

INDEPENDENT COMMISSION AGAINST CORRUPTION**STATEMENT IN THE MATTER OF: Operation Ember**

PLACE: Sydney
NAME: Roger Weeks
ADDRESS: Roads and Maritime Services
OCCUPATION: Director, Compliance
DATE: 21 May 2019

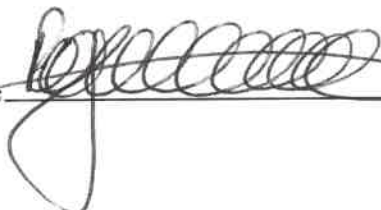
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Introduction

1. This statement made by me accurately sets out the evidence which I would be prepared, if necessary, to give in Court as a witness. The statement is true to the best of my knowledge and belief, and I make it knowing that, if it is tendered in evidence, I shall be liable to prosecution if I have wilfully stated in it anything which I know to be false or do not believe to be true.
2. I am 52 years of age.
3. On 31 January 2019, I participated in an electronically recorded interview with Stephen Wood and Adam Griffiths at the Independent Commission Against Corruption (ICAC). During the interview I was asked questions and shown a number of documents. This statement was initially drafted by ICAC officers from the digital recording of that interview. I have made necessary amendments and additions.

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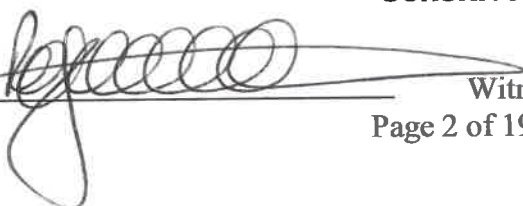


Current Role and Employment History

4. I commenced on 23 February 2017 at Roads and Maritime Services (RMS) as Director, Compliance following a restructure within RMS. That restructure was within a broader framework of a whole of RMS restructure and also of the regulatory reform program within the regulatory division of RMS. That saw seven branches being restructured into five. The seven former General Manager positions were replaced with five Director positions. I was successful in being appointed to the Director of Compliance position. I report to Melinda Bailey, Executive Director Compliance and Regulatory Services who in turn reports to Ken Kanofski (Chief Executive).
5. Until the new structure, which commenced on 3 April 2017, I did not exercise any delegations as they continued to be exercised by the relevant officers until the next structure commenced. Between starting in February and the new structure commencing, I shadowed the senior officers I replaced.
6. Following the commencement of the new structure on 3 April 2017, my financial delegation became and remains \$1million.
7. I have remained Director, Compliance to the current date.
8. My role on a day to day basis varies across a broad and deep scope of work. My position also usually involves responding to unplanned activities because of the very dynamic environment. Issues that can arise have a high level of community, media and political interest requiring quick response.

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9. Prior to February 2017, I had a 28 year career in aviation. I was a commercial pilot.

During the last 12 years, I held a range of positions with the Civil Aviation Safety Authority.

10. I hold two degrees, a Masters in Aviation Management and a Masters in Business. I also hold a Diploma of Aviation Safety Regulation through Swinburne University.

11. Annexed to this statement and marked Annexure A is a copy of my curriculum vitae.

Compliance Branch and the Compliance Monitoring team

12. In this section, I briefly outline the structure of the areas I manage with a particular focus on the Compliance Monitoring team.

13. The Compliance Branch is made up of five areas. Each area directly reports to me. The five areas are:

- a) Compliance Operations which encompasses the heavy vehicle inspectors out on the road and at our inspection stations.
- b) Compliance Management which includes licence integrity, vehicle identification, written off vehicle register, vehicle standards, audit and investigation units.
- c) Enforcement Adjudication which adjudicates camera related offences, breach notices raised by inspectors and scheme participant breaches.
- d) Prosecutions which is a team of advocates that prosecute matters or appear on defended matters.
- e) Compliance Monitoring. This is a technical area which looks after all of the camera network (speed, bus priority enforcement, truck smoke emission, point-to-

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point and safe t cam); and the intelligent access program relating to heavy vehicle compliance.

14. Within Compliance Monitoring there a number of teams. There is a team of technicians that conduct the technical certifications of cameras; a team that monitors the camera network and network security; a team that manages the mobile speed camera contract and the Heavy Vehicle Program (HVP) unit that are effectively project managers.
15. There are 484 full time equivalent staff within the compliance branch.
16. We have an operational expenditure budget of \$145.2M and a capital expenditure budget of \$23.7M.

Heavy Vehicle Program within Compliance Monitoring.

17. The heavy vehicle sector is a big constituency that RMS actively regulates because of its risk profile.
18. RMS wanted to move the heavy vehicle sector on a journey toward safety management systems and systems safety management approaches (similar to the strategy followed in the aviation industry).
19. The HVP unit within Compliance Monitoring was managed by Samer Soliman. Its primary role is to manage the installation and maintenance of RMS heavy vehicle infrastructure and systems. This encompasses all the equipment and infrastructure at heavy vehicle inspection stations and safety stations. For example, if a new weigh bridge or roller tester is required, the HVP unit is the team that prepares and manages the procurement process for the purchase of the equipment and then manages the

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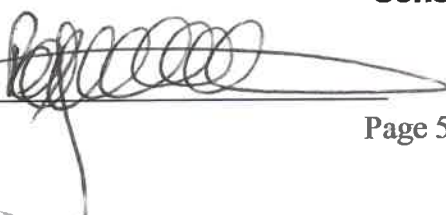
project to deliver the installation. This includes cameras exclusive to heavy vehicles, namely safe t cam and average speed (point-to-point) cameras. The HVP unit also looks at innovation. I discuss innovation briefly below.

Innovation

20. NSW is recognised as the national leader in heavy vehicle compliance. No other state has features that NSW has, such as Truckscan, which integrates a whole range of data points from every inspection, defect, infringement notice and the safety cam network. Truckscan enables an inspector to view on their computer a full history of a truck and driver
21. Truckscan assesses 26 parameters when a truck goes through a screening lane and within two seconds makes a decision to either return the truck to the highway or send them back for inspection.
22. The HVP unit develops heavy vehicle enforcement technology, such as the Truckscan technology described above, as part of its innovation program innovation.
23. There was no specific budget or WBS code for innovation. Any budget for innovation projects would depend on any surplus from under spend on other projects we may have.
24. In circumstances where we have run a trial on some new technology, if there is an underspend in the budget this underspend can be bid for to spend on specific innovation projects.

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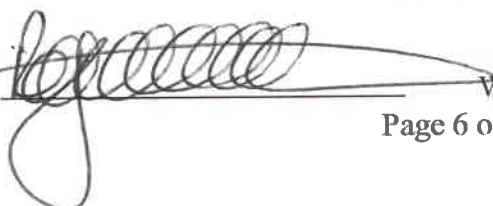
25. I do not have direct visibility over money being spent on innovation unless my delegation was triggered. However, even where my delegation is not triggered, oversight of expenditure is achieved through the processes discussed below.
26. To my knowledge, there were only two innovation projects that I commissioned, namely, thermal scanner technology for brakes and a portable Truckscan-lite approach for the Sydney metropolitan area.
27. As such, I did not see any recommendations for innovation or research projects or reports on the outcome of innovation projects.

Delegation and Procurement Process

28. There is a standard chain of command within RMS. Equip is also set up this way.
29. My delegation is up to \$1million, the delegation of the Senior Managers below me is up to \$500,000 and the delegation for the for the next level of management down is \$250K.
30. Any procurement documentation for a project, which involves spending of below that amount, would not come to me.
31. Anything, which involved spending above \$1million, would come through me and then would go to Melinda Bailey, Executive Director, for final sign off. That is the chain of command.
32. It is quite rare that a procurement project will come to me, unless there is a problem, as the spend is typically below my delegation level; I am therefore only involved in major procurement activities, such as the mobile speed camera program.

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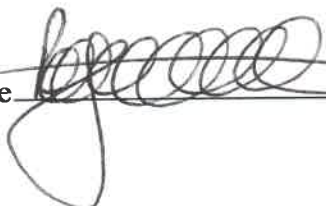
33. The procurement process for the portable weigh scales came through me for my approval due to the amount it involved, after my approval; it then went to the Executive Director for her approval, in line with the chain of command and relevant delegations.

Budgets

34. The way our budget works is that it is all project based, with an associated work breakdown structure (WBS) code including line items for capex (Capital Expenditure) and opex (Operational Expenditure).
35. The scope of that budget is to deliver business as usual activities.
36. If a new project is forecast within a budget cycle then funds are bid for at that point time.
37. Only the finance team can create a WBS code. . There should not be the possibility for a manager to pay for something that is not within the scope of a WBS project. The purchase order has to be linked to the WBS code and should be relevant to the type of work being paid for.
38. I receive regular financial budget reports and generally meet monthly (and have done so for the past 12 months) with senior managers and finance business partners to go through each section's budget and the branch budget to look at any over and under spends and projected run rate. These meetings provide me with a high-level oversight of live projects and where they are up to even if my delegation is not triggered. The meetings also identify any need for any reforecasting.

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Reforecasting

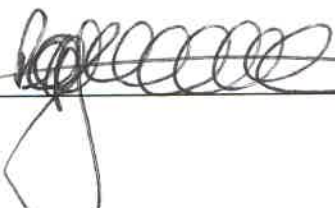
39. Included in my delegation is the ability to redirect underspent money within my branch before it is offered up to corporate finance for reallocation.
40. An example of such a decision was my redirection of unspent monies from a completed Windows 7 project to fund two projects where system upgrades were required that had not been allocated specific funding.

Vendor Creation and Procurement Process

41. My understanding is that the creation of a new vendor is only performed by the finance team.
42. I understand there would be some form of procurement process dependent on a financial threshold. This would include a procurement strategy document being generated and depending on the amount the project was worth, that document would go to the person with that delegation for approval and sign off.
43. I would be involved in the approval of projects where my delegation was triggered.
44. I would expect that when the procurement strategy document was being put together, the procurement manual would be followed and as part of this I would expect that due diligence would be part of the request for proposal, tender evaluation and the selection of the appropriate vendor.
45. Following the procurement process and the approval by the correct delegate A vendor would then be established in RMS's Equip system following the raising of a purchase order.

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Conflict of Interest Management

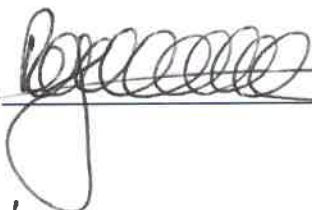
46. Conflicts of interest are dealt with at a number of stages within our organisation. For example, there are declarations at employment start as well as in relation to specific tender evaluations.
47. As part of the procurement strategy document, which is a proforma template, there is a section which requires that any conflict of interests be declared. However, these would only be conflict of interests in relation to the tender evaluation panel within that specific project.
48. I have dealt with conflicts declared in other circumstances but at no time since I have commenced at RMS have any of the staff within my Branch raised conflicts of interest with me in respect of tender evaluations.
49. If a team member who was on the tender evaluation panel was a close associate of a vendor and did not declare their association, other than the procurement process and the rules within that, there are no independent checks or oversight to determine a vendor's capacity or associations within individual staff.
50. Samer Soliman was not on the tender evaluation panel for the weigh scale procurement, and, as such, he would not have had to declare any conflict of interest.
51. Staff go through conflict of interest training and procurement training before being able to sit on tender evaluation committees. There is a reliance on the procurement process and the integrity of people.

Business Plans and Projects for 2017/2018 and focus areas

52. There is a mandatory corporate requirement for divisional and branch business plans.

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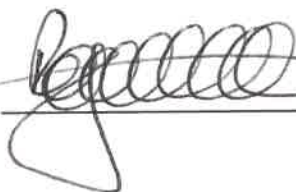
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53. Whilst there is no requirement for unit level plans, I am aware that Samer Soliman had produced a business plan for his unit for 2017/18.
54. In the 2017/18 financial year, there was a Galston Gorge project using over-dimension cameras to solve a problem there.
55. The project was managed by Compliance Monitoring.
56. The HVP unit were not directly involved in that project. Because of more general infrastructure issues with tunnels and bridges, the HVP unit were involved in a previous trial of over-dimension camera technology at Marulan using the company Sick Australia. Sick Australia was one of the vendors we used to develop the Galston Gorge multi-vendor delivered solution. This may have been how we determined that it could be a viable solution at Galston Gorge.
57. It would not surprise me if an independent evaluation was obtained on a trial of new technology. I would want to ensure appropriate governance and assessment prior to a substantial investment of public money in that technology.
58. I would expect that development of technology and trials by the HVP unit would involve engagement with operational areas and key personnel. RMS has a desire to become a risk based outcome focussed regulator. For example, since my commencement, I have implemented a range of strategies to change heavy vehicle industry behaviour around defective brakes. This is why I was interested in establishing the feasibility of the use of thermal detection cameras as an additional means of detecting this problem.
59. I looked at the risk data and this showed that in the road worthiness area, brakes were the highest cause of major defects. Some work had been already been done by my

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branch on thermal detection and I wanted to further explore technological solutions to this problem.

60. Another example, is truck-and-dogs and the increased heavy vehicle movements in the metropolitan area which was our highest risk. Within the Sydney metropolitan area we do not have Heavy Vehicle Safety Stations with screening lanes that use the Truckscan system. In order to determine the feasibility of utilising elements of the Truckscan system I commissioned a trial. This involves a trial of weigh-in-motion, automatic number plate recognition and over dimension of heavy vehicles in the metropolitan area using existing infrastructure. This gives data points for a Truckscan-lite trial.

61. I expected this strategy to be reflected in branch level planning.

62. I am aware that RMS has been using for a long time the infra-red traffic logger (TIRTL) technology that determines the lane and measures the speed of passing vehicles. My understanding is that the contract with the supplier, Ceos Industrial Pty Ltd, is due to end. We are going to market shortly to see if there are other equivalent products on the market.

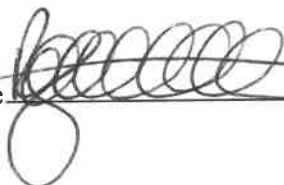
Procurement Process for Trials

63. Depending on the nature of a trial, my understanding is that we would normally request expressions of interest (REOI) to determine what is available in the market before a second stage of requesting quotes.

64. We have followed this two-stage approach recently in partnership with Transport for NSW regarding technology to detect illegal mobile phone use by drivers.

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65. My only knowledge of the term multi-vendor strategy relates to panel arrangements.

RMS has a camera enforcement panel that relates to providers of red light and average speed cameras. Funding of this equipment comes from the Centre for Road Safety. The panel was formed following a request for proposal. It consists of six providers with a range of capabilities and technologies that allows for some price point competition. There are fixed rates for maintenance of cameras which were re-negotiated after the panel was set up. Our technicians do the certification, not the maintenance.

66. The delegation for approval of a panel would depend on the price point of the procurement. Some of the technologies, particularly around heavy vehicles, is a relatively small market place of potential vendors. This becomes a real challenge.

Portable Weigh Scales

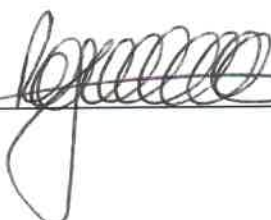
67. I first became aware of the problem with the existing weigh scales when I was conducting field trips and the inspectorate made some verbal complaints to me about the poor state of the existing weigh scales.

68. My understanding, from a discussion I had with a direct report Paul Hayes, is that the company who was previously maintaining the weigh scales had undergone a change of management, and as a result, the quality of the work was no longer to an acceptable standard.

69. I was also advised that the only other company at the time who had the ability to carry out the maintenance work had a number of injunctions placed on them due to a

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complex court case, and, as such there was a backlog of weigh scales not being adequately maintained and calibrated.

70. Many of the scales were out of calibration and required repair. The scales were very old and so many were at end of life.

71. This was a significant issue that was impacting our operational capability which I considered needed to be addressed.

72. I put in a bid for CAPEX funding from underspends within the agency for the maintenance of the weigh scales, but it was not approved at that time.

73. Shortly after, there were a number of fatal truck crashes, and as such, there was a renewed emphasis on Heavy Vehicle Safety.

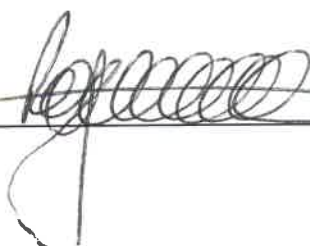
74. In addition to agency funding, \$19 million was available in the National Heavy Vehicle Regulator (NHVR) fund. My understanding was that Ken Kanofski, the Chief Executive, had a meeting with the Chief Executive Officer of the NHVR and they came to an agreement that RMS could use money in the NHVR account to fund heavy vehicle related programs such as the replacement of unserviceable safe t cams. Subsequently, this fund was also identified as the source of funding for the replacement of the portable weigh scales.

75. As such, in late 2017 the process of getting in principle approval for the replacement of the weigh scales was commenced.

76. The finance team created a WBS code for the procurement process to commence and a tender evaluation panel was formed for the assessment of tender proposals.

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77. There was high operational need to get the weigh scales procured. However, getting the money sorted out and a WBS code assigned so that we could go to the Request For Proposal stage of the procurement took a very long time.

I am shown and attach a copy of a five page email trail beginning with an email from Paul Christison to myself dated 26 October 2017 at 10:01 am through to an email dated 2 November 2017 at 9:15:05 am from Roger Weeks to Samer Soliman titled "FW: Weigh Scales Costs Estimates" - marked as Annexure B.

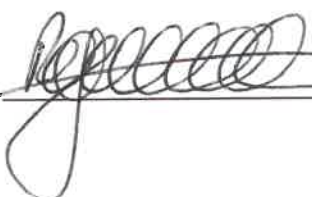
78. I remember that there were a lot of discussions about weigh scales. My recollection, when I first started at RMS was that there had been an attempt to obtain funding which had been knocked back. Consideration was given to whether to just repair the existing fleet and it was determined this was not appropriate. A decision was taken to replace rather than repair the scales.

79. Through the briefings provided to me, I understood RMS had not been to market for a very long time. I knew from talking to Brett Patterson that the Department of Transport and Main Roads in Queensland (RMS's counterpart) used a different brand of scales (Haenni). However, the brand used by RMS known as PAT scales were seen to be quite good except for application to longer vehicles. I also understood that RMS vans which were used to transport the weigh scales were only set up for six PAT scales to be stored in those vans and this configuration had been in place for around 20 years.

80. In order to procure the weigh scales, there was a two-step approach. Initially, \$2.1M was provided to do a limited procurement of 125 scales in 2017/18. We then worked

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through the process to try and get more money in 2018/19 for the remainder that were required.

81. Paul Christison was undertaking all of the technical work and actually securing the funding, my role was to follow up and ask him when the money could be spent.

I am shown and an attach a copy of a three page email trail beginning with an email from myself to Jai Singh and Craig Steyn dated 28 February 2018 at 19:10:12 titled "RE: Portable Weigh Scale Tender Evaluation" - marked as Annexure C.

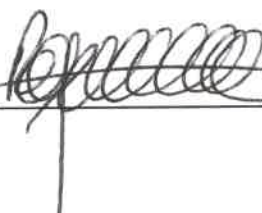
82. In the first round of procurement of the 125 portable weigh scales, one of the Operations Managers from Compliance Operations, David Jones, was on the tender evaluation committee. I recall seeing the email at Annexure C. The concerns expressed by David Jones were news to me. This was the trigger for me to call an urgent meeting with Brett Patterson and Arnold Jansen (who had taken over from Paul Hayes) to be briefed on the situation. My recollection is that I sought to get whatever the issues were resolved.

83. In the context of the desired outcome of getting new scales, I suggested it be explored with David Jones whether the proposed scales would meet operational needs. I recall discussion about an Intercomp scale that was not certified at that stage. I do not recall being briefed on the likely timeframe for certification to occur.

I understand there were further discussions and David Jones reviewed the report and provided his support. I was provided with reasons why the type of scale selected was

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the most appropriate as part of the procurement documentation which was sent to me for my approval. This came to me through Arnold Jansen

The fact that there was a requirement that scales had to fit into existing racks in the RMS vans did not raise any concerns in my mind because the PAT scale proposed was an option that I was aware of in the briefings I had been given. Cost would have been a different proposition if a refit of our fleet was required as this was not in the procurement plan.

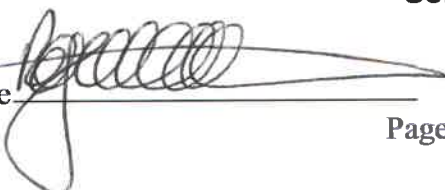
84. From what I was briefed, there were only a couple of scales on the market that were fit for the purpose of the work that our inspectors do. I had no concerns at that time about what was being proposed. We had secured the funds. We needed capability restored. I was pressing for this to be done as quickly as we could to be able to meet the operational need and spend the money allocated for this project.

85. I was not present at any meeting with David Jones and am certain that I did not speak to him directly about the issues raised. I indicated to Arnold Jansen and Brett Patterson that we needed to sort the issue out. I understood that David Jones subsequently signed off on the report. Any issue David Jones had would have been raised through his Manager and would have been resolved by the time the procurement documentation came to me.

86. It was a key concern of mine that the available money be used to meet a critical need. However, loss of funding is always a concern if a project does not proceed. No consideration was given to apply for a rollover of funding (which may have been possible) as it was unnecessary to do so.

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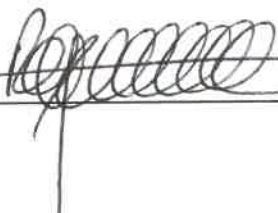
87. I do not recall being briefed on or seeing any market research in relation to portable weigh scales before the subsequent tender for the purchase of 425 portable weigh scales proceeded. This is not to say it did not happen. Nothing came to me though. Different sectors have different needs and requirements. I am not aware of the relative costs of the different types of scales. I think the plan was to purchase some additional long scales. There was discussion with Brett Patterson to allocate \$250,000 to purchase some long scales.

I am shown and attach a copy of a seven page email trail beginning with an email from Samer Soliman to himself dated 3 August 2018 at 10:37:51 titled "FW: Procurement for Portable Weigh Scales" - marked as Annexure D.


88. For the procurement of the 425 portable weigh scales, I recall a meeting on 3 August 2018 to discuss the procurement strategy. I did not attend the whole meeting because of clashes with my schedule. Albert Bass was not at that meeting unless he was on the telephone. From reviewing my Outlook Calendar invite for this meeting I can say that the RMS procurement representatives were Donna Willis, Mark Chiu and Brendan Britton. I recall that discussion centred around using an existing panel because of the limited market, the time-frame and complexities around the money being NHVR funds. My recollection is that advice from the procurement team was to proceed with the strategy for a select tender through an RFP. My understanding formed whilst I was at the meeting was that procurement were happy with the approach

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articulated in that strategy. The Chief Procurement Officer, Albert Bass signed off on the strategy and I was comfortable to then also sign off on the strategy.

89. I do not recall anyone raising with me the possibility of negotiating a discount on the price for the scales once the preferred tender had been selected.

90. Performance evaluation of individuals within units is dealt with by the line manager only. I do not participate in or have visibility over these evaluations.

91. I currently do not have visibility of performance against key performance indicators below the branch level. I would expect to be made aware if things went wrong, were off track or delayed or there was a problem. If there was a staff related performance or behavioural matter, I would know about it.

92. In terms of record management, if there was a study, trial or pilot, I expect that an evaluation report would exist and that it and the related file would be created and stored in RMS's record management system - Objective.

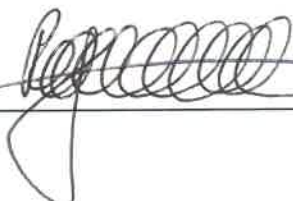
Interim changes

93. Following becoming aware of the issues with the procurement of the weigh scales involving Novation Engineering I have put in place a number of temporary checks and balances measures to ensure that I have complete oversight of matters which are below my delegation level. I summarise these below:

- a. Independent probity advisors for any tender evaluation committee (TEC)
- b. Independent members on each TEC
- c. All procurement requests from relating to heavy vehicle safety stations, heavy vehicle inspection stations and heavy vehicle systems issued by the

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Compliance Operations team are now required to be be escalated through the Senior Manager of Compliance Monitoring and Compliance Operations rather than directly at officer level with major requests to be escalated to me.

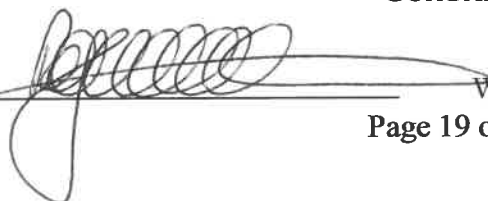
d. Additional reporting requirements which require Senior Manager or Director approval, regardless of financial delegation, on all procurement matters in Compliance Monitoring addressing:

- i. • What the proposed expenditure is for
- ii. • Why it is necessary for the proposed expenditure to occur
- iii. • What the priority of the proposed transaction is and any implications if the transaction does not proceed
- iv. • Demonstration of best value for money and evidence of fair market rate/value
- v. • Any other relevant information.

e. A review of expenditure under PCards.

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Roger Weeks

MBus MAvnMgt

A: [REDACTED]

E: roger.weeks@[REDACTED]

M: [REDACTED]

Executive Profile

A highly motivated, people-focused executive leader with a key strength for strategic management. Adept at stakeholder engagement and fostering collaboration. Able to inspire, motivate and lead people through significant change programs. Delivers innovative solutions to make complex projects successful. Experienced in regulatory reform through development of performance-based aviation safety legislation. Expertise in delivering risk-based, outcomes-focused safety and compliance activities. An acknowledged communicator, with media and public speaking experience at national and international events.

Qualifications

- Master of Business (with Distinction), 2014, University of Newcastle
- Master of Aviation Management (with Distinction), 2011, University of Newcastle
- Diploma of Aviation Safety Regulation, 2010, Swinburne University of Technology
- Quality/Safety Lead Auditor Qualification
- Commercial Pilot Licence

Career Summary

- **Director Compliance**, Roads and Maritime Services, February 2017 – present (*have acted as Executive Director Compliance and Regulatory Services, and Executive Director NSW Maritime*)
- **Aviation Group Collaboration Manager**, Civil Aviation Safety Authority, 2016 – February 2017
- **Executive Manager Standards (acting)**, Civil Aviation Safety Authority, 2015 – 2016
- **Senior Manager Operations Strategy**, Civil Aviation Safety Authority, 2013 – 2015

Capabilities

- Acts with integrity and maintains the highest ethical and professional standards
- Owns issues and deals with challenges resolutely and with courage
- Adapts and responds to dynamically evolving situations
- Demonstrated ability to lead and manage large and complex programs at an executive level
- Inspires others to achieve by setting a clear direction
- Proven ability to identify, plan and implement strategic initiatives
- Drives the development of innovative business solutions to enhance customer experience
- Negotiates resolution of complex issues effectively and diplomatically
- Leads workplace cultural change
- Strong communication skills with the ability to present information clearly and persuasively
- Builds collaborative internal and external networks with stakeholders
- Expertise in successfully managing complex projects
- Develops high-performing teams, inculcating a continuous improvement ethos
- Committed to championing the principles of equity and diversity and for providing a safe and healthy workplace.

Professional Experience

Roads and Maritime Services

Roads and Maritime Services' purpose is to deliver safe and efficient journeys for all roads and waterways users. Roads and Maritime regulates roads, drivers and vehicles through its Compliance and Regulatory Services Division.

February 2017 - present

Director Compliance
Parramatta NSW

Leads Compliance branch which has 484 full time equivalent staff, a CAPEX budget of \$23.7M and an OPEX budget of \$145.2M.

Responsible for delivering the New South Wales road safety speed camera program, heavy vehicle safety intercept and inspection operations, driver licence and vehicle identity anti-fraud activities, heavy vehicle chain of responsibility investigations, auditing of regulatory scheme participants, adjudication of sanctions, penalties and court attendance notices, and the prosecution of certain road traffic offences.

Leading reform in Compliance branch by work unit realignment, developing workforce capability and strengthening a values-based workplace culture. This has resulted in work units achieving greater efficiency and being better aligned to the *OneRMS* direction.

Transforming the branch's approach to being a risk-based regulator. Introduced sector risk profiling and more effective use of compliance data and intelligence, in order to better target recidivist parties.

Adopted an 'engage, educate, enforce' approach. This approach is designed to modify industry behaviour for those willing and able to comply, whilst using new enforcement techniques for those who demonstrate a disregard for the law.

Developed and implemented Compliance branch's 2018-19 strategy to deliver elements of the Premier's *Road Safety Plan 2021*.

Collaborates with co-regulatory partners, including the Centre for Road Safety, National Heavy Vehicle Regulator, Service NSW, Safework NSW and the Environmental Protection Authority, to deliver coordinated and integrated regulatory services.

Liaises with the NSW Police Force to plan and conduct heavy vehicle road safety operations.

Sponsors complex projects, including the re-tendering of the mobile speed camera program and the replacement of the driver licensing facial recognition system.

Civil Aviation Safety Authority

CASA's purpose is to maintain and enhance aviation safety. It regulates the safety of all Australian registered aircraft operating domestically and overseas, and foreign registered aircraft operating in Australia.

June 2016 – February 2017

Aviation Group Collaboration Manager Canberra ACT & Sydney NSW

The Aviation Group had 440 full time equivalent staff and a budget of \$85.7M.

Led strategic initiatives, collaboration and coordination between all branches in the Aviation Group, across other groups within the agency, and externally with the aviation industry.

Provided business support to the group's front-line elements via a 'shared services' unit. Was responsible for the group's continuous improvement program, identification of efficiency gains, and for improving consistency and standardisation in processes and procedures.

Led the Part 61 Solutions Taskforce to assist industry transition to new pilot licensing and flight crew training performance-based regulations.

Coordinated the 'Change Ambassador' cohort, which drove the cultural change phase of the *Renewing CASA* program.

October 2015 – June 2016**Executive Manager Standards (*acting*)
Canberra ACT**

The Standards Division had 97 full time equivalent staff and a budget of \$15.5M.

Led the Standards Division, which had the principal role of developing aviation safety policy, regulations and implementation of regulatory reform to transition the aviation industry from a prescriptive to a performance-based legislative framework.

Provided briefings to, and liaised with, the Minister's office and the Department on aviation policy and safety standards. Attended and appeared at portfolio Senate Estimates hearings.

Developed and implemented strategies to deliver solutions relating to the pilot licensing and training suite of regulations, improved intra-organisational collaboration, built more effective aviation industry consultation methods and established enduring safety partnerships with industry.

Led cultural change within the division in support of the CEO's reform agenda, *Renewing CASA*.

Held 'Protected' security clearance.

December 2013 – October 2015**Senior Manager Operations Strategy
Brisbane QLD & Sydney NSW**

The Operations Division had 278 full time equivalent staff and a budget of \$44M.

Was responsible for divisional strategic planning, quality assurance and continuous improvement initiatives.

Provided divisional corporate support, including finance, human resource management and shared administration.

July 2009 – December 2013**Manager Flying Standards
Sydney NSW**

Led the start-up of this new branch to introduce innovative industry reforms designed to improve pilot training and flight testing.

April 2005 – July 2009**Regional Manager
Sydney NSW**

Prior to joining the Civil Aviation Safety Authority – a 16-year career in private enterprise within the aviation industry, holding leadership and management positions of Chief Pilot, Chief Flying Instructor and pilot examiner.

Community Service

- Served for 16 years as an officer in the Australian Air Force Cadets, attaining the rank of Wing Commander.
- As Officer Commanding Air Training Wing, was responsible for all air familiarisation, pilot training and gliding available to the 6000 air force cadets throughout Australia.
- Awarded the *Australian Cadet Forces Service Medal*.
- Served on the Royal Federation of Aero Clubs of Australia's national Technical Advisory Committee which promoted the development and improvement of aviation safety standards.
- Awarded the RFACA's *Federation Award*.

FW: Weigh Scales Cost Estimates

From: WEEKS Roger J <roger.j.weeks@rms.nsw.gov.au>
To: SOLIMAN Samer <samer.soliman@rms.nsw.gov.au>
Cc: PATTERSON Brett <brett.patterson@rms.nsw.gov.au>
Date: Thu, 02 Nov 2017 09:15:05 +1100

Hello Samer

Please see Brett's input below. Could you please update the document to reflect these figures.

Could you also research and provide preliminary estimates for the purchase of a number of the long scales as per Brett's comments below.

Could you also advise where the calibration contract issue is up to – we need to have this matter resolved as quickly as possible.

Many thanks

Roger

Roger Weeks
Director Compliance
Compliance and Regulatory Services
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Every journey matters

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From: PATTERSON Brett
Sent: Thursday, 2 November 2017 8:22 AM
To: WEEKS Roger J
Subject: RE: Weigh Scales Cost Estimates

Hi Roger,

Thanks for sending through for review, Samer did mention to me sector preference (excluding allocations) and given Sydney does not have a weighbridge within the (Sydney) sector and uses portable scale they would be the priority.

My preference would be to replace the scales with new equipment as the existing equipment is failing in the electronics and the frame structure of the portable scale.

My suggested re allocation would be;

	FY 17/18	FY 18/19
Sydney Sector	180 scales	60 scales
Southern Sector	60 scales	60 scales
Western Sector	60 scales	84 scales
Northern Sector	48 scales	36 scales

Estimated Cost Range	\$3.5M - \$4.8M	\$2.4M - \$3.3M

In

considering the above, I mentioned to Samer the draft NHVR weighing procedure for OSOM and the need to look at Haenni long scales (or similar) to comply with the new weighing procedure for OSOM and a reduction in the WHS risk to inspectors weighing platform type trailers, blocking material would also be needed to comply.

Can we please consider a project and possible budget of \$250k to review and procure suitable equipment.

Additionally, I'm advised that the scale calibration has not been resolved and both Sydney Sector and Southern Sector have taken a number of scales out of service as there is no current vendor to certify the scales. Any assistance to progress this matter would be greatly appreciated.

Thanks

Brett Patterson
Senior Manager
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From: WEEKS Roger J
Sent: Wednesday, 1 November 2017 3:08 PM
To: PATTERSON Brett
Subject: FW: Weigh Scales Cost Estimates

Hi Brett

Can you please review and provide input. What I'm seeking is a prioritisation of distribution of either new or repaired scales (depending on whether we are successful with the funding bid). I thinks I'd like to see it a bit more evenly spread than by sectors as per the draft proposal from Samer. Your knowledge of the operational need will help prioritise 'rough' numbers in the right sectors.

Thanks

Roger

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From: SOLIMAN Samer
Sent: Wednesday, 1 November 2017 1:59 PM
To: WEEKS Roger J
Subject: RE: Weigh Scales Cost Estimates

Gday Roger,

2 year procurement plan for both options attached. It is not in any formal memo/briefing format, I've just left it as a free-text format for our discussions.
Where do we go from here?

Samer Soliman
Manager Heavy Vehicle Programs

From: WEEKS Roger J
Sent: Tuesday, 31 October 2017 8:49 AM
To: SOLIMAN Samer
Subject: RE: Weigh Scales Cost Estimates

Hi Samer – yes, both options would be good.

Thanks

Roger

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From: SOLIMAN Samer
Sent: Monday, 30 October 2017 6:51 PM
To: WEEKS Roger J
Subject: Re: Weigh Scales Cost Estimates

Sure roger.
Would you like me to document a procurement plan for both options?

Ie/
option 1: scale replacement with brand new PAT scales to fit into **existing** vehicle docks(each vehicle has a customised and hence high cost scales battery chargers and custom fit out in the rear of the vehicle that fits PAT scales).

Option 2: scale repair to restore scales to as-new condition. This provides the same outcome as

option 1 at an estimated 50% lower cost.

Cheers,
Samer

On 30 Oct 2017, at 5:11 PM, WEEKS Roger J <roger.j.weeks@rms.nsw.gov.au> wrote:

Hi Samer

Can you put together a simple plan for the procurement process for new weigh scales, with an outline of which are the priority areas (ie sectors/teams) that will need to receive new equipment.

Many thanks

Roger

Roger Weeks
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<image001.png>

From: SOLIMAN Samer
Sent: Thursday, 26 October 2017 11:21 AM
To: CHRISTISON Paul J
Cc: WEEKS Roger J
Subject: Re: Weigh Scales Cost Estimates

The scales are over 20 years old. So, we have not gone to market since they were purchased and hence why the cost estimates given are just estimates. However in my experience, I'm confident to provide a cost estimate range of \$6M minimum - \$8.5M maximum if this helps? We will not know the actual cost until we go to tender. And of course, having a tender ensures we secure the lowest prices available on the market.

Please also advise Melinda that the lower cost option(given in the opex prioritisation exercise) of \$4.5M **estimate** to repair scales would provide the SAME outcome as procuring brand new scales. Ie/guarantee an extended ~20year life. We simply provided this option to enable cost savings for the division to drive down technology costs. And again, this cost estimate is just an estimate. Actual costs will be provided during the tender process if Melinda so chooses this option.

Im more than happy to meet Melinda to discuss further given that the mass management program is so critical.

Cheers,
Samer

On 26 Oct 2017, at 10:17 AM, CHRISTISON Paul J <Paul.CHRISTISON@rms.nsw.gov.au> wrote:

Roger and Samer,
Can you guys answer Melinda's question below "when did we last go to market and what is the current market price?"
thanks

Paul Christison
Financial Controller
Compliance & Regulatory Services,
& Maritime Divisions
Finance Business Partners Finance
M 0418 665 951

From: BAILEY Melinda
Sent: Thursday, 26 October 2017 10:16 AM
To: CHRISTISON Paul J
Cc: WEEKS Roger J; SOLIMAN Samer; SHU Roger Y; DOS SANTOS Rachel M
Subject: RE: Weigh Scales Cost Estimates

Paul
FYI, I've asked Roger to prepare a plan for progressive replacement of new scales rather than repair given the bulk of the scales are some 20 years old.

Further, re cost of new scales, when did we last go to market and what is the current market price?

Thanks
Melinda

From: CHRISTISON Paul J
Sent: Thursday, 26 October 2017 10:01 AM
To: BAILEY Melinda
Cc: WEEKS Roger J; SOLIMAN Samer; SHU Roger Y; DOS SANTOS Rachel M
Subject: Weigh Scales Cost Estimates

Melinda,

I have been trying to confirm cost estimates for the work required on the Weigh Scales.

The Opex Prioritisation work was to repair all of the scales through one tender over a two year period. The cost estimate for this work was an additional \$4.5mil on top of current \$500k maintenance costs.

The short business case put forward by the business in the Opex Prioritisation showed an estimate for total replacement of the scales at \$8.5mil which I have subsequently confirmed with Samer. You have mentioned that information you have received the capital replacement costs would only be \$5mil. The \$8.5mil has not been fully tested within the market but represents a nominal market cost plus 20%.

The third option is to undertake the work over a longer period and this is broadly estimated at \$1mil over 5years each year however this would be a reactive solution.

It is understood that the repair work would give a similar outcome to total replacement.

Happy to discuss the different options.

Regards

Paul Christison
Financial Controller
Compliance & Regulatory Services,
& Maritime Divisions
Finance Business Partners Finance
M 0418 665 951

RE: Portable Weigh Scale Tender Evaluation

From: JANSEN Arnold <arnold.jansen@rms.nsw.gov.au>
To: SINGH Jai <jai.singh@rms.nsw.gov.au>, STEYN Craig G <craig.steyn@rms.nsw.gov.au>
Cc: SOLIMAN Samer <samer.soliman@rms.nsw.gov.au>
Date: Wed, 28 Feb 2018 19:10:12 +1100
Attachments: Unnamed Attachment (124 bytes)

I have escalated this to Roger for advice with recommendation that we seek to roll over funding.

Regards,

Arnold Jansen
Senior Manager
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110 George St, Parramatta NSW 2150

From: SINGH Jai
Sent: Wednesday, 28 February 2018 5:33 PM
To: STEYN Craig G; JANSEN Arnold
Cc: SOLIMAN Samer
Subject: FW: Portable Weigh Scale Tender Evaluation
Importance: High

Gents,

As per below, the Enforcement Operations end user and subject matter expert is not willing to sign the evaluation report.

Now he has valid points regarding evaluating other scales in the market and having a proper assessment, however due to time constraints (funding only given to us in January) this couldn't be considered. The RFQ being restrictive was due to the size of the scale racks currently installed in the vehicles. I did explore the option of installing new racks however in the last meeting, David advised that the LP600 was unsuitable for their operational needs (see feedback below). The LP788 can't be considered because it is still pending certification (will take a couple of months to complete).

I think this is something that will need to be discussed with Brett (and perhaps Roger) to see how they want to proceed. As of right now, I can't progress until we get support from Enforcement Operations which puts our ability to spend the \$2M this financial year at risk.

An option to consider (if possible) is to see if we can re-allocate the \$2M for next financial year and use the rest of this financial year to do an assessment on the scales currently in the market.

Fun times!

Regards,
Jai

From: JONES David P
Sent: Wednesday, 28 February 2018 4:32 PM
To: SINGH Jai
Cc: EVERSON Barry J; LEMARECHAL Claire
Subject: RE: Portable Weigh Scale Tender Evaluation

Hi Jai,

FYI

I will **not** be signing the Tender Evaluation Report, due to reasons previously raised & discussed – The RFQ was too restrictive regarding dimensions & other applicants/submissions were unable to meet specified dimensions, the submission by Accuweigh for Intercomp scales ((LP600 & LP788), whilst offering a more economical outcome (as a package with new scale storage racks), cannot be considered as both these model scales have not been evaluated and the LP788 is still undergoing certification & the submission also failed to meet RFQ requirements.

I fully appreciate there is an urgency to progress an RFQ relating to available funds to obtain new scales before the EOFY, and considering that operational scales are vital to my business needs I am the last to delay the process, however until alternative scales (e.g. Intercomp or ????) are evaluated, an accurate, fair & honest assessment cannot be made.

I have relayed my concerns regarding the current RFQ process to both Brett Patterson & Ray Jenkins

LP600 feedback – untested, heavier (23kg), modifications (shelf width extension panels) to existing scale storage racks required as the overall width is 406mm, height 38mm (similar to current Pat 10A III scales).

LP788 feedback - untested & uncertified, however they provide the best platform height at 21mm, best platform area at 660 x 394mm & best weight at 17kg.
If and when these scales can be evaluated, after obtaining certification, and behave successfully in operation, the overall package (scales & scale storage racks) is by far the best and most economical available option.

Regards

DJ

David Jones
Operations Manager Sydney West 1
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81-85 York Road South Penrith NSW 2751

From: SINGH Jai
Sent: Wednesday, 28 February 2018 10:15 AM
To: JONES David P
Subject: RE: Portable Weigh Scale Tender Evaluation

Hi DJ,

As discussed in this meeting, can you send me some feedback regarding the Intercomp LP600 being unsuitable for your operational requirements? Also feedback regarding your interest for the LP788.

Once the tender evaluation report is finalised, I'll send it out to you all for your signoff and then off to Melinda.

Regards,
Jai

FW: Procurement for Portable Weigh Scales

From: SOLIMAN Samer </o=rta/ou=exchange administrative group (fydibohf23spdlit)/cn=recipients/cn=solimans">
To: SOLIMAN Samer <samer.soliman@rms.nsw.gov.au>
Date: Fri, 03 Aug 2018 10:37:51 +1000
Attachments: RE_ Draft Procurement Strategy.msg (89.09 kB)

Samer Soliman
Manager Heavy Vehicle Programs

From: SOLIMAN Samer
Sent: Friday, 3 August 2018 9:24 AM
To: LEE Alex; WEEKS Roger J
Subject: RE: Procurement for Portable Weigh Scales

Morning Roger,

If you would like some background on this, feel free to grab myself or Alex Lee before the meeting for a chat.

In short, the Chief Procurement Officer(Albert Bass) has recommended the best procurement path for this procurement of portable weigh scales should be done via RFQ using the open-tendered panel which already performed a market scan for all portable weigh scale vendors and have successfully procured 125 scales last financial year using this panel.

Alex Lee is running the procurement for the branch. Attached is some background communication with the chief procurement officer.

This meeting is for agreements to be made regarding this so we can progress.

The only risk here is that we are running out of time. The funding provided for this is only available this financial year, and it would take at least 9 months for any scales manufacturer to manufacture and deliver the scales. If we don't get the procurement over the line within a few weeks, we may run out of time to spend the funding, and hence lose the funding.

Samer Soliman
Manager Heavy Vehicle Programs

-----Original Appointment-----

From: LEE Alex
Sent: Monday, 30 July 2018 2:51 PM
To: LEE Alex; WILLIS Donna; BRITTON Brendan L; CHIU Mark; WEEKS Roger J; SOLIMAN Samer
Subject: Procurement for Portable Weigh Scales
When: Friday, 3 August 2018 11:00 AM-12:00 PM (UTC+10:00) Canberra, Melbourne, Sydney.
Where: Octagon Meeting Room 3E1

Hi team

This is a placeholder for our first face to face meeting between CaRS and RMS Procurement Team. I invited Roger to this meeting as suggested by Brendan.

As per our discussion, we will decide which options to procure the next batch of 425 scales in this meeting.

Regards

Alex Lee

Project Engineer – Heavy Vehicles Programs

Compliance Monitoring | Compliance Branch | Compliance and Regulatory Services

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RE: Draft Procurement Strategy

From: LEE Alex <alex.lee@rms.nsw.gov.au>
To: BASS Albert <albert.bass@rms.nsw.gov.au>
Cc: WILLIS Donna <donna.willis@rms.nsw.gov.au>, CHIU Mark <mark.chiu@rms.nsw.gov.au>, SOLIMAN Samer <samer.soliman@rms.nsw.gov.au>, "Eggert, Frank" <frank.eggert@transport.nsw.gov.au>
Date: Wed, 25 Jul 2018 09:08:10 +1000

Good morning Albert

Thanks for your email, I will coordinate with Frank to continue this procurement exercise.

However, I would like to confirm “ **if we could procure all 425 scales using one single RFQ from the panel contract:17.0000302935.1100 as long as we had an approved procurement strategy?** ”

If I get a YES, then I will finalise the draft procurement strategy, get relevant delegate to approve, create sourcing project in Ariba (with help from Mark) and using the existing panel contract to continue the procurement process.

Thank you very much for your help

Regards
Alex

From: BASS Albert
Sent: Wednesday, 25 July 2018 8:48 AM
To: LEE Alex
Cc: WILLIS Donna; CHIU Mark; SOLIMAN Samer; Eggert, Frank
Subject: Re: Draft Procurement Strategy

Hi Alex

I note that TSS has been assigned to your project. Can you please coordinate all the project details with your assigned Procurement Manager.

Thank you
Albert

On 25 Jul 2018, at 8:03 am, LEE Alex <Alex.LEE@rms.nsw.gov.au> wrote:

Good morning Albert

Regarding to your last paragraph, there will be no regions-specific suppliers. All suppliers will supply the scales to the whole state. Would you please advise further how we should proceed?

Regards
Alex

From: BASS Albert
Sent: Tuesday, 24 July 2018 4:47 PM
To: LEE Alex; WILLIS Donna
Cc: CHIU Mark; SOLIMAN Samer; Eggert, Frank
Subject: RE: Draft Procurement Strategy

Hi Alex

In that case you don't need to run a full blown tender. However you will still need an overarching procurement strategy approved by the relevant financial delegate for the full spend with one RFQ. You can't do 4 RFQs because it is against the procurement policy i.e. can't split the contract.

When writing the scope you can describe how you are planning to split the work so that relevant suppliers respond to supply to relevant regions. It becomes more complex when evaluating but I can see you have Frank involved in this project – he can guide you.

Regards
Albert

From: LEE Alex
Sent: Tuesday, 24 July 2018 3:56 PM
To: BASS Albert; WILLIS Donna
Cc: CHIU Mark; SOLIMAN Samer; Eggert, Frank
Subject: RE: Draft Procurement Strategy
Importance: High

Hi Albert

We actually have a panel contract (17.0000302935.1100) which we used to procure 125 portable weigh scales early this year. Since the contract value is more than \$2M, we were advised that we cannot use this panel and must go on to open-tender.

Please advise if we can use the above panel contract, we could split the works into 4 regions which means 4 RFQ's (all will be under \$2M).

Regards
Alex

From: BASS Albert
Sent: Tuesday, 24 July 2018 3:00 PM
To: WILLIS Donna
Cc: CHIU Mark; SOLIMAN Samer; Eggert, Frank; LEE Alex
Subject: RE: Draft Procurement Strategy

Hi Alex

It seems like a niche market. I note that you opted for an open tender, which is the best option but have you considered which suppliers are out there and whether you will be contacting them individually to ensure that you receive competitive responses. Think about which panels of suppliers you will use (if any), where you will promote this request after its been published and include all this info in the strategy.

Have you considered giving the work to just once supplier, or a principal supplier who will oversee subcontractors in different areas, or establishing a panel of suppliers and splitting the work in parcels depending on the area the scales are required to be installed?

Hope this helps. Once updated please revert to me for approval.

Regards
Albert

Albert Bass
Chief Procurement Officer
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Roads and Maritime Services

33 James Craig Road, Rozelle NSW 2039

From: WILLIS Donna
Sent: Tuesday, 24 July 2018 2:24 PM
To: BASS Albert
Cc: CHIU Mark; SOLIMAN Samer; Eggert, Frank; LEE Alex
Subject: RE: Draft Procurement Strategy

Hi Albert,

Would you be able to review the attached procurement strategy and provide feedback. I have already provided my feedback in which Alex has incorporated i.e. there is a separate maintenance panel contract in place so this procurement is only calling for the purchase of equip.

Many thanks,

Donna Willis
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From: LEE Alex
Sent: Friday, 20 July 2018 12:40 PM
To: WILLIS Donna
Cc: CHIU Mark; SOLIMAN Samer; Eggert, Frank
Subject: RE: Draft Procurement Strategy
Importance: High

Good afternoon Donna

Please see attached my draft procurement strategy.
It would be great if you could review it for me and provide some suggestion or recommendation.

For the Ariba access, Mark will take care of it to ensure I can create sourcing project in Ariba.

Thanks

Alex Lee
Project Engineer – Heavy Vehicles Programs
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110 George Street Parramatta NSW 2150

From: LEE Alex
Sent: Thursday, 19 July 2018 10:18 AM
To: WILLIS Donna

Cc: CHIU Mark; SOLIMAN Samer
Subject: RE: Draft Procurement Strategy

Good morning Donna

Thank you for your prompt reply and assistance.
I will try to fill in more information into the Procurement Strategy.

In term of the Scope of Work and RFP, we are in the final stage with help from external consultant.
Thanks for the clarification and I will forward you the Procurement Strategy by mid next week for your review.

Thanks
Alex

From: WILLIS Donna
Sent: Wednesday, 18 July 2018 12:54 PM
To: LEE Alex
Cc: CHIU Mark; SOLIMAN Samer
Subject: RE: Draft Procurement Strategy

Hi Alex,

I would like to advise that there is a lot more detail that needs to go into the development of the Procurement Strategy. Please see attached two procurement strategies developed within your Division last year that you can use as a guide.

Once you have provided the additional information, I can review it for you and facilitate a review from the Chief Procurement Officer (Albert Bass).

Albert and I can also meet with you and your team so that you can walk us through this procurement engagement and we can then provide guidance on the procurement process and approach.

As this is a high value engagement (strategic procurement event) it is required to be conducted via the Ariba network when publishing the RFP. We can also guide you through this process, however your area will need to develop the Scope of Work and the RFP. I have attached the RMS RFP template that would need to used.

Trust this clarifies. Happy to discuss further or come and meet with you.

Kind Regards,

Donna Willis
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33 James Craig Road, Rozelle NSW 2039

From: LEE Alex
Sent: Wednesday, 18 July 2018 10:43 AM
To: WILLIS Donna
Cc: CHIU Mark; SOLIMAN Samer
Subject: RE: Draft Procurement Strategy
Importance: High

Good morning Donna

Could you please provide me some advice on my procurement strategy?
We are looking to go live early next month to meet the ministerial commitment.

Please let me know what I need to do to speed up the process.

Best Regards

Alex Lee

Project Engineer – Heavy Vehicles Programs
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110 George Street Parramatta NSW 2150

From: CHIU Mark

Sent: Friday, 13 July 2018 1:01 PM

To: WILLIS Donna

Cc: LEE Alex

Subject: FW: Draft Procurement Strategy

Hi Donna,

I met with Alex today to discuss his strategic procurement. He has forwarded me his draft procurement strategy (attached).

Could you provide him with some advice as this is more your area?

Best regards

Mark

From: LEE Alex

Sent: Friday, 13 July 2018 11:50 AM

To: CHIU Mark

Subject: Draft Procurement Strategy

Hi Mark

Thanks so much for your time today

As discussed, please see attached for the draft procurement strategy

Regards

Alex Lee

Project Engineer – Heavy Vehicles Programs
Compliance Monitoring | Compliance Branch | Compliance and Regulatory Services
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