

Gateway to Innovate

Adapt.

Create.

Improve.

Guidelines

Section 1 - Background to the initiative

The infrastructure industry faces an unprecedented combination of market constraints on top of cost and demand escalation pressures. This comes at a time of greater focus on efficiency, sustainability and demand to meet targets to achieve net zero via infrastructure projects.

The current Australian public infrastructure pipeline is budgeted at over \$230 billion at a time when the Australian infrastructure industry is expecting a shortage of 229,000 workers ([Infrastructure Market Capacity Report](#), Infrastructure Australia, 2023). As an industry we need to look for more innovative approaches to lift productivity as we develop and deliver transport infrastructure projects.

Via our industry engagement touch points a range of infrastructure industry partners have expressed a desire to work with Transport for NSW (Transport) to identify opportunities for innovation and realise benefits to cost and overall productivity. In our 2023 sentiment monitor, 70% of industry respondents indicated they were concerned about the lack of opportunity to innovate. Industry has told us that there are several barriers that can limit innovation. These include the length of the project lifecycle, standards and specifications, and that new approaches and materials can be costly and perceived as high risk to trial on projects. It is clear, we need to shift the dial on industry's relationship with innovation.

To date Transport has implemented innovation programs that focus largely on customer outcomes. This highlights a gap and presents an opportunity for Transport to create a gateway for industry to partner with us on capital projects and trial innovative approaches to improve productivity.

Encouraging innovation will help Transport resolve existing challenges with an objective to create safer, sustainable and efficient projects in the longer term with flow on benefits to the customer and community at large.

Section 2 - Purpose and objectives

The Gateway to Innovate (Gtl) initiative is designed as a pilot program to provide a pathway for industry to propose innovative solutions to challenges set out by Transport. The challenges will focus on target areas that Transport believes collaboration with industry can help resolve. [Read the challenge brief.](#)

The purpose of Gtl is not to be another research & development grant program. Instead, Transport hopes to work with industry once ideas have passed the initial research phase to pilot and trial adoption of innovations on larger infrastructure projects.

The key objectives of the Gtl initiative are to:

- Optimise the capacity of industry including contractors, consultants and academia to address challenges faced by Transport and the wider infrastructure industry.
- Increase the use of innovative approaches and technologies in the construction sector and create greater participation across the infrastructure industry.
- Encourage a cultural shift around innovation in the construction sector to create more productive, resilient, sustainable and diverse transport infrastructure projects.

The Gtl initiative will inform industry on innovation opportunities at Transport via:

- Challenge statements released on an annual basis, with the first to be launched in 2024, encouraging industry to identify innovative ideas and develop a solution to pitch and address it.
- Awarding successful proposals that show potential for pilot/trial within the portfolio to test and evaluate the benefit it provides.

Successful proposals in the Gtl initiative will retain intellectual property rights to their solution and the right to sell their solution in domestic and global markets but will grant Transport a royalty free license to use the solution in respect of the pilot/trial.

What is innovation?

For the Gtl program we are keen for industry to share their insights and learnings on innovations or innovative ways of working they have experienced. That is, something useful that adds value from creating something new, adapting existing processes or introducing improvement.

Section 3 - Application and selection

Expression of Interest (EOI)

Applicants are to complete an EOI form provided on the Transport Infrastructure Industry Portal (TIIP), along with any other supporting documentation. The EOIs will then be shortlisted by a Transport selection panel including a range of Transport infrastructure representatives and subject matter experts.

The Pitch

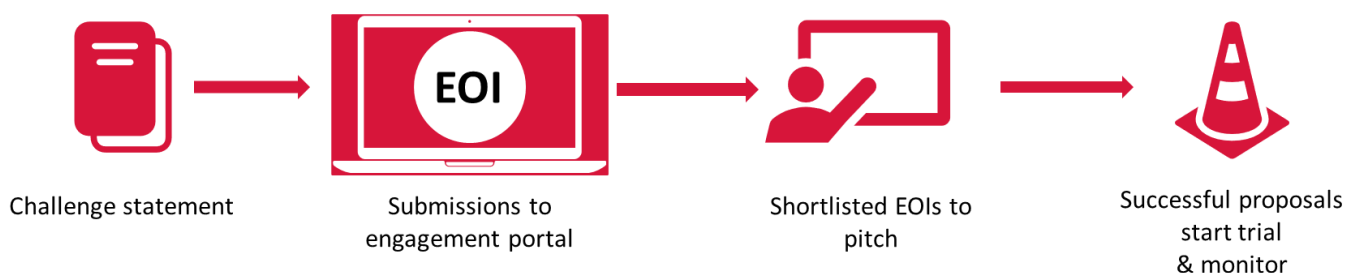
Shortlisted applicants will then be invited to pitch their innovation to Transport in a 40-minute presentation. This will include a dynamic discussion with panel members to test the value of the idea to the portfolio. The pitch is expected to be carried out in-person, however a hybrid option will be available via MS Teams if accessibility adjustments are required.

Pilot/Trial Award

Following the pitches, the selection panel will award the successful applicants with the ability to pilot/trial their innovation with Transport. A Transport sponsor will be appointed to be the key link between applicants and the project/s they will be partnering with.

Evaluation

There will be key evaluation points throughout the trial/pilot period –including mid-cycle and final evaluations. These evaluations will be flexible regarding timing depending on the deliverables of the pilot. Transport will have the right to terminate the Agreement for convenience during the course of the pilot trial, including pending the outcome of these evaluations.



Indicative Timeline 2024

Timeframe	Activity
May 2024	<ul style="list-style-type: none"> Challenge brief published and EOI applications open
July 2024	<ul style="list-style-type: none"> EOI closes 3pm 5 July 2024 Applications are assessed and shortlisted applicants invited to further pitch their proposal
July / August 2024	<ul style="list-style-type: none"> Shortlisted applicants pitch proposed idea to selection panel Pitches assessed, successful proposals made an offer to enter an agreement with Transport to complete trial on a project.

August 2024 onwards	<ul style="list-style-type: none">• If required –successful proposals to seek additional approval from Transport Concession process• Coordinate with Transport Project Teams to implement trials• Successful trials to commence on projects
Timing determined by trial dates	<ul style="list-style-type: none">• Mid-cycle evaluation of trials• Final evaluation of trials

Assessment process

The assessment process for each challenge is as follows:

1. Applicants must answer all questions in the EOI Form
2. Transport will screen all EOIs received for eligibility. Additional information may be requested to ascertain an applicant’s eligibility.
3. Applicants may also be required to provide profit and loss statements and balance sheets from the last two years.
4. Applications for each phase will then be assessed in accordance with the assessment criteria by a selection panel comprised of Transport representatives. All applicants will be notified of the outcome of their assessment.
5. Shortlisted EOI applications will then be invited to present their proposed trial to the selection panel via a pitch session, after which the selection panel will identify successful proposals for Transport to consider.
6. If required, proposed trials that do not meet current specifications and standards will be required to submit further documentation and seek approval through Transport’s concessions and Technical Supplier Assurance Framework processes
7. Only once a successful proposal has met the above requirements, will applicant/s be made an offer to enter an agreement with Transport to conduct their trial.

In addition to the above, applicants should note Transport's procurement practices are underpinned by the NSW Government Procurement Policy Framework, and relevant regulatory and legislative requirements.

For more information on these requirements and obligations visit the [Doing Business with Transport](#) and [Technical Suppliers Assurance Framework](#).

Assessment Criteria

Applicants through each of the phases will be evaluated against a set of assessment criteria.

Applications will need to satisfy the requirements of the Gtl Guidelines and where applicable the Transport Concessions process. The Gtl Guidelines criteria will be assessed based on the following criteria:

- 1. Organisation**
 - i. Structure of applicant / proponent
 - ii. Ability to work in Australia

2. Technical

- i. The extent to which the proposed solution would address the challenge brief, including the solution requirements.
- ii. The proposed solution is ready to enter the pilot/trail phase (ie. No longer looking for initial research funding).
- iii. The proposed solution is superior to what is currently being used by Transport.
- iv. The proposed solution satisfies the requirements of the Gtl Guidelines and where applicable the Transport Concessions process. This includes the alignment with relevant Transport projects and NSW Government's Health & Safety obligations.

3. Commercial

- i. The proposed solution is scalable, including both volume and types of projects the innovation is applicable for.
- ii. Given its commercial potential, the proposed solution deserves public investment through pilot/trial. This includes the demonstration of expected productivity gains for government.
- iii. The application includes a reasonable plan for the next steps towards commercialisation and adoption, including identifying potential barriers and how these will be mitigated.

4. Delivery

- i. The company and project team have the appropriate skills and experience to carry out the project. Including the ability to effectively manage health and safety, and cyber security requirements.
- ii. The team has access to the equipment, technology, infrastructure, and financial resources needed to carry out the pilot/trails.
- iii. The application provides a detailed project plan, including a budget that represents value for money, risk management plan, performance measures and evaluation methodology.

Note:

In addition to the above assessment criteria, proposed trials that do not meet current specifications and standards will be required to submit further documentation and seek approval through Transport's Concessions and Technical Supplier Assurance Framework processes.

Further information can be found on the Technical Suppliers Assurance Framework [webpage](#).

Section 4 - Terms and conditions

Eligibility criteria

To be eligible for the Gtl initiative, an applicant must own or have a licence in respect of the intellectual property in the proposed solution, including the rights to commercialise the proposed solution. This will also include legal rights and permits to operate a business and work in Australia.

Transport reserves the right to exclude applicants where they do not meet the intention of the eligibility criteria.

Joint applications

Joint applications between multiple organisations, including education and research organisations (e.g. universities) are encouraged.

However, the lead applicant must outline clearly in their EOI who the project partners are and what each organisation will contribute during the project and their accountability for their respective deliverables.

Constraints and considerations

The Gtl program creates an opportunity for industry to bring new ideas to Transport for consideration. These ideas must be within scope of the Gtl Guidelines and the associated challenge brief. As the program does not offer a research partnership, funding or resourcing, industry partners should be aware of the following considerations:

- At time of application, proposed ideas must be ready for trial
- Proposed ideas may have already been trialed or implemented in other sectors or jurisdictions
- Applicants will need to demonstrate their ability to adequately resource people, materials and funds for the trial duration they specify in their application
- The nature of the innovation must be suitable for real-world Transport infrastructure projects,

Successful proposals and reporting

Applicants who are successful through the Gtl application and selection process will be offered the opportunity to enter into an Agreement with Transport to conduct their trial on a specific project. The terms and conditions of that Agreement will be developed by Transport and may include any details the applicant has agreed with Transport as part of the pilot/trial period. A trial's matched project will be confirmed by Transport, and matches will consider the following:

- The commercial and contractual terms of the project do not preclude the trial or its proponents
- Adequate risk assessment of the trial and its plans do not conflict with or impact any existing project risk assessments and plans
- Suitability of the proposed trial for the project scope and type
- Alignment of timeframes for the trial duration and the projects set milestone dates

Following a trials commencement, successful applicants are expected to work closely with Transport and comply with regular reporting and meeting obligations. At the end of the pilot/trial period, the

applicant must submit the feasibility study report and present their results. This will inform a case study report allowing communication of key gains and benefits via Transport's targeted industry engagement channels.

Investment and benefits

Through the Gtl initiative, Transport will provide investment via time and resources to facilitate industry's trial of innovations. Whilst the initial program will not provide a financial grant, it will provide other cost benefits such as:

- Ability to trial/pilot innovations on capital projects of various sizes and scales.
- Industry participants will maintain ownership of their innovation.
- Successful completion / delivery of the pilot or trial will be promoted via Transport's Industry Engagement channels
- Opportunity to feature in Transport case studies in broader New South Wales and inter-governmental briefings.

Probity

Transport will ensure that the assessment process is fair and incorporates safeguards against fraud, unlawful activity, and inappropriate conduct.

Transport will manage actual, potential, or perceived conflicts of interest identified by applicants, assessors, and administrators of the Gtl initiative. All applicants and assessors will be asked to declare any actual, potential, or perceived conflicts of interest, or confirm that there are none.

All information provided to Transport will be collected and stored in accordance with the Privacy and Personal Information Protection Act 1998 (NSW).

Transport will treat information provided in applications as confidential and only use the information for the purposes of assessing the application, evaluating the performance of pilots/trials under the Gtl Challenges.

Transport may disclose non-commercially sensitive information provided in applications, including business names and a basic summary of the proposed solution, to announce the award of the pilot/trial.

Transport may disclose information provided in applications if required under law, for example, under the Government Information (Public Access) Act 2009 (NSW).

Working with TfNSW

In the EOI form, applicants will be asked to identify existing contracts that any organisations associated with their proposal may have with Transport. In addition:

- All individuals associated with the EOI application must declare any conflicts of interest
- All EOIs must acknowledge that these guidelines have been read and understood
- All EOIs must acknowledge that the applicant organisations have the appropriate authority and permissions to share details of the proposed trial

Section 5 - Preparing your application

To help you prepare your EOI application, below are the key sections and questions you will need to address.

EOIs must be submitted [via the online portal](#).

About the proposed trial

- Summary of proposed trial (max. 250 words)
- Strategic rationale (max. 250 words)
- Readiness for trial (max 150 words) – applicants may submit supporting evidence.

Implementing the trial

- Duration of the trial – you will need to select a timeframe
 - Outline any time pressures relating to the proposal
- Risks – list any identified issues (max 150 words)
- Measures – in addition to time, cost and quality, what other factors do you intend to measure and why.

Other detail

The EOI will also ask for contact details and information about the proponents involved with your trial, and existing working relationships with Transport. (See Section 4 - Terms & Conditions)

Section 6 - Next steps in the process

After reading these guidelines and checking your eligibility, we recommend you:

1. Check out the challenge brief
2. Explore our case studies
3. Start drafting an EOI application using the above guide

Still got questions? [Check out our FAQs](#)



OFFICIAL

© Transport for NSW

Users are welcome to copy, reproduce and distribute the information contained in this report for non-commercial purposes only, provided acknowledgement is given to Transport for NSW as the source.