



Strategy and Investment Advisory Capability Statement.



About us.



Who is TSA Advisory?

TSA Advisory is the business line of TSA Management. TSA Management was formed in 2002 as a specialist project management firm.

We expanded into the advisory space with the acquisition of Calcutta in 2019 and Advisian Capital Projects Advisory (formerly Evans & Peck) in 2021.

Operating under the TSA Management banner, we offer two distinct, but interlinked business lines: TSA Advisory and TSA Projects.

TSA Advisory is a 150+ strong team infrastructure advisors leveraging the deep expertise of our heritage brands: **Advisian**, **Evans & Peck** and **Calcutta Group**.



Our Services

We manage, consult and partner with industry professionals, government bodies and the private sector to bring both ambitious and impactful projects to life.

In today's world of tight fiscal constraints, clearly articulating the need and value of investments, and how they'll be delivered, has never been more important. Aligning investments to the specific outcomes sought by governments and industry is fundamental to achieving value-for-money.

The TSA Strategy and Investment Advisory team brings a systems thinking approach, whole-of-life understanding and project continuity to investment decision in the natural and built environment. We work in sectors including property, education, health, infrastructure, transport, water and energy.

Investment Logic Mapping

Investment Logic Mapping (ILM) is a technique to ensure that robust discussion and thinking is done up-front, resulting in a sound problem definition, before solutions are identified and any investment decision is made.

Investment Prioritisation and Strategy

Investment prioritisation must be made in a systematic and prudent way, against a balanced decision criterion. We collaborate with our clients to develop bespoke strategies and tools. This enables consistent and transparent investment decision making that is aligned with our clients' strategic vision, objectives, values and needs.

Value Creation and Capture

We apply VCC frameworks to optimise social, economic and environmental value from infrastructure investment. Having value creation, and equitable value capture at the centre of investment decisions can improve productivity and unlock commercial activities.

Feasibility and Business Case Development

We have developed a systematic and adaptable methodology for delivering robust feasibility studies and business cases. Covering five key components, our approach is founded on the application of sound investment logic principles, the utilisation of the best evidence available, and a commitment to finding the notions that will resonate most strongly with funding decision-makers.

Strategic Options Appraisal

We implement a strategic approach underpinned by outcomes-based investment criteria. This enables rapid option appraisal and rigorous investment decisions, with minimal technical effort. Technical effort can then be focused on the preferred options to tightly define the scope and budget envelope.

Economic and Financial Appraisal

We build bespoke and defensible economic and financial models and appraisals to quantify the whole-of-life costs, benefits and revenue generated by project options. Importantly, we use government guidelines, but work closely with clients and industry stakeholders to challenge parameters and the alignment of the economic and financial appraisal to the core business case need.

Benefits Management

Our benefits management framework involves identifying, planning, measuring and tracking benefits from the start of the programme or project investment, until realisation of the last projected benefit. We develop benefit management plans that are specific, measurable, agreed, realistic and time bounded.

Value Management Framework

We have developed and implemented a value management framework to help better define a project's core and complementary scope of works. Our application of this framework provides clear alignment between the projects scope of works, objectives, costs, economic benefits, complementary and interfacing projects.

Specialists.



Chris Tehan Principal

Chris is an urban transport policy, strategy, planning and business case specialist with 30 years' experience. He has a unique offering that draws on his ability to understand the drivers of an investment from both service and customer perspectives, and how those needs align with the economic, spatial or social outcomes sought.

Chris has framed investment strategies and written business cases for some of Australia's most significant transport projects including Melbourne Metro Tunnel, West Gate Tunnel, Sydney Light Rail, Melbourne Airport Rail, East West Link, Murray Basin Rail Project, Victoria's New Rolling Stock Project and Fishermans Bend Transport Links.



Kate Townsend Principal

Kate has 20 years' experience and is an infrastructure investment professional, managing complex problems from a wide range of client and project organisations. She has shaped outcomes on numerous projects, benefiting communities and infrastructure. She has led complex business cases in the justice and health sectors. These include Arthur Gorrie Correctional Centre Expansion, Youth Therapeutic Facility, and Ipswich Hospital and Bundaberg Hospital Redevelopments.

In addition, Kate has led several transaction management teams, ensuring clear communication and negotiations between the client, market and contractors. She has done this for major projects including Inland Rail PPP, Sealink Market Led Proposal and North-West Rail Link Operations.



Damien Pares Senior Associate

Damien is a senior infrastructure investment advisor with 20 years' experience in the transport, health and housing sectors.

His key areas of expertise include program health checks and assurance reviews, gateway reviews, business case, and transaction and commercial advisory services.

He has provided review services and advice on major projects including Ausgrid, WestConnex Stage 1, Sydney Light Rail, Barangaroo, M2 Upgrade, Port Botany Expansion, RailCorp Program Alliance, Epping Chatswood Rail Link. His recent business cases include The Forest High School, Parramatta Road Integrated Transport, Western Sydney Parklands Trust and Beerburum to Nambour Upgrade Project.

Specialists.



Andrew Greig
Associate Director

Andrew is an experienced business case lead and project director with over 15 years' experience in the planning and delivery of complex infrastructure projects across a range of sectors and geographies. He has played a leading role in the planning of some of the most complex social infrastructure projects in Australia. These include the Randwick Campus Redevelopment, the Westmead Hospital Redevelopment. His most recent work includes leading business cases for the Toowoomba and Bundaberg Hospital Redevelopments, the Satellite Hospitals Program and the Coomera Hospital and Health Precinct; and leading development of the 15-Year Master Plan for Health Support Queensland.



Robert Sim
Senior Associate

Robert has over 15 years' experience in business case development, analysis, and advisory support for major projects in the energy, transport and social infrastructure sectors. He brings a focus on sustainability, infrastructure business case analysis and investment decision support.

He has been the business case lead for a wide range of projects across many sectors, including, the Melbourne Airport Rail Link, Frankston Line Upgrade, Green Hydrogen Towns and Hydrogen Highway, Regional Roads Upgrade Program and Mental Health Infrastructure Replacement Program.



Hannah Price
Senior Associate

Hannah has over 15 years' proven experience across private and public infrastructure in the water, utilities and education sectors. She blends strategic, commercial and technical capability to provide robust oversight and deliverability of projects.

Hannah leads projects from development and delivery through to benefits realisation. She provides support and confidence in investment decision making. This covers a wide range of business, operations and infrastructure projects including: review and design of governance for the South Australia Water's capital delivery portfolio; Enterprise Portfolio Office and Program Management Office design and establishment for NSW Education Standard Authority, Operating Model design for Sydney Water's Treatment business; and Securing funding through business case Integrated Water Cycle Planning for NSW Department of Primary Industries.

Specialists.



Andrew Lau Senior Associate

Andrew is an infrastructure advisor and business case specialist with more than 17 years' experience in the transport, renewable energy, social infrastructure and environment sectors.

He has been a key contributor to business cases for New Regional Trains in Victoria, Parramatta Road Integrated Transport, Richmond Station Upgrade and Improving Transport Connections at Fishermans Bend. He has led the development of several business cases. These include Victoria's Resilient Coast, Road Maintenance Program, Stations Safety Amenity and Access Upgrade.

In addition to his extensive business case work, Andrew has conducted commercial risk assessments and reviews for Regional Rail Link, United Energy, Australian Submarine Corporation, Transport for New South Wales, Coastcare Victoria and Department of Defence. He has also been heavily involved in the development of Victoria's rolling stock strategy and stabling and maintenance strategy.



Steve Haultain Senior Associate

Steve is a senior commercial advisor who provides consulting advice to companies, regulators and individuals. He has had more than 15 years' experience in delivering economic analysis, business case, asset management, assurance and procurement advisory. Steve has advised on a diverse portfolio of infrastructure projects including electricity and gas transmission, ports, social housing, education, and health.

Steve is an expert in the development of successful regulatory business cases for major electricity transmission projects. These business cases were scrutinised by stakeholders in the public domain before review and a final decision on approval was made by the Commerce Commission.

Recent business cases for Transpower include:

- Otahuhu-Bombay Transmission Upgrade Project
 - Waikato and Upper North Island Voltage Stability
 - Oteranga Bay-Haywards Reconductoring Project.
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Specialists.



Peter Schroder Senior Associate

Peter has over 20 years' experience in senior commercial, policy, and delivery roles within the Public and Private Sector. His multi-disciplined and cross-sector expertise has been employed in the education, social, natural resources, energy and health sectors. He has advanced strategic, commercial, and problem-solving skills that have been successfully used to develop and implement organisational and programme strategies.

Peter was responsible for process design and management, investment analysis, stakeholder relations, negotiation, and Better Business Case for NZ's first at-scale non-government social housing development to deliver 295 social and affordable houses.

He has also designed and implemented a risk review and prioritisation of the NZ Defence Force's major capital investment programme. This required the development of a bespoke risk assessment model and the review of all major capital investment business cases.

Our Approach

We help clients optimise decision making, and ensure investments are aligned to the organisation's goals and maximise return, particularly with respect to non-financial benefits.

TSA Advisory's depth and breadth of experience in capital investment advisory means that we don't apply a 'one-size-fits-all' approach. We will take time to understand your needs, and what resonate most with your strategic objectives and goals.

At TSA Advisory, we:

- Offer an integrated blend of strategic, commercial and technical expertise across multiple sectors and throughout the investment lifecycle. This enables us to bring unique insights into key investment drivers whilst maintaining a sharp focus on deliverability.
- Deliver robust strategic assessment and investment rationale that is based on objective analysis and evidence-base.
- Insist on framing the investment story in alignment with the organisational strategic goals and their desired customer outcomes. This provide strategic alignment to elevate the project beyond the proposed physical infrastructure and services to be delivered.
- Embrace investment logic principles to critically shape the need for investment and simplify decision-making. This is a facilitated approach to define the pillars of the investment story.
- Apply deep delivery and construction expertise, with practical, real-world insights into the delivery, procurement strategy, program, delivery risks and costs. This builds on-time, on-budget delivery into projects from the start.

Projects.



TSA's Strategy and Investment Advisory team brings together a unique and integrated blend of strategic, technical, financial, commercial, design, construction and operational planning expertise. This enables us to apply practical, real-world insights to investment decision-making. It ensures our clients' projects are delivered on-time, on-budget, operate as intended and deliver value to the communities they serve."



Projects.

Medical Equipment Replacement Program, VIC

Client Victorian Health & Human Services Building Authority (VHHSBA)

Role Asset Management, Investment Strategy, Logic Mapping, Business Case Development, Financial Analysis, Modelling

VHHSBA engaged TSA Advisory (formerly Advisian CPA) to develop a Medical Equipment Renewal Strategy to help inform future investment needs for medical equipment used in Victoria's public hospital system. In delivering this, TSA Advisory, in collaboration with HealthKare Intelligence (a medical equipment specialist) conducted a review of Victorian health services' asset data and created a Medical Equipment Asset Dataset.

TSA Advisory forecasted equipment renewal costs over a 25-year period to be \$7.6 billion with maintenance costs equivalent to \$117 million per annum, based on a financial model our team developed. These outputs were analysed in a range of ways including geographically (given health assets are allocated to geographic regions), by service type and asset type. The approach used involved collating, synthesising and cleansing asset datasets provided by the Victorian health services and hospitals which informed our overall approach.

TSA Advisory had to address the issue of missing and inaccurate asset data. The approach used was to group state health services into categories to determine typical equipment asset investment requirements, quantities and unit costs.



Projects.

Mental Health Infrastructure Fund, VIC

Client Victorian Health & Human Services Building Authority

Role Investment Strategy, Logic Mapping, Business Case, Financial Analysis

Our team was engaged by VHHSBA to write a long-form business case to fund minor upgrades, equipment acquisition and data collection for Victorian mental health facilities. These works will help prevent and manage serious incidents such as suicide, violence and sexual safety breaches. The funding will also bring mental health facilities to compliance with legislative standards and ensure the sector is ready for changes from the Royal Commission into Victoria's Mental Health System.



Sexual Safety in Mental Health Units, VIC

Client Victorian Health & Human Services Building Authority

Role Investment Strategy, Logic Mapping, Business Case, Financial Analysis

Our team was engaged to develop a full business case that sought \$10.6 million in capital funding. The provision will be used to upgrade security and investigate and modify design features of acute mental health inpatient units to prevent and manage sexual safety breaches. A sexual safety breach occurs when a person is not, or does not feel, sexually safe, or experiences sexual harassment or sexual assault.



Projects.

Tweed Valley Hospital Carpark, NSW

Client NSW Health Infrastructure

Role Project Advisory,
Development Management

TSA Advisory is managing the Business Case for the Tweed Valley Hospital Carpark valued at \$50m. The business case is being developed in alignment with the Health Infrastructure / Treasury SHCPIP Model – a user pays loan model for the provision of Capital Infrastructure.

TSA is providing strategic advisory services, stakeholder management and project governance for the delivery of the carpark in conjunction with the new Tweed Valley Hospital.



Ipswich Hospital Redevelopment, QLD

Client West Moreton Hospital
and Health Service and
Building Australia

Role Project Advisory

Ipswich Hospital Redevelopment Stage 1A is the first stage of a master planned redevelopment for health services in the region.

The main component of Stage 1 is the development of an acute mental health facility adjacent to Ipswich Hospital. TSA Advisory were appointed to provide project management services for the detailed business case. This involved an extensive user engagement process with clinicians, patients and advocacy groups.



Projects.

Parramatta Road Integrated Transport Strategic Business Case Development, NSW

Client Transport for NSW

Role Project Advisory

The TSA Advisory team's fundamental role was to develop the Parramatta Road Integrated Transport (PRIT) Strategic Business Case (SBC) for consideration by government for progression to Final Business Case phase.

The approach to adopt a more placed-based, multi-modal focus to business case planning was very much in its early stages within TfNSW.



Improving Transport Connections to Fishermans Bend, VIC

Client Building Queensland

Role Investment Strategy,
Logic Mapping, Transport
Modelling, Business
Case Development

Fishermans Bend is Australia's largest urban renewal precinct, spanning over 480-hectares and more than twice the size of the Melbourne CBD. In the coming decades it is set to transition from existing industrial uses into a vibrant mixed-use community accommodating 80,000 residents and 80,000 workers.

In 2020 our team was awarded a contract with the Department of Transport (DOT) to develop a Preliminary Business Case to improve transport connections to the precinct.



Bendigo Line Planning Study, VIC

Client Rail Project Victoria

Role Strategic Advisory

The Bendigo rail corridor provides a vital connection for regional townships throughout the Loddon Mallee region in northwest Victoria, to the regional hub in Bendigo and through to Melbourne. The corridor is about 510km long, with the regional passenger corridor commencing from Sunbury to the outer limits of Swan Hill and Echuca. While freight services extend further to Deniliquin and Piangil.

Between 2001 and 2011, the region has outpaced the rest of regional Victoria for economic growth. Gross Regional Product increased from \$4.62 billion to \$6.63 billion, due largely to growth in financial, health and insurance services, manufacturing and mining sectors.

Throughout 2020, TSA Advisory (formerly Advisian CPA) worked with Rail Projects Victoria (RPV), Regional Rail Revival to respond to a development brief from the Department of Transport (DoT). This brief sought to investigate the infrastructure investment required to achieve a 40-minute off-peak commuter service and the potential re-establishment of a station at Harcourt.

Projects.

Victorian Modal Plans - Development of Investment Strategies, VIC

Client Department of Transport -
Victoria

Role Investment Strategy,
Transport & Network
Planning

TSA Advisory (formerly Advisian CPA) assisted the Department of Transport (DOT) develop long-term investment strategies for Victoria's rail, tram and bus networks. Adoption of an outcomes focused approach was fundamental to ensuring that investments were prioritised consistently with policy aspirations and in a way that could evolve with the anticipated social and economic evolution of the State.



Melbourne Airport Rail Link, VIC

Client Department of Transport
- Victoria

Role Investment Strategy,
Logic Mapping,
Business Case,
Modelling Framework

TSA Advisory (formerly Advisian CPA) was awarded a contract with the Department of Transport (DOT) to provide strategic advice and program management services to progress the development of a rail link to Melbourne Airport. We developed a robust investment logic and strategic economic appraisal framework that considered factors beyond transport network functionality and accounted for the investment's role in delivery of broad spatial, social, and economic aspirations for Melbourne.



Projects.

Sydney CBD and Southeast Light Rail, NSW

Client	Transport for NSW
Role	Business Case Development, Investment Strategy, Project Assurance

Over half a million trips made into Sydney's city centre per weekday, with around 200,000 of these occurring during the morning peak, most of whom are carried on trains or buses. The buses are overcrowded, unreliable and cause congestion in the CBD. This congestion constrains growth and productivity and degrades the amenity of central Sydney. In addition, there is insufficient and unreliable access to key destinations within the inner south east, including Moore Park, the University of NSW and Randwick Health Precinct. The CBD and South East Light Rail (CSELR) will introduce a 12-kilometre light rail service from Circular Quay to Kingsford and Randwick.

Our team was responsible for identifying requirements, overseeing the production and critically reviewing the inputs to the overall business case for submission and approval through TfNSW and NSW Treasury.

We developed a strategic scope framework that resolved the complexity and interdependence with other integrated transport initiatives in central Sydney.

We also prepared a change management and benefits realisation strategy that clarified governance and accountability issues and highlighted their importance to achieving the intended benefits.



Projects.

Regional Roads Upgrade Program, VIC

Client Department of Transport - Victoria

Role Strategic Planning, Business Case Development

In late 2020, our team was engaged by the Department of Transport (DoT) for commercial advisory services to prepare a business case to invest in Victoria's regional road assets. The investment program sought to incorporate the delivery of new road infrastructure and changes to existing infrastructure that will provide critical road safety upgrades and improved network efficiency for communities in regional Victoria. It also includes project development and planning for the future needs of the transport system in regional Victoria.

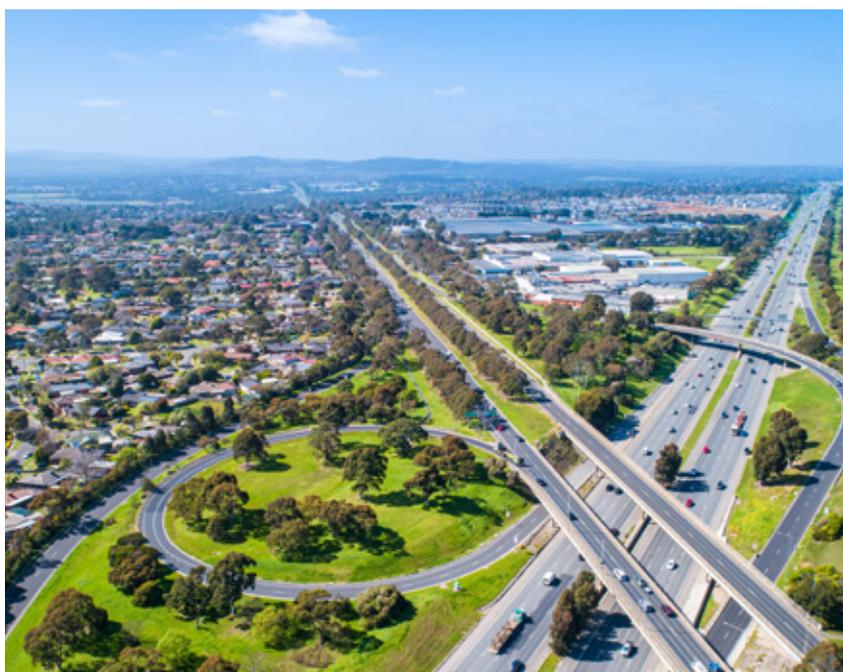


Strategic Investment in Strengthening Victoria's Bridge Assets, VIC

Client Department of Transport (DoT)

Role Strategic Planning, Business Case Development, Economic Assessment

Department of Transport manages approximately 25,000 kilometres of road carriageway. There are 5,961 road carrying structures dispersed widely across the road network, and many of these structures are 30 to 60 years old. They were not designed for today's larger, heavier and more frequent vehicle loads from the freight supply chain and public transit demand. Our team was engaged to provide commercial advisory services to prepare a business case to invest in Victoria's bridge assets.



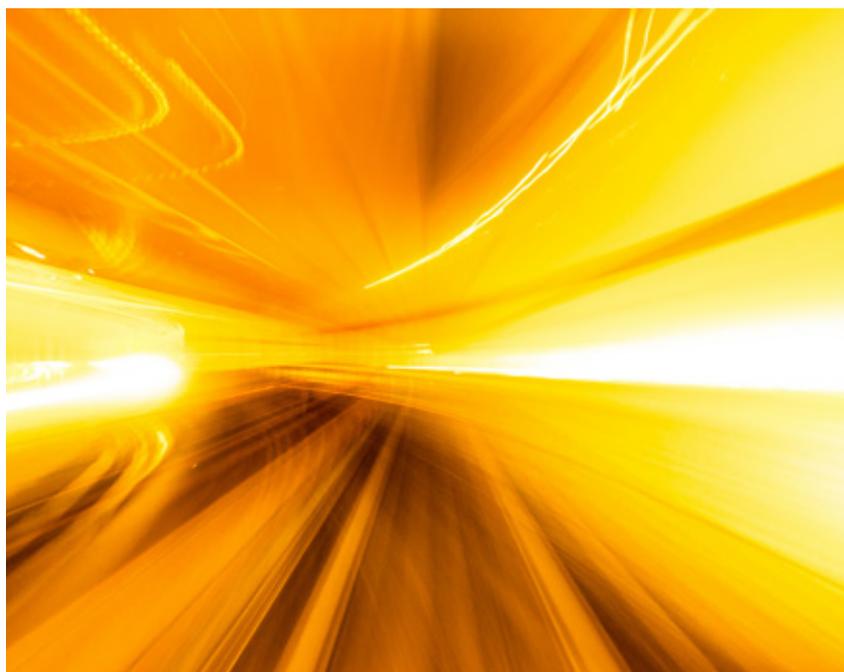
Projects.

Richmond Station Upgrade, VIC

Client	Transport for Victoria
Role	Investment Logic Mapping, Project Assurance, Benchmarking Analysis

Richmond Station is one of Melbourne's most important transport nodes. With over 14 million passenger movements each year and 37,000 passenger interchanges per day, it is Melbourne's sixth busiest interchange station. TSA Advisory (formerly Advisian CPA) was engaged to deliver a full business case for an upgrade of the station submitted for consideration in the Victorian State Budget.

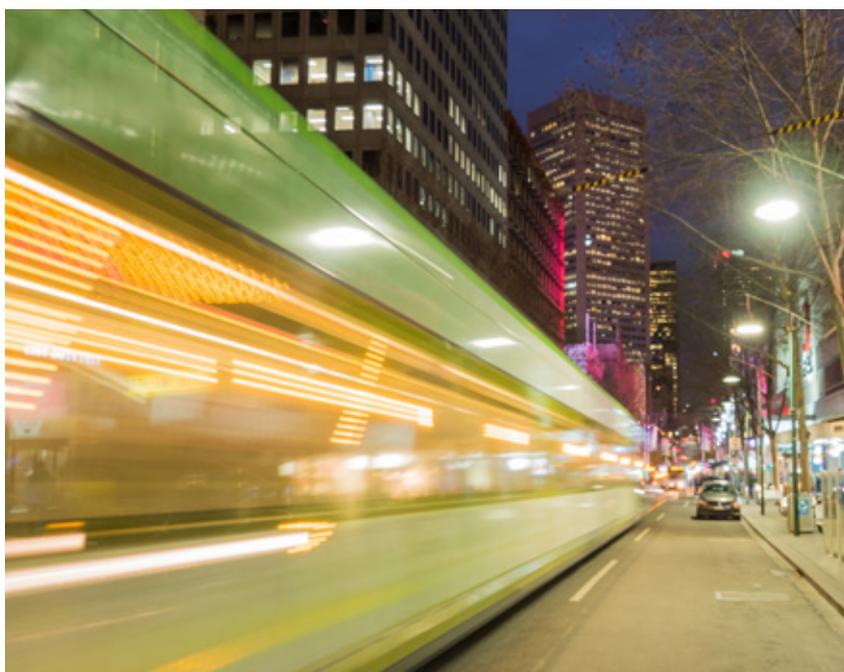
Assembling a team of experts in investment logic, economic evaluation, financial modelling, procurement and governance, we worked collaboratively with Transport for Victoria's project manager and its technical adviser to prepare the business case.



Transforming Tram Corridors: Route 86, VIC

Client	Department of Transport Victoria
Role	Investment Strategy, Infrastructure Advisory and Assurance, Business Case Development

The proposed Route 86 Demonstration project is part of Stage 2 in the Victorian Government's 20-year, three-stage Integrated Transit Corridor Development Project to transform inner Melbourne and its tram system. Our team developed a business case submission, established the strategic rationale for the project, linked it to the Government's policy context, created the hierarchical options assessment, consolidated the economic assessment, and synthesised the scope into a cohesive case for investment.



Projects.

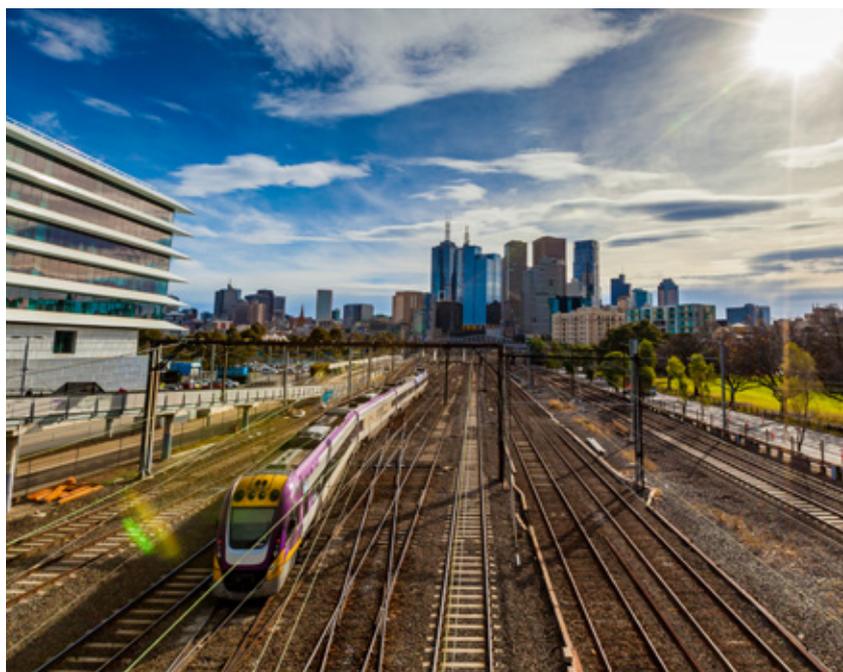
Wallan Electrification VIC

Client Level Crossing Removal
Authority - Victoria

Role Investment Strategy,
Logic Mapping, Business
Case Development,
Commercial Advisory

Melbourne is set to become Australia's most populous city. The city will require another 1.5 million dwellings across the city by 2051. Almost a quarter of this boom is forecast to be concentrated in the north growth corridor, one of four areas designated for significant greenfield development in Melbourne.

In 2018, TSA Advisory (formerly Advisian CPA) was awarded a contract with the Level Crossing Removal Authority (LXRA) to provide strategic advice and commercial services to progress the development of a preliminary business case to improve the transport connections in the north growth corridor.



New Interstate Freight Terminal and Access Arrangements, VIC

Client Department of Transport
- Victoria

Role Strategic Network
Appraisal, Investment
Strategy

The Inland Rail Project will facilitate a step change in the efficiency of rail freight, enabling the operation of longer and heavier trains between Melbourne and Brisbane. TSA Advisory (formerly Advisian CPA) was engaged to conduct a strategic options assessment to determine the optimal terminal location and access route combination.

We developed a multi-criteria assessment framework that appraised nine project options against a range of benefit and deliverability measures.



Projects.

Level Crossing Removal Project, VIC

Client Level Crossing Removal Authority (LXRA)

Role Business Case Development, Investment Strategy, Assurance

The Level Crossing Removal Project involves the removal of 85 of Melbourne's most congested and dangerous level crossings. Removal of these level crossings will deliver significant safety improvements and reduced congestion for communities' right across Victoria.

The Level Crossing Removal Project (LXRP) is overseen by the Level Crossing Removal Authority (LXRA). LXRA is responsible for selecting and prioritising the level crossings in a way that meets the expectations of the government and community.

TSA Advisory's (Formerly Advisian CPA) extensive involvement in the LXRP has also seen us provide the following services and advice:

- Advised on the development of a prioritisation framework for a group of 31 level crossings.
- Advised on the development of the Alliance Selection Process
- Supported LXRA to develop and implement an innovative industry capability and inclusion program for Victoria's rail industry.





New Railway Technology – Electronic Wheel Sensors and Electronic Train Orders, VIC

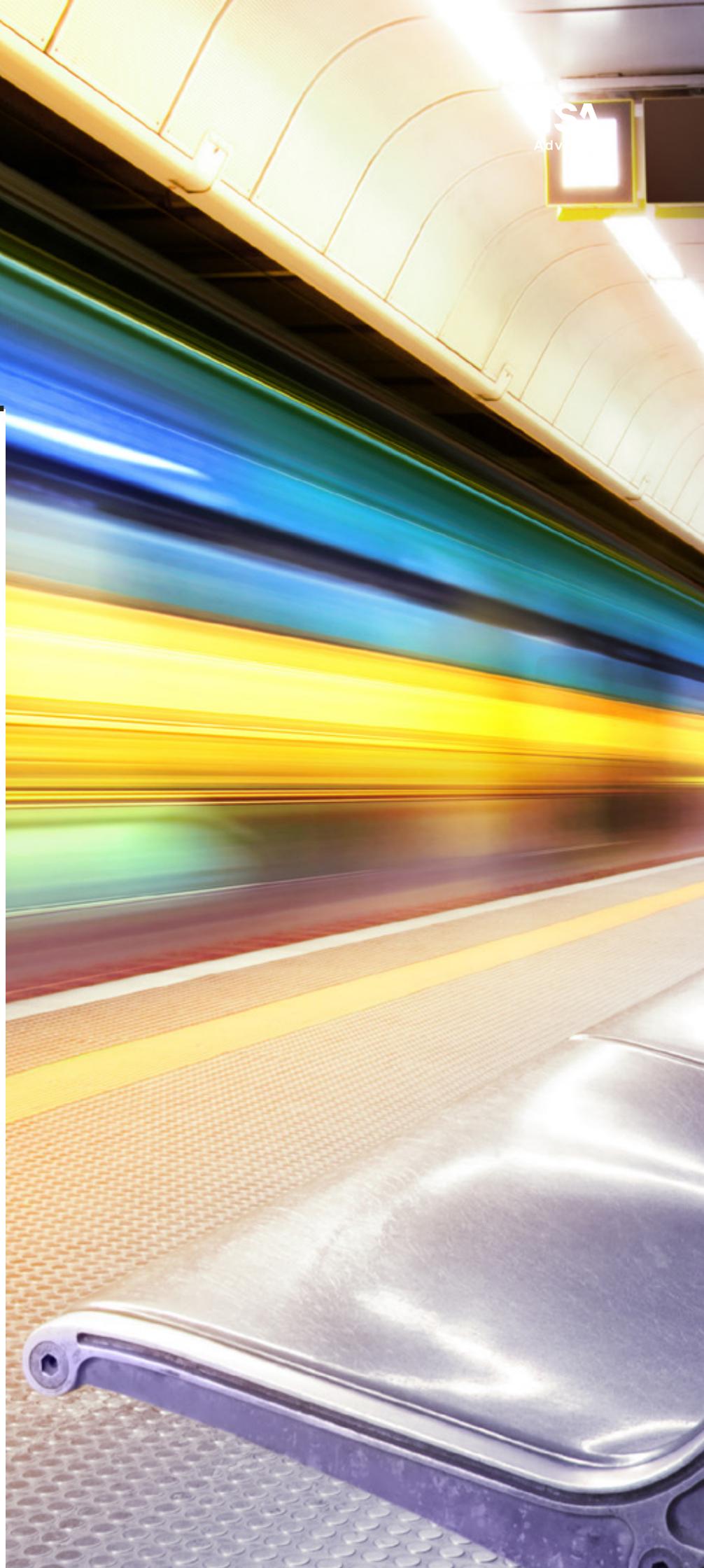
Client Rail Project Victoria

Role Project Development

Victoria's regional rail network provides the backbone of the regional transport system. Regional passenger train services are delivered across five rail corridors and link a growing number of Victorians to jobs, healthcare, education, and key economic centres within both regional communities and Melbourne. The Regional Rail Revival (RRR) is investing \$1.75 billion to upgrade every regional passenger train line in Victoria. The magnitude of this investment presents an opportunity to introduce and use new technology on Victoria's railways to improve the outcomes for regional rail customers.

In 2019 TSA Advisory (formerly Advisian CPA) was engaged by RRR to project manage a proof of concept to improve the reliability of train detection and level crossing operation. The team's role was a conduit between RRR, RRR's technical advisor and V/Line to manage the design, approval and delivery of the proof of concept, with a target completion by February 2020.

From the outset, our team worked closely with stakeholders to establish a detailed program of works, which determined that the target completion was not feasible.



Projects.

Victorian Modal Plans - Development of Investment Strategies, VIC

Client Department of
Transport - Victoria

Role Investment Strategy,
Transport & Network
Planning

Victoria is projected to be home to more than 10 million people by 2050. Economic and urban development policy aspires to the evolution of a polycentric state with growth accommodated in thriving regional cities, metropolitan growth areas, major suburban centres, and inner city urban renewal precincts. This vision will change the way people and goods move across the State, creating challenges for the largely radial public transport network.

Throughout 2018 and 2019, TSA Advisory (formerly Advisian CPA) assisted the Department of Transport (DOT) develop long-term investment strategies for the rail, tram and bus networks. Adoption of an outcomes focused approach was fundamental to ensuring that investments were prioritised consistently with policy aspirations and in a way that could evolve with the anticipated social and economic evolution of the State.



Projects.

Victoria Road Integrated Transport (VRIT), VIC

Client Transport for NSW

Role Business Case
Development

The TSA Advisory team's fundamental role was to develop the VRIT Strategic Business Case (SBC) for consideration by the government for progression to the subsequent Final Business Case phase. The VRIT SBC identified a program of recommendations for short, medium and long-term public and active transport initiatives for Victoria Road. Along with recommendations for how to proceed with higher priority short-term initiatives to meet the current and future customer needs.

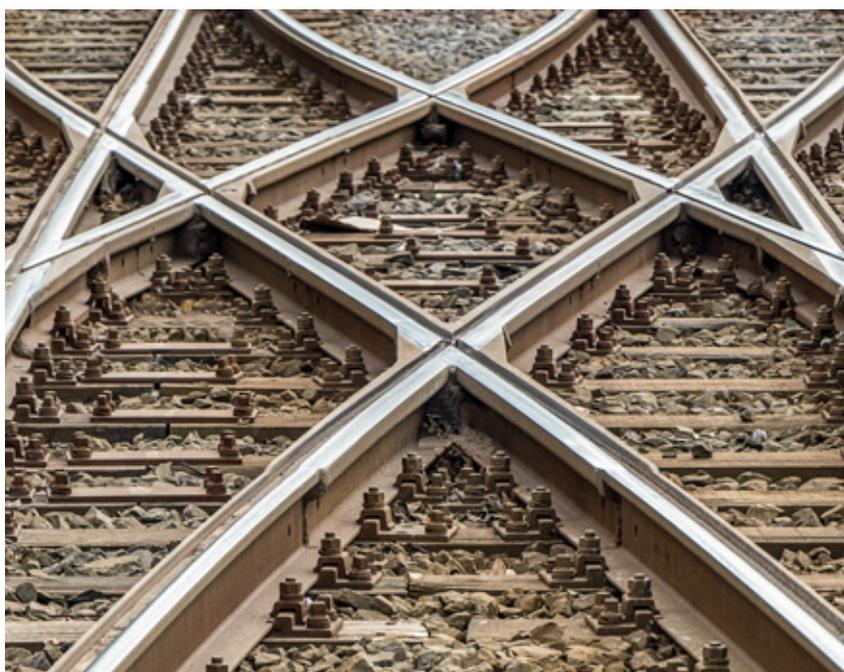


Western Rail Plan, VIC

Client Department of Transport
- Victoria

Role Strategic Options
Appraisal, Commercial
Advisory

Melbourne's west is one of the fastest growing regions in Australia, and employment and infrastructure growth are struggling to keep pace with the burgeoning new suburbs emerging in municipalities such as Wyndham and Melton. TSA Advisory (formerly Advisian CPA) led a strategic appraisal of various development options for Victoria's rail network, seeking to determine the optimum 30-year infrastructure programme.



Projects.

Queensland Convention Centre Expansion, QLD

Client Building Queensland

Role Investment Strategy,
Logic Mapping, Business
Case, Cost Benefit
Analysis

Building Queensland is an independent body that provides the Queensland Government with independent, expert advice on major infrastructure. The business cases related to expanding and refurbishing the Cairns Convention Centre and Gold Coast Convention and Exhibition Centres. TSA Advisory (formerly Advisian CPA) was required to develop the two preliminary business cases for Building Queensland in accordance with their business case development framework and aligned with the project assessment framework.



ACT Planning System Review and Reform, ACT

Client Environment, Planning
& Sustainable
Development Directorate
(EPSDD)

Role Investment Logic Mapping,
Project Assurance,
Benchmarking Analysis

TSA Advisory (formerly Advisian CPA) were engaged by EPSDD to help progress the project, and to provide guidance on implementation could be staged in a way that maximises benefit realisation.

The teams first task was to undertake a peer review of a Project Plan. This led to a substantial refocus of the project, with the project team advising on the adoption of investment logic principles to focus on the outcomes, rather than the changes.



Projects.

Transportation Master Plan, Qatar

Client Ministry of Transport & Communications - Qatar

Role Network planning,
Integrated transport &
Land Use Planning,
Investment Logic

Qatar has experienced significant population and economic growth over the last decade. The country now has almost 3 million residents, 80% of which live in the Capital - Doha. The Gross Domestic Product per capita is over USD 130,000, making it the richest country in the world.

In August 2019 members of the TSA Advisory (formerly Advisian CPA) Melbourne team began to provide network planning advice on the Transportation Master Plan for Qatar. This project, which has been running for over two years now, involves defining the future transportation system for the State, and developing policies to support successful implementation. The proposed road, public transport and active transport networks will build on the significant investment that the government has already committed to projects such as Doha Metro, a 76km railway network set to cost an estimated USD \$36bn. With population growth set to continue, it is critical that investment in the transport network focuses on increasing the public transport mode share. Today, only 1% of trips on the network are carried out using public transport.



Projects.

SeqWater Queensland Dam Improvement Program, QLD

Client	Seqwater
Role	Procurement & Commercial Advisory, Business Case Development

SeqWater is a statutory authority of the Queensland Government that provides bulk water storage, transport and treatment, water grid management and planning, catchment management and flood mitigation services to the South East Queensland region. TSA Advisory (formerly Advisian CPA) has and continues to provide commercial and transaction advice to a number of projects under this program, including Lake MacDonald dam upgrade and Somerset dam improvement project.



Green Hydrogen Towns Business Case, VIC

Client	Department of Environment, Land, Water & Planning
Role	Economic Advice, Investment Logic Business Case Development

The Green Hydrogen Towns business case presents the economic underpinning for a Victorian Government budget bid to support the demonstration of large-scale renewable hydrogen production via electrolysis in a Victorian towns or precincts.

In 2021, TSA Advisory was engaged to provide commercial and financial advisory services and develop the business case for the Green Hydrogen Towns project.



Victorian Coastal Programs, VIC

Client Department of Environment, Land, Water & Planning

Role Investment Strategy, Logic Mapping, Cost Benefit Analysis, Business Case Development

The Coastal Program is essential to protect critical infrastructures, such as roads and utilities, iconic beaches, foreshores and marine environments. This supports the social, recreational and cultural values of Victorian communities. Throughout 2019, TSA Advisory provided the Department of Environment, Land Water and Planning with strategic and commercial advice to strengthen the program, and developed a Full Business Case to secure ongoing funding.

TSA Advisory produced a compelling investment logic that succinctly articulated both the environmental and environmental issues that underpinned the necessity of the strategic coastal management through the programs. The strength of the investment strategy relied on the precise use of evidence to demonstrate clearly the link between complex effects of climate change and measurable events. This was made possible through TSA Advisory's leveraging of the department's technical knowledge with our proven strategic and commercial expertise.

This approach resulted in a concise Business Case that made a persuasive case for the recommended solution and enjoyed broad buy-in from the client.

Projects.

West Australian Port Infrastructure Investment, WA

Client Southern Ports

Role Investment Strategy, Logic Mapping, Business Case Development, Cost Benefit Analysis

Southern Ports is a West Australian Government Trading Enterprise responsible for the efficient and effective management and operation of the ports of Albany, Bunbury and Esperance in Western Australia.

In 2019, TSA Advisory (formerly Advisian CPA) worked with Southern Ports to prepare five business cases for port infrastructure investment in a port operations centre, and dredging and mooring dolphin (Port of Esperance), a tug marina upgrade and access bridge (Port of Albany), and a replacement pilot launch (Port of Bunbury).



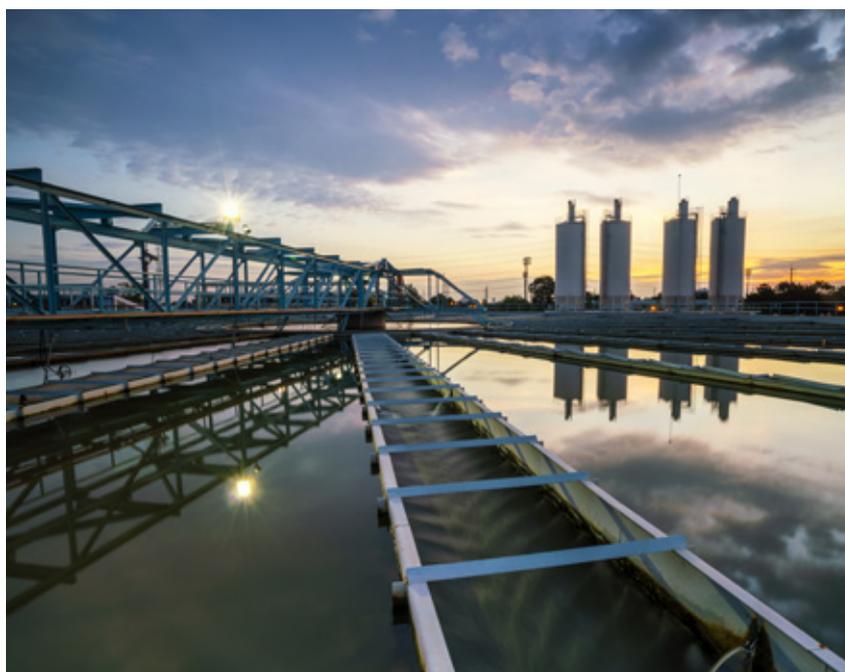
SCADA Systems, QLD

Client Queensland Urban Utilities (QUU)

Role Business Case Development, Cost Benefit Analysis

Queensland Urban Utilities is a statutory authority of the Queensland Government responsible for delivering retail water supply and wastewater services across South East Queensland. Part of their infrastructure includes SCADA (Supervisory Control and Data Acquisition) systems used to gather and analyse real time data to monitor and control plant and equipment.

In 2018, TSA Advisory (formerly Advisian CPA) was engaged to develop a SCADA procurement model and update a 2017 SCADA business case.



Projects.

Ōtaki to North of Levin Detailed Business Case

Client Waka Kotahi

Role Independent peer review

The Ōtaki to North of Levin is one of Waka Kotahi's high-profile projects. The aim of the project is to improve the safety and resilience of the transport corridor connecting Wellington to the freight hub in the Manawātū-Whanganui region to the rest of the North Island.

Karen Mitchell is providing independent peer review services supporting Waka Kotahi through the Detailed Business Case (Better Business Case) drafting and approval process.



New Dunedin Hospital Redevelopment Business Case

Client Health Infrastructure
Unit, Ministry of Health

Role Business Case
Development

Karen Mitchell was the Senior Responsible Owner for the \$1.47bn New Dunedin Hospital Project leading the process to deliver a final Detailed Business Case for Cabinet decision. The Project is being built in two stages and includes new Outpatient and Inpatient Buildings with 421 new beds, 16 theatres and 30 high dependency / ICU beds. The design and incorporation of modern technology will mean greater efficiency, including patient flow and better access to diagnostics and treatment spaces, reducing delays.





Te Herenga Waka - Victoria University of Wellington, Weir House Detailed Business Case

Client Victoria University of
Wellington

Role Independent peer review

TSA Advisory is supporting the preparation of a Detailed Business Case to develop a world-class student accommodation precinct at Te Herenga Waka - Victoria University's historic Weir House residential hall. The proposed project consists of four blocks to be delivered over two stages.

We are preparing a Detailed Business Case for the project's Blocks 1&2. The outcome of this engagement will be clear and comprehensive evidence to assist decision-makers in their investment choices.

Best for Project

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KUALA LUMPUR

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TSA
Advisory