




16th Annual NSW Major Projects Conference 2026

8-9 September 2026
ICC - International Convention Centre
Sydney, NSW


 nswconference.com.au

Conference Agenda

Day 1 - Tuesday 8th September 2026

 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 - 09:50

Ministerial Address

 09:50 - 10:30

Fireside Chat: Delivering NSW's Next Decade of Major Projects

- Can NSW Actually Deliver Its \$100B+ Pipeline?
- NSW is entering a critical decade of infrastructure delivery, with a diverse pipeline of Transport, Energy, Health, Housing and precinct projects reshaping the state.
- The Fireside Chat will explore how government and industry can successfully plan, procure and deliver NSW's next generation of Major Projects amid cost pressures, workforce constraints, sustainability targets and evolving community expectations.



Amanda Stanaway, Director, Woods Bagot

Dr. Nicholas Fearnley, Head of Global Construction, Oxford Economics

🕒 10:30 - 10:50

Snowy 2.0 – \$12 Billion Project

- Snowy 2.0 is expected to be fully operational by December 2028
 - Snowy 2.0 will enable long-duration energy storage essential to the renewables transition
 - The pumped hydro expansion of the iconic Snowy Hydroelectric Scheme, Snowy 2.0 is one of the most complex and challenging feats of engineering underway in the world
 - Essentially a giant battery, Snowy 2.0 will store excess power from wind and solar and deliver it to homes and businesses across the grid at times it's needed most
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🕒 10:50 - 11:10

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
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🕒 11:10 - 11:40
TEA BREAK

🕒 11:40 - 12:00

Sydney Metro West – Western Tunnelling Package

- The Sydney Metro West – Western Tunnelling valued at A\$2.7 billion.
- This contract involves the design and construction of five new metro stations along the Sydney Metro West alignment, including Westmead, North Strathfield, Burwood North, Five Dock, and The Bays.
- The project is expected to commence in January 2026, with major construction works slated for late 2026 or early 2027 and is targeted for completion in May 2031.

Simon Hussey, Project Director, Gamuda

🕒 12:00 - 12:20

Parramatta Light Rail Stage 2 update

- Insights into the delivery of Parramatta Light Rail Stage 2, including engineering challenges, interface management and integration with the wider transport network



Councillor Sameer Pandey, Councillor Parramatta Ward, City of Parramatta Council

🕒 12:20 - 12:40



Building at Scale: Lessons from Global Contractors Delivering Australia's Toughest Infrastructure

- As Australia accelerates the delivery of complex transport, energy, and urban infrastructure, global contractors are playing a critical role in bringing international expertise, innovation, and delivery discipline to some of the country's most challenging projects
- This session will share insights on delivering mega-projects on a scale in high-risk, highly regulated environments
- From managing cost pressures and supply chain constraints to integrating digital construction methods and collaborative contracting models, this discussion will explore the practical lessons learned from delivering Australia's most complex infrastructure

Joe Mushoul, Construction Director, WeBuild

🕒 12:40 - 13:10



Panel Discussion: Procurement for Major Projects

- Procurement remains one of the most critical—and most challenged—phases of major project delivery. In NSW, increasing complexity, rising bid costs, and constrained market capacity are putting traditional procurement approaches under strain.
- This session dives into the realities of procurement on major projects, examining where processes break down and the consequences when commercial models fail to reflect market conditions. Through real project insights, it will explore common pitfalls in governance, probity, and risk allocation and why these issues continue to persist.
- Crucially, the session will also explore how procurement is evolving in response, including the growing role of AI and digital tools in transforming how projects are brought to market. From smarter bid evaluation and data-driven decision-making to improving transparency, risk modelling, and market engagement, how can AI help create more efficient, fair, and outcome-focused procurement processes?

Amireh Amirmazaheri, Chief Executive Officer, PMO Solutions

Craig McMahon, Business Development Director, ANSARADA

Kristin Moss, Head of Policy, Australian Constructors Association

Latoya Griffin, Associate Director, INVESTSTRUCTURE

🕒 13:10 - 14:10
LUNCH BREAK

🕒 14:10 - 14:30



Upper South Creek Advanced Water Recycling Centre (AWRC)

- AWRC \$1.2 billion project is the Largest Infrastructure Investment in Western Sydney will provide the foundation for a circular Economy Hub in Parkland City
- The AWRC will produce large volumes of high-quality water suitable for a wide range of non-drinking uses in homes and businesses, for various industrial and agricultural uses, and for watering public open spaces

Deanne McDonald, Head of Project Delivery, Sydney Water

🕒 14:30 - 14:50



Valley of the Winds Wind Farm Project

- The Valley of the Winds Wind Farm Project is estimated to cost approximately \$1.68 billion
- The project includes the construction of 131 wind turbines and is part of ACEN Australia's broader renewable energy portfolio
- The project is expected to generate enough clean energy to power around 519,000 homes annually and is located near Coolah in the Warrumbungle Shire, approximately 94km northeast of Dubbo

David Pollington, Managing Director, ACEN

🕒 14:50 - 15:10

AI, Data Centres & Power: The Next Infrastructure Boom

- The explosive growth of artificial intelligence is driving unprecedented demand for data centres and the energy to power them sparking a new wave of infrastructure investment across Australia
 - As hyperscale facilities expand and AI workloads intensify, developers, energy providers, and investors are racing to deliver high-capacity, low-latency digital infrastructure supported by reliable, scalable, and increasingly renewable power sources
 - This session will examine how AI is reshaping infrastructure priorities, the surge in data centre development, and the critical challenge of securing multi-gigawatt power supply
 - Explore the opportunities for private capital, the role of renewable energy and grid upgrades, and what it will take to position NSW at the forefront of this rapidly accelerating infrastructure boom
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🕒 15:10 - 15:40
TEA BREAK

🕒 15:40 - 16:00

From Industrial Edge to Urban Destination: Reimagining Waterfront Precincts

- Once defined by heavy industry and logistics, waterfront precincts are being transformed into some of the most valuable, complex and high-profile urban regeneration opportunities in New South Wales.
- From navigating contaminated land and legacy infrastructure to unlocking planning pathways and attracting private capital, the session will unpack what it takes to turn underutilised waterfronts into thriving precincts.

Shirin Adorbehi, Associate Director, COX Architecture

🕒 16:00 - 16:20



Shore Power Project

- Port Authority of New South Wales is delivering Australia's first shore-powered cruise terminal at White Bay in Sydney an Australian first and the first of its kind in the Southern Hemisphere.
- The Shore Power project will enable visiting cruise ships to connect to landside electricity while at berth, allowing engines to be switched off and significantly reducing emissions, noise and local air impacts.
- The project involves major electrical and civil infrastructure, including a new high-voltage power supply and advanced shore connection systems, and is being delivered in close coordination with cruise operators, utilities and the local community. Shore Power at White Bay represents a nationally significant piece of port infrastructure that demonstrates how complex, live operating ports can transition to cleaner energy while supporting economic activity.

Catherine Blaine, Acting Group Executive Assets, Infrastructure and Development and Chief Risk Officer, Port Authority of New South Wales

🕒 16:20 - 16:50

PANEL DISCUSSION

Rebuilding Productivity in NSW Construction: Why are Costs Rising?

- NSW's construction sector is under pressure like never before. Despite a strong pipeline of infrastructure and major projects, productivity continues to decline while costs escalate—impacting project viability, timelines, and market confidence.
- This panel takes a system-wide view of the forces driving this imbalance. From labour and skills shortages to planning bottlenecks, fragmented supply chains, industrial settings, and risk-averse delivery models, panellists will explore why the sector is struggling to deliver more with less.
- Where are the biggest productivity gaps across the project lifecycle? And what structural changes are needed to reverse the trend?

🕒 16:50 - 17:10

Building Local Capability: Connecting NSW Suppliers to Major Projects

- New South Wales major projects pipeline presents significant opportunities for local industry participation and regional economic growth
- This session explores initiatives designed to strengthen local capability, foster collaboration, and ensure NSW suppliers are well-positioned to compete for contracts across key infrastructure, energy, and resources projects

🕒 17:10 - 17:15
MC CLOSES

🕒 17:15 - 18:15
NETWORKING & DRINKS

Day 2 - Wednesday 9th September 2026

🕒 08:20 - 08:50
REGISTRATION

🕒 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 - 09:50

NSW's Electricity Infrastructure Roadmap (20-year vision)



- As coal-fired generation retires and electricity demand evolves, NSW is undertaking one of the most significant energy transitions in its history. The Electricity Infrastructure Roadmap sets out a coordinated 20-year plan to modernise the grid through new generation, transmission, storage and firming capacity.
- With targets including at least 12GW of new renewable generation and 2GW of long-duration storage by 2030, the roadmap is designed to unlock private investment, strengthen reliability, and put downward pressure on power prices.
- This session will examine how NSW is turning long-term policy into real-world delivery: progressing Renewable Energy Zones, accelerating transmission links, integrating batteries and pumped hydro, and managing the orderly exit of ageing coal assets. Industry leaders will discuss delivery risks, planning reform, workforce readiness, supply chain capacity and what must happen next to keep the roadmap on track through to 2045.

Matt Kean, Chair Climate, Change Authority (CCA)

🕒 09:50 - 10:10

Richmond Valley Solar & BESS Project

- Richmond Valley Solar & BESS is a solar and battery project due to be built in the northern river's region of NSW.
- It involves a solar farm with a generation capacity of up to 500 MW (435 MWac) and a long-duration Lithium-iron phosphate battery energy storage system (BESS) with a power capacity of up to 475 MW.
- It is due to be built in stages, with construction of the first stage consisting of a 200 MWac solar farm and 275 MW / 2,200 MWh BESS to commence in 2026.

Daniel Gilbert, Project Director, Ark Energy

🕒 10:10 - 10:40



T2–T3 \$6 billion Terminal Link Project at Sydney Airport

- The \$6 billion T2–T3 Terminal Link Project at Sydney Airport represents a transformative investment in the future of aviation infrastructure, designed to seamlessly connect the domestic terminals and significantly enhance passenger experience, capacity, and operational efficiency.
- As demand for air travel continues to surge, this major project will play a critical role in streamlining transfers, reducing congestion, and supporting long-term growth across the airport precinct.
- This session will explore the planning, design, and delivery challenges of integrating new transport connections within a live airport environment, while maintaining uninterrupted operations.
- It will also examine the broader implications for connectivity across Sydney, including links to future transport networks, sustainability considerations, and the role of private investment in delivering complex, city-shaping infrastructure.

Paul Willis, Group Executive, Planning and Delivery, Sydney Airport

🕒 10:40 - 11:00



Sydney Olympic Park Masterplan Expansion

- 15,000 homes, including affordable housing that will always stay affordable, with 15-20% targeted on government owned land that is not currently subject to a long-term lease and 5% included in all other residential developments
- A walkable, people first community supported by Sydney Metro West and upgraded pedestrian and cycling links
- Homes within easy reach of schools, parks, open space, worldclass sport and entertainment venues and everyday services.

Neisha D'Souza, Chief Executive Officer, Sydney Olympic Park Authority (SOPA)

🕒 11:00 - 11:30
TEA BREAK

🕒 11:30 - 11:50

Aqualand's Project in Central Barangaroo

- The long-delayed development promises to deliver a significant economic boost to Sydney
 - It is expected to generate \$2.26B in economic activity during construction and contribute \$134M annually once completed
 - The renewed vision will bring luxury apartments, a hotel and over 50 retail spaces including restaurants, bars and entertainment venues to one of Sydney's most iconic waterfront locations
 - At least 50% of the 104,000 sqm site will be dedicated to public spaces, including a 270-metre waterfront boardwalk and a 1.8-hectare entertainment zone
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🕒 11:50 - 12:10

Port of Newcastle: Clean Energy Precinct (CEP) Project

- CEP is a clean energy value chain project that reportedly spans 220 hectares of redeveloped industrial land in Newcastle
 - Backed by A\$100 million in federal government funding, it is expected to cut around 660,000 tonnes of domestic and 1 million tonnes of export carbon emissions each year, with green ammonia shipped to international markets
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🕒 12:10 - 12:40

Panel Discussion: Housing Affordability & Housing Delivery at Scale in NSW

- NSW is genuinely leading reform and delivery
- Strong policy, delivery and the private sector crossover
- The panel will delve into speed vs affordability vs quality, planning reform and approvals acceleration, infrastructure-led housing and precinct delivery and what's actually blocking scale right now



Annabel Koeck, Principal, Hassell

John Engeler, Chief Executive Officer, Shelter NSW

Dr Peter Tulip, Chief Economist, Centre for Independent Studies

Stuart Ayres, Chief Executive Officer, UDIA Urban Development Institute of Australia NSW

🕒 12:40 - 13:00

The AI Operating System for Major Construction Projects

- This session will cover how a new layer of AI (sitting above existing tools like Procore, Aconex, and MS Project) is changing how project teams make decisions, manage risk, and deliver at scale.



Christian Pallaria, Founder, WisyPlan

🕒 13:00 - 14:00
LUNCH BREAK

🕒 14:00 - 14:20

High-Density, Transit-Oriented Development in Greater Parramatta

- The session will examine the practical realities of delivering high-density development around transit hubs from planning and approvals to infrastructure coordination, developer confidence and market demand and what it will take to successfully realise Greater Parramatta's vision as a globally competitive, connected and vibrant city.

Michael Akkawi, Chief Executive Officer, Conquest

🕒 14:20 - 14:40

Sustainability in Major Projects - Can something inherently energy-intensive actually operate sustainably?

- What does “net zero” mean in practice
- As sustainability shifts from policy ambition to delivery imperative, NSW's major projects pipeline is being reshaped by stricter emissions targets, circular economy principles, resilient design standards and growing stakeholder expectations.
- From transport and health to energy, housing and precinct development, project leaders must balance cost, speed and productivity while embedding measurable environmental outcomes.
- This session explores how sustainability is being integrated across planning, procurement, construction and operations highlighting practical strategies, innovation and partnerships that can accelerate greener, smarter infrastructure delivery across New South Wales.

🕒 14:40 - 15:00

Tourism Outlook for Regional NSW: Investment, Infrastructure and Destination-Led Growth



- This session will explore the tourism outlook for regional NSW, focusing on how major projects are unlocking new destinations, extending visitor stays and strengthening regional economies
- It will focus on priority investment corridors, emerging visitor markets, and how coordinated planning across transport, utilities, cultural assets and precinct development is supporting long-term, sustainable growth
- The session will also examine the challenges and opportunities of delivering tourism infrastructure in regional areas including funding models, skills, approvals, and community alignment and how NSW is positioning its regions to compete nationally and globally

Margy Osmond, Chief Executive Officer, Tourism & Transport Forum (TTF)

🕒 15:00 - 15:05
MC CLOSSES

Agenda is subject to change

*Speakers to be confirmed

An Event by:



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