




15th Annual NSW Major Projects Conference 2025

3-4 September 2025
ICC - International Convention Centre
Sydney, NSW


 nswconference.com.au

Conference Agenda

Day 1 - Wednesday 3rd September 2025

 **08:00 - 08:50**


REGISTRATION

 **08:50 - 09:00**
MC OPENS

 **09:00 - 09:30**

Speed Networking

This speed networking session will allow delegates to introduce themselves and swap business cards with those they are seated with and other conference attendees.

 **09:30 - 10:00**

From Concept to Construction: Navigating the Complexities of HumeLink

- Overview of the HumeLink project – 365km of new 500kV transmission line with 4 substation augmentations and greenfield builds
- Key challenges in developing the project
- Community and stakeholder engagement
- Contract model and delivery partner engagement



Jeremy Roberts, Regional Major Projects Director, Transgrid

🕒 10:00 - 10:20



Rouse Hill Hospital

- The NSW Government has committed \$700 million to develop Rouse Hill Hospital.
- The project will establish an innovative and research-driven hospital for northwest Sydney.

Mohamed Nasr, Project Lead - Rouse Hill Hospital Development, Western Sydney Local Health District

🕒 10:20 - 10:40



Inland Rail

- Lauren will share practical insights into effective engagement strategies drawn from her work on the Inland Rail project in northern NSW.
- She will explore the challenges and opportunities in balancing community advocacy with infrastructure delivery in rural and regional areas.
- She will provide updates on the Inland Rail project, which spans approximately 1,700 kilometres and involves both upgrading existing rail lines and constructing new tracks.
- Attendees will leave with a deeper understanding of how to genuinely engage diverse stakeholders, foster positive outcomes for regional communities.

Lauren Marer, Stakeholder Engagement Lead, Inland Rail

🕒 10:40 - 11:00



Tackling Housing Affordability

- Challenges and opportunities in delivering affordable housing across NSW
- Strategies to create a sustainable housing system that provides a secure home for all

John Engeler, CEO, Shelter NSW

🕒 11:00 - 11:30
TEA BREAK

🕒 11:30 - 11:50



Coffs Harbour Bypass

- The \$1.35 billion Coffs Harbour Bypass will improve connectivity, road transport efficiency and safety for local and interstate motorists.
- The Australian and NSW governments are funding the 14-kilometre project.

Jason Moran, Project Director, Gamuda

🕒 11:50 - 12:10
Sydney Central Station

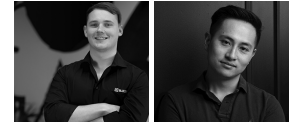


- Updates on the renewal and transformation of the 115-year-old Sydney Central Station.
- The project is a pivotal milestone within the larger transformation of Sydney's public transport infrastructure.

John Prentice, Principal, Sydney Studio Chair, Global Sector Leader – Transport, Woods Bagot

🕒 12:10 - 12:30

Driving Project Success with Bluebeam: Standardisation, Accountability, and Collaboration



Delivering major projects demands precision, efficiency, and seamless communication across multiple stakeholders. In this session, Lang Nguyen and Angus McHugh will showcase how Bluebeam enables teams to reduce rework, boost efficiency, and strengthen collaboration. Through standardised workflows, templates, and markups that streamline processes, along with accountability tools that ensure clarity and transparency, you'll gain practical strategies to minimise delays, control costs, and keep every stakeholder aligned - driving smarter, faster, and more reliable project outcomes.

Angus McHugh, Inside Sales Representative, Bluebeam
Lang Nguyen, Customer Success Manager, Bluebeam

🕒 12:30 - 13:00

PANEL DISCUSSION:

Social Responsibility in NSW Major Projects

- Hear from a panel of experts about the role of architecture in promoting social good through thoughtful, responsible design.
- Architecture that serves the community through ethical development: addressing housing affordability and inclusivity.



Alex Small, Director, Cox Architecture
Amanda Stanaway, Director, Woods Bagot
Annabel Koeck, Principal, Hassell
Hannah Tribe, Principal, Tribe Studio Architects

🕒 13:00 - 14:00
LUNCH BREAK

🕒 14:00 - 14:20

The Intersection of Sustainability and Aesthetic in Modern Architecture

- Balancing eco-friendly construction with innovative, visually impactful design.
- The role of sustainable materials in iconic structures.

Peter Stutchbury, Principal, Peter Stutchbury Architecture



🕒 14:20 - 14:40

The NSW Infrastructure Pipeline and Sustainability in The Heavy Construction Materials Industry

- This presentation will cover what is in store for the Infrastructure Pipeline in NSW and strategies for achieving sustainability within the heavy construction materials industry.
- Cement Concrete & Aggregates Australia (CCAA) is dedicated to supporting Australia's net-zero objectives through Material Efficiency, Supplementary Cementitious Materials, and a Whole-of-Life Carbon Approach.

Michael Kilgariff, Chief Executive Officer, Cement Concrete & Aggregates Australia



🕒 14:40 - 15:00

Construction in Focus: Overcoming Delivery and Risk Challenges

Join Mike Kain, Lead Technical Consultant at ARKANCE, as he shares insights from working across government, asset owners, tier one contractors, subcontractors, architects, and engineers. In this session, Mike will explore the key challenges the construction industry faces today—from navigating complex technology stacks to managing risk, compressed delivery schedules, and cost overruns.

Mike Kain, Lead Technical Consultant, ARKANCE



🕒 15:00 - 15:30
TEA BREAK

🕒 15:30 - 15:50

M7-M12 Integration Project: Leading the Way and Pushing Boundaries to Achieve Sustainability Outcomes that do not Compromise Quality or Cost



- The M7M12 Integration project is a major project in Western Sydney which will connect the existing M7 motorway with the new M12 motorway to the new Western Sydney airport. The project aims to support future development growth and has implemented sustainability measures through its construction and collaboration with local suppliers.
- The project team, by working with local suppliers, was able to exceed contractual sustainability targets for several materials, including recycled aggregates, concrete, and asphalt mixes. These goals were met within established specifications and budget constraints without affecting productivity. Currently, the team is evaluating additional ways to increase the use of recycled aggregates in ready-mix concrete mixes, with the goal of further reducing emissions. These initiatives have been achieved without raising risk or cost.

Daniel Hogan, Sustainability Manager, John Holland
Victoria Sherwood, CEO, ECORR

🕒 15:50 - 16:10

Nature and the City: Designing for Urban Ecologies and Green Infrastructure in NSW



- Integrating green roofs, urban forests, and ecological corridors into urban design; regenerating and protecting natural ecosystems within city limits.
- Creating self-sustaining, biodiverse spaces in the heart of urban development.

Tamara Donnellan, Studio Director, ASPECT Studios

🕒 16:10 - 16:30

One Size Does Not Fit All – Matching Delivery Methods to Project Types in Major Projects



- This presentation offers a simple and practical model to help leaders break the “one-size-fits-all” habit and instead apply a mixed-methodology delivery approach that reflects the needs of different components of major projects, consistent with the principles of boundary-spanning collaboration, outcome focus, and adaptive delivery highlighted by global bodies.
- The model classifies projects according to the clarity of their goals and methods:
 - Type 1 (“Earth Projects”) – where goals and delivery methods are both clear – typify construction/engineering works.
 - Type 2 (“Water Projects”) – where the goals are clear, but the solution needs to be invented – typify by new product development, innovation, and emergent practices.
 - Type 3 (“Fire Projects”) – where methods are clear, but clients struggle to provide clear, coherent, or stable requirements – typify IT projects.
 - Type 4 (“Air Projects”) – where goals and methods are both unclear – typify behaviour change, social/environmental/economic outcomes, and wicked problems.
- Examples will be drawn from a range of major projects, including Sydney Metro, Western Sydney International Airport, and DCCEEW’s Saving Our Species program.

Kestrel Stone, CEO, Elemental Projects

🕒 16:30 - 16:50

Is the construction sector headed for a hard landing?



- The construction industry is facing a difficult period as costs and capacity constraints limit activity levels. With governments and households under pressure to reduce spending, how much further can construction activity grow?
- In this presentation Dr Nicholas Fearnley will take stock of the construction market and discuss the broader issues facing the industry including sustainability, capacity and capability, costs and funding.

Dr Nicholas Fearnley, Head of Global Construction, Oxford Economics

🕒 16:50 - 16:55
MC CLOSING

🕒 16:55 - 17:55
NETWORKING & DRINKS

Day 2 - Thursday 4th September 2025

🕒 08:40 - 09:10
REGISTRATION

🕒 09:10 - 09:20
MC OPENS

🕒 09:20 - 09:50

Speed Networking

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Western Harbour Tunnel Project Stage 2



- The Western Harbour Tunnel will be the second road tunnel under Sydney Harbour.
- The \$4.2 billion stage 2 project will deliver tunnelling between Birchgrove and the Warringah Freeway at Cammeray.

Andrew Marsonet, Project Director, Western Harbour Tunnel, ACCIONA Australia

🕒 10:20 - 10:40

Central-West Orana Renewable Energy Zone

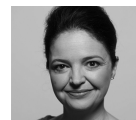
- The state's first renewable energy zone (REZ) is currently being developed in the Central-West Orana region.
- The REZ will initially unlock 4.5GW of transmitted electricity and power 1.8 million homes, and is expected to support around 5,000 construction jobs in the region.

Peter Bennett, Executive Project Director – Central-West Orana Renewable Energy Zone, EnergyCo NSW

🕒 10:40 - 11:00

Sustainability in NSW's Major Projects

- Incorporating environmental sustainability into project design and execution.
- Reducing carbon footprints in construction and operations.
- NSW's commitment to achieving net-zero emissions in infrastructure development.



Davina Rooney, Chief Executive Officer, Green Building Council Australia

🕒 11:00 - 11:30
TEA BREAK

🕒 11:30 - 11:50

2023 - 2030 Australian Cyber Security Strategy

- Protecting Australia's Critical Infrastructure Assets



Fiona Brockenshire, Assistant Director - National Office of Cyber Security, Department of Home Affairs

🕒 11:50 - 12:10

Project Controls 6.0: project controls for capital works projects



The governance of capital works projects is often challenged by the divergent objectives and success criteria of the two primary contracting parties: the Project Owner and the Project Deliverer (Contractor). While traditional project control paradigms frequently assume a unified approach, we can also argue that such a model is insufficient to manage the inherent goal disparity and information asymmetry that define the Owner-Deliverer relationship. We therefore present a framework for differentiated project controls tailored to the unique imperatives of these two key stakeholders.

This session offers a more nuanced model for project governance that acknowledges and manages the divergent interests inherent in capital works, aiming to enhance transparency, improve strategic decision-making, and foster more successful project outcomes for all stakeholders.

Rogier Roelvink, Customer and Industry Value Engagement Director, Oracle

🕒 12:10 - 12:30

Navigating Cost Escalation in NSW Major Projects



- Insights into key drivers of cost escalation across major infrastructure projects in NSW.
- Strategies for managing and mitigating cost risks in a volatile market environment.

Sam Mendoza, National Infrastructure Lead, WT Partnership

🕒 12:30 - 13:00

PANEL DISCUSSION

Digital Technologies in NSW Major Projects

- Hear from a panel of experts on the role of Artificial Intelligence (AI), Digital Twin Technology, 3D printing, Big data and robotics in construction, major projects and urban planning.



Dr. Glenn Geers, Adjunct Professor, University of Sydney

George Highfield, Principal Consultant, Turner & Townsend

John Hainsworth, Technical Director, Smart Infrastructure, Mott MacDonald

🕒 13:00 - 14:00
LUNCH BREAK

🕒 14:00 - 14:20

Missing the Forest for the Trees: Navigating the Biodiversity Offset Scheme in Major Projects



- Biodiversity offsets can be one of the most complex and costly components of project approval in NSW yet they are often left too late or poorly understood. In this session, Greg Steenbeeke from Thesium Pty Ltd draws on extensive experience in the NSW Biodiversity Offset Scheme to explore the strategic timing, pitfalls, and practical realities of offset acquisition.
- Key discussion points will include:
 - When to act – Why early engagement on biodiversity offsets can save significant time, cost and project risk
 - What's often missed – Common gaps and oversights in exhibited planning documents that impact biodiversity compliance
 - Offset ownership – The true implications including financial, legal, and operational costs of establishing your own biodiversity offset sites
 - Whether you're preparing a State Significant Development or grappling with sequencing, this talk will provide grounded insights to help developers make informed, confident decisions on one of the state's most misunderstood project requirements.

Greg Steenbeeke, Botanist & Accredited Assessor, Thesium

🕒 14:20 - 14:40

Unlocking Renewable Energy Capacity and Infrastructure Buildout in NSW



- How state entities are developing renewable energy projects, with a focus on EnergyCo's innovative approaches beyond traditional models.
- The significant potential for pumped hydro in NSW country areas due to the region's topography, noting the substantial \$1-125M AUD investment already committed to each project.
- Grant opportunities available to accelerate renewable energy projects across the east coast of Australia.
- The unique LCOE modeling for waste-to-energy projects, including how to accurately calculate project assumptions during feasibility by factoring in revenue streams from both input and output.

Kanchana Perera, Founder and Managing Director, Karenewal Energy

🕒 14:40 - 15:00

New Woolworths Offsite Charging Hub



- Zenob? has secured an \$8.5 million grant from the Australian renewable Energy Agency (ARENA) to establish Australia's first offsite truck charging hub in South Sydney.
- The initiative will enable Woolworths to expand its electric home delivery truck fleet, and supports Woolworths' goal of a 100% electric home delivery fleet by 2030.

Hugo Velasquez, Business Development Manager, Zenob?

🕒 15:00 - 15:05
MC CLOSÉS

Agenda is subject to change
*Speakers to be confirmed

An Event by:



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