

# FINANCIAL REVIEW

## NATIONAL INFRASTRUCTURE SUMMIT

In association with

**Deloitte.**

*Infrastructure through the crisis*

DAY ONE | Wednesday 14 October

*Agenda times are Australian Eastern Daylight Time (AEDT)*

08:50 **OPENING** | Opening remarks from the Chair

08:55 **Message from Deloitte**

09:00 **PREMIER'S ADDRESS**

The Hon Gladys Berejiklian MP, *Premier of New South Wales*

09:10 **FIRESIDE CHAT WITH THE PREMIER**

The Hon Gladys Berejiklian MP, *Premier of New South Wales*

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### ASSESSING THE IMPACT OF COVID-19

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09:30 **PANEL** | **Infrastructure health check**

- Which companies and sectors have survived, and the impact on different sectors and companies
- Changes to behaviour and processes
- Rethinking infrastructure planning
- National Cabinet's priorities for infrastructure

Panellists

Romilly Madew, *CEO, Infrastructure Australia*

Marion Terrill, *Transport and Cities Program Director, Grattan Institute*

Cathal O'Rourke, *Managing Director, Laing O'Rourke*

10:00 **ADDRESS** |

10:20 **PANEL** | **Aviation and tourism infrastructure**

- Impact on and outlook for aviation, cruise and other travel industries
- How have airports, cruise terminals and tourism-related infrastructure adapted their strategies and planning for the years ahead?
- Impact on urban planning and the Western Sydney region

Panellists

Margy Osmond, *CEO, Tourism and Transport Forum*

Geoff Culbert, *CEO, Sydney Airport*

Paul Scurrah, *CEO, Virgin*

## 10:50 Networking and refreshment break

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### CHALLENGES FOR INFRASTRUCTURE

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#### 11:10 Australia's recovery from COVID-19 and the economic outlook

- Quick wins and practical measures for the way forward
- Improving asset management, precincts pivot, technology

Pradeep Philip, *Partner*, **Deloitte**

#### 11:30 **INDUSTRY ROUNDTABLE** | Old tensions, new challenges

- What are the key concerns the infrastructure companies are facing?
- How can industry and government resolve these issues, including rising costs, project risk and cash flow?
- Can risk be better allocated and how?
- How are other countries and regions approaching infrastructure planning and regulation post-COVID?

##### Panellists

Lara Poloni, *President*, **AECOM**

Phil Helberg, *CEO*, **Infrastructure WA**

Paul Broad, *CEO*, **Snowy Hydro**

#### 12:00 **INTERNATIONAL KEYNOTE**

José Manuel Entrecanales, *Chairman*, **Acciona**

#### 12:20 Lunch and networking break

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### SUPPLY CHAIN AND LOGISTICS

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#### 13:05 **PANEL** | Strengthening the supply chain

- How has the logistics sector adapted to changing patterns of consumption, ecommerce, congestion and technological advancements
- Patching supply chain gaps in the face of black swan events
- Evolution of the manufacturing sector in Australia

##### Panellists

Marika Calfas, *CEO*, **NSW Ports**

Brendan Bourke, *CEO*, **Port of Melbourne**

Dean Dalla Valle, *CEO*, **Pacific National**

Maurice James, *Managing Director*, **Qube Holdings Limited**

#### 13:35 **The changing logistics landscape in Asia: Australia's role and relationships**

Thomas Knudsen, *Managing Director*, **Toll**

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## FUNDING AND FINANCING

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### 13:50 **PANEL | Financing infrastructure**

- The impact of COVID-19 on super investments and funds reassessing risk
- What new investment vehicles and sources of finance/funding have emerged?
- How are infrastructure owners/lessors financing their developments/assets?
- What do trends in public vs private project investment tell us?

#### Panellists

Nik Kemp, *Head of Infrastructure, AustralianSuper*  
Senior Representative, **Plenary Group**

### 14:20 **MINISTERIAL ADDRESS**

The Hon Alan Tudge MP, *Minister for Cities, Urban Infrastructure and Population*

### 14:40 **PANEL | How will the state fund infrastructure?**

- How did governments change funding for infrastructure projects in response to the pandemic?
- Where will money come from for future projects?

#### Panellists

Adrian Dwyer, *CEO, Infrastructure Partnerships Australia*

Michel Masson, *CEO, Infrastructure Victoria*

Leilani Frew, *Chief Executive, Infrastructure and Project Financing Agency*

### 15:10 **Afternoon tea and networking break**

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## TRANSPORT AND MOBILITY

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### 15:30 **PANEL | Post-pandemic transport**

- What is the role of public transport in a post-COVID world? Changing transport planning priorities in light of new patterns of work and travel
- The rise of mobility as a service and the customer experience
- Road user pricing and barriers to entry, consequences and alternatives
- Update on electric vehicle strategy and outlook

#### Panellists

Simon Smith, *Managing Director, ANZ, Ola*

Michelle Batsas, *Executive Director, ANZ, International Association of Public Transport (UITP)*

Juan Carbonell, *Head of Solutions ANZ, Moovit*

### 16:00 **CASE STUDY | Trackless trams**

Trackless trams have the potential to provide high-quality, zero-emission public transit, without laying down a single train track. In a first for Australia, Liverpool City Council's visionary project incorporates trackless tram technology in a new corridor between Liverpool CBD and Western Sydney International Airport. Learn more about the project and what this could mean for future public transport planning.

Mayor Wendy Waller, **Liverpool City Council**

Edward Steane, *Project Lead, Fifteenth Avenue Smart Transit Corridor, Liverpool City Council*

### 16:20 **END OF DAY ONE | Closing remarks from the Chair**

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# FINANCIAL REVIEW

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*Infrastructure beyond the crisis*  
DAY TWO | Thursday 15 October

*Agenda times are Australian Eastern Daylight Time (AEDT)*

08:50 **OPENING** | Opening remarks from the Chair

09:00 **Q&A WITH THE DEPUTY PRIME MINISTER**

The Hon Michael McCormack MP, *Deputy Prime Minister, Minister for Infrastructure, Transport and Regional Development*

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### MEGAPROJECTS AND ESCALATING RISKS IN CONSTRUCTION

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09:30 **PANEL** | Megaprojects

- Predictors of cost overruns, project failure, and insolvency, and what can be done about it
- Is the distribution of commercial risk viable for industry?
- Do we need to set more realistic expectations around capability and capacity? How can this be achieved contractually and in practise?

Panellists

Bede Noonan, *Managing Director, Acciona Australia*

Marco Assorati, *Executive Director Asia Pacific, Webuild Senior Representative, Plenary Group*

10:00 **Infrastructure: COVID and beyond**

Key competition issues affecting NBN, achieving affordable gas and electricity, aviation competition and COVID and future issues

Rod Sims, *Chairman, ACCC*

10:20 **PANEL** | Are PPPs delivering?

- The evolution and effectiveness of PPPs across different states and countries
- Re-evaluating risk allocation – is there a better way?
- How can flexibility be built into contracts to improve project processes and outcomes?
- Innovations in delivery models

Panellists

Sonya Campbell, *Executive Director, Infrastructure and Structured Finance Unit, NSW Treasury*

An Nguyen, *Executive Director, Infrastructure Delivery, Partnerships Victoria, Department of Treasury and Finance Victoria*

## 10:50 Morning tea and networking break

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### THE CHANGING LANDSCAPE OF INFRASTRUCTURE

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#### 11:10 **PANEL | Women in infrastructure**

- How do we attract more women and develop women leaders in construction?
- Learnings from a 5-day work week in construction and can it be rolled out across major projects
- Using new metrics to evaluate project success

##### Panellists

Alison Mirams, *CEO, Roberts Pizzarotti*

Louise Howard, *Deputy Executive Director Health & Safety, Sydney Metro*

Louise Adams, *Chief Executive – Australia & New Zealand, Aurecon*

Moderator: Heidi Isreb, *Capital Projects, Deloitte*

#### 11:40 **Industrial Manslaughter laws in Australia**

- More stringent Industrial Manslaughter laws are coming into effect across Australia
- Key focus areas for regulators, investigators, and the prosecutors
- Key safety takeaways for leaders of construction companies

Aaron Guilfoyle, *Work Health Safety Prosecutor, Office of the Work Health and Safety Prosecutor QLD*

#### 12:00 **PANEL | The importance of precincts**

- Defining 'precincts' and their significance and effectiveness for planning
- What precinct developments are in the pipeline, and what are the post-COVID strategies for these areas?
- What infrastructure is required? What methodologies and modelling are behind an integrated, precinct approach?

##### Panellists

Kim Curtain, *Deputy Secretary, Jobs, Investment and Tourism, NSW Treasury*

Roch Cheroux, *Managing Director, Sydney Water*

## 12:30 Lunch and networking break

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### RESILIENCE PLANNING

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#### 13:15 **PANEL | Making Australian infrastructure resilient**

- Australia's recovery effort and responsiveness to bushfires, drought and floods
- Longer term plans for building infrastructure to withstand other shocks and natural disasters
- Investing in green infrastructure, sustainable finance and the circular economy

##### Panellists

Clare Gardiner-Barnes, *Head of Strategy, Planning and Innovation, Infrastructure NSW*

Shane Fitzsimmons, *Commissioner, Resilience NSW*

Dominic Lane, *Chief Executive, SAFECOM (South Australia Fire and Emergency Services Commission)*

Brendan Moon, *CEO, Queensland Reconstruction Authority*

**13:45 School Infrastructure NSW Project Delivery Pipeline**

- Supporting population growth with the unprecedented scale of school building in NSW
- Design for Manufacture and Assembly, SINNSW's market strategy, program benefits, design standardisation and consultation and engagement.
- Improving opportunities for industry through developer-led proposals and greater collaboration with Central Agencies

Anthony Manning, *Chief Executive*, **School Infrastructure NSW**

**14:05 Address from the Minister**

The Hon Melinda Pavey, *Minister for Water, Property and Housing NSW*

**14:15 PANEL | The project pipeline for water infrastructure**

- Is it possible for towns and regions to engineer a way out of drought?
- What projects and plans are in place for areas projected population growth?
- What are governments, water corporations and industry doing to overcome years of chronic underinvestment in water infrastructure and security?
- Where are we with water recycling and desalination plants?

Panellists

Andrew George, *CEO*, **WaterNSW**

Pat McCafferty, *Managing Director*, **Yarra Valley Water**

Moderator: Alex Danne, *Partner*, **Gilbert + Tobin**

**14:45 SHADOW MINISTER'S ADDRESS**

The Hon Catherine King MP, *Shadow Minister for Infrastructure*

**14:55 CLOSING | Closing remarks from the Chair**

End of Summit

## Deloitte Masterclasses | Friday 16 October

Attend up to four Masterclasses for a deep dive into the sector's top priorities.

Masterclasses are delivered virtually and are **included** in Summit registration for all delegates.

- 08:00 – 09:30 Masterclass | Contract management
- 09:30 – 11:00 Masterclass | Asset management and optimisation
- 11:00 – 12:30 Masterclass | Future cities strategy and planning
- 12.30 -14:00 Masterclass | Digitally delivered infrastructure

### 08:00 – 09:00

#### Masterclass | Contract management

Maximising outcomes and benefits, delivering value for money, and ensuring the Supplier and the Principal meet their obligations, is at the heart of good contract management. The significant investments in contestable procurement are often diminished during the operational phase. Paired with the current under-investment in contract management, this is likely to be impairing value and creating risk.

This masterclass will comprise a roundtable of like-minded public sector contract management professionals who are responsible for long term, complex, service contracts.

The discussion will cover topics that include: resource requirements, systems, risk management, performance management, variations and knowledge management.

This masterclass will be limited to a small group of participants with an expectation of sharing pain points, experiences, potential solutions and opportunities for improvement.

#### Facilitators:

Callen Poulter, *Partner, Financial Advisory, Deloitte*

Ross Alexander, *Partner, Financial Advisory, Deloitte*

**09:30 – 11:00**

## **Masterclass | Asset Management and Optimisation**

The majority of cost in complex heavy assets like infrastructure is spent in the operate, upgrade & maintain phase of the asset lifecycle. However, acquisition (Capex) and operating (Opex) decisions are typically made in isolation of each other and without effective consideration of system wide impacts and service delivery. This compromises the outcomes that can be achieved through these major investments and leads to the need for further significant investment later in the asset lifecycle.

Today's access to real-time granular operating data, together with our ability to build models that allow us to analyse systems and run scenarios to predict service outcomes now provides the opportunity for a new era in asset management & optimisation across the whole life of our major asset investments.

But getting to a point where optimal Asset yields are achieved requires organisational skills and operational maturity. Developing these capabilities involves going on an Asset Management maturity journey. That starts with building the capacity to meet regulatory and compliance requirements, then moving to delivering on enhanced business needs reliably and consistently, before moving to a maturity that delivers enhanced service outcomes and prepares to deliver on the business needs of tomorrow.

Where is your business on the journey from compliance to optimising asset performance? In this interactive masterclass we will use local and international case studies to discuss entry level to evolving best practice in making investment and operating decisions for complex infrastructure assets.

### Facilitators:

Steve Porter, *Partner, Consulting, Deloitte*

Rob Spittle, *Partner, Consulting, Deloitte*

**11:00 – 12:30**

## **Masterclass | Future Cities Strategy and Planning**

Governments are grappling with the transition to innovation-based economies, rapid and sustained population growth in urban centres, and rising infrastructure costs to meet growth – and they are responding through Precincts.

Successful activation is based on understanding the key elements of an innovation ecosystem, the location-based decision making factors for innovation, the Precinct's comparative advantage in attracting market investment and the place-based investments that accelerate activation. This masterclass will dive into developing 'fit for purpose' delivery models – including vision, governance, planning and delivery – that realise activation targets and understand the emerging trend to adopt innovative commercial structures that accelerate development and enable Government to monetise a greater portion of the value created through Precinct development.

### Facilitators:

Alan Mills, *Partner, Deloitte*

Christian Greatorix, *Principal, Deloitte*

Peter Vozzo, *Director, Deloitte*

**12.30 -14:00**

## **Masterclass | Digitally Delivered Infrastructure**

Digitally delivered infrastructure is more than simply the use of technology in delivering a project. It represents a fundamental shift in how a project is designed, constructed and operated, providing an opportunity to gain safety, efficiency, and significant financial benefits.

The challenges associated with the delivery and operation of complex infrastructure in today's marketplace have a common thread; the effective use of real-time data and analytics. Digital – when integrated and used effectively – has the potential to add significant value.

With investments into Digital solutions expecting to increase to between 8% and 15% by 2040, how will you harness the value of digital disruption?

In this masterclass we will be discussing the Digital solutions journey from digital strategy through to design, delivery and optimisation, and understanding where value is likely to be harnessed as soon as today or tomorrow.

### Facilitators:

Heidi Isreb, *Partner, Consulting, Deloitte*

Lewis Stewart, *Partner, Consulting, Deloitte*

David Alonso, *Partner, Consulting, Deloitte*