

Pave the Way: Western Sydney Roads

Feedback Report

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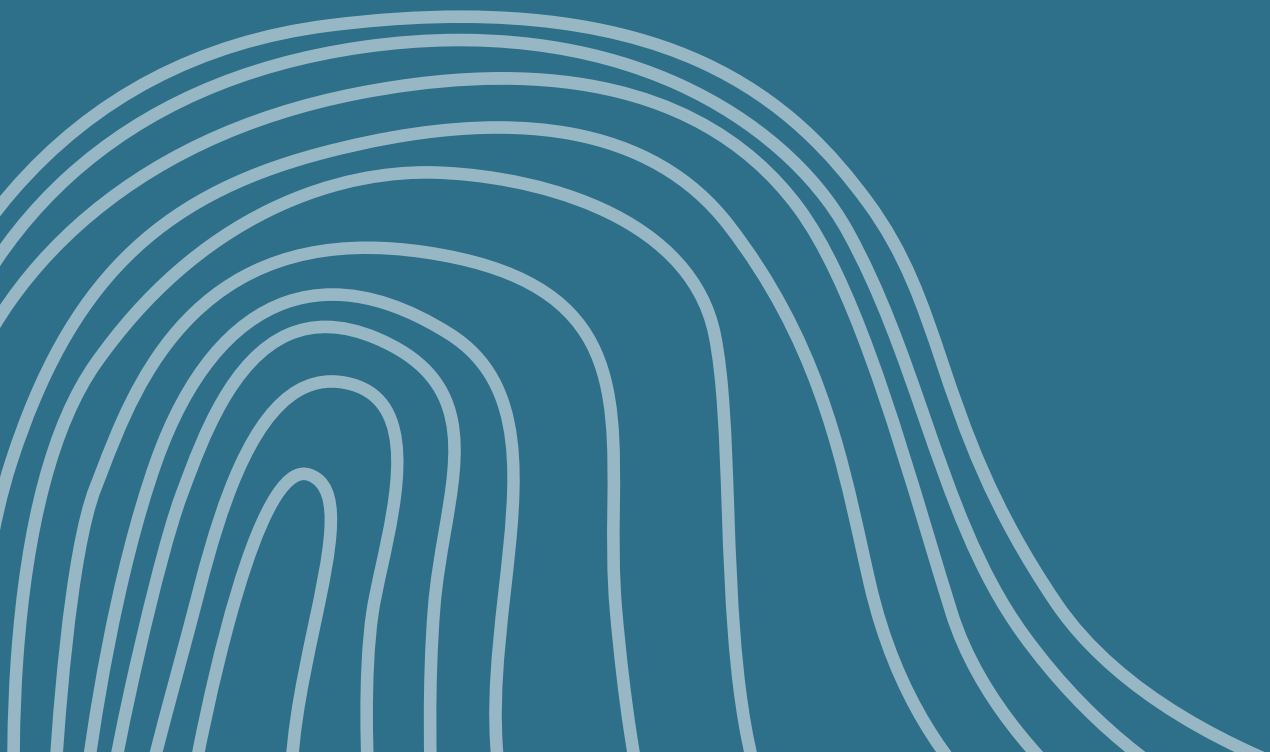
Acknowledgement of Country

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.

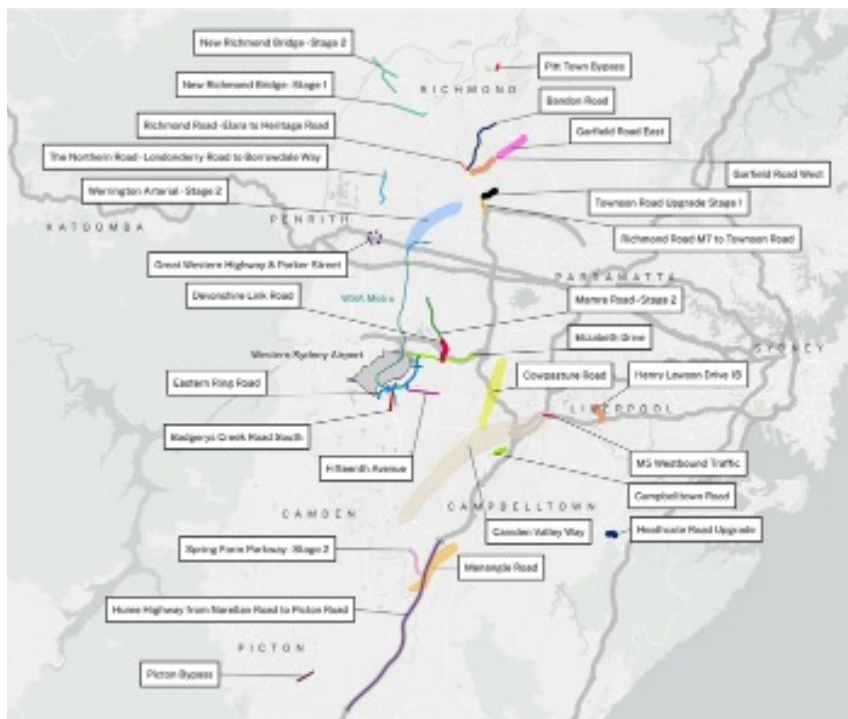
Transport for NSW is committed to honouring Aboriginal peoples' cultural and spiritual connections to the lands, waters and seas and their rich contribution to society.



Transport is focused on delivering a once-in-a-generation pipeline of infrastructure projects in Western and South-Western Sydney that will shape and provide the vital infrastructure these growing regions need.

Transport is committed to working with industry to identify key risks, opportunities and innovations to enable the successful delivery of the Western Sydney roads program whilst enhancing the capacity and skills of the local workforce. To do so effectively, Transport has been working with industry to hear feedback, supporting the development of a procurement strategy that considers the long-term delivery of projects.

The NSW Budget allocates \$1 billion in 2024-25 in Western Sydney, including for new roads connecting people and communities within the new Airport and Bradfield City Centre. Over the next four years the Western Sydney roads projects will be over \$5.2 billion.



Pave the Way Event

On Thursday 1 May 2025, Transport hosted the Pave the Way - Building Western Sydney Roads workshop with over 50 industry representatives. Attendees included leaders from construction contractors, engineering and design consultants, and supply chain suppliers.

Not only did the engagement provide industry with an overview of the scope and scale of projects coming to market, but it also provided a platform to identify key risks, and opportunities for innovation to enable successful delivery of this program.

Feedback was received on the day through focused feedback forms completed by each industry representatives. An opportunity for more detailed feedback was also provided after the session, with 10 formal industry submissions received including submissions representing collective feedback from membership associations

Western
Sydney
Roads



\$5.2b

Over a four year period

Projects in
the pipeline



Up to
20 Projects
across Western
Sydney

Growth in
size and
population



**Unlocking
economic
opportunity**



Industry Engagement

The Pave the Way Event was delivered by the Transport for NSW Industry Engagement & Development (IED) Team for the Roads and Active Transport Projects Branch of the Infrastructure, Projects & Engineering Division.

To find out more about the Transport for NSW Industry Engagement program, visit the Transport Infrastructure Industry Portal ([LINK](#)) and remember to sign up to the newsletter to be made aware of future engagement opportunities.

Focus areas

The workshop invited industry to provide feedback on six key themes to enhance the delivery of projects within the region. They included:



Market capacity



Risk and mitigation



Innovative approaches



Delivery timelines



Procurement efficiency



Skills and diversity

Engagement approach

The Transport for NSW Industry Engagement Team (IED) co-designed an engagement program for this event to leverage feedback in a workshop environment coupled with a targeted survey for more in-depth responses.

Industry workshop – Industry stakeholders were invited on the day to reflect on presentations delivered on the day in open facilitated discussions. They were guided by project packs provided by Transport for NSW in the data room on the Transport Infrastructure Industry Portal. Data was captured by the conversation facilitators and on workshop “placemats” within the session.

Targeted survey – Following the event, Transport for NSW shared access to a targeted survey for industry to provide more detailed and confidential feedback on the projects in response to the key themes outlined above.

Transport for NSW committed to providing this feedback report to reflect the views of industry and how it would be considered in developing a strategy for the region. The following section of the report provides a summary of what was heard through the engagement process and how Transport for NSW is responding.

Industry feedback

The industry feedback from the session and survey, while not uniform, provided Transport with some clear and consistent themes outlined below:

Market Capacity

Industry told us that there is potential for the market to be overloaded if multiple projects were released at one time. Additionally regular changes to the staging of the pipeline of projects undermined their ability to retain a local workforce with the capacity to deliver the program. However, with efficient planning and pipeline certainty, there was a strong view that the local market can meet the demand generated by the proposed program.

Delivery Timelines

Industry emphasised the importance of carefully considering the Transport pipeline in the context of the wider industry and projects in delivery. There is a concern that regional delivery pressures could impact cost and time, resulting in rising labor and material costs.

Risk and Mitigation

Risk allocation remains a significant concern for industry, with a strong preference for clarity and consistent ownership. There was also concern around the current TAO implementation, which is perceived as an additional burden for delivery partners.

Procurement Efficiency

The strongest industry feedback related to the opportunity for Transport for NSW to be more strategic in the packaging of projects for both design and construction work. There was a view that packaging of projects could help deliver the program more efficiently, if there were opportunities for all tiers of the market.

Industry also told Transport for NSW that the current tendering practices were perceived as being too complex, costly and time consuming. In response to these challenges, industry provided several opportunities to streamline tendering for consideration.

Innovative Approach

In addition to innovation around procurement processes, industry told Transport for NSW that there was an opportunity to better leverage new and emerging technologies to drive efficiencies in delivery. They encouraged Transport for NSW to work with them to explore greater application of generative AI to assist in the development and delivery of projects.

Industry communicated that reform to procurement practices needs to prioritise social value, support diverse suppliers, and align with local realities, with collaborative models such as Alliances and Early Contractor Involvement (ECI) practices are favorable and support wider project outcomes. Industry noted the need to ensure any additional costs associated with wider project outcomes would not disadvantage businesses in tendering or other processes.

Skills and Diversity

Industry agreed that the program of work provided significant opportunity for the participation of diverse people and businesses in Western Sydney. However, to enable this outcome projects needed to be staggered in their delivery to create sustainable business and employment opportunities.

Furthermore, industry said there was an opportunity to build educational partnerships and strategic employment programs. The need for clear and realistic targets communicated early was also raised, along with sharing knowledge and 'what good looks like' across the program of works. Further, retaining skilled workers in the Transport sector was seen as a key challenge along with attracting new entrants to build the workforce of the future.



Market Capacity

Opportunity	Owner	When	Transport Action
Release projects in alignment with market capacity, ensuring: • Alignment with communicated timelines • Diverse contract models, sizes, and complexities to provide a balanced workload and allow for lesson learned process • Smaller packages for Tier 2 and 3 contractors that match the markets scale, scope and capability. • Disaggregated projects and joint venture opportunities • Construct-only models for <\$200M projects (especially for straightforward and low risk projects) • Coordination with other jurisdictions to provide market confidence and continuity.	Transport	Underway	Industry feedback has helped Transport for NSW better identify the need for several smaller packages to be released to market. Transport for NSW will engage with industry to seek feedback on market capacity in the development of all projects in Western Sydney. Targeted MIPs for each project will be held to test thinking relating to delivery models will consider complexity, market capacity and including providing opportunities to all Tier contractors. The status of each project, will be communicated to industry through the Transport Infrastructure Industry Portal.
Encourage or incentivise major contractors to utilise smaller local contractors and suppliers, including through partnering and joint ventures, to increase the capability of smaller businesses and market capacity for the future pipeline.	Transport	Future	Transport for NSW will not mandate joint ventures for any of our delivery partners. However, Transport for NSW will have a renewed focus on building the capability and capacity of local small and medium sized enterprises to secure work with head contractors and/or major subcontractors through its Skills and Diversity Strategy

Delivery timelines

Opportunity	Owner	When	Transport Action
Provide regular pipeline updates via the Transport Infrastructure Industry Portal (TIIP) to facilitate better resource planning	Transport	Complete	Transport for NSW has shifted to quarterly pipeline updates on the Transport Infrastructure Industry Portal.
Include project certainty ratings, detailed timelines and a single point of communication for each project in the pipeline.	Transport	Underway	Further advancements in Pipeline reporting on the Transport Infrastructure Industry Portal are being considered to provide more transparency to the market.
Engage designers early and track workloads to ensure representation is spread.	Transport	Underway	Transport for NSW is continuing to progress early identification of PSC Design opportunities on the Pipeline housed on the Transport Infrastructure Industry Portal. Transport for NSW is leveraging our existing EOI processes to ensure that we are engaging full capacity of the market and distributing opportunities.
Monitor sectoral shifts to inform pipeline planning	Transport	Underway	Implemented via the INSW pipeline.

Risk and Mitigation

Opportunity	Owner	When	Transport Action
Use enabling works packages to reduce risk and accelerate delivery.	Transport	Underway	Transport for NSW will work with industry through the MIP process to identify opportunities to use enabling works packages to accelerate delivery of projects.
Standardise risk allocation and develop a risk-sharing charter for utilities, contamination and geotechnical issues.	Transport and Industry	Underway	Transport for NSW will continue to consider reasonable market approaches to risk allocation between Transport and the Contractor on these key items. Additionally, Transport is developing standard positions for various utilities risk profiles.
Provide early clarity on bid cost reimbursement and pre-qualification requirements.	Transport	Underway	Transport for NSW is working with NSW Treasury to provide greater clarity on bid cost reimbursements earlier in the transaction process when contributions are considered appropriate.

Procurement Efficiency

Opportunity	Owner	When	Transport Action
Maintain regular market interaction process.	Transport and Industry	Underway	Transport for NSW will continue to provide regular Pipeline updates through the Transport Infrastructure Industry Portal. The project teams will also engage industry through regular MIPs to inform project development, design and procurement.
Adopt the 3-2-1 model: 3 EOIs, 2 shortlisted, 1 awarded. (or two-bidder shortlists for D&C and 3 bidder shortlist for CO). Specific opportunities include: - Elizabeth Drive and Mamre Road could be delivered in a 3-2-1 procurement model with a combined Expression of Interest (EOI). - Combine the EOI for similar projects within a similar region (requesting a single EOI) across multiple similar projects, of similar region or scope, minimises market capacity requirements and cost).	Transport	Underway	Transport for NSW will combine EOI's for similar projects within the same region to accelerate project development and delivery. This process will include market feedback to determine the best bundling approach. Transport will continue to shortlist these applicants while emphasising the release of third Applicant early in the procurement process
Simplify EOI process, ensuring: - more resource efficiency - making it easier for small and medium enterprises (SMEs) and diverse suppliers to participate - increased flexibility and local alignment.	Transport and Industry	Underway	The new Transport IC/IV RFT has already been simplified. Transport for NSW is now reviewing the EOI templates with a focus to continue to streamline all tender documents.

Procurement efficiency, continued

Focus tendering on collaboration and risk feedback	Transport and Industry	Underway	Similar to recent Western Sydney projects, Transport will continue to collaborate with industry on commercial risk allocations for targeted items for all D&C transactions. Additionally Transport NSW requests risk feedback from tenderers as part of our EOI's for D&C transactions.
Align contract models (Construct-Only, D&C, Alliances, Delivery Partner) to project risk and complexity.	Transport and Industry	Underway	Transport for NSW leverages MIPs to seek industry feedback on the appropriate contract model for our projects. The delivery models Transport for NSW adopts for projects will consider complexity, market capacity and project specific risks, opportunities and constraints based on industry feedback.
Conduct early and enabling works (e.g., utilities, geotech, contamination) and use provisional sums.	Transport	Underway	Transport for NSW will continue to procure early and enabling works to minimise project risk and to accelerate delivery of main works subject to availability of site access and appropriate planning approvals. Transport for NSW considers the extent to which the elements can be “managed and measured” by the current market when determining commercial risk allocation.
Use selective bundling (e.g. Independent Certifier roles across multiple projects to share lessons learnt and ensure continual improvement).	Transport	Underway	Transport for NSW will be procuring several projects in the region as a portfolio. This approach will be applied where industry is able to demonstrate that bundling will deliver efficiency and improved project outcomes.
Leverage existing frameworks, for example: • Easing Sydney's Congestion • Major Road Projects Victoria (MRPV) in Victoria	Transport	Closed	Transport for NSW has explored similar models in the past. Industry did not clearly express a preference for Transport for NSW to adopt a similar approach for these projects.

Innovative Approach

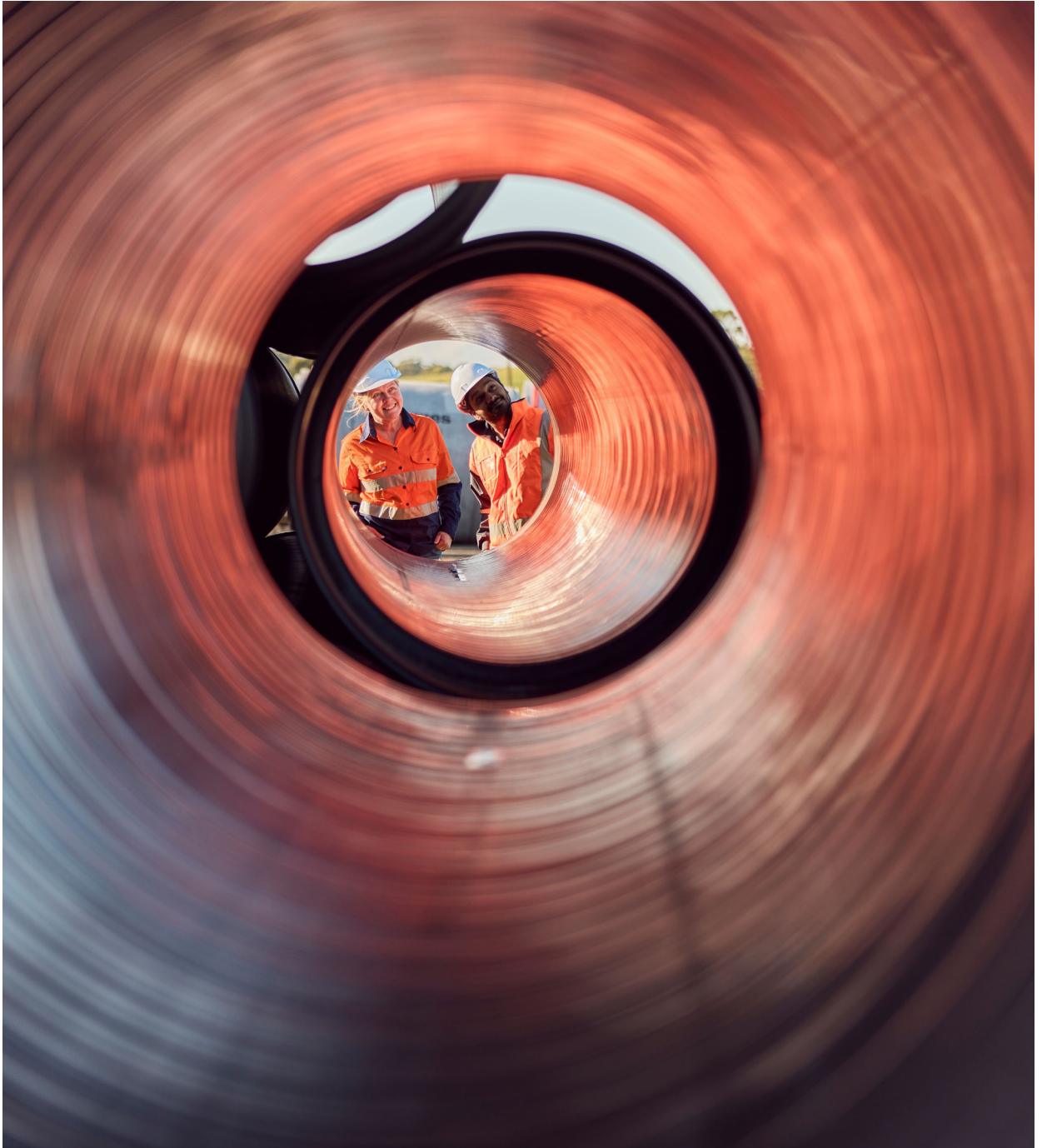
Opportunity	Owner	When	Transport Action
Use a panel of contractors to deliver a program of works in Western Sydney, as utilised on Major Road Projects Victoria (MRPV), to minimise procurement resources and costs.	Transport	Closed	While this view was expressed by some industry stakeholders. Others were clearly opposed. Industry did not express an significant preference for this approach.
Investigate centralised facilities (such as precast, asphalt, quarries, etc.) across the pipeline, to serve multiple projects to minimise resources and costs (for example, this has worked well with the reuse and reapplication of the precast facility on the Sydney Metro West Western Tunnelling Package project).	Industry	Underway	Transport for NSW will look to industry to drive more collaborative behaviours with its suppliers to unlock productivity gains to improve project delivery and culture.
Support for Tier 2/3 Contractors by provide upskilling opportunities and incentivise partnerships between major contractors and smaller, local businesses to build long-term capacity.	Industry	Underway	Transport has combined EOI and RFT for similar projects within the same geographical area of Western Sydney to accelerate project delivery and to reduce the market burden. This process will include market feedback to determine the best bundling approach.

Skills and Diversity

Opportunity	Owner	When	Transport Action
Develop a Western Sydney Skills and Diversity Strategy, that - Meets relevant policies and local opportunities - Sets locally relevant objectives and targets - Centralising metrics and reporting frameworks - Sets minimum expectations for benefits and outcomes	Transport	In progress	Transport for NSW will publish a Western Sydney Skills and Diversity Strategy in 2025. The Strategy aims to create pathways for Western Sydney workers and businesses to participate in infrastructure delivery – leaving a legacy of a sustainable and inclusive industry in the growing region.
Explore the embedding of dedicated resources to implement the Strategy, with responsibility for: - Connecting industry to relevant government programs to achieve outcomes (e.g. skilled migration initiatives) - Coordinating key employment and business initiatives across the program of work - Sustained engagement, communication and knowledge sharing - Inclusion of skills and diversity objectives in early project planning and tracking performance	Transport and Industry	In progress	Transport for NSW has specialist resources to coordinate and support implementation of the Western Sydney Skills and Diversity Strategy, including a Women in Construction Officer. The Officer will work collaboratively with industry and other government agencies to achieve outcomes. Transport for NSW will establish a Western Sydney Advisory Group with local government and industry stakeholders to ensure sustainable local engagement and targeted support for industry partners.

Skills and Diversity, continued

Design, Develop and coordinate Employment Programs targeting underrepresented cohorts in Western Sydney, including tailored training and direct pathways into Tier 3 contractor and subcontractor vacancies/roles, such as: • Women • Aboriginal People	Transport and Industry	Planned	Transport for NSW will lead the design and coordination of a Mid-Career Employment Program. Transport for NSW will work with industry to support this initiative through placements. Industry will be required to deliver other pre-employment programs where specified in their contracts, in collaboration with Transport for NSW and other agencies
Develop a Western Sydney Resource Guide to connect industry with support organisations to support local skills, training and diversity outcomes e.g. Service NSW Business Bureau (refer Transport's (NSW wide) Resource Guide Guide here)	Transport and Industry	Planned	Transport for NSW will fund and develop a Western Sydney Resources Guide and ask industry to share with its suppliers. Transport for NSW will update the Guide annually to ensure currency of information for industry.
Consider procurement processes and contractual terms: • Define and communicate targets (e.g. workforce diversity, local employment) in transaction processes early e.g. EOI phase. • Consider industry feedback during EOI phase to ensure realistic and achievable targets • Balance price and non-price (including social outcomes) in evaluation criteria and transparently communicate how both will be assessed. • Tie performance rewards to social outcomes. • Publish minimum skills and diversity requirements	Transport	In progress	The Western Sydney Skills and Diversity Strategy will include location specific objectives and targets, which apply to Transport's Western Sydney projects. Transport for NSW will engage industry as part of EOI and tender processes on skills, diversity and social targets and desired outcomes. Transport has also consulted with industry to finalise a consolidated Skills, Diversity, Aboriginal and Culture Contract Requirements document. The final version will be applied consistently on future projects.
Support SME and diverse supplier engagement through initiatives such as: • Capability-building workshops • Transport Pre-qualification Scheme education sessions • A Western Sydney SME and women-owned business forum • Access to local business databases	Transport and Industry	Planned	Transport for NSW will work with industry and where applicable other government agencies to co-design content for business capability workshops. Transport for NSW will also connect head contractors to existing local networking events hosted by other organisations within Western Sydney, where there are no probity or other commercial risks.
Support industry via a Knowledge Hub with case studies, guides, tools and other information	Transport and Industry	In progress	Transport for NSW will continue to develop our digital tools and engagement spaces for industry. This will include the expansion of the existing Knowledge Hub on the Transport Infrastructure Industry Portal. Transport for NSW will also explore knowledge sharing forums such as through it planned Western Sydney Skills and Diversity Advisory Group and/or Skills, Diversity and Culture Roundtable of contractor skills and diversity representatives.



Next Steps

Transport will continue to work with industry through our Industry Affairs program, Market Interactive Process (MIPs) and other avenues to ensure the Western Sydney roads program is procured and delivered in a way that maximises opportunities for industry and ensure efficient delivery.

Appendix

List of projects within the scope of engagement:

- Richmond Road (M7 to Townson Road)
- Heathcote Road Upgrade [ie overtaking lane (OT) at Woronora River]
- Elizabeth Drive (Kemps Creek Enabling Works)
- Garfield Road East
- Bandon Road
- Mamre Road Stage 2
- Richmond Road (Elara Boulevard to Heritage Road)
- Henry Lawson Drive 1B
- Spring Farm Parkway Stage 2
- Fifteenth Avenue - Short Term Works; and Fifteenth Avenue - Liverpool to Airport Transit Corridor (L2ATC)
- Pitt Town Bypass
- Driftway/Londonderry Roundabout
- Badgerys Creek Road Surface Improvements
- Bradfield Precinct Priority Roads - Eastern Ring Road & Badgerys Creek Road
- Devonshire Link Road
- Mulgoa Road Upgrade Stage 2 (between Glenmore Park and Jeanette Street)
- New Richmond Bridge
- M5 westbound traffic upgrade
- The Horsley Drive upgrade
- Townson Road/ Burdekin Road - Stage 1 (newly announced Federal funding)
- Garfield Road West (newly announced Federal funding)

Consultation Questions

- What market capacity considerations are likely to impact the proposed delivery program and what measures, in Transport's control, could help alleviate?
- Is there a preferred or recommended sequence in terms of prioritisation for addressing these considerations?
- Do you have concerns about both capacity and capability? And if so, which is a greater concern, and why?
- What procurement opportunities should be considered to deliver the Western Sydney roads pipeline – are these in response to risks that need to be mitigated?
- Are there any emerging trends we need to monitor either locally (NSW) or nationally?
- Are there any packaging opportunities you see within the list of projects and proposed timelines? What are they?
- What interdependencies are a key factor for success, and who currently has the best visibility of these?
- How do we ensure that all in-scope projects are best enabled to achieve social value outcomes per industry skills, diversity and culture as outlined?
- What types of value do you think a Western Sydney Place-Based Strategy would create?
- Do you envisage any barriers in implementing a place-based framework are there any constraints that need to be addressed as a priority?
- Where have you seen new entrant and other employment pathway programs work effectively and why? What procurement or commercial approaches can support social value outcomes per industry skills, diversity and culture as outlined?



List of organisations invited to participate:

Transport for NSW would like to thank the following organisations who generously provided feedback through this engagement process:

- Abergeldie Complex Infrastructure
- Acciona Australia
- AECOM Australia Pty Ltd
- APP
- Arcadis
- ARUP Pty Limited
- ARUP Pty Limited
- Aurecon
- Australia Constructors Association
- Beca
- Beilby
- BESIX Watpac
- BG&E
- BMD
- Bouygues Construction
- Burton Contractors Pty Ltd
- Cherrie Civil
- CIMIC Group
- Civil Contractors Federation
- Cleary Bros (Bombo) Pty Ltd
- Clough
- Concrete Cement Aggregates Australia (CCAA)
- Consult Australia
- Conybeare Morrison International Pty Ltd
- Cox Architecture
- CPB Contractors
- Daracon
- Downer
- DTInfrastructure
- Ertech
- Ferrovia
- Fulton Hogan
- Gamuda Australia
- Georgiou Group Pty Ltd
- GHD Pty Ltd
- Ghella
- Haslin Constructions
- Hassell Ltd
- Icon
- Jacobs
- JK Williams Group
- John Holland
- KBR
- Laing O'Rourke
- Lendlease
- McConnell Dowell Constructors
- Mott Macdonald
- Menai Civil Contractors Pty Ltd
- MU GROUP CONSULTING PTY LTD
- NACE Civil Engineering
- pitt&sherry
- Robson
- SEE Civil
- Seymour Whyte
- SMEC Australia Pty Limited
- SRG Global
- Stantec
- TURNBULL ENGINEERING PTY LTD
- Turner & Townsend
- UGL
- Umwelt
- WARD Group
- Webuild
- WSP

