



Operational Readiness Capability Statement.

About us.



Who is TSA Advisory?

TSA Advisory is the advisory business line of TSA Management. TSA Management was formed in 2001 as a specialist project management firm.

We expanded into the advisory space with the acquisition of Calcutta in 2019 and Advisian Capital Projects Advisory (formerly Evans & Peck) in 2021.

Operating under the TSA Management banner, we offer two distinct, but interlinked business lines: TSA Advisory and TSA Projects.

TSA Advisory is a 150+ strong team infrastructure advisors leveraging the deep expertise of our heritage brands.



Our Services

We manage, consult and partner with industry professionals, government bodies and the private sector to bring both ambitious and impactful projects to life.

TSA offers a flexible, tailored and consultative service to support clients on the pathway to operational readiness and business integration.

We help our clients achieve smooth and timely outcomes through a flexible approach that ranges from direct process management and expertise, through to as-needed mentoring, peer review and application of past project lessons learnt.

TSA has deep experience and expertise in stakeholder and interface management. We leverage this to comprehensively capture business requirements, plan their achievement and manage associated activity implementation.

We believe operational readiness and business integration planning preparation should be undertaken throughout the project life cycle. This ensures our clients' projects are ready for Day 1 operations. Our operational planning and readiness capability includes the following four operational planning and readiness phases:

- **Formation** – Involves operational readiness planning, resourcing, governance, stakeholder and customer engagement, and communications strategy.
- **Readiness activities** – Involves accreditation activities, staff recruitment and development, service planning, scenario planning, training and stakeholder communications.
- **Operations** – Involves progressive delivery, asset management, facility management, customer operations and customer services.
- **Post implementation review** – Involves service delivery review, project review and handover management.

Expertise

TSA can provide management and technical expertise on key areas of operational readiness including operational requirements, commercial and legal requirements, strategic planning, customer and staff readiness, scenario planning, stakeholder consultation and asset integration. This offering may include seconding advisors into a project for specific activities.

Peer Review

This offering involves a plan review and health check. It provides an independent review and recommendations for the planning and delivery of operational readiness.

Lessons Learnt

TSA has significant experience in the planning and delivery of major infrastructure projects. This gives us an extensive library of lessons learnt from previous projects. We apply these lessons learnt to new projects, to inform robust operational readiness planning and implementation.

Mentor

We mentor the client Operational Readiness team on an "as needed" basis. This can include providing feedback and guidance for the planning and delivery of their projects.

Specialists.



David Ramsdale Principal

David is experienced in undertaking interface management, operational planning and readiness management, strategic business planning, project development, implementation management and risk management in the transport sector.

From 2009 to 2015, he led the planning and implementation of operational and business readiness for each commissioning stage of the Regional Rail Link project (approx. \$4 billion project).

He continues to provide operational readiness and network readiness advisory across a broad range of rail projects including Regional Rail Revival, North East Rail Line Upgrade and "nine car VLocity running" across various transport agencies.

He is highly regarded for his interface and stakeholder management on behalf of clients. This includes facilitating and presenting to senior steering committees, executive members and unions.

He also provides governance support and advice to various project steering committees across Regional Rail Revival, North East Line Upgrade and Murray Basin Rail Project.



Darren Hayward Associate Director

Darren has over 27 years' experience in senior roles in project development, delivery and operational readiness across the rail, automotive and aerospace sectors in Australia and internationally.

He has successfully led or provided oversight on a number of large scale rail projects from delivery into integrated rail operations including Sydney Metro North West, Canberra Light Rail, South West Rail Link and Sydney Light Rail where he was the Director Operational Readiness on behalf of TfNSW.

Darren has a unique blend of project delivery and operational experience in both rolling stock and rail infrastructure. This provides him with a comprehensive understanding of the issues in transitioning to live operations and the capability to bring together the wide range of stakeholders needed to successfully transition a project from delivery into operation.



Specialists.



Maria Hoyos Senior Associate

Maria has over 13 years' project delivery consulting experience. She offers experience and expertise on project management, project development, stakeholder management, operational readiness and assurance. Maria specialises in major transport infrastructure projects.

Maria helps ensure timely delivery through her ability to engage and communicate with clients, stakeholders and project staff. This includes site personnel and senior management.

Maria has been working with Rail Projects Victoria (RPV) on project development and stakeholder management capacity for various Regional Rail Revival (RRR) projects. She was also part of the team that conducted operational readiness and network readiness peer review for a confidential transport project.



Johanna Maslem Senior Associate

Jo has 18 years' experience in the development, delivery and integration of major civil, transport infrastructure and mining projects. She has held a range of roles in operational readiness and handover, from early stage planning through to handover and ops integration.

Jo has been part of the operational integration team on the Next Generation Tram project. She was the testing, commission and completions manager for Parramatta Light rail as part of the contractors team, responsible for setting up systems to support the integration of the new light rail system into Parramatta. She was the asset handover manager for Newcastle light rail for TfNSW, responsible for asset delineation and handover to stakeholders.

She was the operational readiness project representative for the Roy Hill project in Western Australia, a \$10b greenfield project consisting of a new mine, rail network and port. Her role included development and implementation of training, program integration and asset handover from project to operations.

Specialists.



Terry Poynton Principal

Terry is an experienced public transport operations professional with extensive hands-on commercial, service delivery, project delivery and public transport regulation expertise.

He has held senior executive positions in both public and private sector public transport organisations, covering safety, operations, maintenance and technical functions, over the past 20 years.

Terry has developed strategic level operations plans, high level timetable assessments, transport modelling, customer experience and demand requirements as part of a shadow operator roles for both Newcastle and Paramatta Light Rail. He has led fleet and operations teams for various public and private transport operators.

He is deeply experienced in managing complex project delivery and commercial matters in the public transport arena for fleet and infrastructure projects, particularly bus and rail.



Charlie Simmons Associate

Charlie has 13 years' consulting experience providing services including project development, project management, operational readiness and stakeholder management.

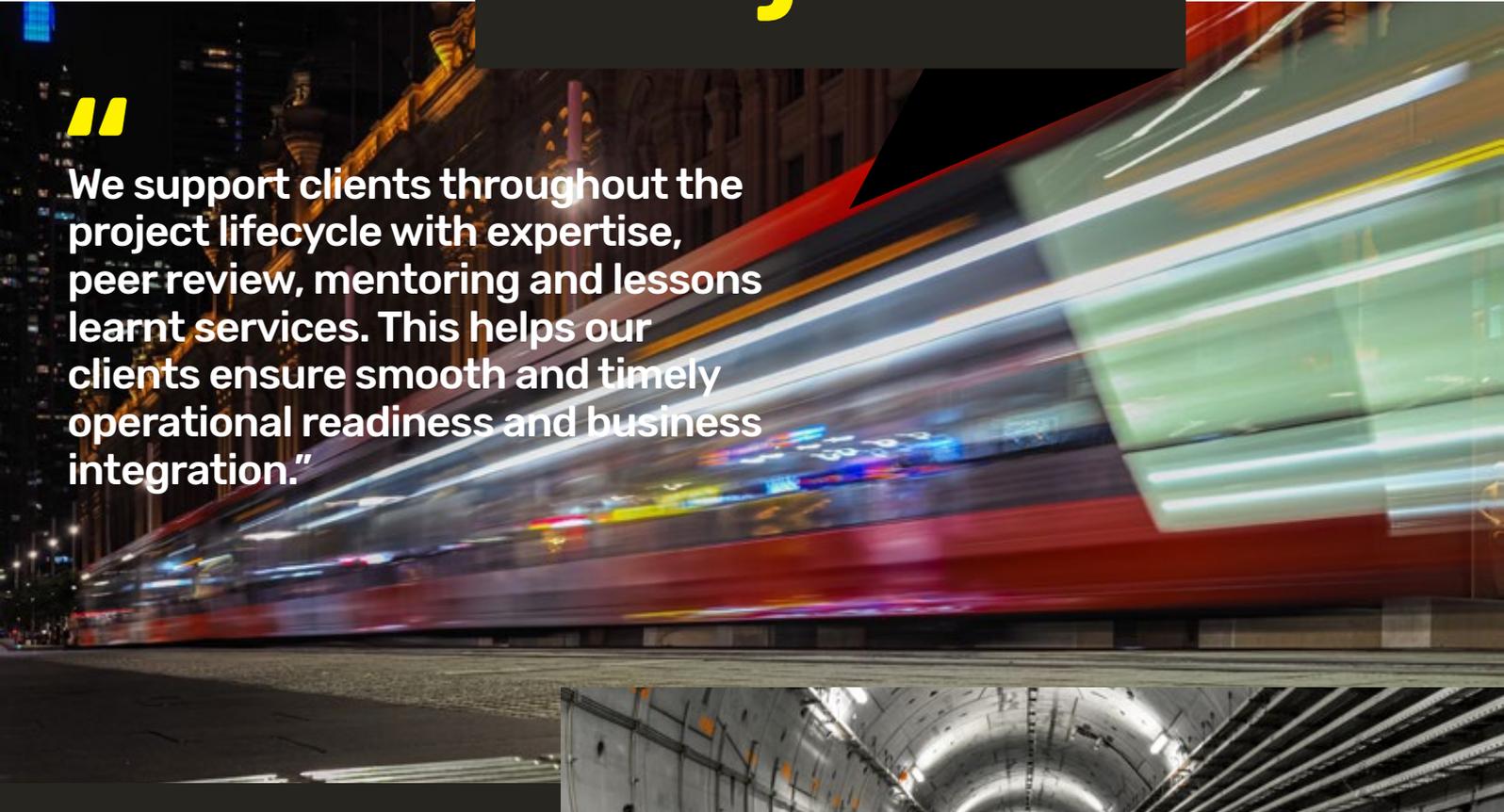
His practical mindset and stakeholder management skills have made him a respected advisor. His effective communication and facilitation skills enable him to efficiently drive outcomes in high interface environments.

Charlie has undertaken operational readiness activities on Regional Rail Revival including development of an operational framework, high level driver training plan for various RRR projects and V/Line operational requirements development. For ARTC's project North East Line Upgrade, he has provided coordination of operational readiness activity interfaces for projects delivered by different transport agencies aimed at introducing new rolling stock services.

Projects.



We support clients throughout the project lifecycle with expertise, peer review, mentoring and lessons learnt services. This helps our clients ensure smooth and timely operational readiness and business integration."



Projects.

Sydney Light Rail, NSW

Client Transport for NSW

Role Operational Readiness

Sydney Light Rail is a \$2.1 billion NSW government initiative aimed at revitalising the urban environment, reduce traffic congestion and creating additional transport options for existing and future population demands. TSA was involved in all phases of the project from project development, transaction management, design, construction, testing and commissioning and operational readiness.

Our engagement was as part of an integrated project team to provide project management and transaction management oversight to assist in the project's transitioning from the development phase to the delivery phase and into operations. We helped the client achieve Day 1 readiness by driving, leading and managing all aspects of TfNSW's operational readiness obligations and assurance.

TSA also helped resolve technical and operational issues post first passenger services. Our team members were instrumental in achievement of journey time and service performance parameters below the requirements of the contract.



Projects.

North East Line Upgrade VLocity Enabling, VIC

Client Rail Projects Victoria

Role Operational Readiness

North East Line Upgrade Project is introducing new standard gauge VLocity rolling stock passenger services between Melbourne and Albury. The project comprises train procurement, track upgrade and other enabling projects, delivered by different transport agencies. We provided regular peer review of service operator V/Line's operational readiness plan and implementation to assure the client of on-time commencement of services. We also supported with interfacing agency activities to ensure a smooth transition from physical works completion to services commencement.



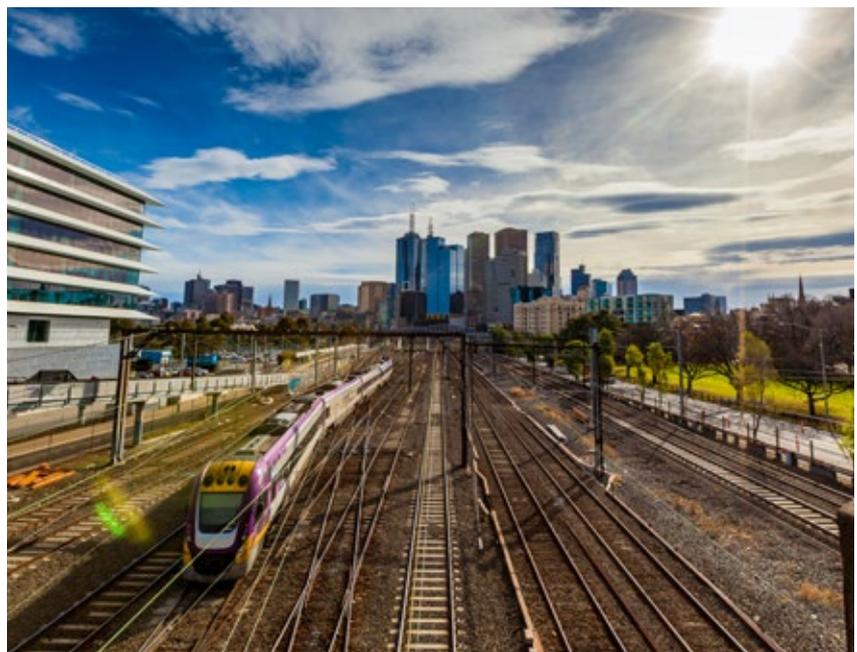
Regional Rail Link Project, VIC

Client V/Line

Role Operational Readiness

The Regional Rail Link Project was a Commonwealth and State Government project undertaken from 2009 to 2015 to construct a major new rail line and provide dedicated tracks for regional trains through the metropolitan system between Sunshine and Southern Cross Station. The project included building a new regional train route between West Werribee and Deer Park.

TSA Advisory provided numerous advisory services, with a specific focus on supporting the State and V/Line on project operational readiness and network readiness. We also provided co-ordination and support to the State and V/Line on network readiness.



Projects.

Regional Rail Revival Project Suite, VIC

Client Rail Projects Victoria

Role Operational Readiness

The Australian and Victorian governments have invested more than \$4 billion in the Regional Rail Revival program, which is upgrading every regional passenger rail line in Victoria, and creating jobs and supplier opportunities.

TSA Advisory has provided ongoing peer review and lessons learnt support to Rail Projects Victoria on various operational readiness planning and implementation activities across approximately 15 regional rail projects.

Our advisory work has involved providing expertise for Day 1 readiness activities, including reporting to key stakeholders and government agencies and customer and communications readiness.



Projects.

VLocity 9 Car Running Project, VIC

Client Rail Projects Victoria

Role Operational Readiness

Rail Projects Victoria is coordinating the activities with other Victorian State Agencies for the introduction of 9 car VLocity running between Wyndham Vale and Southern Cross Station. The current V/Line regional VLocity trains run as 3 car and 6 car consists.

TSA Advisory is providing support to RPV and the State Agencies regarding the co-ordination and monitoring of operational readiness activities for Day 1 of 9 car running.



Operational Readiness Review of a Major Transport Project, Australia

Client Confidential

Role Operational Readiness

TSA Advisory undertook a confidential peer review of a major transport project in Australia and reported back to the client on network state-of-play and operational readiness. This included identifying key readiness risks. Further peer review activities will continue toward service commencement.



Projects.

Next Generation Trams, VIC

Client Victoria Department of Transport

Role Operational Readiness

Next Generation Tram will supply 100 new trams, a new tram maintenance facility, and an ongoing maintenance contract to maintain the trams.

TSA Advisory is responsible for the operational interface activities and is a key part of the operational readiness and integration working group.



Newcastle Light Rail, NSW

Client Transport for NSW

Role Operational Readiness

Newcastle Light Rail is a high capacity, frequent and reliable service through the city centre, connecting key activity precincts and creating great urban renewal opportunities.

TSA Advisory fulfilled the shadow operator role that involved provision of operational advice on customer and operational specifications as part of operational readiness planning stage. We also managed preparation and planning works associated with asset handover and asset information system inputs.



Projects.

Paramatta Light Rail, NSW

Client Transport for NSW

Role Operational Readiness

The Parramatta Light Rail (PLR) is a dual-track, light rail project, which will support the growth and renewal in the region and help to deliver places that attract people to live, work and visit. The spine of the light rail network will bring destinations and precincts in Greater Parramatta closer together, enabling it to function as a productive, liveable and exciting CBD.

TSA have been involved from the early project stages and developed the operations management plans. We were part of the operational readiness working group and operational integration working group for Great River City Light Rail, the system operator and maintainer.



Best for Project

AUSTRALIA

SYDNEY | ADELAIDE | BRISBANE | CANBERRA | DARWIN
MELBOURNE | NEWCASTLE | PERTH

NEW ZEALAND

AUCKLAND | CHRISTCHURCH | TAURANGA | WELLINGTON

MALAYSIA

KUALA LUMPUR

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