



AUSTRALASIAN
RAILWAY
ASSOCIATION

RAIL: GROWING THE AUSTRALIAN ECONOMY

Six platforms to stimulate growth in the Australian rail industry

November 2014



EXECUTIVE SUMMARY

The rail industry makes a significant contribution to the Australian economy; to employment and to those depending on it for transport and freight. Its linkages run deep into the resources sector as well as agriculture—both are highly dependent on rail. A massive and growing number of commuters patronise urban rail services every day. The significance of the Australian rail industry should be recognised, as should those who supply into it.

Australia's geography and geology lends itself to requiring world class rail capability, one that is economically efficient and environmentally friendly and that improves urban amenity. Today, the Australian rail industry can demonstrate world's best practices in terms of design, innovative technologies, signalling, and the infrastructure that underpins it.

There is still much room for improvement in terms of efficiency and effectiveness of freight haulage and increasing passenger patronage onto rail modes of public transport. Both government and industry should be motivated to increase the industry's growth and productivity as the economic benefits are significant.

Government is central to the competitiveness equation, being a major customer and influencer of the rail industry. Looking to the future, Australia must commit to growing a productive and globally competitive rail industry in partnership with its customers—this is seen as a mutual obligation.

The Australian rail industry proposes six platforms aligned to the government's agenda of stimulating growth, improving productivity and developing a globally competitive supply chain.

Driving **GROWTH** by investing in:

1. Productive and efficient infrastructure— to facilitate modal shift; and
2. Strategies to capitalise on international opportunities.

Improving **PRODUCTIVITY** by focussing on:

3. Harmonisation of performance specifications and standards; and
4. Critical skills training and development.

Promoting a **COMPETITIVE** domestic rail supply chain through:

5. Innovation, technology and advanced manufacturing; and
6. Developing supplier capability and entrepreneurial heft.

The Australasian Railway Association (ARA) through its Rail Industry Group (RIG) will rigorously pursue these priorities, believing that the greatest progress will be made with tangible government support. The benefit will be the Australian industry becoming a successful global player while stimulating the local economy and generating growth in local jobs and employment opportunities.

THE SIGNIFICANCE OF THE AUSTRALIAN RAIL INDUSTRY

The scale of the Australian rail industry is not always fully appreciated. Rail industry manufacturers and service providers interconnect with the supply of rolling stock, operations and supporting infrastructure. The facts are:

- Australia has the sixth largest rail network in the world, with 44,262 km of track;
- Melbourne's tram network is the longest in the world with 250 km of double track;
- Rail employs 110,000 people, with approximately 16,000 in the manufacturing sector. Wages paid in this sector exceed \$1 billion annually;
- Rail suppliers are mostly small and medium-size enterprises (SMEs), with 86% Australian ownership;
- Rail manufacturing and supporting infrastructure generate annual revenues exceeding \$4.2 billion. The value of current rail related tenders across the industry exceeds \$37 billion;
- There are 2,276 locomotives and 32,000 passenger carriages and freight wagons currently in operation. A 25 year life span would require a replacement profile of more than 1,000 carriages annually;
- In 2012-13, there were 850 million rail passenger trips in Australia. That is 16.4 million trips per week or 2.3 million people travelling by train and tram every day. Per capita, Australian rail passenger patronage is double that of the USA but remains lower than many parts of Asia and Europe. It is also important to note that 63% of Australians still travel to work by car, with only 4% using rail;
- Australian railways carry over 1 billion tonnes of freight annually. When normalised by GDP, Australia moves nine times more freight than the USA;
- Intermodal freight tonnages have increased by 65% in Australia since 2009-10, to 27 million tonnes annually. By GDP, Australia outdoes the US by a ratio of 4:1;
- Rail produces 40% less emissions than road transport per passenger kilometre;
- Rail is by far the safest form of land transport.

The significance of the rail industry to Australia warrants special attention. It is well placed to provide a viable option to burgeoning road freight and resultant road congestion.

The six platforms which follow are a sound basis upon which to build the competitiveness of the rail industry for Australia's benefit.

SIX PRIORITY PLATFORMS

Driving GROWTH by:

1. Investing in Productive, Efficient Infrastructure

A competitive and efficient rail industry depends on the infrastructure that underpins above rail rolling stock requirements. Rail track, supporting civil infrastructure, signalling, power supply, intermodal facilities, stations, tunnels, level crossings, communications and CCTV are among the myriad of infrastructure requirements that provide opportunities for competitive local suppliers, particularly SMEs. The ARA's RIG represents these suppliers and commits to maximising their opportunities. Investment by government will determine the significance and volume of opportunities for competitive suppliers.

Improving PRODUCTIVITY by focussing on:

3. Harmonisation

With ever-increasing demand by government as a major customer, Australian rail supply and delivery competitiveness would be considerably stronger if type-approval harmonisation and coordination of standards and specifications become a priority. This would benefit all suppliers, by minimising unnecessary costs and duplication, keeping business on-shore and increasing the speed of approval and delivery.

Promoting a COMPETITIVE domestic rail supply chain through:

5. Innovation, Technology and Advanced Manufacturing

Rail's advanced manufacturing requirements will be enhanced through meaningful collaboration between industry and research supported by a rail related Advanced Manufacturing 'Growth Centre'. The newly established Rail Manufacturing Cooperative Research Centre (RMCRC) will lead to increased capability and a globally competitive position for the Australian rail industry. Research should focus on practical outcomes that address market needs.

2. Capitalising on International Opportunities

To facilitate a growing and strong industry, local rail suppliers must lift their sights towards global opportunities. A strong relationship with Austrade will achieve a deeper understanding of rail's capabilities and bolster connections into international markets. Well targeted missions, supported by Austrade's in-market expertise will add a new dimension to the global reach of Australian rail suppliers.

4. Critical Skills Development and Training

It is a fundamental requirement for a healthy, productive and growing industry that critical skills are retained and developed. This can be achieved through a combination of supportive and consistent procurement policies, a focus on fostering and developing innovation and competing on a global scale. To stay ahead of the game, training targets must focus on areas of comparative advantage. Scholarships, exchange programs and related incentives will help build expertise and the potential for innovative ideas in design, manufacturing and maintenance. With an ever-changing market, a 'whole-of-life' approach to skills development will address both the provision and maintenance of leading edge technologies and infrastructure irrespective of origin.

6. Developing Capability and Entrepreneurial Heft among SMEs

The Australian Government's 'Entrepreneurs' Infrastructure Program' (EIP) is compatible with the needs of rail SMEs and especially rail's 'Supplier Continuous Improvement Program' (SCIP). Both have the objective to build entrepreneurial talent, raise the performance of individual businesses, their engagement in the wider supply chain and foster alliances, partnerships and joint ventures. EIP will address barriers to pre-qualification, aid the identification of new technologies, and bridge gaps in capability.

1. Investing in Productive, Efficient Infrastructure

A competitive and efficient rail industry depends on the infrastructure that underpins above rail rolling stock requirements. Rail track, supporting civil infrastructure, signalling, power supply, intermodal facilities, stations, tunnels, level crossings, communications and CCTV are among the myriad of infrastructure requirements that provide opportunities for competitive local suppliers, particularly SMEs. The ARA's RIG represents these suppliers and commits to maximising their opportunities. Investment by government will determine the significance and volume of opportunities for competitive suppliers.

Background

The industry linkages within the rail industry are extensive and far reaching. When considered in its totality, the significance of rail to the Australian economy can be appreciated. Rail is far more than rolling stock, rail carriages and wagons, diesel locomotives and the like. The rail industry embraces much more– a massive web of infrastructure upon which it is dependent to deliver the services that passenger and freight rolling stock provide. Considered as a whole, rail is a major sector of the Australian economy. It is growing year upon year, intensifying its reliance on supporting infrastructure.

Purpose

Apart from raising the awareness of the linkages between rail rolling stock and its supporting infrastructure (often referred to as 'above rail' and 'below rail'), it is important to recognise that the rail supply chain provides opportunities for hundreds of local suppliers, some significant public companies, but most small to medium sized businesses which are 86% Australian owned.

Rail's infrastructure requirements are extensive. The decision on whether it should be private sector or public sector investment is complex, as is the issue of jurisdiction between State, Territory and Federal government funding support. There are many worthy projects that will assist with both growth and productivity in passenger and freight environments.

Australia has an aging public transport fleet, with the average commercial lifespan of passenger rolling stock at 30 years, with 30% of Australia's fleet currently requiring replacement or upgrade. States should be encouraged to modernise, refurbish and/or technology upgrade their mid-life fleets.

Government and its agencies, particularly Infrastructure Australia (IA), can have a significant impact on infrastructure projects and the supply opportunities they present. Australian industry participation policies can also influence how local companies can win employment generating work. This is not about restraining international competition but recognising that a 'whole-of-life' approach to procurement outweighs that based on price alone.

Benefit to Industry

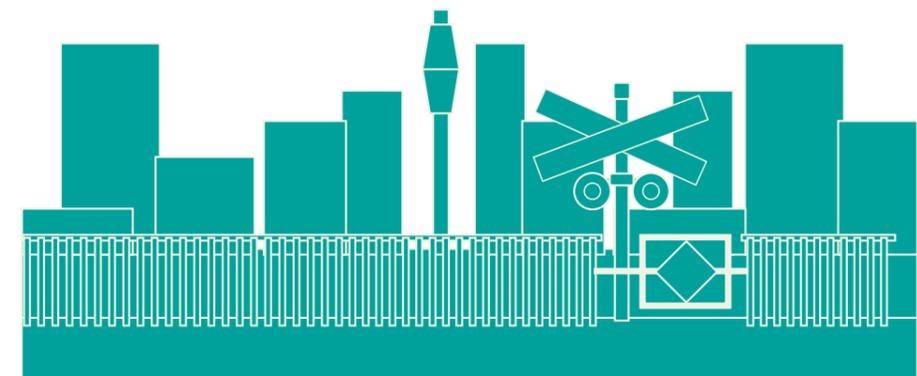
Infrastructure investment is the precursor to an efficient rail system. More than ever there is a need to achieve synergy across the Australia-wide rail network. This will generate massive improvements in the movement of freight, resources and agriculture and relieve pressure and delays on passenger networks. The intensifying use of roads to move freight will also be relieved. Opportunities for faster rail are dependent on infrastructure investment.

Rail suppliers, whether providing capital or infrastructure, will benefit from integrating their requirements and offerings. An understanding of pre-qualification requirements will assist in overcoming hurdles often encountered by suppliers. 'Fit-for-purpose' offerings should then be the outcome.

The Industry Capability Network (ICN) has identified that for every million dollars spent on infrastructure, around 12 jobs are created with all the flow-on benefits to the economy. Because of the significance of rail in Australia, it is in a position to take a leadership role in developing rail networks internationally.

Actions

1. ARA to pursue with the Federal Government the proposal that IA engages directly with the industry on a national basis to better understand the capabilities of rail infrastructure suppliers and their integration into Australian infrastructure needs;
2. Coordination of infrastructure requirements between state and territory governments should be pursued;
3. Procurement policies should maintain a focus on the principle of 'full and fair opportunity' to supply for Australian infrastructure providers. An effective Australian infrastructure policy framework for local industry participation should be maintained;
4. The ICN should be supported in providing services to infrastructure proponents to identify capable local suppliers;
5. ARA will encourage state governments to modernise, refurbish and/or technology upgrade their mid-life fleets.



2. Capitalising on International Opportunities

To facilitate a growing and strong industry, local rail suppliers must lift their sights towards global opportunities. A strong relationship with Austrade will achieve a deeper understanding of rail's capabilities and bolster connections into international markets. Well targeted missions, supported by Austrade's in-market expertise will add a new dimension to the global reach of Australian rail suppliers.

Background

Australian rail manufacturers and SMEs possess some unique capabilities, providing innovative and advanced technologies that are unparalleled globally. Internationally recognised capabilities are:

- Heavy haul;
- Train control technologies;
- Planning and design;
- Standards and training;
- Wheel rail interface;
- Asset control; and
- Fuel use technologies.

Austrade generates market information and insight, promoting Australian capabilities, developing policy, making connections through an extensive global network of contacts, leveraging the badge of government offshore and providing quality advice and services.

Purpose

The ARA will pursue a deeper engagement with Austrade in order to illustrate the size and capability of the rail industry so that in turn, Austrade and its network of overseas offices, can provide market intelligence, identify opportunities, assist with leading key trade missions and help arrange buyer supplier meetings.

Benefit to Industry

The InnoTrans 2012 trade mission led to \$50 million in opportunities for the companies that participated. An even greater outcome is likely from InnoTrans 2014. An enlivened industry capability network should provide the meaningful link between opportunities identified off-shore and the capability of local suppliers.

Actions

1. Engagement with Austrade to deepen understanding of the breadth and depth of capabilities within the Australian rail industry to support growth into international markets;
2. ARA supported by RIG members will develop with Austrade a strategic agenda to identify and pursue key markets and events through trade missions and delegations;
3. ARA and Austrade will develop a framework to help educate and support companies that have identified products and services capable of export.



3. Harmonisation

With ever-increasing demand by government as a major customer, Australian rail supply and delivery competitiveness would be considerably stronger if type-approval harmonisation and coordination of standards and specifications become a priority. This would benefit all suppliers by minimising unnecessary costs and duplication, keeping business on-shore and increasing the speed of approval and delivery.

Background

State governments and their transport agencies have a high level of involvement in the rail sector and a strong influence over demand, particularly what, when and how needs are to be delivered.

Accordingly, rolling stock procurement tends to be volatile, high profile, complex and influenced by political as well as operational considerations. Variable order sizes, sporadic ordering and variations in standards all result in production volatility and procurement inefficiencies.

There is little coordination or harmonisation between jurisdictions. This has an adverse impact on suppliers being able to take a strategic, longer term view on product development and investment.

Purpose

Whilst recognising the challenges of large scale coordinated procurement of rolling stock by state governments, there are changes that can be made now and in planning for the future to address some of the inefficiencies and complexities presented by current procurement practices. The objective should be co-ordinated planning to achieve economies of scale, smoother production, less variation in standards, fewer train classes, and harmonised componentry and rolling stock platforms. It is about reducing complexity and lowering costs for Australian suppliers which can be passed onto the customer.

The ARA and Federal Government commissioned Deloitte Report 'Opportunities for Greater Passenger Rolling Stock Procurement Efficiency' (2013) provides valuable input as to how best to address these inefficiencies and the benefits that will ensue. The ARA, in conjunction with the Rail Industry Safety and Standards Board (RISSB) will pursue as a priority, the standardisation of procurement type-approval processes to strengthen and achieve efficiencies in the Australian rail supply chain and delivery process.

Benefit to Industry

The Deloitte Report identified that improved scale and smoother demand, if realised in full, could deliver cost savings of \$2.3 billion and maintain up to \$15.5 billion in economic activity in the rail industry domestically over the next 30 years. Greater commonality in design for harmonised componentry will add additional benefits– up to \$3.6 billion over 30 years.

Even limited progress in co-ordination and harmonisation will see benefits by eliminating unnecessary cost and duplication and improved speed of delivery. Importantly, it would encourage local suppliers to look more optimistically and strategically to the future.

Actions

1. Federal, state and territory governments to support the standardisation and simplification of the regulatory framework for both passenger and freight networks under a single national rail regulatory body;
2. RISSB to be given a stronger charter and role to work with the States and Territories to simplify and standardise the rail standards that the industry will follow;
3. ARA and RISSB to work with state and territory governments to identify opportunities to standardise specifications, approvals and assessment frameworks without compromising the specific requirements of those rail networks and to develop a set of principles that all states might work towards with progressive infrastructure and rolling stock procurement approaches;
4. ARA will commission expertise to progress and translate into actions the key recommendations of the Deloitte Report. This shall be a joint industry and government initiative.



4. Critical Skills Development and Training

It is a fundamental requirement for a healthy, productive and growing industry that critical skills are retained and developed. This can be achieved through a combination of supportive and consistent procurement policies, a focus on fostering and developing innovation and competing on a global scale. To stay ahead of the game, training targets must focus on areas of comparative advantage. Scholarships, exchange programs and related incentives will help build expertise and the potential for innovative ideas in design, manufacturing and maintenance. With an ever-changing market, a 'whole-of-life' approach to skills development will address both the provision and maintenance of leading edge technologies and infrastructure irrespective of origin.

Background

The importance of skills retention and enhancement is universally understood. It requires a healthy industry and meaningful investment commitment. This requirement is evident in the rail industry. In recent years there has been a significant decline in local manufacturing capacity and capability for both rolling stock and infrastructure. Over time, this reduction has the potential to lead to skill and capability erosion which could risk effective ongoing support of the industry. At the same time much of the training onus has swung from government owned and operated workshops to the private sector. Accordingly, the rail industry, with the support of the ARA, has developed a strong commitment to training and skills development.

Rail recognises that a long term view must be taken to keep abreast of developing and changing technologies and operational standards. A 'whole-of-life' focus is required. The training disciplines are many and varied—embracing engineering, maintenance, civil works, structures, signalling, plant and equipment, project management and network control and safety systems. Levels of training to achieve defined competencies range through the full spectrum from traineeships and apprenticeships, to technical and professional education.

Purpose

Rail now undertakes many initiatives to retain and enhance skill requirements, often in conjunction with specialist rail training bodies. However, the RIG recognises that more can be done. The current stock of capabilities, gaps and longer term needs vary from company to company—some doing little, but relying on others to train. An up-to-date assessment of training needs is required to identify priority areas.

Further, rail employment is male dominated, especially in the areas of technology and engineering. There is also a lack of appreciation that rail is global, offering employment opportunities for trained people in rail networks around the world.

Accordingly, measures to build a meaningful skills pipeline will place the Australian rail industry in an enviable position to achieve growth in the local market and to keep abreast of changing technologies. The question is, what can be done to achieve this? No doubt, attractive incentives, scholarships, and exchange programs will assist companies to achieve training targets, but there may be other levers of influence, for instance group apprenticeship schemes aimed at SMEs.

Benefit to Industry

There is a strong appetite for rail to explore and progress worthwhile options to build capability for the benefit of the local industry.

An industry that offers strong career pathways into diverse fields such as those that rail offers will be the trigger for competitiveness. Because of its international character, rail capabilities can be enhanced through engagement with learning institutions world-wide. Tapping into this will be of great benefit to Australian suppliers in their quest for competitiveness, potentially building Australia's reputation for its leading edge capabilities.

In addition, a proactive approach to diversity will open up a pool of untapped talent that is yet to reach its full potential. This is compatible with the government's Science, Technology, Engineering and Mathematics in schools (STEM) Program. Developing skills in these disciplines during primary and secondary schooling should enhance the appeal to both sexes.

Actions

1. Work with federal, state and territory governments to develop a more consistent approach to local procurement policy that will not impair competition or price competitiveness but will promote the development and retention of skills essential to the long term success of the rail industry;
2. ARA to work with the key RIG employers to determine the priority skills and capabilities that are needed for the long term success of the industry and benchmark the current capability and training and development approaches for those skills;
3. Consider a range of incentives, such as scholarships and exchange programs that may encourage the international exchange of best practice know-how and development of the priority skills and capabilities;
4. Undertake initiatives directed towards improving diversity specifically the number of women embarking on careers in rail;
5. Create awareness of the attractiveness of a career in the rail industry, and the extent of job opportunities not only in the local market but also for those seeking international work experience;
6. Work with the Federal Government to achieve reforms in the vocational education and training sector and in the promotion of science, technology, engineering and mathematics in primary and secondary schools. Build on rail industry career programs, including 'Maths in Sport' and the 'Great Netball Shootout' programs which targeted young career aspirants towards rail careers (details are available on request).



5. Innovation, Technology and Advanced Manufacturing

Rail's advanced manufacturing requirements will be enhanced through meaningful collaboration between industry and research supported by a rail related Advanced Manufacturing 'Growth Centre'. The newly established Rail Manufacturing CRC (RMCRC) will lead to increased capability and a globally competitive position for the Australian rail industry. Research should focus on practical outcomes that address market needs.

Background

The rail industry understands that to impact the supply chain it must engage in collaborative research to generate innovative outcomes in technology and to address its advanced manufacturing requirements.

The ARA, with government support, commissioned the 'On Track to 2040 Technology Roadmap' (the Roadmap). This was launched in 2012 and represents a collective view of 210 industry participants from 110 organisations. The Roadmap outlines priority technology and advanced manufacturing opportunities and implementation actions. To advance to the next stage, a high degree of collaboration and interaction is required between companies, government, and research and standards bodies.

The RMCRC was established as a result of the Roadmap with the Federal Government pledging \$31 million over six years to create it. This has been more than matched by industry contributions. The RMCRC will pursue actions identified in the Roadmap and a collaborative research path that delivers practical outcomes to meet industry needs. The RMCRC focus will embrace domestic and international research inputs.

Purpose

The RMCRC, whilst in an early stage of development, presents a significant opportunity for the industry, particularly SMEs, by providing a clear direction to build capability. Collaboration locally and internationally will help avoid duplication. The agenda will focus on practical outcomes with a commercial application.

Integral to the work of the RMCRC will be to progress the advanced manufacturing opportunities identified in the Roadmap. These include:

- Materials and manufacturing – advanced design, low cost systems, high performance materials for heavy haul, advanced lightweight materials and materials simulation;
- Monitoring and management – automated health monitoring, automated control and operations, advanced asset management, safety threat detection and intervention and advanced data analysis;
- Power and propulsion – energy regeneration, advanced braking systems, energy management tools, electric motors and systems, emission reduction and gaseous fuel.

An Advanced Manufacturing 'Growth Centre' will be established in 2015, the objective being to pursue global excellence in areas of competitive strength. The Roadmap and the RMCRC position rail well to participate in an advanced manufacturing growth centre.

Benefit to Industry

Interaction between the RMCRC and the Advanced Manufacturing 'Growth Centre', informed by the Roadmap, would be an exemplar for government– it would drive growth and job creation in the rail sector and would raise the industry's capability profile internationally. Importantly, the Australian commuting public as well as the resources and agriculture sectors, would benefit from a more efficient offering in rail transportation and freight. Furthermore, the tendency for the local industry to defensively position itself against imported rolling stock and componentry will swing towards greater optimism in their ability to penetrate local and global supply chains.

Actions

1. ARA and RIG will work together to ensure the RMCRC delivers practical and commercial outcomes for participating organisations;
2. The establishment of agreed protocols for collaboration between research and industry should be set as a prerequisite for government research funding to ensure practical and commercial outcomes eventuate;
3. Intellectual property developed locally in the process of research shall be protected for the enhancement of local firms entering into local and international supply chains;
4. ARA and RIG should prepare a case indicating the desire for a business led consortium to work with the Federal Government to establish an 'Advanced Manufacturing Growth Centre' for rail;
5. The proposed 'Growth Centre', in addition to developing the advanced manufacturing skill requirements identified in the 'On Track to 2040 Technology Roadmap' should address specific rail industry growth priorities including an improved rail-road interface and measures to lift passenger patronage.



6. Developing Capability and Entrepreneurial Heft among SMEs

The Australian Government's 'Entrepreneurs' Infrastructure Program' (EIP) is compatible with the needs of rail SMEs and especially rail's 'Supplier Continuous Improvement Program' (SCIP). Both have the objective to build entrepreneurial talent, raise the performance of individual businesses, their engagement in the wider supply chain and foster alliances, partnerships and joint ventures. EIP will address barriers to pre-qualification, aid the identification of new technologies, and bridge gaps in capability.

Background

Rail SMEs comprise 85% of rail manufacturing and maintenance companies. Accordingly, rail will engage directly with the EIP offered by the Department of Industry.

The EIP is a new Federal Government initiative that basically rebrands the Enterprise Connect SCIP. SCIP was a change program aiming to accelerate the competitiveness of industry sectors by raising the performance of businesses and subsequently the associated supply chains in which they operate.

The scope of EIP is entirely compatible with the needs of rail SMEs which include an innovation/change culture, leadership and management capability, customer orientation and a global outlook. While SCIP is tailored specifically to the rail (and defence) industries, EIP is much broader and as a consequence may not address some of rail's specific requirements. There is a strong argument for SCIP and EIP to be amalgamated to ensure a meaningful rail orientation.

Purpose

The EIP offers accessible and practical support to Australian businesses through three main elements, namely: business management, research connections and commercialising ideas. The aim of EIP is to improve capabilities of SMEs to become more competitive and be able to grow, raising the performance of these companies and the wider supply chain.

Rail has a number of unique challenges to address. Among them is the multitude of pre-qualification requirements imposed on rail industry suppliers. These often serve as barriers to supply chain engagement. It is important the EIP program tailors its offerings toward rail industry needs and addresses pre-qualification barriers.

In addition, greater heft among SMEs can be achieved through purposeful engagement with each other, through alliances, partnerships and joint ventures. Steps are necessary to facilitate such engagement.

Benefit to Industry

The SCIP has been well received by industry. It is envisaged that the new EIP program will also be effective in providing assistance to SMEs in raising their performance. Combining the attributes of both schemes will better address the specific requirements of rail SMEs.

Reducing barriers to supply chain engagement through less onerous but well understood pre-qualification requirements will be an advantage to SMEs.

Encouragement for SMEs to merge or partner to widen their offering will give them greater heft in the marketplace to their advantage.

Actions

1. ARA will engage with the Department of Industry to ensure that rail will be well accounted for in the EIP and integral to the Advanced Manufacturing Growth Centre once established in 2015;
2. Rail SMEs should be a particular target for the EIP. This will require briefings of the particular elements of EIP and how to access them;
3. The relevant elements of EIP and SCIP to rail requirements should be combined;
4. ARA through RIG will work with the Federal Government to identify other programs and opportunities to benefit rail SMEs. These should include programs that address pre-qualification requirements and assistance with forming alliances, partnerships, joint ventures and the like.



Key Projects around Australia

National

- Inland Rail: Brisbane - Melbourne
- ARTC Advanced Train Management System

Western Australia

- Perth City Link
- Forrestfield-Airport Link
- LightMax

South Australia

- Gawler line electrification
- New electric rolling stock

Victoria

- Regional Rail Link
- Cranbourne-Pakenham Rail Corridor
- Metro Rail Capacity
- Melbourne Airport Rail Link
- Yarra Tram's Route 96
- New rolling stock and E-Class Trams
- Murray Basin Rail Project

Tasmania

- Bell Bay Port expansion
- Freight Rail Revitalisation

East Coast

- High Speed Rail: Brisbane – Sydney – Canberra – Melbourne

Queensland

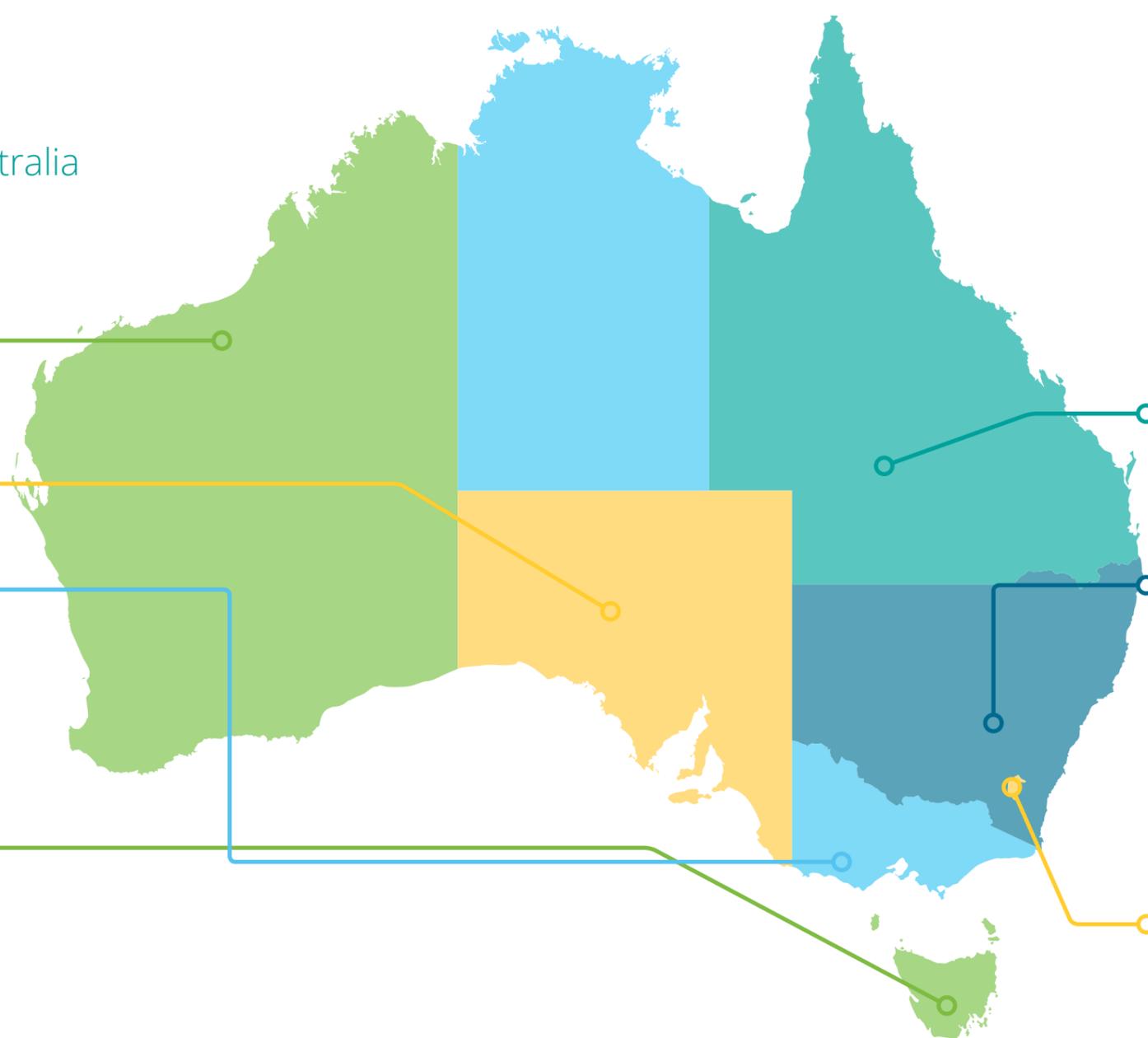
- Moreton Bay Rail Link
- Brisbane BAT Tunnel
- Gold Coast Light Rail Stage 2
- Sunshine Coast Light Rail

New South Wales

- North West Rail Link
- Rapid Transit Rail Network, including a second Sydney Harbour Crossing
- CBD and South East Light Rail
- Newcastle and Parramatta Light Rail
- New rolling stock
- Northern Sydney Freight Corridor
- Moorebank Intermodal Terminal
- Port Botany Rail Access and Upgrade

Australian Capital Territory

- Capital Metro Light Rail





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