

Annual Report Snapshot

2021-22

Throughout 2021-22, Infrastructure NSW continued to provide independent, expert advice to support the NSW Government's infrastructure investment program, culminating in the delivery of *Staying Ahead: State Infrastructure Strategy 2022-2042* in May 2022.

Executive Summary

The Strategy 2022-2042 provided recommendations to government for infrastructure prioritisation and delivery over the next 2 decades and beyond.

There were some challenges for the construction industry and infrastructure delivery, with the pause of the construction industry in July 2021. This was followed by a staged reopening, in response to the COVID-19 Delta outbreak. Infrastructure NSW played a key leadership role in working with industry and delivery agencies to ensure a safe re-opening of the sector.

The industry was also struck by multiple floods and severe weather in 2022. Infrastructure NSW continued to provide expert advice including supporting the flood crisis through its role in implementing the Hawkesbury Nepean Flood Risk Management Strategy.

Infrastructure NSW continued to progress delivery of its major projects, including the successful completion of the Walsh Bay Arts Precinct.



Providing expert advice

Staying Ahead: State Infrastructure Strategy 2022-2042 was released in May 2022, and recommends the government be prepared to sustain high levels of infrastructure funding to support robust economic growth. While selected megaprojects will continue to be the backbone of transformational investments, a more phased approach to delivery is recommended.

This informed development of the 2022-23 State Infrastructure Plan which outlines the demand drivers and market context for the government’s infrastructure program over the next 5 years. The plan includes the NSW Major Projects Pipeline.

We achieved significant progress on the Hawkesbury Nepean Valley Flood Management Strategy, including delivery of public awareness campaigns to encourage the local community to be prepared for flood. In partnership with Water NSW, the Environmental Impact Statement for the proposal to raise the Warragamba Dam wall was exhibited in the latter part of 2021.

Infrastructure NSW published several key government policies for infrastructure delivery and risk management during 2021-22:

- Cost Control Framework for the Infrastructure Program
- Premier’s Memorandum for Information on Infrastructure Projects Guide
- Oversight Framework
- Premier’s Memorandum on Procurement of Large, Complex Infrastructure Projects.



Overseeing the state’s infrastructure pipeline

Infrastructure NSW continued to provide major project assurance during the financial year, with new project registrations increasing the size of the portfolio to 983 projects. The team completed 148 gateway reviews.

Our Asset Management Assurance function was merged with the Infrastructure Investor Assurance function to provide a whole of lifecycle performance view of upcoming and existing assets.

The Strategic Programs Office successfully delivered the infrastructure stimulus program. Providing assistance on more than 100 projects and overseeing an additional \$4.6 billion in infrastructure expenditure.

Restart NSW made significant progress in administering funding deeds for key local and community infrastructure projects in 2021-2022:

\$2.4 billion







4 new projects were funded, taking the total funding for local and community projects to \$2.4 billion

80 projects

more than 80 projects were completed

Delivering nominated priority infrastructure projects and precincts for NSW

Projects NSW made significant progress on its major projects and precincts in 2021-22:

-  Completed construction of Wharf 2/3 at Walsh Bay in December 2021 marking the completion of all major construction of the **\$371.3 million Walsh Bay Arts Precinct project**
-  Construction of the new **\$828 million Sydney Football Stadium** was scheduled for completion on 1 August 2022, with **Indigenous artist Tony Albert's spectacular seating design** attracting positive attention
-  Construction of the **\$344 million extension of the Art Gallery of NSW**, known as Sydney Modern, was on track to be completed in September 2022
-  Major work commenced on the **Powerhouse Parramatta** site in February 2022
-  The new **\$750 million Sydney Fish Market** remains on track to open in late 2024
-  The **state significant precinct study** and plan for **Blackwattle Bay** were on exhibition in July and August 2021, with the revised precinct plan and response to feedback on track to be provided to the Department of Planning and Environment in July 2022

The Construction Reopening Team

In July 2021, the NSW Government announced that all construction in Greater Sydney, including the Blue Mountains, Central Coast, Wollongong and Shellharbour would pause for 2 weeks in response to the COVID-19 Delta outbreak. With a record NSW Government infrastructure program in delivery and numerous non-government projects underway, the potential impacts on the industry, project timelines and the economy would be significant.

Infrastructure NSW established a Construction Reopening Team and within 3 days of the pause being announced, released government-endorsed commercial principles to mitigate long-term impacts, assessed claims, and ensured payment

flowed through to suppliers and subcontractors. This was supported by work undertaken to track the cost and program effects of the pause and subsequent events.

The team sought industry input on measures to help construction reopen safely, and gathered vaccination and testing data, which provided an evidence base to inform government decision-making. It also provided a platform where relevant Ministers and Secretaries could provide information directly to – and hear feedback from – key industry representatives in real time.



