Keynote address - **The Restoration of the Palace of Westminster** from **Mike Brown CBE MVO**, Chairman, Restoration and Renewal Delivery Authority; Adviser to Mott MacDonald

NB: Please bring photo I.D. and a copy of your invitation with you for security checks

WEDNESDAY 28 SEPTEMBER

LOCATION - TRANSPORT FOR LONDON, 5 ENDEAVOUR SQUARE, STRATFORD, LONDON, E20 1JN

09:00 Welcome: **Philip Davies**, Chair, Australian British Infrastructure Catalyst

09:05 **What is our Net Zero Future for Engineering and Construction?**

Keynotes

- ▶ **Sam Stacey**, Challenge Director - Transforming Construction, UK Research and Innovation
- ▶ **Marianna Southwick**, Australian Precincts Lead, Mott MacDonald
- ▶ **Glen Rust**, R&D Lead for Sustainability, Laing O'Rourke

Followed by a panel discussion moderated by Philip Davies, Chair, Australian British Infrastructure Catalyst

10:15 Morning Tea

10:45 **What is our Net Zero Future for Operations?**

- ▶ **Richard Abel**, Managing Director of UK Climate Investments, Macquarie Group
- ▶ **Darren Wise**, Vice President Australia, Bechtel

Followed by a panel discussion moderated by Sam Stacey, Challenge Director - Transforming Construction, UK Research and Innovation

Panel

- ▶ **Richard Abel**, Managing Director of UK Climate Investments, Macquarie Group
- ▶ **Darren Wise**, Vice President Australia, Bechtel
- ▶ **Howard Collins OBE**, Chief Operations Officer, Transport for New South Wales

11:30 **The Future of Mobility**

- ▶ Active Transport, Electrification, Collaboration and Technology as an enabler of mass and individual transport

Keynotes

- ▶ **Prof Greg Clark CBE**, Chair, Connected Places Catapult
- ▶ **Dr Tim Williams**, Global Practice Lead, Cities, Grimshaw

Followed by a panel discussion moderated by Philip Davies, Chair, Australian British Infrastructure Catalyst

12:30 Lunch

13:30 **Transport as a driver of Urban Regeneration**

Keynotes

- ▶ **Bek Seeley**, Managing Director, Development Europe, Lendlease
- ▶ **Stuart Harvey**, Chief Capital Officer, Transport for London
- ▶ **Peter Regan**, Chief Executive, Sydney Metro
- ▶ **Paul McKeown**, Managing Director, The Euston Partnership

Followed by a panel discussion moderated by Tim Reardon, Managing Director - National Transport & Precincts Leader, PwC Australia

14:50 **London 10 years on, Brisbane 10 years to go**

Keynotes

- ▶ **Sir Peter Hendy CBE**, Chairman, London Legacy Corporation
- ▶ **Aaron Broughton**, Executive Director, Olympic Infrastructure and Precincts Office, Infrastructure and Regional Strategy, Queensland Department of State Development, Infrastructure, Local Government and Planning
- ▶ **Suzanne Lopes**, VP Major Programmes Cities and Places, Jacobs

Followed by a panel discussion moderated by Emma Thomas, CEO, Sunshine Coast Council

Panel

- ▶ **Sir Peter Hendy CBE**, Chairman, London Legacy Corporation
- ▶ **Aaron Broughton**, Executive Director, Olympic Infrastructure and Precincts Office, Infrastructure and Regional Strategy, Queensland Department of State Development, Infrastructure, Local Government and Planning
- ▶ **Suzanne Lopes**, VP Major Programmes Cities and Places, Jacobs
- ▶ **Catherine Black**, Managing Director - Projects and Transactions, Infrastructure and Commercial Advisory Office, The Treasury, Australia

16:00 **Site Visit:** London Olympic Park tour by Routemaster Bus

18:30 **Buffet Dinner at the top of the ArcelorMittal Orbit**

Cities: Imagine the Past and Remember the Future

Panel

- ▶ **Dr Tim Williams**, Global Practice Lead Cities, Grimshaw
- ▶ **Isabel Deding**, Global Transport Leader, Arup
- ▶ **Clare Wildfire**, Global Practice Lead - Cities, Mott MacDonald

THURSDAY 29 SEPTEMBER - BIRMINGHAM

08:43 Train to Birmingham New Street from London Euston

10:07 Arrival in Birmingham and walking tour from the West Midlands Growth Company from New Street Station to Pinsent Masons

LOCATION - PINSENT MASONS, 55 COLMORE ROW, BIRMINGHAM B3 2FG

11:00 Welcome with tea/coffee

11:15 **HS2 as a driver for growth**

- ▶ HS2 as a catalyst for growth in the regions
- ▶ How the supply chain is delivering benefits now

Keynotes followed by a panel discussion

- ▶ **Andrew Cubitt**, Procurement and Supply Chain Director, HS2
- ▶ **James Betjemann**, Head of Curzon Delivery and Enterprise Zone, Birmingham City Council

Followed by a panel discussion moderated by Raj Kandola, Head of Policy & Strategic Relationships, Greater Birmingham Chambers of Commerce

12:15 **Lunch**

13:15 **Birmingham 2022 - The Legacy of the Commonwealth Games on the Midlands**

Keynotes followed by a panel discussion

- ▶ **Becky Farr**, Development Planning Manager, Birmingham City Council
- ▶ **Rob Valentine**, Director, Bruntwood

14:15 **Afternoon Tea**

14:30 **The Levelling Up Agenda, Devolution and Infrastructure**

Keynote

- ▶ **Andy Street CBE**, West Midlands Mayor

Followed by a fireside chat with Greg Lawson, Partner and Head of Office Birmingham, Pinsent Masons

15:45 Delegates depart Pinsent Masons

16:50 Train back to London for an evening of free time

FRIDAY 30 SEPTEMBER - LONDON

LOCATION - AUSTRALIA HOUSE, CORNER OF ALDWYCH AND STRAND, LONDON WC2B 4LA

N.B. Please bring photo I.D. with you for security access

10:00 Welcome from the Australian High Commission

10:05 **The Australian Infrastructure Pipeline Showcase**

Presentations from each State and the Federal Government on their Infrastructure pipeline and opportunities back home, targeting individuals and companies interested in working in Australia

- ▶ **Federal Government** - Jennifer Stace, Assistant Secretary, Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- ▶ **New South Wales** - Peter Regan, CEO, Sydney Metro Howard Collins OBE, Chief Operations Officer, Transport for NSW
- ▶ **Queensland** - Aaron Broughton, Executive Director, Olympic Infrastructure and Precincts Office, Infrastructure and Regional Strategy, Queensland Department of State Development, Infrastructure, Local Government and Planning
- ▶ **Victoria** - Julia Mills, Senior Investment Director
- ▶ **South Australia** - Jon Whelan, CEO, SA Department for Infrastructure and Transport
- ▶ **Western Australia** - John Langoulant AO, Western Australia Agent General

12:00 Networking Lunch

13:00 Catalyst Ends