



HANDBOOK FOR REFORM

DELIVERING SUCCESSFUL INFRASTRUCTURE IN NSW

“Australia will need to pull every lever – new funding mechanisms, new technology, new delivery mechanisms – to get anywhere near reaching its future infrastructure targets...” CEDA 20 JULY 2010

WARREN CENTRE FOR ADVANCED ENGINEERING

The Warren Centre for Advanced Engineering is an independent, industry-linked institute committed to fostering excellence and innovation in advanced engineering throughout Australia.

It is a self funding, non-profit entity operating within the faculty of engineering at the University of Sydney, guided by a board of directors from industry and the university.

Its principal objectives are to:

- Stimulate the application and development of new engineering technology;
- Encourage the integration of innovation and engineering technology into the development of Australia's public policy and wealth creation,
and
- Provide independent comment and advice to government and industry on these and related issues.

HANDBOOK FOR REFORM

THE **Warren** CENTRE
FOR ADVANCED ENGINEERING LTD



DELIVERY OF SUCCESSFUL INFRASTRUCTURE IN NSW

The Warren Centre's ***Towards a City of Cities*** report (2004) presented a range of strategies for building sustainable cities. The project detailed recommendations for Government and Industry action and a number of these were embraced.

However, indicators show that NSW is still not delivering the required infrastructure, and our infrastructure deficit is being compounded by an increasing population and by dwindling private sector investment. This infrastructure shortfall must be urgently addressed in order to ensure the State's ongoing economic growth.

This Handbook for Reform is the result of a year-long research project by the Warren Centre's Urban Project Group. It is designed to help bridge the gap between planning and delivery of infrastructure.

It outlines the key success factors and barriers in bringing projects to fruition, including decision making and procurement processes.

This Handbook sets out an agenda which can form the basis of a reform program. It is also timely, as the ***Metropolitan Plan for Sydney*** was delivered in December 2010 to guide the long term growth of Sydney and the New South Wales state election in 2011 will provide an opportunity to consider new approaches to Infrastructure policy and decision making.

The next step of preparing a detailed framework and action plan for reform will be an important and collaborative process and The Warren Centre welcomes your input.

Professor Michael Dureau FTSE, Hon FIEAust, FAICD, JP
Executive Director & Chairman
The Warren Centre for Advanced Engineering Ltd
The University of Sydney

CONTENTS

	PAGE
PLANS AND IMPLEMENTATION — A DISCONNECT	04
INDUSTRY CAPACITY AND READINESS	05
PROJECT SUCCESS FACTORS	06
PROJECT BARRIERS	07
BRIDGING THE GAP — THE AGENDA FOR REFORM	08
— Governance	
— Vision And Policy	
— Strategic Planning	
— Implementation	

IMPLEMENTING THE AGENDA — A FRAMEWORK FOR REFORM	22
--	----

THE WARREN CENTRE PROJECT TEAM AND COLLOQUIUM MEMBERS	24
---	----

THE URBAN REFORM PROJECT IS IN TWO PARTS :

PART 1

Identifies the factors impeding successful implementation and those factors which facilitate it, and outlines an Agenda for Reform.

**THIS IS THE CONTENT
OF THIS DOCUMENT.**

PART 2

Will prepare a Framework to promote reform and to provide multi-disciplinary Industry input to Government to assist the implementation of Reform. It also will provide a platform for the review and monitoring of performance of the Government's implementation program.

THIS IS THE TASK AHEAD.

THE PROJECT PROGRAM



BRIDGING THE GAP



THE AGENDA FOR REFORM



A PROGRAM OF ENGAGEMENT



A FRAMEWORK FOR REFORM

PLANS AND IMPLEMENTATION

A DISCONNECT

A review of major project implementation reveals a litany of unsuccessful projects: those that have been announced and abandoned, tendered, curtailed or stalled, and those that have been implemented but failed commercially.

NSW Infrastructure performance has been formally reviewed since 1999 by the Engineers Australia's National Report Card Project and a clear view of the current situation is demonstrated by the **2010 NSW Infrastructure Report Card*** ratings** as shown in the table below. This record speaks for itself, it indicates a clear disconnect in the process of implementation from planning to project completion.

This is not to ignore those projects successfully delivered by Government. Indeed, isolating the success factors for these projects will be a key focus for this reform program.

INFRASTRUCTURE TYPE	NSW 2010	NSW 2003	DISCONNECTED PROJECTS
Roads overall	C-	Not Rated	Parramatta Rail Link Stage 2 • Sydney's Second Airport • Newcastle to Sydney High Speed Rail • Waterfall to Thirroul Rail • North West Rail Link • Bondi Beach Rail Link • Hurstville to Strathfield Rail Link • Pacific Highway Dual Carriage Way • Integrated Ticketing • CBD Metro • North West Metro • Country Rail Network • Sydney Canberra High Speed Rail • Melbourne Brisbane High Speed Rail • Cross City Tunnel • Lane Cove Tunnel • F3 to M2 Road Link • F3 to M7 Road Link • M4 East Extension • Spit Bridge Widening • Tillegra Dam • New Release Areas
National roads	B-	C+	
State roads	D+	C+	
Local roads	D+	C-	
Rail	D-	D	
Ports	C	Not Rated	
Airports (National)	B	Not Rated	
Potable water	B-	B- Metropolitan Urban C- Non-Metropolitan Urban	
Waste water	C+	C- Metropolitan Urban C- Non-Metropolitan Urban	
Stormwater	C	D	
Irrigation	C	Not Rated	
Electricity	C-	B	
Gas	C	Not Rated	
Telecommunications	C-	Not Rated	

* 2010 NSW Infrastructure Report Card. Engineers Australia 2010. ** The ratings range from A+ to F

INDUSTRY CAPACITY AND READINESS



PRIVATE SECTOR RESPONSIVENESS

The planning, design and construction Industry in NSW is robust, with a proven capacity and readiness to successfully deliver large and complex projects. This capability has been conclusively demonstrated in the history of infrastructure works, and particularly by recent projects such as the M7 Orbital, the Desalination Plant and was underlined by the delivery of the 2000 Sydney Olympics Infrastructure. The Industry, however, has been frustrated by projects which have been commenced in urgency, delayed or totally abandoned with a high cost of resources and spirit.

The Industry is ready to assist in a process of reform to improve the delivery of Infrastructure.

PRIVATE SECTOR INVESTMENT & RISK MANAGEMENT

The issue of risk sharing needs to be addressed, particularly with respect to the current PPP procurement model. Investors need project certainty to be encouraged to participate in the long term future of the State.

Private sector investors wish to continue to be part of the program of Infrastructure.

THE CULTURE OF IMPLEMENTATION

The tendering processes and requirements for ethical performance are clear and well tested, however trust and transparency are often in short supply. The implementation of infrastructure projects from planning, through design and construction is largely the work of the private sector and needs certainty, decisiveness, commitment and trust to provide the right culture for successful projects. There is much to be done to reform the adversarial environment of contracting and similarly with respect to the politicising of the delivery of the State's infrastructure projects. **The Media** is key to this and has an important role to play in influencing public opinion. The media has contributed constructively to the debate on the need for infrastructure, however objectivity is crucial in reporting issues associated with public projects. A balanced long term view is needed to help build a co-operative environment in which to build the State's future.

The Infrastructure Industry seeks a partnership with Government in an environment of trust and transparency.

PROJECT SUCCESS FACTORS

- A clear vision
- Leadership and political commitment
- Good governance
- Establishment of a coordination authority
- Independence of leadership
- A comprehensive long term strategic plan
- Cooperation with local government
- Dedicated resources
- A comprehensive, costed delivery plan
- Whole of life costing
- Value for money assessment
- A formal public interest test
- Sharing of risk between the public and private sectors
- A program supported by treasury
- Involvement of the private sector
- Involvement of experts in planning, design and delivery
- A formal performance review process

There is widespread recognition by governments around Australia of the need to better manage the planning and delivery of infrastructure at both Federal and State levels.

The Australian Government has established *Infrastructure Australia* to review and advise on infrastructure reform and investment initiatives, as well as the preparation of a *National Urban Policy*. This policy includes the improvement of economic infrastructure, good infrastructure planning; provision for transport corridors and sites for strategic infrastructure; investment in urban and inter-urban public transport and communications and the need to improve the governance and planning of cities.

The Council of Australian Governments (COAG) is working to achieve a reform agenda for Australian capital cities. It has agreed nine national criteria for capital city strategic planning systems including integrated plans, future oriented long term planning, provision for nationally significant economic infrastructure; strengthening networks between capital cities and major regional centres; identification of priorities and provision of a framework for private sector investment and innovation, and effective implementation arrangements.

PROJECT SUCCESS FACTORS



In **Queensland**, the *South East Queensland Regional Plan and Infrastructure Plan* laid the foundation for over \$134 billion of investment in regional infrastructure over a 20 year life. It is a major contribution to achieving the earlier Queensland Government's vision document: *Towards Q2: Tomorrow's Queensland 2020*.

Western Australia, has a well regarded governance model in the *Western Australia Planning Commission (WAPC)*. It is a statutory authority that responds to the strategic direction of the government, with statewide responsibilities for urban, rural and regional land use planning and development. It coordinates government agencies and stakeholders in large infrastructure projects. It is independently led and comprises the directors' general of the government agencies and representatives from economic, social and environmental areas, local government, regional development and coastal management. The WAPC is a decision-making body serviced by a number of planning committees that have a range of expertise and local community knowledge.

Western Australia has also established the *Centre for Excellence and Innovation in Infrastructure Delivery (CEIID)*, a collaborative alliance between key infrastructure delivery agencies, government trading enterprises and other Government Agencies. It was established to improve collaboration, share knowledge and drive reform across a broad spectrum of activities associated with public works, infrastructure delivery and strategic asset management.

In **Victoria**, the *Partnerships Victoria* policy provides the framework for a whole-of-government approach to the provision of public infrastructure and related ancillary services through public-private partnerships. Currently there are 21 *Partnerships Victoria* projects in existence worth around \$10.5 billion in capital investment.

While **New South Wales** lacks similar initiatives a review of successful projects such as the Sydney Harbour Tunnel, delivery of the Sydney Olympics and the recently completed Orbital M7 demonstrates the success drivers. These are mirrored by the Project Barriers reported by Industry and listed over page.

The above review is brief but points clearly to a range of factors which drive successful programs.

PROJECT BARRIERS

A COLLOQUIUM OF INDUSTRY

THE WARREN CENTRE PROJECT TEAM COLLABORATED WITH INDUSTRY TO IDENTIFY THE KEY ISSUES AND THEN TO FORM A REFORM AGENDA.

The team established a Colloquium of 25 senior representatives from across the Infrastructure Industry. This group, listed on page 24, was asked to put forward the issues which they saw as inhibiting successful projects and those which could facilitate implementation and then debated the key issues

The result of this deliberation was a comprehensive list of factors which ranged from issues of project organisation, to the soundness and reality of the project, decision making, financing to issues of appropriate regulation, a culture of collaboration and political commitment.

The factors were prioritised and grouped into four key headings which then formed the basis of the **AGENDA** for **REFORM**:

- GOVERNANCE
- VISION AND POLICY
- STRATEGIC PLANNING
- IMPLEMENTATION

Politicisation of bureaucracy / **Lack of political will and leadership** / Too many, too small LGA's / No independence of decision-making / Future (long term) impact assessment / Increasing short-term culture in bureaucracy / Create an independent Commission for planning & delivery of infrastructure with legal powers to co-ordinate agencies / **Ensure separation of powers** / Greater use of Parliament decision-making for long term plan and major projects / Separate policy framework for decision-making / Recognised media's influence & level of responsibility / Harness competent senior public servants / Ensure quality of information 'informing' the debate / **A Vision - agreed by Parliament** / Political Champions / A 30 year Vision - with intermediate delivery periods / Get out there and talk about it - Media & Community / **Integrated Planning - land use & transport & other infrastructure** / Break down bureaucratic silos / Longer term planning and design for infrastructure, not planning by press release / **Can we afford the infrastructure we'd like, & standards we impose?** / Future (long term) impact assessment / Plan multi-modal cities with compact urban centres / More sophisticated research & understanding of the city / Poorly integrated spatial planning / Need for integrated planning, execution & funding

PROJECT BARRIERS

INPUT FROM THE INDUSTRY



/ Learn from history e.g 1987 Sydney Plan, & other places - SEQ 18 / **Growing divergence of growth in demand & lack of infrastructure investment (new & maintenance)** / Project delivery models - PPP's perceived as failure - need clear set of rules / Managing risk may affect delivery method / Design infrastructure for optimum not peak loads / **Treasury's constraint philosophy and maintenance funding concerns** / Strategic design (3D spatial) lacking / Removal of fixation with AAA rating by NSW Treasury / Government to take responsibility for & feasibility of PPP's / **Improved evaluation processes for projects** / Planning & Approvals processes - EP & A Act - tied up in minutiae/single issues / A Planning Approval Program that can be monitored / Sequential processing rather than concurrent processing / Government planning horizons – 10 Year Plans and Fed/State Joint Ownership / Lack of commitment and long term visions for our infrastructure needs / **Political courage – ring fencing of core projects beyond the electoral cycle** / Transparency and methods of economic evaluation used / Costs of imposed standards / Roles of financiers in the delivery / Value capture from projects, valuing externalities / **Engagement and trust between the Public and Private Sector** / Investment bankers attitude to lending and lack of development advice inhouse / Capital expenditure is not the only issue / Bankable 5

year timetables – preferred delivery models / Affordability and funding – 'show me the money' or don't waste our time / A robust planning framework / **Clarity of linkages between land use planning and infrastructure delivery** / Community input – facilitation or impediment? / A synergistic approach across the range of infrastructure projects / Sustainable re-use of existing infrastructure – obsolescence / Planning and reserving for future infrastructure / **Be transformative in intent and public in character** / Contract arrangements must allow for quality outcomes / The outcome is for the people, the communities they serve – the delivery of future city / **The outcome must be sustainable in line with community objectives** / A Co-ordinator General for infrastructure / Facilitate private infrastructure investment – remove hurdles / A Procurement methodology which transcends electoral cycles / **Provide project certainty** / PPP Projects undermined by political process and lack of stakeholder understanding of the objectives / **Shift the focus from process to outcomes** / Outcomes should be strategic/holistic/spatial/design based with long term planning / **Understand the importance of the spatial system of the city** / Avoid fragmented decision making / Engage different consultation/taxation systems / Prepare real costing – life cycle and future dollar.

BRIDGING THE GAP

AN AGENDA FOR REFORM

GOVERNANCE

WHAT WE NEED	DRIVERS FOR CHANGE
<p>LEADERSHIP</p> <p>Demonstrating both the political will to make consistent decisions, and a commitment to the implementation programs that stretches beyond electoral cycles and boundaries.</p>	<ul style="list-style-type: none"> – Demonstrate strong and highly visible Government leadership. – Use Parliamentary decision-making to establish long term plans. – Use independent experts and advisors to inform strategic decision making.
<p>A STRONG PUBLIC SERVICE</p> <p>Structure the public service with a culture of independence and professionalism.</p>	<ul style="list-style-type: none"> – Return to the tradition of an independent public service as per the Westminster system of separation of powers. – Reduce the number of departments and agencies. – Establish a framework for the coordination of departments and agencies. – Reform departmental and agency head selection process. – Empower all levels of management to make decisions appropriate to their level of responsibility.
<p>ROBUST LOCAL GOVERNMENT</p> <p>This tier of Government is an important part of infrastructure implementation.</p>	<ul style="list-style-type: none"> – Strengthen local administration with fewer, larger Councils. – Clearly define the role and responsibilities of this tier of Government in the planning, approvals and implementations process.



RESPONSIBILITY	VALUE OUTCOME
<p>Cabinet</p> <p>Departments and Agencies</p>	<ul style="list-style-type: none"> – Clarity of Government’s position and agenda. – Greater certainty for investor and community understanding and expectations. – Evidence based decisions that show long-term commitment to the broader community.
<p>Parliament</p>	<ul style="list-style-type: none"> – Frank and fearless advice and policy development. – Supportable arguments for stakeholders based on comprehensive value analysis. – Greater efficiency and more motivated and skilled workforce.
<p>Minister</p>	<ul style="list-style-type: none"> – More efficient, better resourced and professional organisations. – Support for devolved decision making and a greater focus on the core business of managing services at the local level.

BRIDGING THE GAP

AN AGENDA FOR REFORM

VISION AND POLICY

WHAT WE NEED	DRIVERS FOR CHANGE
<p>A SHARED VISION FOR THE FUTURE</p> <p>A Strategic Plan and subsequent infrastructure program supported by whole of Government and the majority of the community – including the media and non-government sectors.</p>	<ul style="list-style-type: none">– Articulate the vision as the future of the State and engage the community in the vision through open and ongoing dialogue and collaboration.– Harness the non-government sectors.– Engage the media.– Enlist champions.– Recognition that long-term planning is essential and for the future wellbeing of all.
<p>STRONG AND INDEPENDENT ADVICE IN POLICY FORMULATION</p>	<ul style="list-style-type: none">– Establish and resource or utilise existing independent bodies, think tanks, special committees from both the public and private sectors in a culture of participation and transparency.– Ensure quality research data and analysis informs decision making.– Share the ideas, data, and information.
<p>DELIVERY OF THE VISION</p>	<ul style="list-style-type: none">– Empower a Coordination Authority including Departments and Agencies with the appropriate responsibility and accountability.– Ensure the integrated coordination platform is incorporated in the budgetary process.



RESPONSIBILITY	VALUE OUTCOME
<p>Cabinet informed by Departments and Agencies</p>	<ul style="list-style-type: none"> – A true partnership with community buy-in, understanding and support. – Custodianship of openly accessible data.
<p>Departments and Agencies</p>	<ul style="list-style-type: none"> – Departments and Agencies with greater confidence to build value and revenue generating initiatives. – The development of well financed projects bound into the wider vision. – An improved basis for decision making.
<p>Premier and Cabinet</p>	<ul style="list-style-type: none"> – Community, stakeholder and investor confidence for the future.

BRIDGING THE GAP

AN AGENDA FOR REFORM

STRATEGIC PLANNING

WHAT WE NEED	DRIVERS FOR CHANGE
<p>INTEGRATED PLANNING</p> <p>Effective planning considers all aspects of land use, transport and social infrastructure, including:</p> <ul style="list-style-type: none"> - vertical policy integration (Federal, State & Local); - horizontal integration (across Departments and Agencies); - communication and coordination across the Departments and Agencies; and - integration of policy and projects in the spatial plans. 	<ul style="list-style-type: none"> – Recognise that cities are an integrated spatial system and that cities and regions should be accessible, connected entities. – Value add by building in synergies across the range of infrastructure projects. – Ensure infrastructure projects are transformative in intent, consistent with the adopted vision and policies and in the long term public interest. – Ensure independent decision makers are a part of the planning process. – Apply modelling and simulation to forecast long term impacts and ensure social, environmental and economic factors inform the plan. – Mandate strategic design before project design and costing.
<p>EFFECTIVE FUNDING FRAMEWORKS</p> <p>The provision of secure funding helps deliver certainty to large-scale projects. Options such as linking funding to long term Treasury commitments, involving investors in the risk management process and including taxation issues in the funding framework are all effective tools.</p>	<ul style="list-style-type: none"> – Include funding in the strategic plan and infrastructure program. – Develop and apply appropriate cost benefit analysis which incorporate social, environmental and long term economic benefits. – Utilise Government debt funding recognising the potential issues related to credit ratings. – Develop effective risk sharing mechanisms between the public and private sectors.



RESPONSIBILITY	VALUE OUTCOME
<p>Departments and Agencies</p>	<ul style="list-style-type: none"> – A fully understood plan of what, when and who is responsible, to enable all Departments and Agencies to confidently deliver the required infrastructure.
<p>Treasury and Cabinet</p>	<ul style="list-style-type: none"> – An agreed basis for project decision making providing predictability for investors and community alike. – An economic framework that allows provision of services financed by development based income as well as capital contributions. – Greater investment, and hence delivery of, major infrastructure.

BRIDGING THE GAP

AN AGENDA FOR REFORM

STRATEGIC PLANNING CONT'D

WHAT WE NEED	DRIVERS FOR CHANGE
<p>DETAILED PROJECT BRIEFS AND ALIGNMENT WITH PROJECT DELIVERABLES</p>	<ul style="list-style-type: none"> – Focus on social, environmental and economic outcome not process. – Review regulations and standards against the reality of the project to assess real value of outcomes. – Include design standards that consider optimum as well as peak load capacities. – Provide peer review of project briefs, design and costing.
<p>QUALITY DATA</p> <p>Effective planning based on high-quality research and data.</p>	<ul style="list-style-type: none"> – Establish and resource independent entities, think tanks and special committees.
<p>SPECIAL SKILLS</p> <p>Planning embraces a wide range of disciplines and stakeholders and needs to be presented in the third and fourth dimensions.</p>	<ul style="list-style-type: none"> – Incorporate skills required to provide form and physicality into the planning process. – Mandate 3D spatial planning and design. – Utilise multi-disciplinary planning and design teams. – Design should guide project design at both masterplan and precinct scales.



RESPONSIBILITY	VALUE OUTCOME
<p>Departments and Agencies</p>	<ul style="list-style-type: none"> – Reduce cost of projects and achieve better long term value. – Cost efficiency in terms of less money wasted on amendments to briefs and project variations as well as economic loss through project time extensions.
<p>Departments and Agencies</p>	<ul style="list-style-type: none"> – More reliable analysis and better information as a basis for decision making.
<p>Universities, Departments and Agencies</p>	<ul style="list-style-type: none"> – Improved understanding by the stakeholders and community of the outcome of strategic planning. – Expert teaching programs within the Universities and other teaching and learning institutions.

BRIDGING THE GAP

AN AGENDA FOR REFORM

IMPLEMENTATION AT REGIONAL, PRECINCT AND PROJECT SCALES

WHAT WE NEED	DRIVERS FOR CHANGE
AUTHORITY TO DELIVER	<ul style="list-style-type: none"> – Empower independent coordination and delivery authorities for major infrastructure works.
A STRUCTURE TO MANAGE THE PROCESS	<ul style="list-style-type: none"> – Recognise the complexity of the task and the need for a coordinated process. – Involve the private sector at project inception. – Recognise the need for a clear definition of the roles of Government and the private sector.
A FRAMEWORK FOR PROJECT CERTAINTY AND REALISTIC LONG TERM PROJECT FUNDING	<ul style="list-style-type: none"> – Review and improve processes and risk management for PPP/Alliance and other delivery models to encourage private infrastructure investment. – Review Treasury ‘constraint’ philosophy (capital expenditure and maintenance). – Review Treasury pre-occupation with AAA rating. – Review methods of economic evaluation. – Client/ Treasury demands need to be realistic in terms of outcomes. – Value externalities in assesment of outcomes. – Research and consider all options, including increased public borrowing, tax increment financing, tolling/user pays. – Grants to be linked to adopted Strategic Plans and Infrastructure Programs.



RESPONSIBILITY	VALUE OUTCOME
Premier	– A clear chain of command, responsibility and accountability.
New Delivery Authority	– Smoother, faster navigation of the process and greater confidence in which to advance infrastructure programs for both the public and private sectors.
Treasury	– Greater private sector investor confidence and a realistic use of public sector assets to finance infrastructure programs.

BRIDGING THE GAP

AN AGENDA FOR REFORM

IMPLEMENTATION CONT'D

WHAT WE NEED	DRIVERS FOR CHANGE
<p>APPROPRIATE PROJECT ASSESSMENT AND APPROVALS PROCESSES</p> <p>Thorough, transparent assessment and approvals processes, including community consultation, agency consultation, independent impact assessment and an independent consent authority, are essential for successful infrastructure delivery.</p>	<ul style="list-style-type: none"> – Introduce new development assessment legislation, as the EPAA is not working efficiently or effectively. – Stream the consultation and assessment processes to reflect consistency with adopted plans and extent of social, environmental and economic impacts. – Split planning assessment agency from Delivery Authority. – Ensure competency of senior assessment team. – Legislate for independent advisors.
<p>EVALUATION AND REVIEW OF THE IMPLEMENTATION AGAINST THE VISION AND THE PLAN</p>	<ul style="list-style-type: none"> – Prepare project score card annually and a full evaluation on project completion. – Understand and share the lessons learned.



RESPONSIBILITY	VALUE OUTCOME
<p>Departments and Agencies, Local and Regional Governments</p>	<ul style="list-style-type: none"> – Greater efficiency and consistency of assessment and decision making. – Improved certainty and confidence in the process for both community and investors.
<p>Departments and Agencies</p>	<ul style="list-style-type: none"> – A continuous improvement of processes and outcomes and audit of accountability.

PART 2 IMPLEMENTING THE AGENDA

THE AGENDA FOR REFORM

GOVERNANCE:

- Leadership and commitment
- A strong Public Service
- Robust Local Government

VISION AND POLICY FRAMEWORK:

- A shared vision for the future
- Strong and independent policy advice
- Delivery of the vision

STRATEGIC PLANNING:

- Integrated planning
- Effective funding frameworks
- Detailed project briefs
- Quality data
- Special skills

IMPLEMENTATION:

- Authority to deliver
- A structure to manage the process
- A framework for project certainty
- Appropriate project assessment and approvals processes
- Evaluation and review of the program

A FRAMEWORK FOR REFORM

The project team will engage with New South Wales Industry and Government to develop a framework for reform.

The team will divide the agenda into four sectors or sub groups in which representatives of industry and industry associations can research world's best practice and work with the Government departments and agencies to achieve improved outcomes for infrastructure implementation:

INDUSTRY COMPANIES

TRADE UNIONS

BUSINESS CHAMBERS

INDUSTRY AND PROFESSIONAL ASSOCIATIONS

LOCAL GOVERNMENT

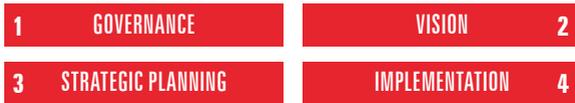
GOVERNMENT DEPARTMENTS AND PARLIAMENTARIANS

- Premier
- Treasury and Finance
- Transport (Roads, Rail, Bus, etc.)
- Planning
- Infrastructure
- State and Regional Development
- Roads
- Energy
- Water
- Education
- Health
- Police
- Public Sector Reform
- Services Technology and Administration

This program will be coordinated by The Warren Centre, firstly in a series of seminars accompanied by desktop research projects and then in work groups to produce the action plan



THE AGENDA FOR REFORM



A PROGRAM OF ENGAGEMENT



A FRAMEWORK FOR REFORM



ACTION PLAN FOR REFORM

DECEMBER 2011

THE WARREN CENTRE PROJECT TEAM AND COLLOQUIUM MEMBERS

Lachlan	Abercrombie	Cox Richardson
John	Barracrough	John Holland
Julie	Bindon	JBA Planning
Martin	Butterworth	Space Syntax
Andrew	Collins	EnergyAustralia
Ross	de la Motte	Hassell
Deborah	Dearing	Stockland
Richard	Dinham	Richard Dinham Consulting
Ken	Dobinson	Dobinson & Associates
Michael	Dureau	The Warren Centre
Dean	Economou	NICTA
Colin	Henson	Arup
Peter	Hitchiner	Insight Telecommunications Consulting
Peter	Katz	United Group
Robert	Leece	Nation Building Jobs Plan Taskforce
Jan	McCredie	WorleyParsons
Shaun	McGushin	Freehills Lawyers
Alexandra	McKenna	The Warren Centre
Terry	O'Connor	Lend Lease
Jackie	Ohlin	Urbis
Tom	Pinzone	GHD
Hugh	Ralston AM	The Warren Centre
Trevor	Townson	Manidis Roberts
Ann	Turner	Ann Turner Consultants
Peter	Wilkinson	Transfield Services

RICHARD DINHAM
B.ARCH(HONS), M.ARCH,
LFRAIA, FAICD, MUDIA
CONSULTANT - CONVENOR

JULIE BINDON
BTP, DIP LE, FPIA, CPP, FAPI
DIRECTOR, JBA PLANNING P/L,
PAST PRESIDENT PIA

ANDREW COLLINS
BE, MPA
SENIOR COMMUNITY RELATIONS ADVISOR,
ENERGY AUSTRALIA

DR. DEAN ECONOMOU
B.E(HONS), PH.D, GAICD
TECHNOLOGY STRATEGIST
N I C T A

PETER HITCHINER
FIE(AUST), CPENG
CONSULTANT, PAST PRESIDENT
SYDNEY DIVISION ENGINEERS AUSTRALIA

TOM PINZONE
BE, FIE(AUST)
CHAIR, SUSTAINABILITY AND TECHNOLOGY
COMMITTEE, THE WARREN CENTRE LTD.

HUGH RALSTON AM
FIE(AUST), BE(AERO), ASTC(MGT), AICD DIP.
DIRECTOR, THE WARREN CENTRE LTD

Disclaimer.

The ideas and assertions put forward in this report have been collated from the Colloquium by the Urban Reform Project Team. While a review and editing process has been carried out, it is not the intention of The Warren Centre for Advanced Engineering Limited to present a formal view of The Warren Centre for Advanced Engineering Limited, The University of Sydney or the participating organisations in the Colloquium or to provide complete assurances as to the accuracy of the information contained herewith.

Copyright.

©The Warren Centre for Advanced Engineering Limited, February 2011. This document is protected by copyright. Apart from any fair dealing for the purpose of private study, research, criticism or review, as permitted under the Copyright Act 1968 (Cth), no part may be reproduced by any process without permission of The Warren Centre for Advanced Engineering Limited.

THE **Warren** CENTRE
FOR ADVANCED ENGINEERING LTD



CONTACT

Alex McKenna — Chief Operating Officer
The Warren Centre for Advanced Engineering Ltd
E-Mail: alex.mckenna@sydney.edu.au

Engineering Link Building J13
Sydney University, NSW, 2006
Telephone: +61 2 9351 4048
Facsimile: +61 2 9351 2012
Internet Home Page: www.sydney.edu.au/warren