


2020 - 2021 Year in review



Public Works
Advisory



An aerial photograph of Australia is the background, overlaid with a dark purple gradient. A series of white circles of varying sizes are arranged in a path across the map, with some being concentric circles. The text is centered in the lower half of the image.

PWA acknowledges the lands on which we live and work as Aboriginal land and pays respect to past, present and future Traditional Custodians and Elders of this nation and to the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

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From the Executive Director



Drew Varnum

Executive Director,
Public Works Advisory

As the year draws to a close, it's a great time to look back at some of our achievements. While 2020-21 will live long in our memories for the fires, floods and pandemic, it is important to remember the significant contributions made by PWA.


We should be proud of our efforts this year and the lasting benefits we have brought to regional communities across NSW. Our work has contributed to our goal of making Regional NSW a better place to live, work and play.

PWA helped thousands of vulnerable households and businesses get back on their feet in the wake of the devastating bushfires and floods. We assisted hundreds of thousands of travelling Australians and school kids to return safely and securely to their homes and classrooms through the hotel quarantine security and school cleaning program, keeping our country and industry going.

We planned, designed, procured and delivered dozens of sustainable water supply and sewerage systems for regional drought impacted communities. We contributed to the provision and enhancement of important cultural and community assets including art galleries, showgrounds, community and cultural centres.

PWA helped improve the living conditions of students, teachers and police. We provided advice and support for the management and restoration of state significant heritage assets and sites, connected communities with road and bridge upgrade projects and enhanced community health and safety through our work on critical health infrastructure and fire and ambulance station projects.

We should be seriously proud of this achievement, and bring confidence into what we deliver in the future.



Our Story

Local people delivering local solutions for a stronger NSW

Through creative problem solving, grassroots ingenuity and productive relationships, Public Works Advisory is the delivery powerhouse behind some of NSW's most crucial projects.

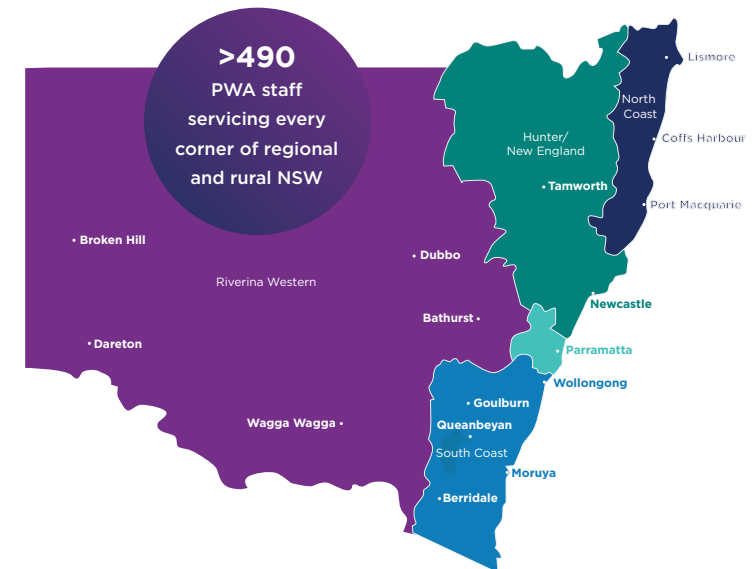
We are local people delivering local solutions.

We strive to build a better way of life for the regional communities we live and work in. There's nothing abstract about what we do. Just look around. Our work is in the hospitals, dams, water treatment plants and high schools – the foundations of prosperous communities.

Projects with purpose drive us. And that's why you'll find such passion and focus for those we work on. In PWA offices all over the state, you'll find local expertise for local issues.

We uncover the best talent, scrutinise cost and risk, and bridge the gap between private sector and government. By managing these nuances, we want the projects we work on not to just 'get done', but to become benchmarks that others aspire to.

We spare no effort making sure every project delivers a lasting legacy for Regional NSW.





Our Purpose

To build a better way of life for the regional communities in which we live and work.



Our Mission and Vision

Mission:

We are the advisory and delivery experts behind NSW's most challenging regional development projects. We bring deep design, engineering, procurement and project management know-how to complex community problems and projects, wherever in NSW our help is needed.

Vision:

NSW's central agency, impartial regional infrastructure advisory group and whole-of-government construction procurement system custodian.

Our Values

Deliver real human outcomes
Never turn a blind eye
Make better things happen

leave a
legacy

Think independently, collaborate openly
Look beyond your own expertise
Be the connection to brave progress

partner &
collaborate

Get upstream of the problem
If there's a better way, find it
Be a passionate innovator

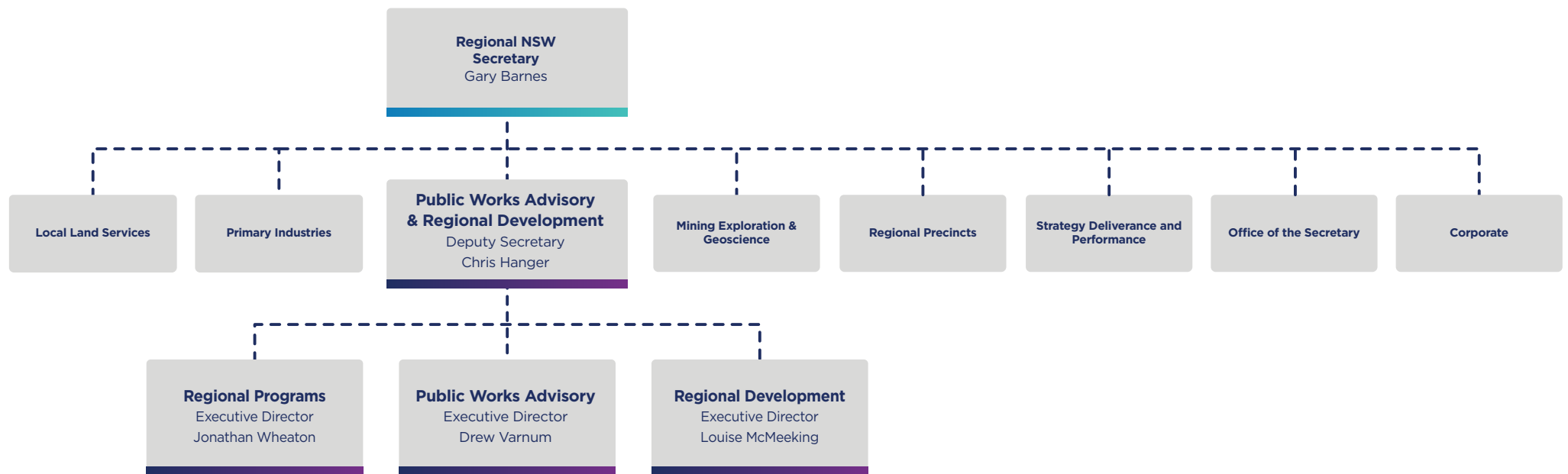
think
differently

Remember why you're doing it
Bring energy to everything
Get it done, intelligently

be
invested

Our Department: Regional NSW

PWA have been part of the Department of Regional NSW since it was established in April 2020 as the dedicated agency focused on supporting economic growth and social cohesion in the regions.



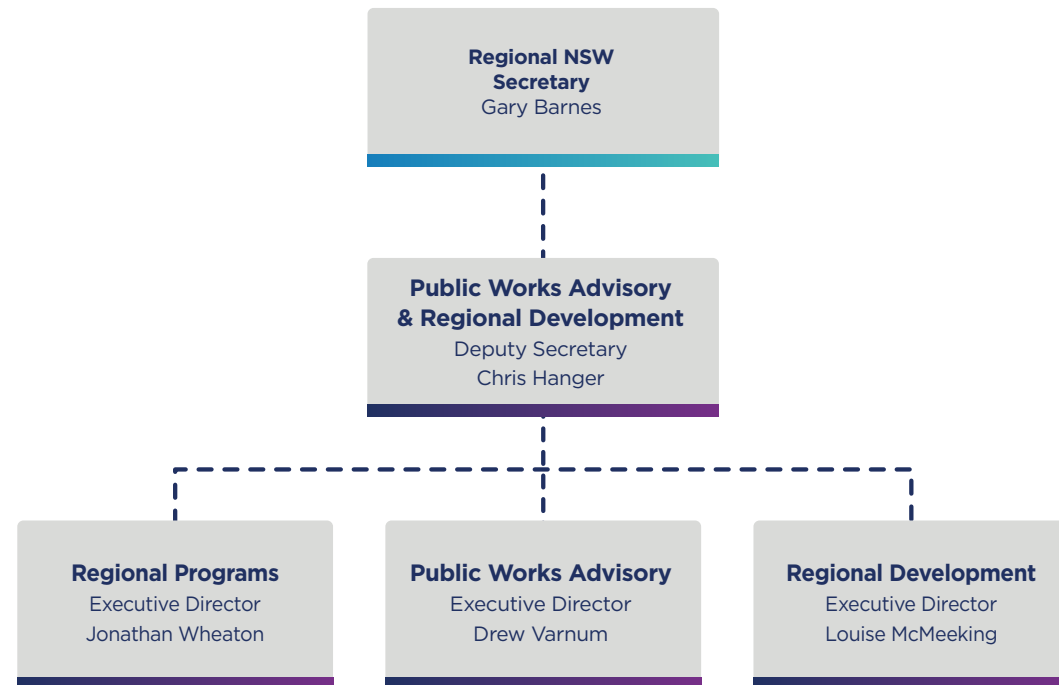
Our Agency: Public Works Advisory & Regional Development

Partnering to shape stronger communities across NSW.

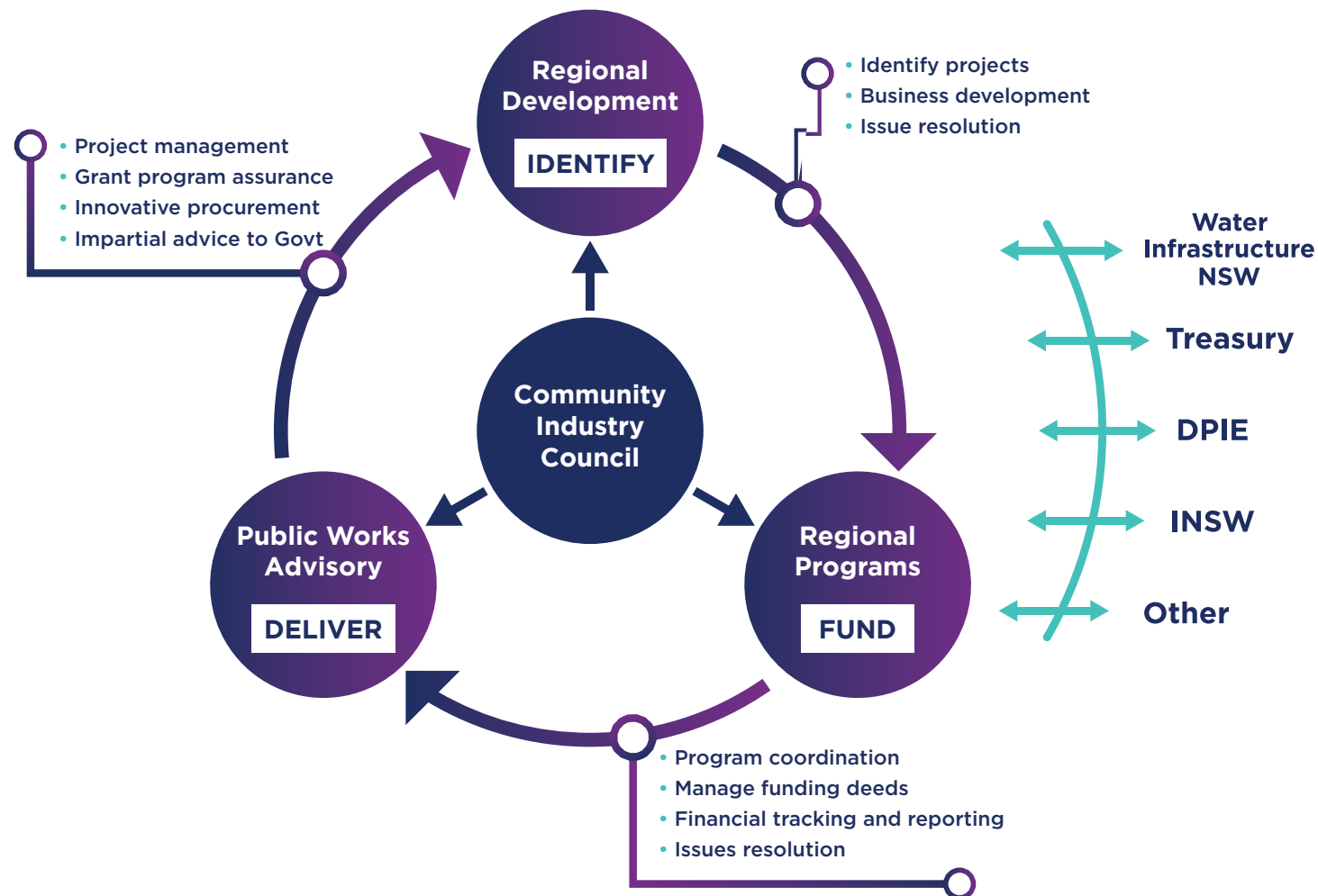
As an integrated, centralised agency focused on regional development, we identify, fund and deliver the most effective solutions for these complex issues.

It starts with the local insights and connections that allow us to recognise the most pressing development challenges for regional communities. We then develop innovative funding models to address them, before coordinating the public and private sector resources needed to deliver lasting progress.

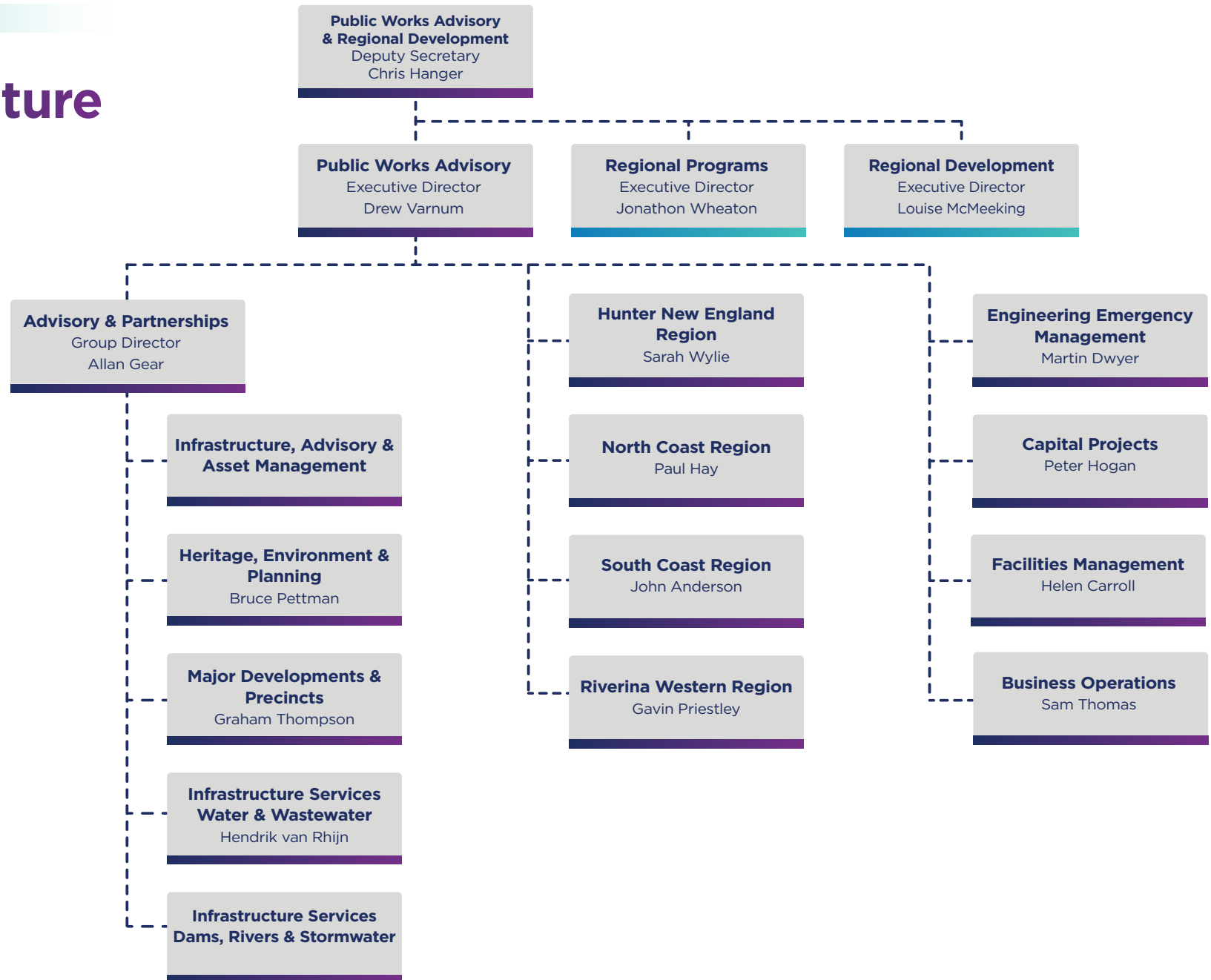
By working together, providing innovative thinking and brave advice, we ensure our regional communities are socially and economically thriving in a way that's sustainable for the long term.



PWA&RD: Partnering to shape stronger communities across NSW



Our Structure



A photograph of two workers, a woman and a man, wearing white hard hats and high-visibility safety vests. They are positioned on a red metal lift basket, which is suspended by heavy chains. The woman is holding a clipboard and a pen, while the man is using a handheld device with a light. They are both looking towards the right, where they appear to be inspecting a stone wall. The background shows a large, textured stone wall with some shadows cast upon it.

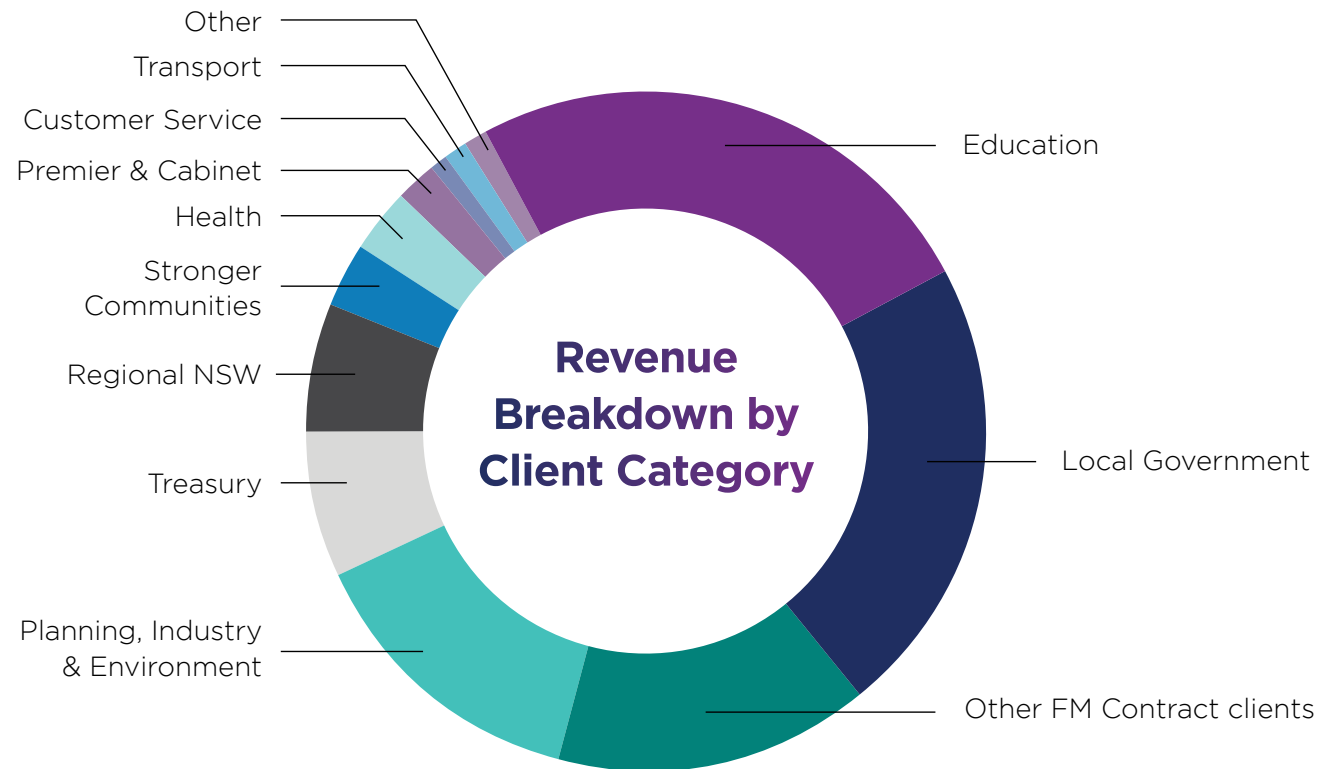
Our FY2020-21 Performance

A record number of projects

At PWA we partner with our clients, collaborating on their projects to ensure outcomes are optimised and long-term community benefits are realised.

Our position within government, our understanding of the local issues and needs of regional communities, and our knowledge of the infrastructure industry, allow us to bridge the gap between government and the private sector.

In 2020-21 we worked closely with state government agencies and local government councils on more than 1700 projects, delivering critical infrastructure initiatives throughout New South Wales.



Satisfied Clients

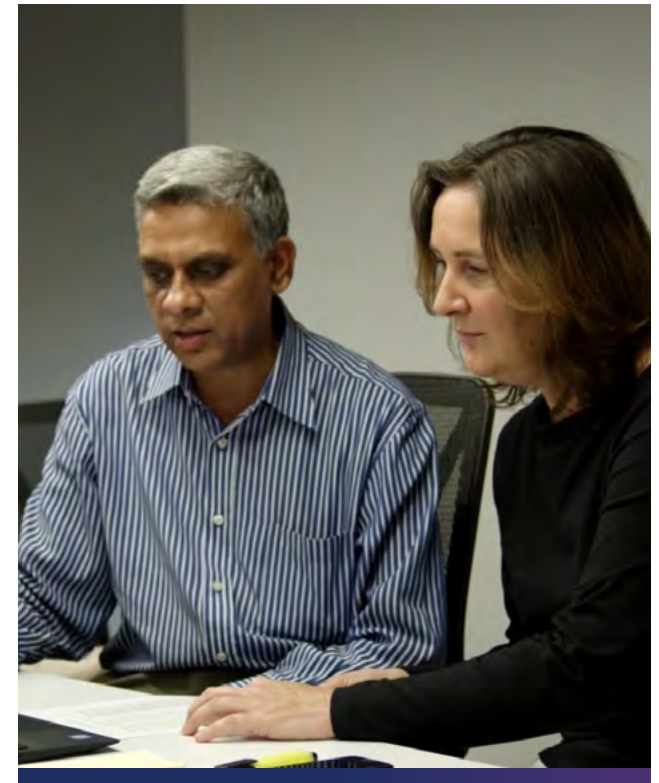
Customer satisfaction rating of 87% for 2020-21 measured through project feedback surveys

“I could not ask for more, the PWA project team provides me with fantastic service and exceptional advice”

“Performance was great, and level of professionalism and detail was excellent”

“I couldn’t fault anything from my recent experience working with PWA”

“The project went seamlessly in all aspects”



Where did PWA add value to your project?

Without the expertise, professionalism, and agility, demonstrated by PWA... THA would not have come close in delivering such great outcomes for teachers. A truly remarkable achievement”
- Teacher Housing Authority

“Procurement and delivery strategy were excellent”
- Wollongong City Council

“Expert advisory and alternative solutions. Value for money”
- Penrith City Council

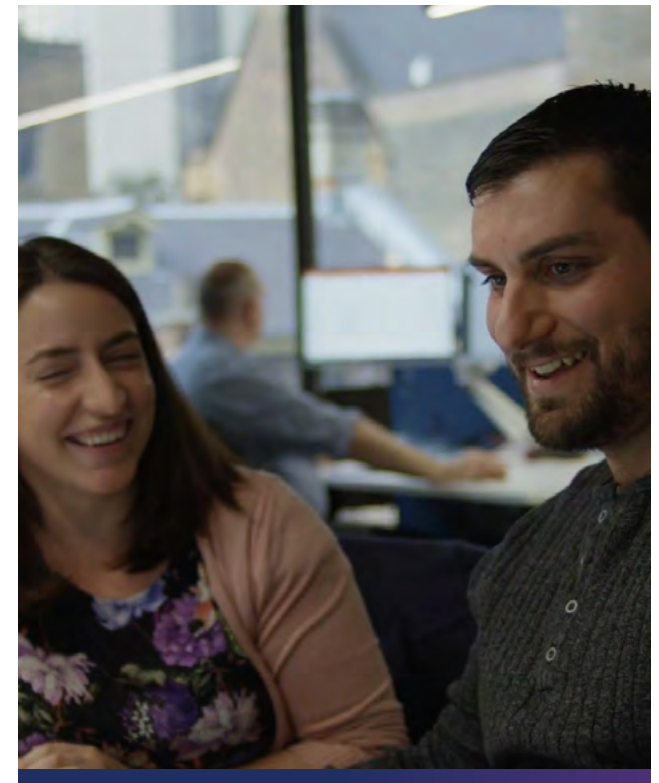
“Having expertise readily on hand is where PWA usually shines”
- Queanbeyan-Palerang Regional Council

“Reduced time for procurement and responsiveness to site issues”
- NSW Crown Lands

“Filling an expertise gap, project and tender management for high value contracts, and understanding of contractor needs”
- NSW Department of Education

“Innovative use of technology. Better end-product for a lower cost”
- Place Management NSW

“The breadth of their experience and the detailed documentation provided”
- Department of Planning, Industry & Environment



Impressive Results

1,700 projects

for more than 300 client partners

Contributed

to the delivery of \$10.5b worth of infrastructure

87%

customer satisfaction score

12.5% growth

in work undertaken

\$502 million

of stimulus grant funding work assessed for deliverability and under assurance

Net cost of service

target achieved

>150 new staff

joined the team

Business continuity

maintained during COVID-19 pandemic

Safety

and environmental incidents well below sector benchmarks

Strong results

on internal audits

Staff promotions


and cross-agency secondments

Multiple awards

- NSW Premier's Award for Recovery and Resilience
- AIPM's 2020 NSW Regional Project Award
- IPWEA's Design and Construction of a Local Government/Public Works Project Award
- National Trust Award



Delivering where it matters most



Partnered with councils to provide safe, secure and sustainable water supplies

PWA partnered with more than 30 Councils and Local Water Utilities to provide regional communities with safe, secure and sustainable water supply services. The provision of Integrated Water Cycle Management planning processes ensures long-term sustainability of water and wastewater services to communities. PWA's full life-cycle management services, from planning and concept design, to strategic procurement and project management, contributed to the provision of essential water infrastructure across NSW, including dams, pipelines and treatment plants.



Championed economic development, social outcomes and regional upskilling

Small businesses and regional communities benefited from innovative procurement initiatives in PWA managed contracts, programs, and projects. In FY2020-21 the Whole of Government cleaning and maintenance contracts recorded \$26 million in Aboriginal employment and \$10.6 million in disability participation. A focus on engaging and upskilling small to medium regional enterprises was realised by the Black Summer Bushfire Clean-up Program, where more than \$300 million was injected into local communities, with a record \$34 million contracted to Aboriginal businesses.



Provided natural disaster and pandemic response and support services

PWA's ability to rapidly deploy resources from our state-wide network, coupled with our local relationships and our technical and procurement expertise proved invaluable to the immediate response and longer-term relief efforts of the COVID-19 pandemic and bushfire and flood disasters. From the establishment of recovery centres during disasters, to the provision of NSW hotel quarantine security services, PWA was working tirelessly on the front-line and behind the scenes to help NSW rebuild, keep moving, and stay safe.



Supported and accelerated the delivery of key Government programs

PWA provided innovative and flexible procurement, assurance and delivery services on more than \$1 billion of NSW Government programs, helping to stimulate the economy and accelerate the recovery of regional communities. From the Cooler Classrooms Program, Regional Stimulus Package, Bushfire Local Economic Recovery Package, and the Teacher Housing Program, PWA's ability to help steepen the trajectory of time-critical programs played a big role in keeping the State's economy healthy during exceptionally challenging times.



Enhanced communities with landmark 'place making' projects

PWA helped enhance key public spaces by advising on a series of landmark developments in 2020-21, including the Batemans Bay Regional Aquatic, Arts and Leisure Centre, the Australian Museum's Project Discover, the Sandstone Precinct redevelopment, the Powerhouse Discovery Museum, and the rehabilitation of the Pyrmont Bridge. These projects will leave a legacy for local communities and visitors alike.



Sustaining cultural heritage assets of communities, places and sites

Through the Minister's Stonework Program (MSP) we assist agencies to sustainably repair and enhance the state's stone heritage assets. The State Government owns over 800 heritage sandstone buildings and structures. As well as being culturally significant they are operational government assets including schools, hospitals and court houses, which also contribute to the civic life, pride and identify of many communities. Administered and managed by PWA, the work of the MSP (\$22 Million in 20/21, \$29 million in 21/22) provided Government funding, expert advice and delivery of works as part of a proactive, state-wide strategic approach to activating these assets, as well as contributing to the cultural (tourism) settings of many communities, public places and sites.



FY2020-21 Case Studies - Progress at Pace



NSW Bushfire Clean-up Program

Natural disaster response | Focus on community support and recovery
Maximising long-term social benefit outcomes

NSW Bushfire Clean-up Program

3,674

properties cleared

340,000

tonnes of waste removed

>1,000

people employed through 93 sub-contractors,
99% of whom were rural and regionally based

12%

Aboriginal participation and record spend with
Aboriginal businesses of \$34 million

\$300 million

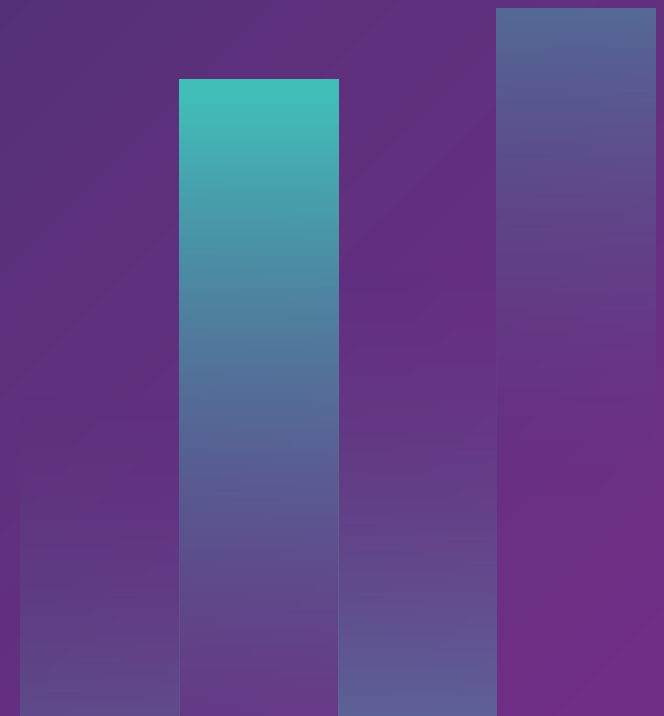
injected into local communities

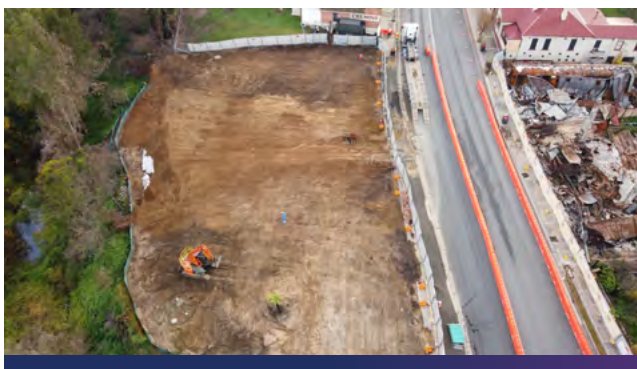
>66,000

hours invested on upskilling and training in
23 programs, including opportunities for 8
apprentices and 15 trainees

\$26 million

waste disposal savings achieved via a
coordinated waste management strategy





Cobargo NSW Bushfire Clean-up program results.
March 2020 (before) August 2020 (after).

The 2019–20 bushfires were unprecedented in their extent and intensity, with the fireground in New South Wales covering 5.5 million hectares (7% of the state).

With communities dealing with trauma and grief from the loss of lives, homes and businesses, PWA were tasked with coordinating a state-wide clean-up program to clear debris from fire damaged properties and make communities safe as quickly as possible.

PWA engaged Laing O'Rourke as the managing contractor for the NSW Bushfire Clean-up Program (BCuP). Without knowing the number of impacted buildings, the BCuP team identified the need to mobilise a large-scale effort to assist an estimated 2,800 to 5,000 damaged houses, businesses and structures across the state. This was to be largest clean-up initiative in Australian history.

An ambitious target was set to clear 2,800 properties by 30 June 2020. The team also identified the opportunity to provide social and economic outcomes to directly support the recovery of bushfire impacted communities, as properties were being cleared.

Tailored communication approaches and engagement models were adopted that clearly explained the clean-up process for stakeholders and supported property owners through the process. A specialised mental health training program was also developed for staff interacting regularly with people experiencing grief.

PWA managed the disposal logistics of 340,000 tonnes of demolition material, determining where waste should go, negotiating disposal fees, and recycling and diverting material from landfill where possible. This achieved an estimated total waste disposal cost saving of \$26 million.

Innovative procurement processes helped ensure clean-up work was carried out safely and quickly by qualified contractors who were from the communities they were clearing. Many of these local businesses were not equipped or credentialed to carry out a Government contract. Training and support were provided to help them upskill staff, develop improved systems and update their credentials. 66,000 hours were invested in upskilling through 23 training programs, and opportunities were created for 8 new apprentices and 15 trainees. These local businesses and are now well equipped to do more work with Government in the future.



Sarah Wylie

Director PWA Bushfire Clean-up Program

“Unlike typical engineering projects, the Bushfire Clean-up Program was unique in many ways” said Sarah Wylie, Director of PWA’s Bushfire Clean-up Program. “The focus was on people and communities and supporting the initial stages of their recovery journey. A key consideration through the procurement phase was how the contractor would engage local sub-contractors, as this was critical in achieving the direct benefit of money flowing into bushfire affected communities. The Program relied heavily on PWA’s state-wide presence and expertise, with the team working from Sydney, Dubbo, Newcastle, Tamworth, Port Macquarie and Wollongong, as well as conducting on-site assurance of the clean-up works across all fire affected areas throughout NSW.”

For her effort and commitment in managing the Program, Sarah was honoured with a Public Service Medal for outstanding contribution to public service during a crisis.

Winner of the 2020 NSW Premier’s Award for Recovery and Resilience.

Winner of the Australian Institute of Project Management’s 2020 NSW Regional Project Award.





Cooler Classrooms Program

Enhancing environments for teaching and learning | Focus on sustainability
'Thinking differently' to achieve financial savings



Cooler Classrooms Program

\$500 million

program over 5-years

900

schools in the program with 400 complete and more than 440 currently in the design or delivery phases

>\$25 million

in savings through optimisation of electrical network upgrades

200

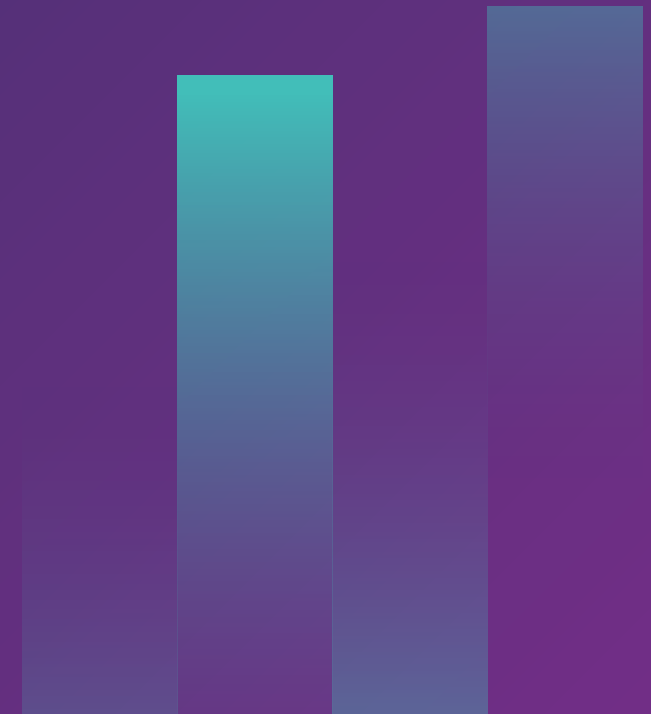
school design consultancies awarded within one week using a bespoke standing offer panel contract

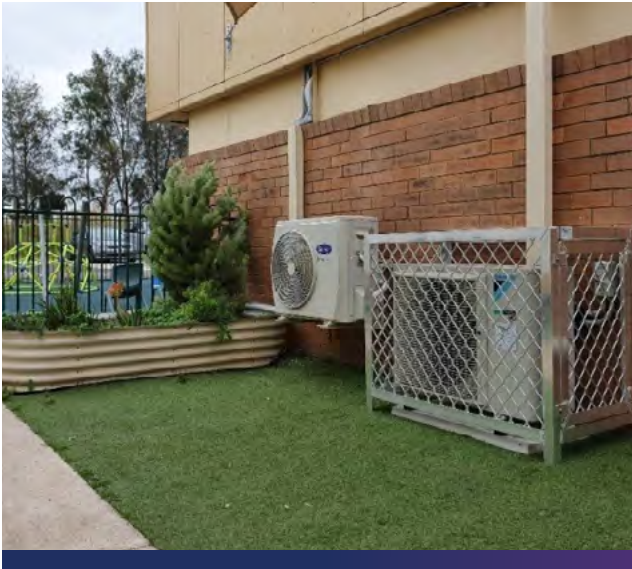
Sustainability

focus using solar photovoltaics, batteries and smart energy systems

98

program and project managers, auditors and technical experts from PWA's state-wide network to deliver the program





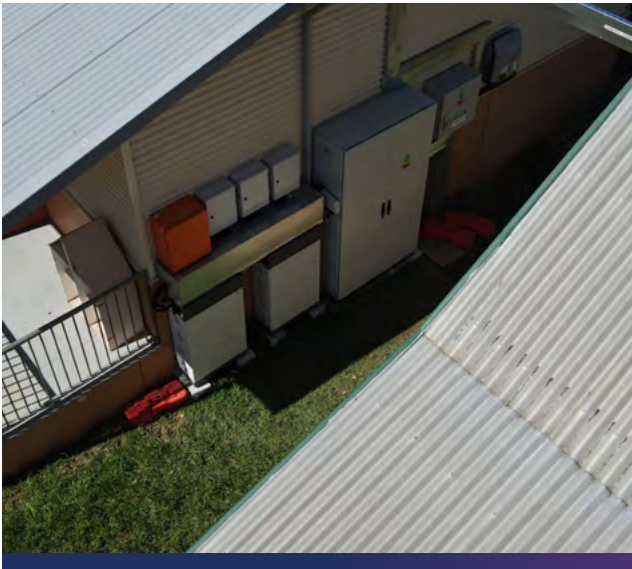
The Cooler Classrooms Program is a \$500 million, five-year program to provide sustainable reverse-cycle air conditioning and ventilation to improve learning environments for staff and students in schools across NSW.

The program does more than just cool the air. It provides year-round comfort with reverse cycle heating in winter and cooling in summer, improves air quality, and promotes sustainability and awareness using renewable energy sources and smart energy management systems.

PWA are collaborating with Schools Infrastructure NSW (SINSW) to develop, manage and deliver this program. A bespoke delivery model was developed to meet SINSW's needs and deliver early gains where they were most needed. This included pilot schools to test and refine the approach in the initial stages and development of a program specific Standing Offer contract, which allowed preparation of technical designs to meet the accelerated requirements of the program.

PWA's state-wide network and our ability to harness specialist resources has proved critical to the program. As well as providing on-site project management and undertaking more than 2,200 due diligence assessment services, delivery has been enhanced through access to the in-house advice of PWA experts in areas such as environmental planning, heritage advisory, electrical supply, procurement and contract administration.

Over 200 schools have required upgrades to high voltage electrical networks. PWA has identified and gained approval for electrical system design optimisations in many instances, collaborating with energy supply authorities to deliver improved outcomes. This has resulted in more than \$25 million in direct savings to-date, returning valuable funds back into schools.



Air conditioning system and battery installations.

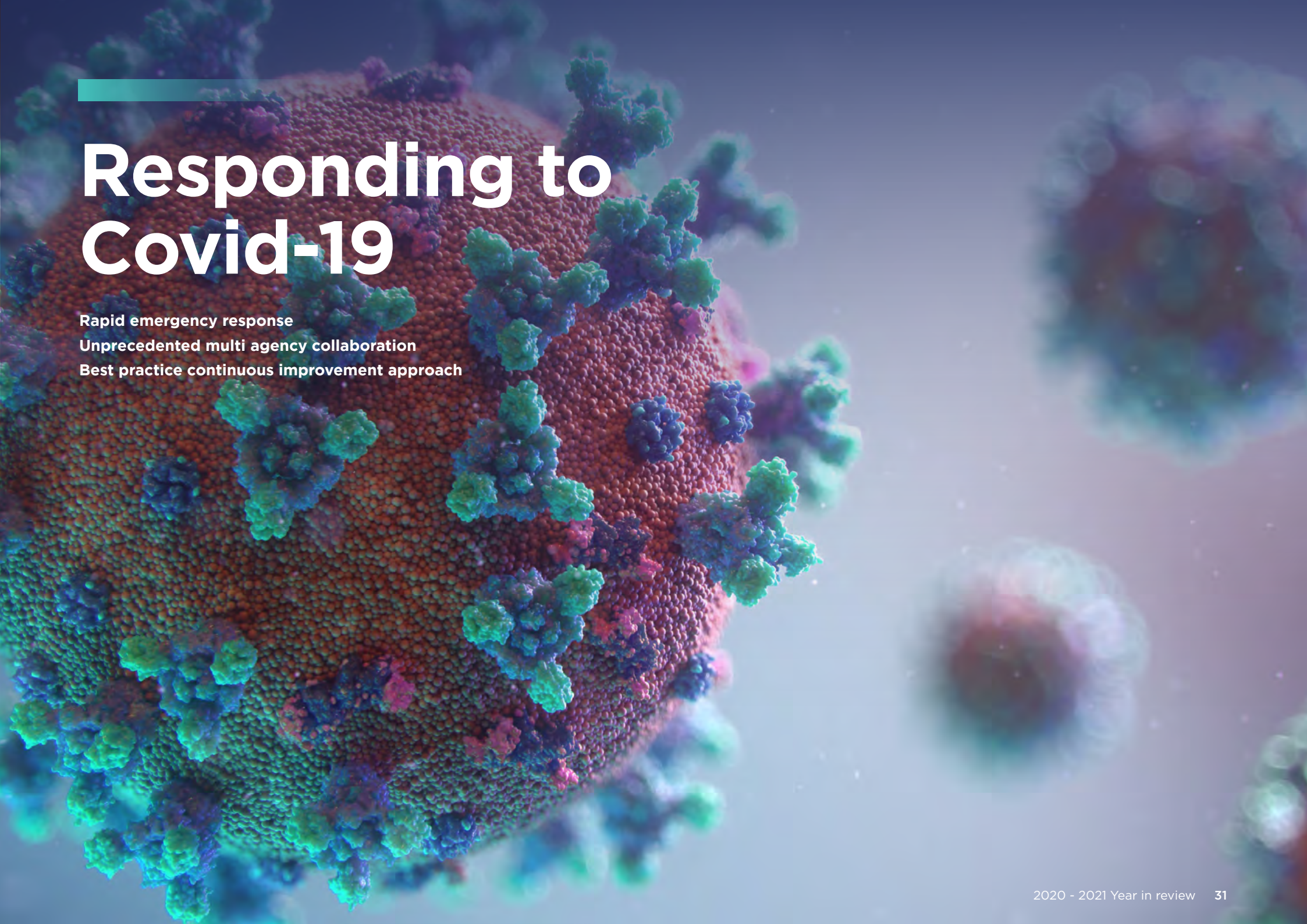


Solar Panel Install

Tharbogang Public School

An objective of the Cooler Classrooms Program is to provide systems that are sustainable in the long-term. A pilot program was undertaken involving the installation of solar photovoltaics, batteries, and load management technology to improve sustainability outcomes and reduce the need for high voltage network upgrades. Learnings from this pilot will inform future projects across the SINSW portfolio.

An additional social benefit has been SINSW's establishment of a work experience program to expose high school students to trade works. PWA have worked closely with SINSW to identify projects and opportunities to bring this program to fruition.



Responding to Covid-19

Rapid emergency response

Unprecedented multi agency collaboration

Best practice continuous improvement approach



Responding to Covid-19

2 days

to source and deploy hotel security guards using the Whole of Government Security Panel contract

>200,000

Australians returned home through the NSW quarantine program

>2,700

authorised guards provided almost 3.9 million hours of security work

End to End

multi agency collaboration covering the full quarantine chain from airport transport to community return

778

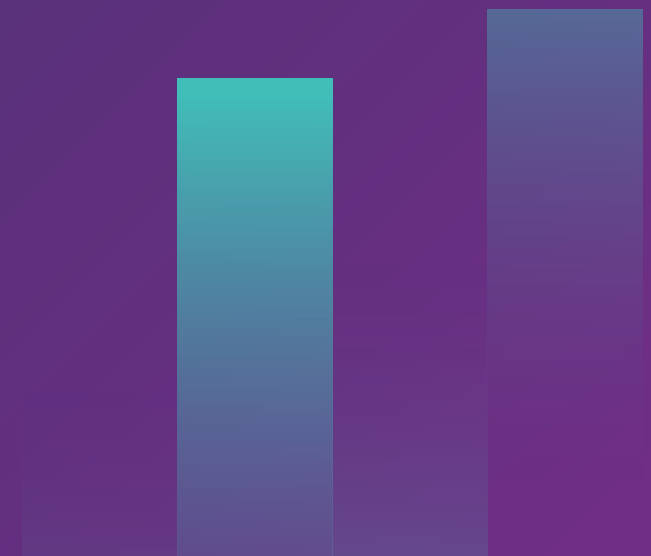
security guards deployed daily, on average, across 21 hotels

10 days

to implement a state-wide classroom cleaning program for a safe return to school

Continuous

improvement approach using the outcomes of 4,913 audits of key risk areas and vulnerabilities to inform program improvements





“This is an important and personal message from me to every single worker involved in our hotel quarantine system. From the bottom of my heart and on behalf of all of the people of NSW, from the Premier to every single member of our community, I want to say an incredibly big thank you for the absolutely amazing work you have done for over twelve months now. You have been that frontline that has allowed our economy to recover and Australia to be one of the nations that everyone sees around the world as the best case for how we deal with COVID-19”.

Stuart Ayres, NSW Minister for Tourism

The COVID-19 (Coronavirus) pandemic was the dominant story of 2020-21 and PWA played a crucial frontline role in our defence against this disease.

On 29 March 2020, with the COVID-19 pandemic escalating globally, the NSW Government implemented a process to isolate Australian citizens returning from overseas in accordance with the Public Health (COVID-19 Air Transportation Quarantine) Order 2020. Returning travelers were required to quarantine in Sydney hotels, with security personnel urgently needed to enforce the isolation. A fast-tracked solution was required to get the program up and running quickly. Under emergency management provisions, and using the Whole of Government Security Panel arrangements, PWA sourced and deployed over 400 security guards within two business days to the first eight hotels.

The program has since become arguably the largest security operation of a continuous nature in Australia’s history. This requires unprecedented inter-agency collaboration and outstanding performance from the NSW security industry - a process managed by PWA. NSW Police leads this program, supported

by PWA (security and audit), NSW Health (advice) and NSW Treasury (accommodation, catering, funding), with the team covering the full quarantine chain from airport transport to community return.

Execution of this program required the development of collaborative systems and processes, innovative problem-solving, strong stakeholder relationships and ways of working, effective information-sharing, and consideration of privacy and data security. This has been an iterative process and continues to evolve as the program is extended. A best practice continuous improvement process used the findings from 4,913 audits to direct corrective actions and remedial advice and to support the strategic goals and operational outcomes for the program.

The quarantine process continues to be Australia’s frontline defence against COVID-19, with security operations continuing to roster an average of 778 guards across 20 hotels each day. By June 2021 more than 200,000 thousand Australians had returned home via the NSW quarantine program. The program’s success has been instrumental in allowing the economy to recover as we continue to deal with the pandemic.



Clean Classrooms for return to school

When the initial wave of COVID-19 was brought under control, PWA had to react quickly when the NSW Government announced that schools would return to face-to-face learning from 11 May 2020. Leveraging the Whole of Government Cleaning Contract, which is managed by PWA, a panel of suitably qualified cleaning companies was established with the ability to be deployed across the state. Working closely with The Department of Education and NSW Health, cleaning specifications were developed, and enhanced cleaning programs were implemented at all NSW schools. The cleaning protocols include the additional wipe down of regularly touched hard surfaces, such as door handles, light switches, handrails and desks in classrooms, teacher's offices, and administrative areas. The program was implemented within 10 days, allowing students to safely return to school and giving parents a deserved break from the home classroom.



March 2021 floods

Rapid engineering emergency management response with specialised technical support
Local community focus with state-wide coordinated approach
Inter-agency collaboration



March 2021 floods

Rapidly

deployed engineering emergency management support through flood recovery centres, which were operational within 24 hours of the request

21

caravan parks provided with coordinated waste haulage and disposal, including removal of 85 caravans

Assessed

riverbank erosion and provided management advice as part of the Resilience Task Force

Implemented

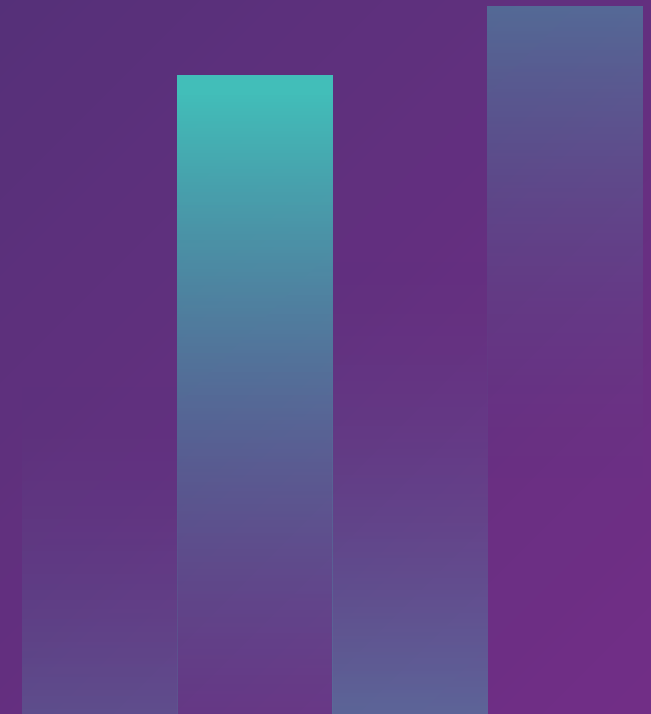
an innovative, coordinated cross-LGA waste disposal strategy

Collaborated

with the EPA for shoreline debris collection and management of excess waste facility leachate

2,049

skip bins provided for kerbside waste collection with approximately 15,000 tonnes removed





In the week ending 24th March 2021, coastal NSW experienced its wettest week since national daily rainfall records began in 1900. This rainfall produced record flooding on the Hastings and Manning Rivers, and saw the Hawkesbury–Nepean catchment experience its most significant flooding in more than 30 years.



In accordance with the State Emergency and Rescue Management Act 1989 and the State Disaster Plan, PWA's Engineering Emergency Management team joined other state and district emergency combat agencies, including Police, Fire and Rescue, and SES in responding to the flood crisis. PWA coordinated the establishment of flood recovery centres to support the affected communities with a timely and coordinated state-wide response. Located in the Sydney Basin, Port-Macquarie Hastings, Kempsey, Mid North Coast and Nambucca areas, these centres were operational within 24 hours of the request.

On 27th of March, with many areas still under the impact of flood waters, the NSW and Commonwealth Governments announced the

activation of a NSW Storm and Flood Clean-up Program. With the successful 2019-20 Black Summer bushfire clean-up program still fresh in mind, PWA in partnership with Resilience NSW were tasked with helping affected residents and businesses get back on their feet as soon as possible by administering the program and working with the affected Councils until the clean-up was complete.

With 63 local government areas declared disaster affected and thousands of residential properties located within flood affected areas, this was once again a huge task. Where eligibility criteria were met, and subject to the agreement of the resident and owner, PWA coordinated teams to remove flood debris from the kerbside for disposal, or recycling wherever possible.

A State Waste Strategy was implemented to ensure a consistent statewide approach and to leverage procurement benefits. This included standing up five temporary waste transfer stations, waste haulage by five separate contractors, hazardous material collection and disposal, provision of hundreds of skip bins, shoreline collection of debris, and landfill leachate removal and treatment.



Mapping the floods

Surveyor Billy Summerhayes capturing flood levels on the Hawkesbury River

PWA's Surveying Team were called into action to assist Infrastructure NSW, the SES and our own Engineering Emergency Management team with flood mapping services at Port Macquarie and in Sydney's Hawkesbury-Nepean river system. As the flood waters began to recede, the Surveying Team were tasked with recording time tagged levels of receding flood waters and the heights of flood debris lines. All field data was reviewed and quality checked before average time tagged water levels were produced for each site. This information will help to improve our understanding of floodplain behaviour in these systems. The field measured data will be used to re-calibrate existing flood prediction models with real world flood heights, thereby improving the reliability of future models.

An aerial photograph of a residential complex, likely a teacher housing program. The complex consists of several interconnected buildings with light blue corrugated metal roofs. Numerous solar panels are installed on the roofs, indicating a focus on sustainable energy. The buildings have brick walls and are surrounded by a concrete driveway and a fenced-in lawn area. In the background, other residential buildings and trees are visible.

Teacher Housing Program

Improving conditions for regional and remote teachers
Regional business focused procurement strategy
Smooth delivery through communication and collaboration



Teacher Housing Program

\$24 million

stimulus program for refurbishments and new houses in regional NSW

Regional

procurement focus with 74 contracts competitively awarded to regionally based businesses

Refurbishments

and upgrades to 108 Teacher Housing Authority residences across 28 NSW towns

10

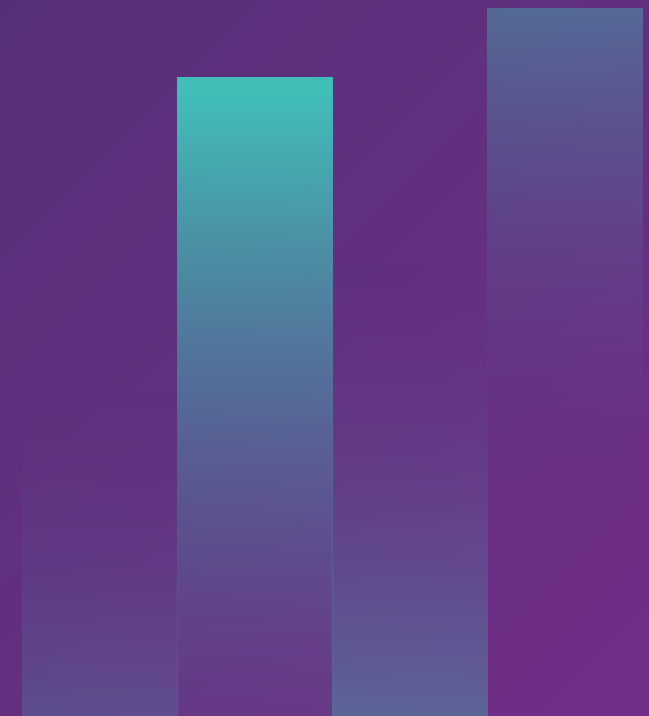
new homes in Coleambally, Coonamble and Narrabri

Proactive

communication and a collaborative approach between PWA, Teacher Housing Authority, builders, agents and teachers

Reduced

running costs and carbon footprints reduced by removal of water thirsty evaporative cooling systems and the installation of rooftop solar system across 347 properties





“THA has been working in partnership with the PWA Team out of their Bathurst Office for over 3 years. During this time the importance of the collaboration and a joint approach has never been more important than over the past 6 months where we have together delivered the Stimulus Program of works to over 460 residences. Without the expertise, professionalism, and agility, demonstrated time and time again by PWA, THA would not have come close in delivering such great outcomes for teachers. A truly remarkable achievement in such a short timeframe”

Greg Phipson – Director Housing Services, Property NSW

PWA is working closely with the Teacher Housing Authority of NSW to improve the living conditions for teachers in regional and remote areas of NSW.

Attracting and retaining teachers in regional and remote areas is a challenge. The ability to offer quality housing increases the likelihood of attracting quality teachers to remote communities. PWA are providing procurement, project and contract management services for the Teacher Housing Authority’s (THA) \$24 million stimulus package, which includes:

- Internal and external refurbishment to 108 existing properties across 28 towns. Upgrades included new roof and drainage, kitchens, painting and carpeting, at an average spend of \$124 thousand per property.
- Replacement of 347 water thirsty evaporative cooling systems with AC systems and the installation of solar panels on these properties.
- Construction of 10 new homes in Coleambally, Coonamble and Narrabri.

When moving to a remote location, “culture shock” can be an issue, with new teachers sometimes feeling isolated and homesick. To counteract this, houses and units are often constructed in proximity to each other, giving teachers an opportunity to establish a friendship and support network. Two of the new adjoining units in Coleambally were architecturally designed in-house by PWA to maximise the flexibility and social benefit of the properties. These “multi key units”, featuring high-quality modern fittings and fixtures, were built to support visits from family and friends. The units also have the flexibility to house families and couples, with room for the new teacher to establish their own family and stay in the community.

Maximising the economic return to local communities has been a focus area of PWA’s procurement strategy. Seventy-four contracts were awarded to regional businesses through a competitive tendering process. Bourke-based company Darren Jackson Electrical & Solar, a Supply Nation verified indigenous business, installed solar panel systems in 255 houses across seven towns, injecting approximately \$1.3 million back into the Bourke community.



Communication and collaboration

Project Manager Scott Warren (far right) inspecting the new build with the contractor in Coleambally.

High levels of communication and collaboration between THA Tenancy team, PWA, builders, agents, and teachers has been critical to the success of the program. PWA's regional presence and understanding of local conditions and service providers played a key role.

Mr Rex, a teacher from western NSW, relocated into a THA flat for six weeks while refurbishment took place on his property. He said collaboration made the experience as straightforward as it could be. "The transition out and back in was smooth and the communication with the builder in the lead up to returning was great. It may take a while to fully unpack and settle back in but I'm very happy with the process. It's exciting to see the place completely 'new'."

The collaborative relationship across the team and the cooperation of the impacted teacher helped PWA and THA achieve their project objectives and deadline.



Batemans Bay Regional Aquatic, Arts & Leisure Centre

Highly valued community asset delivered by a 'trusted partner'
Early and comprehensive engagement strategy
Collaborative procurement and project management



Batemans Bay Regional Aquatic, Arts & Leisure Centre

Multi-use

community asset will improve the recreational, social, wellbeing and cultural life of the Eurobodalla Shire community

Comprehensive

community consultation program which enhanced community involvement and contributed to the design outcomes

Early

contractor engagement strategy optimised the project's value through design and material enhancements

Collaborative

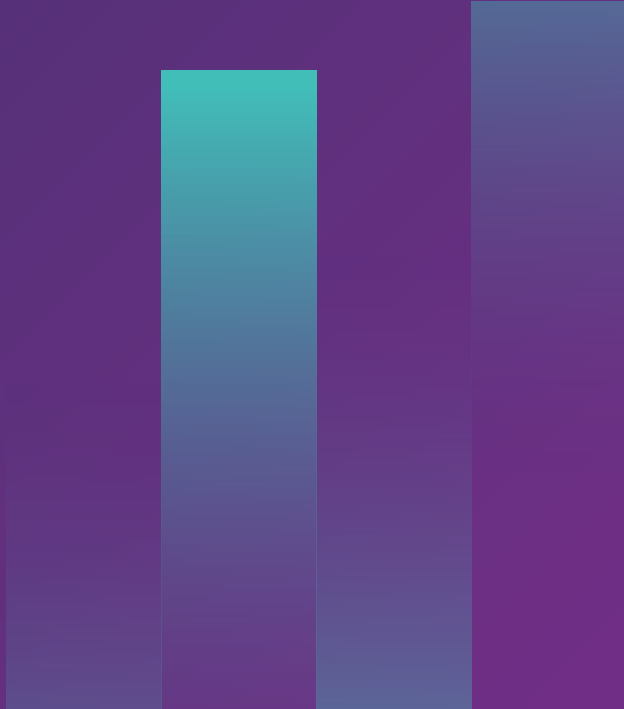
procurement and management approach, built on a long standing 'trusted partner' relationship between Council and PWA

>300

submissions from the community informed the final design

>20

community stakeholder groups directly consulted during the design phase to satisfy end-user requirements





Early engagement played a key role in the successful procurement strategy for the Eurobodalla Shire Council's new Aquatic, Arts and Leisure Centre.

The community of Batemans Bay in the Eurobodalla Shire will soon benefit from an innovative, state of the art aquatic leisure centre - one of the largest of its kind in regional Australia. The new multi-purpose facility will improve the recreational, social, wellbeing and cultural life of the Shire with the inclusion of four indoor pools, water slides, a large gymnasium, a 350 seat theatre, community rooms, an art gallery, as well as a café and retail outlet.

PWA began working with Council during the project planning phases in 2018, when we were engaged to provide procurement and project management services for the first two stages. A high level of community interest and investment in the project was apparent from the start, and continued community and stakeholder engagement was integral to the success of the project. A comprehensive community consultation program was implemented, which included pop-up

information booths, a social media campaign, and regular Council newsletter updates. This led to over 300 community submissions and comments being considered during the design phase. More than 20 community stakeholder groups were directly consulted throughout the design phase to ensure the project will satisfy the end-user requirements.

The 'engage early' strategy continued through the procurement phase. Learnings from a risk and issues workshop with key Council stakeholders were critical to developing the Procurement Strategy for the project, which included an Early Tenderer Involvement (ETI) process. The ETI process introduced the project objectives to the tenderers to foster their "buy-in" and develop a shared vision. It also allowed them to provide constructive feedback on the design, and enhance the value, buildability, and innovation within the project. A final design review with the preferred contractor successfully identified additional savings through small design and material changes.

The construction contract for the new Centre, now called "The Bay Pavilions", was awarded in July 2020, with completion estimated for March 2022.



A collaborative approach to procurement and project management

PWA strive for a shared purpose and vision amongst all stakeholder groups when managing projects. This sense of unification has been critical to The Bay Pavilions project. A ‘trusted partner’ relationship existed between Eurobodalla Shire Council and PWA through prior successful delivery of several key infrastructure projects. This relationship and knowledge of local issues allowed PWA to collaborate with Council and develop a strategy to actively engage with all relevant stakeholders, and for the contractor to quickly become part of the team. This collaborative approach is continuing through the delivery phase of the project, with regular internal focus group consultation, community communication, and on-site progress reviews with Council, PWA and the contractor.

Special Activation Precincts

Fast tracked regional NSW business hubs

Strategic advisory services supported by in-house specialists

Budget savings achieved through critical technical assessment





Special Activation Precincts

Fast-tracked

planning and development of thriving business hubs at six strategic regional locations

\$27.5 million

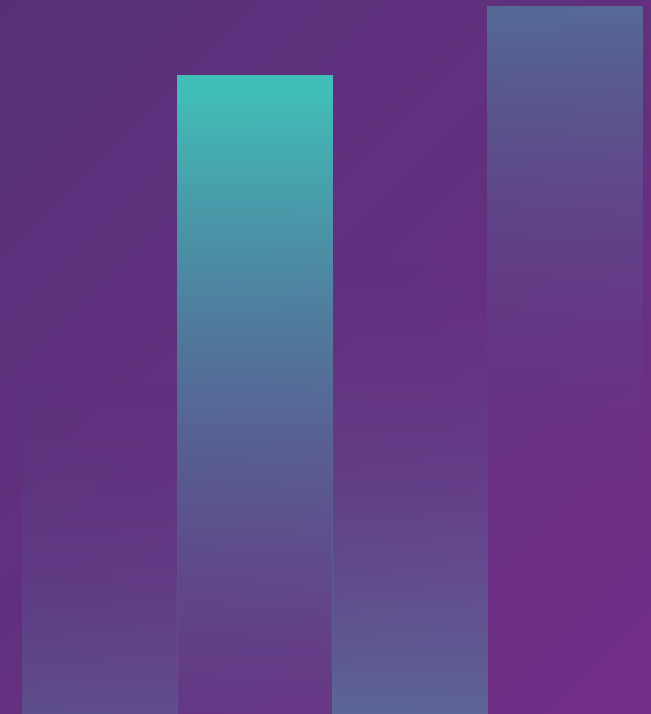
approximate savings to-date in the Final Business Cases for Parkes and Wagga Wagga

Diverse service offering

including procurement and contract management, land acquisition, water and wastewater advice, stormwater and floodplain management, and surveying

High Value-add

from the 'light touch' of a broad range of PWA technical specialists





The NSW Government has identified several regional NSW locations to become thriving business hubs, or Special Activation Precincts (SAPs), and PWA are collaborating with DRNSW teams and agencies to bring these to life.

SAPs have currently been identified at Parkes, Wagga Wagga, The Snowy Mountains, Moree, Williamtown and Narrabri. These precincts are designed to create jobs, attract businesses and investors, support local industries and fuel economic development in industries such as freight and logistics, defense, advanced manufacturing, renewable energy, agribusiness and tourism. The Department of Regional NSW and PWA are collaborating across government to plan, coordinate and deliver these precincts to ambitious time frames.

PWA's input began with the Final Business Case preparation for the Parkes SAP, assisting in the determination of the core facilitating infrastructure required to sustainably activate enough land to be economically feasible. The infrastructure included and supported road transport, bridges over rail, stormwater and flooding, utilities including power (supply and

reticulation), water supply, wastewater, gas, telecommunication, and digital connectivity. With input from in-house specialists, the cost estimates for proposed onsite wastewater treatment plants were reduced by approximately \$20 million.

PWA continued its service offering to the Regional Growth NSW Development Corporation by procuring and managing the provision of investigation early works, facilitation of infrastructure construction tender evaluation, and management of the contractor's requests for information. PWA's infrastructure property expertise was also utilised for critical land acquisition activities.

Similar services were provided for the Wagga Wagga SAP, and in late 2020-21 PWA was commissioned to provide these services across the whole active SAP program. We have provided specialised and knowledge based advice on wastewater treatment plants in the Snowy Mountains, challenged and confirmed the construction cost estimates for drilling bores into the Great Artesian Basin at Moree, and prepared an options report on flood risk and the adoption of an appropriate flood planning level at Williamtown.



Light touch advisory input with a heavy impact

The ability to access a broad cross-section of technical specialists from across PWA has been beneficial to the program and highly valued by internal and external stakeholders alike. While their advisory input is often 'light', the value-add and benefit to the program has been significant. The Parkes SAP business case savings were followed with identified cost savings at Wagga Wagga SAP. Following a review of the stormwater and floodplain management policies prepared during the masterplan process, an alternative strategy was proposed and ultimately adopted. This saved the final business case approximately \$7.5 million in regional detention basin construction cost estimates.

Grant Program Assurance

Assurance and project management of regional stimulus and recovery initiatives
Innovative, bespoke reporting and governance systems and processes
Ensuring benefits realisation where it is most needed





Grant Program Assurance

\$502 million

of stimulus and recovery funding injected into regional communities via 83 independently assessed and assured projects

Bespoke

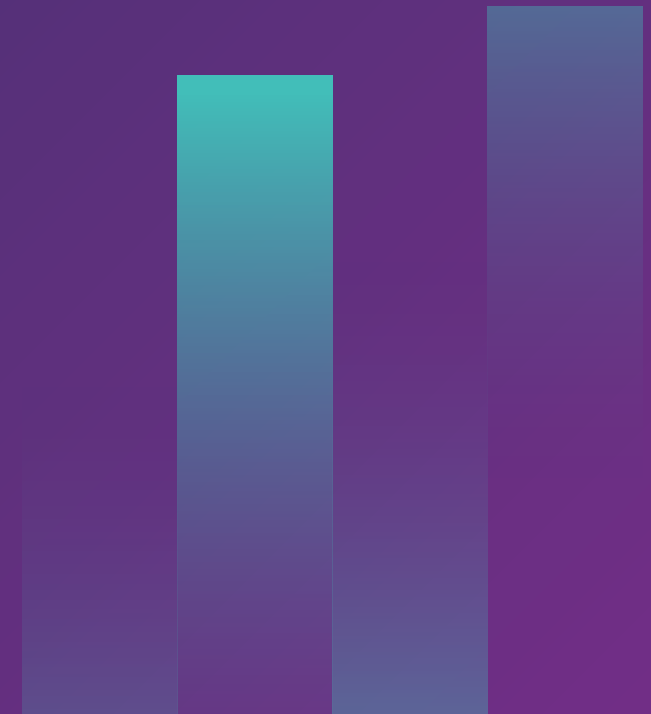
governance and reporting systems and processes to guide project delivery and inform future investment initiatives

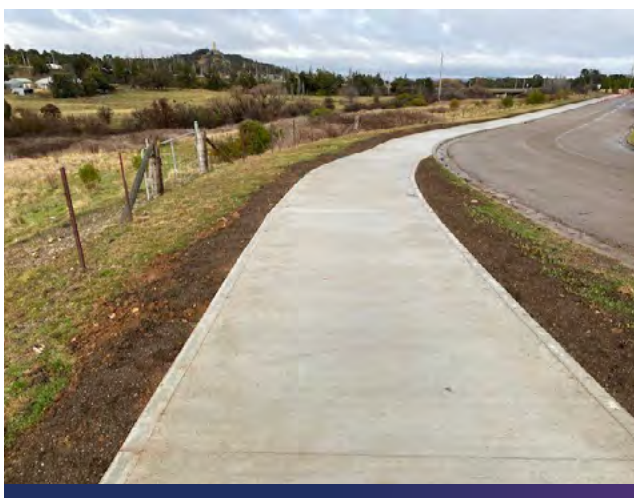
49 senior PWA staff

provided technical advisory and project management services across 14 regional offices

Community

benefit maximised through detailed planning workshops and project control group input and governance





PWA are providing vital assurance services to ensure NSW Government stimulus and recovery funding initiatives achieve their goal of accelerating the recovery of regional communities hit hardest by recent disasters.

Regional communities throughout NSW have been battling to recover from the devastating impacts of the drought, bushfires, flooding, and the ongoing COVID-19 pandemic. The NSW Government’s Regional Stimulus Package, and Stage 1 of the Bushfire Local Economic Recovery Package are two funding programs designed to stimulate economic activity in affected communities and accelerate their recovery. These two programs are injecting \$502 million dollars into regional communities through 83 separately funded targeted projects, with PWA providing an assurance role, and in some cases lead project management services.

The scale and diversity of the projects required PWA’s Grant Program Assurance Team to think differently and flexibly in developing bespoke processes and systems to support the efficient and effective delivery of each project.

Linking closely with colleagues within DRNSW and more broadly across government, PWA developed a forward-looking reporting and governance system for funded projects. This system focusses on the early identification of delivery risks and facilitates the provision of appropriate support and resources for rapid rollout and delivery. 58 individual data metrics are captured to track delivery progress and desired outcomes, including technical project management aspects and community impact measures such as job creation and industry engagement. This allows the program to be tracked at various levels of detail, from individual project delivery as well as a strategic program overview. The information also informs decisions on future funding stages and programs, ensuring investments are targeted to benefit communities where it is most needed.

A comprehensive stakeholder collaboration process has been critical to the successful rapid delivery of the program. PWA have facilitated more than 40 detailed planning workshops to-date, which focus on maximising community benefit and ensuring efficient and transparent project delivery. These are complemented by separate Project Control Group meetings to monitor and guide delivery of each project.



Working as a team to unlock the enormous potential of PWA&RD

PWA's state-wide network of experienced project managers and specialist technical experts have contributed throughout the program. Their input commenced at the grant application stage, where project managers with local knowledge and experience carried out 496 detailed deliverability assessments on complex applications. These assessments are key to strategic decision making on the roll out of future funding programs being made across NSW Government. Overall, 49 senior staff across 14 different offices provided an assurance or lead project management role in support of this truly state-wide and regionally focused program.



Winburndale Dam Safety Upgrade

Securing an essential regional water supply

End-to-end service from safety assessments to project delivery

Supporting the upskilling of a local contractor



Winburndale Dam Safety Upgrade

Securing

Bathurst's second major water storage with upgrades to meet modern safety standards

Local

contractor upskilling their staff on a 'Tier 1' project - enabled by PWA's technical experience and oversight

End-to-end service

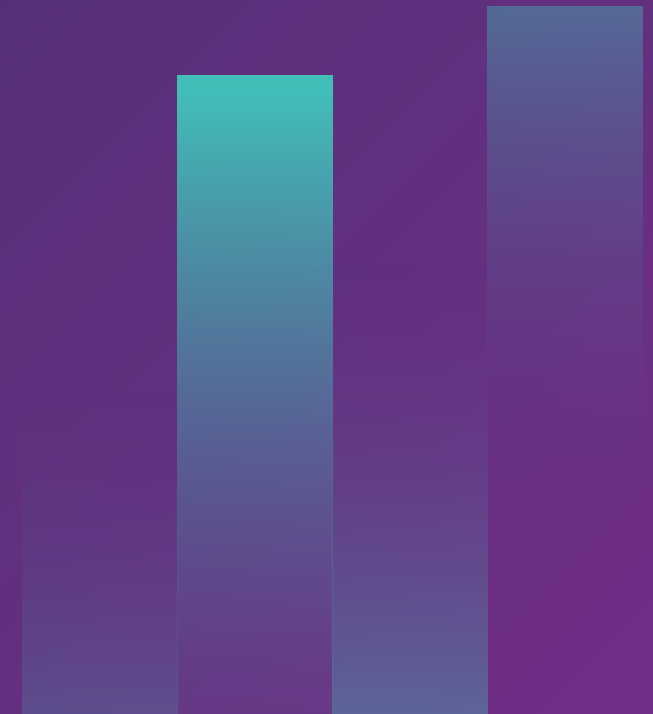
to Council including safety assessments, grant funding assistance, specialist engineering design, procurement and technical project management

Environmental

focus through design and project management leading to a reduced carbon footprint and minimal impact to flora and fauna

Collaborative

approach to risk sharing using a GC21 contract





Bathurst's second major water storage facility will be secured into the future with safety upgrade works to Winburndale Dam.

PWA's long, constructive relationship with Bathurst Regional Council continues with the safety upgrade of Winburndale Dam. Located 20km east of Bathurst, the dam was originally designed and constructed by the NSW Public Works Department in 1936 and is Bathurst's second major water storage. Studies on the dam indicated it had insufficient flood capacity to safely handle the updated design flood in accordance with Dams Safety NSW requirements. Flood security upgrade works were subsequently proposed to allow the dam to meet modern safety standards.



Leveraging top talent from across the business, PWA are providing an end-to-end service, tailored to meet the specific requirements of the project and Council. This includes safety assessments, grant funding assistance, specialist engineering design, procurement and technical project management.

Utilising their in-house expertise and knowledge of the dam, PWA's Dams Team

designed an upgrade package that satisfies the safety requirements while minimising the environmental impact. The main feature of the upgrade involves installation of post-tensioned ground anchors to tie the dam crest to the underlying bedrock. The applied force from the ground anchors will effectively stabilise the concrete gravity overflow sections of the dam against the updated design flood surcharge loading. The extent of post-tensioning provided is also expected to be more than sufficient to prevent earthquake related failure. Additional design features include modifying and upgrading the outlet works to cater for modern operational, maintenance and work health and safety standards.

Now in the construction phase, PWA are project managing the delivery on behalf of Council. Council engaged EODO, a local Bathurst based contractor, as the principal constructor, which is the first 'Tier-1' project undertaken by the company. PWA's technical expertise and oversight is assisting the contractor to confidently deliver this project and upskill for future projects within the region and further afield.



Local staff, contractor and council working together to future-proof their community's water supply.

The Winburndale Dam upgrade is being delivered through PWA's Bathurst Regional office. This local presence and long-term relationship with Council enabled PWA to work as an extension of Council's team, as well as quickly develop a collaborative working relationship with the local Contractor. The project has also benefited from the ability to seamlessly integrate specialist in-house resources and technical expertise from across PWA. In addition to designing the safety upgrade, PWA's dams specialists provided technical support throughout the procurement phase, collaborating closely with the Project Management Team during the tender stages prior to award, to ensure clarity and constructibility of the design documentation.

This integrated technical support continues into the construction stages, as PWA's project team, council and the contractor work together to deliver this important asset for the Bathurst community.

A person is standing on a sandy beach next to a calm river. The background is filled with trees, and the scene is overlaid with a semi-transparent blue filter. The text is centered over the image.

**“Life is either a daring adventure, or
nothing at all”**

- Helen Keller

Thank you for giving it your all this year - your passion, positivity and resilience in the face of adversity was immensely humbling and motivating.

To our next adventure,

Drew Varnum



Public Works Advisory

www.publicworksadvisory.nsw.gov.au