



Procurement Strategy and Transaction Management Capability Statement.

About us.



Who is TSA Advisory?

TSA Advisory is the advisory 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**.

TSA Management



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.

We collaborate with our clients to design and implement procurement and transaction strategies that meet client and project objectives, are value for money and achieve the desired outcomes. We have had the privilege to work on some of APAC's most complex and exciting projects. We work across all sectors and contract types: from mega transport PPP projects, to innovative social outcomes based contracts, to smaller, bespoke procurements.

Our expertise includes procurement and transaction management, and financial advisory and structuring.

We aim to:

- Engage industry to deliver better solutions.
- Maximise competitive tension to create the best value-for-money outcomes.
- Design efficient processes that result in lower transaction costs.
- Ensure systems and procedures are robust and satisfy probity and transparency requirements.

Procurement Strategy

- Delivery strategy
- Governance and delivery model development
- Procurement strategy
- Contracting strategy
- Market sounding
- Evaluation
- Value engineering
- Financial and commercial structuring and modelling
- Value capture
- Collaborative and alliance contracting advisory.

How we help our clients achieve value-for-money (VfM) procurement outcomes:

- Assist the client in establishing clear outcome goals for the project.
- Provide risk assessment on different procurement models to assist in selecting the optimal model for the risk profile selected.

- Re-think the client's standard procurement processes to provide opportunities to complete earlier and at reduced cost, without eroding accountability or changing the risk profile.
- Provide coordination of evaluation teams and expert personnel to ensure the most efficient process is achieved.
- Collate and provide tailored ranking systems to suit the client's objectives.
- Carry out ranking analysis using probabilistic risk-based Monte Carlo simulation modelling, to provide probability curves of achieving a range of likely financial transaction outcomes for each tenderer.
- Deliver detailed evaluation reports containing full justification of recommendations.

Private Finance Advisory

- Financial advisory and structuring
- Financial modelling and evaluation
- Funds management
- PPP and infrastructure financing and risk management.

We provide:

- PPP commercial and financial expertise across both public and private sector roles.
- Financial risk management solutions (e.g. foreign exchange, interest rates and energy) including hedging / derivatives, risk analysis, policy, framework, state capital guarantee sizing and strategy.
- Complex financial modelling including PPP transaction, financing and derivative models.
- Debt and equity structuring and arranging across infrastructure and project finance transactions.
- Delivery strategy and real options analysis.
- Infrastructure, PPP and financial research, benchmarking, insights, and analytics.

Transaction Management

- Market engagement
- Transaction design, planning, documentation and approvals
- Bid management
- Evaluation process design and execution, to ensure value for money
- Commercial negotiations
- Contract finalisation
- Probity and Accountability.

How we help our clients achieve value for money and meet their transaction objectives:

- Bring in-depth market knowledge of industry position and risk appetite to ensure the transaction structure results in the desired market engagement.
- Optimise scope and allocate risk to best meet industry capacity and capability.
- Prepare execution programs and plans to ensure all advisors are aware of the procurement process and timing of each stage.
- Provide clear and unambiguous documentation for each tender process.
- Minimise the effort required by participants, while still obtaining sufficient information for a transparent evaluation and ranking.
- Prepare probity and confidentiality procedures to meet the level of probity required by the client.
- Support or lead the evaluation process, including development of robust evaluation reporting.
- Facilitate interactive tender processes and bidder negotiation.
- Assist legal counsel and the technical advisor in collating and conforming all final contract documentation, ready for execution.
- Assist the client in the negotiation of the final outcome.
- Support handover from transaction to contract management.

Specialists.



Kate Townsend
Managing Principal

Kate is an infrastructure investment professional with 20 years of experience working on major projects for private sector and government clients, in Australia and abroad.

Successful advice relies on drawing upon experience and asking the right questions to better inform any decision making.

Kate has shaped outcomes on numerous projects, benefiting communities and infrastructure end-users. She has led complex private and public sector transactions, policy reforms and strategic business cases, translating government policy into executable projects.

Kate has had leading roles on complex transactions including Inland Rail Program Wide, Inland Rail PPP, Sydney Metro, John Morony Correctional Centre and Parklea Correctional Centre.



Wayne Sharpe
Managing Principal

Wayne is a senior procurement facilitation and transaction management specialist with 20 years' experience advising on complex capital infrastructure projects.

In the early 2000s, Wayne led the team that developed and operationalised the gateway review system for the Victorian Government. Since then he has provided strategic advice on the procurement of road maintenance in South Australia, Victoria and New South Wales; and commercial and VfM advice to Goulburn Murray Water; VicRoads; Department of Transport (Victoria), Department of Infrastructure, Transport, Regional Development and Communications (formerly DIRD); Victoria Police; and Department of Planning Transport and Infrastructure (SA).

Wayne specialises in alliance contracts and has advised on more than a dozen of these in the transport and water sectors in Australia and South Africa.

Specialists.



Monika Sud
Managing Principal

Monika is an engineer of 26 years' experience, specialising in procurement advisory and transaction management. She has extensive experience in the development of delivery strategies and procurement of alliances, Design and Construct (D&C) contracts and Independent Certifiers.

Monika's most recent roles include Transaction Director on TfNSW's Newell Highway Program Alliance and another confidential Sydney-based alliance, and Batemans Bay Bridge Project and Nowra Bridge Project. Previously she was Transaction Manager on The Northern Road Upgrade Stage 3 – North Project, and Procurement Advisor on the \$3b NorthConnex Project.



Mike Polich
Principal

Mike has over 20 years of experience in large, complex infrastructure projects, with a special focus on rail and PPPs.

His experience includes a diversity of contractual procurement models and a cross discipline approach to complex problem solving. He has held a variety of senior roles in both government and the private sector, on numerous infrastructure bids and projects. These include Waratah Trains, Lane Cove Tunnel, Melbourne Airports, and North West Rail Link OTS PPP (now Sydney Metro Northwest).

Mike provides financial advisory services for clients in the Australian infrastructure market. He was a Director of the ABN AMRO Structured Finance Business from 2003 to 2011 and has a deep understanding of all stages of the infrastructure financing process as both Debt and Equity Principal, SPV Board Member and Financial Advisor.

Specialists.



Louise Duffy
Managing Principal

Louise, leader of TSA Advisory in Queensland, is a recognised leader in strategic commercial procurement, stakeholder and transaction management advice. Louise is skilled in ensuring teams remain focused, and stakeholders are aligned with the long-term visions for projects to deliver exceptional results. She is passionate about driving procurement efficiencies to ensure effective utilisation of resources and the delivery of superior project and value for money outcomes.

Some of her notable procurement/TM engagements include:

The Rolling Program Approach, Brisbane City Council where Louise was part of the team who reviewed Council's processes and governance model to ensure it can develop a clear pipeline of projects to the market and move towards establishing a collaborative procurement and delivery program.

The Collaborative Procurement and Delivery Taskforce Member, Department of Transport and Main Roads where Louise as an IAQs representative, along with representatives from other industry bodies such as QMCA, CA and CCF is advising the Department on how it can better procure and deliver projects to more effectively utilise public and private sector resources and build more collaborative relationships with industry.

Our Experience

For nearly 30 years, TSA Advisory (through its legacy brands Calcutta Group, Advisian and Evans & Peck) has been assisting governments and private sector organisations with complex procurements.

Our people bring a deep knowledge and wide contemporary experience in procurement of major civil and social infrastructure projects. Our key people add deep industry insight and “currency” of knowledge earned while working for major Australian and international contractors on landmark projects.

Our experience has assisted clients in developing new and innovative ways to reach their objectives. For example, as procurement advisor for Infrastructure NSW on the Sydney International Convention, Entertainment and Exhibition Precinct project at Darling Harbour, our team assisted the client in implementing new processes to enhance the client's outcome and shorten the procurement phase. This enabled an earlier completion. We were awarded the Infrastructure Partnerships Australia award for advisor excellence in transaction management for our work on the project.

Similarly, on the PPP NorthConnex Road Tunnel project in Sydney, we assisted Transurban in developing an accelerated procurement process that delivered an innovative solution, under budget, and in a shorter procurement period. As a result the project achieved financial close within 20 months of commencement of the development phase, including obtaining planning approval.

TSA Advisory personnel have experience in procurement and transaction management in a wide cross section of construction and construction-related markets. Notably:

- Urban motorway projects, in particular those involving large diameter tunnels.
- Complex civil infrastructure.
- Social infrastructure, including outcomes based contracting for government services.
- Private sector development projects.
- Independent certifier services.
- Road maintenance.
- Tolling systems.
- Tunnel traffic and plant management systems.
- Design and construct contract negotiation.
- PPP commercial structuring and project finance advisory.

Projects.



We provide practical, pragmatic and focussed advice on procurement strategy. We design efficient, well considered processes, and tailor transaction management to suit its clients' particular needs."



Projects.

Inland Rail Public Private Partnership, QLD

Client	Australian Rail Track Corporation (ARTC)
Role	Transaction Management
Value	AU\$4 billion

The Australian Government confirmed in 2017 that the 130km section of Inland Rail from Gowrie to Kagaroo, QLD, would be delivered through a Public Private Partnership (PPP). Our role comprises transaction management and advisory services, including developing the complete PPP procurement documentation (expression of interest, request for proposal and contract documents), managing interactions with the PPP market, and guiding governance to Commonwealth Government agencies and ARTC.



Inland Rail Program Wide Transaction Management, AU

Client	Australian Rail Track Corporation
Role	Transaction Management
Value	AU\$10 billion

The 1,700km fast freight backbone will complete our national freight network by connecting Australia north, south, east and west.

TSA Advisory is providing transaction management services to Inland Rail in respect of nine major procurement packages, which will be delivered through collaborative design and construct contracts.

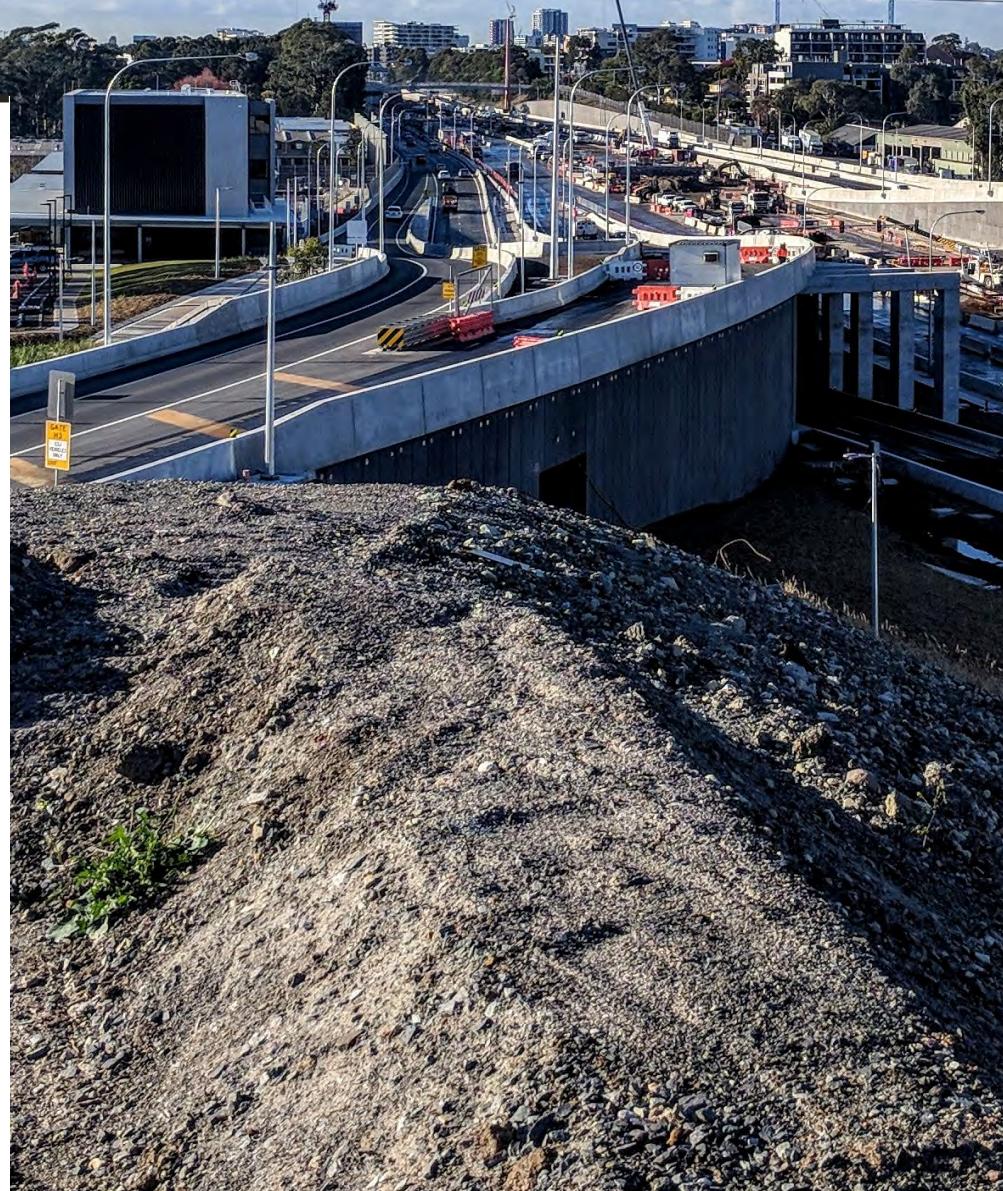


WestConnex Stage 1B (M4 East), NSW

Client	WestConnex Delivery Authority
Role	Transaction Management, Project Management
Value	AU\$3.8 billion

WestConnex is part of an integrated transport plan to keep Sydney moving – easing congestion, creating jobs and connecting communities. The M4 East is the first underground section of WestConnex. It will connect to the widened M4 and extend it via twin motorway tunnels from Homebush to Haberfield with three lanes in each direction.

TSA Advisory (formerly Calcutta Group) has provided transaction management services for the procurement of design and construct services for the delivery of M4 East. We also provided project management services for the acquisition of 182 surface properties (residential and commercial) and over 600 subsurface properties.



Projects.

Sydney Rail Systems, NSW

Client Transport for NSW

Role Project Management,
Procurement
Management

TSA Advisory has provided project and procurement management support to Sydney Metro City and Southwest since 2017 (initially as Calcutta Group). We initially supported the design and tender development of the line-wide package before providing support to the Trains, Systems, Operations and Maintenance package, which the Mechanical Gap Fillers and Platform Screen Doors works fall under. TSA Advisory is responsible for:

- Preparation of tender and contract documents to support procurement activities.
- Facilitating and advising on the development of standards to support technical objectives for the project.
- Assisting with negotiations for critical design and engineering solutions and coordinating technical, quality, cost and commercial contract management.
- Provision of technical support to project teams in identifying and controlling project risks.
- Providing transaction management services, developing procurement strategies that engage with and facilitate negotiation with the market.

The stakeholder engagement activities have required a considerable amount of effort to navigate differing stakeholder requirements towards an aligned and mutually acceptable result, ensuring a best for project outcome is achieved.



Best for Project

Projects.

Queen's Wharf Brisbane, QLD

Client	Department of State Development, Infrastructure & Planning QLD
Role	Project Management, Transaction Management
Value	AU\$3.5 billion

The Queen's Wharf redevelopment is regarded by many as the most significant new place-making project in the Brisbane CBD. It is forecast to provide significant economic benefits for Queensland, including job creation and increased tourism levels.

This major regeneration project includes the planned redevelopment of the government precinct at the heart of the Brisbane CBD, transforming the precinct into a major new Integrated Resort Development. We were engaged to develop the business case (Transaction Definition Report), including market sounding and providing subsequent transaction management services.

The project reached a significant milestone at the end of 2015, reaching a contractual close.



Projects.

Integrated Resort Developments, QLD

Client	Department of State Development, Infrastructure & Planning QLD
Role	Transaction Management, Gateway Reviews

In addition to Queen's Wharf Brisbane, the Queensland Government made two new potential casino licenses available to support the development of major Integrated Resort Developments on the Gold Coast and in Cairns.

TSA Advisory (formerly Calcutta Group) provided transaction management services throughout the Expression of Interest and Request for Detailed Proposals phases of the project.

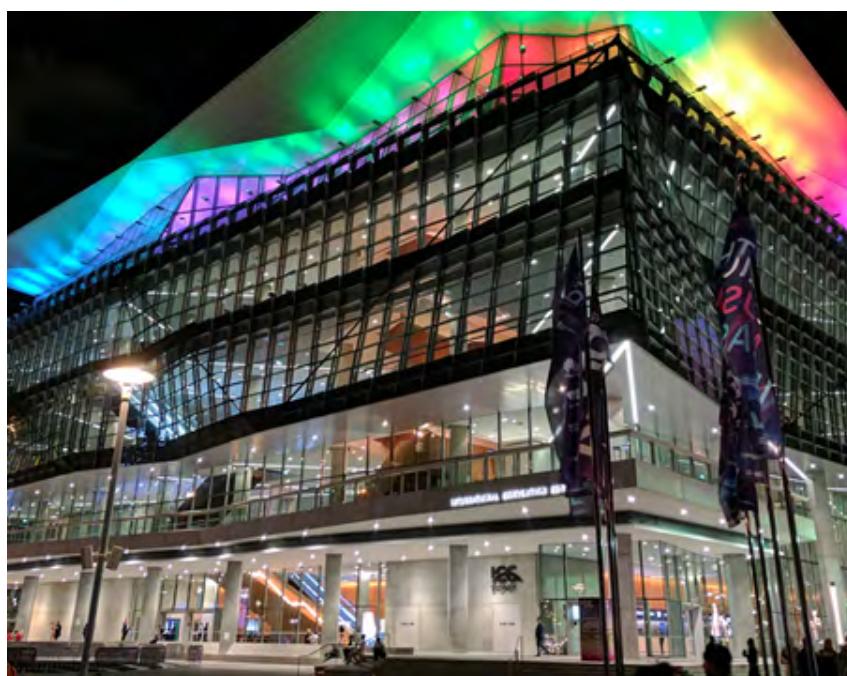


Sydney International Convention, Exhibition Precinct (SICEEP), NSW

Client	Infrastructure NSW (INSW)
Role	Transaction Management
Value	AU\$1.5 billion

The SICEEP Project involves the redevelopment of the Sydney Convention and Exhibition Centre, the Sydney Entertainment Centre (SEC), the SEC Car Park and the surrounding public realm into an integrated and world class convention, exhibition and entertainment precinct.

TSA Advisory was appointed as the Transaction Manager for the project, which involved a large and complex scope, multiple contract packages with a range of separate commercial arrangements.



Projects.

Sunshine Coast Hospital, QLD

Client Sunshine Coast Hospital & Health Service

Role Project Management, Transaction Management, Business Case Development

Value AU\$1.8 billion

The \$1.8 billion Sunshine Coast University Hospital project involved the development of a 20 hectare greenfield health campus. This included a 738 bed public tertiary teaching hospital being delivered under a Public Private Partnership (PPP) model, a 200 bed co-located private hospital, supporting infrastructure for the greenfield site such as roads and utilities, and opportunities for health-related commercial developments.

TSA Advisory (formerly Calcutta Group) was engaged to provide transaction and contract management services, including undertaking the role of Transaction Director and Transaction Manager for the procurement of both the private hospital and public hospital PPP contracts. In addition we undertook the roles of Executive Project Director and Contracts Manager from Financial Close through Design Development.



Projects.

Mulgoa Road Upgrade Alliance, NSW

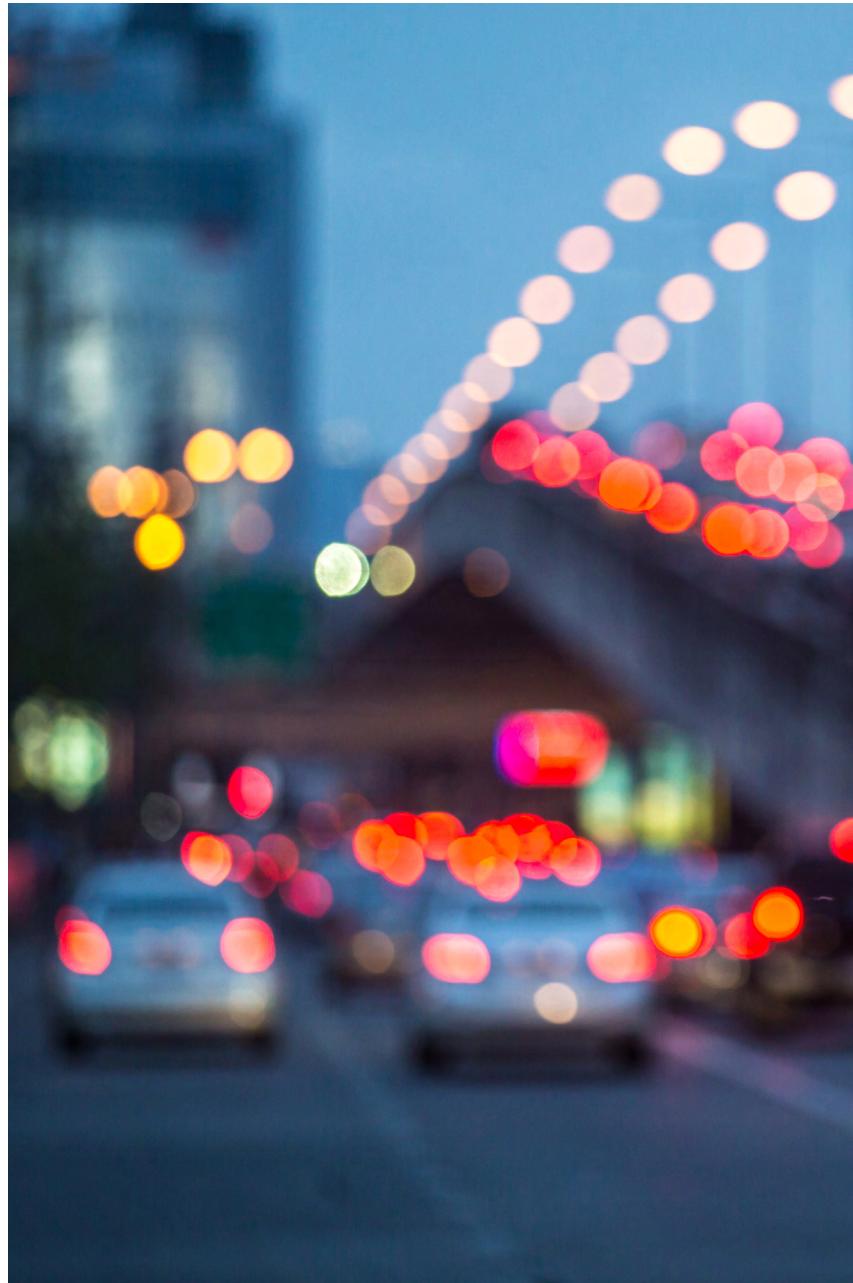
Client Transport for NSW

Role Transaction Management

The Australian Federal and NSW governments are planning to widen and upgrade Mulgoa Road / Castlereagh Road between Glenmore Parkway, Glenmore Park and Andrews Road, Penrith, to support current and future traffic demands and expected growth in the area and deliver a more efficient, reliable network that meets the future needs of the community and the economy.

TSA Advisory was engaged to provide:

- Design and development of incentivise commercial model and KRA/ KPI framework based on project team workshop outputs.
- Design and development of Registration of Interest and Request for Proposal documents.
- Design and development of an Evaluation Plan and Evaluation Report.
- Design and development of Evaluation criteria to specifically address some of the key project, contractual and procurement risks identified through the risk workshops and outcomes from the Registration of Interest Phase.
- Coaching of the Evaluation Panel, providing advice and input as required
- Coordination of the Independent Estimators reviews of the TOCs and Financial Auditor in the Establishment Audit.



Projects.

James Cook University Private Hospital, QLD

Client James Cook University
Role Transaction Management

James Cook University (JCU) and The Townsville Hospital (TTH) have been contemplating the development of a private hospital located on the JCU Townsville Campus. The project will deliver a broad range of clinical services which would not only complement those provided by TTH, but maximise the training opportunities for JCU students.

TSA Advisory (formerly Calcutta Group) was engaged to provide transaction management services, including coordinating the market sounding, registration of interest, expression of interest, interactive request for proposals and contract negotiation processes.



Borallon Training and Correctional Centre (BTCC), QLD

Client QLD Corrective Services
Role Transaction Management

The objective of the Borallon Training and Correctional Centre Project is to provide a safe and secure environment that promotes the rehabilitation of inmates by preparing them for successful parole or return to the community.

TSA Advisory (formerly Calcutta Group) was engaged to manage the transaction process for the project, including developing expressions of interest and request for proposals documentation and facilitating the evaluation and commercial negotiation processes.



Projects.

Social Benefit Bonds Pilot Program, QLD

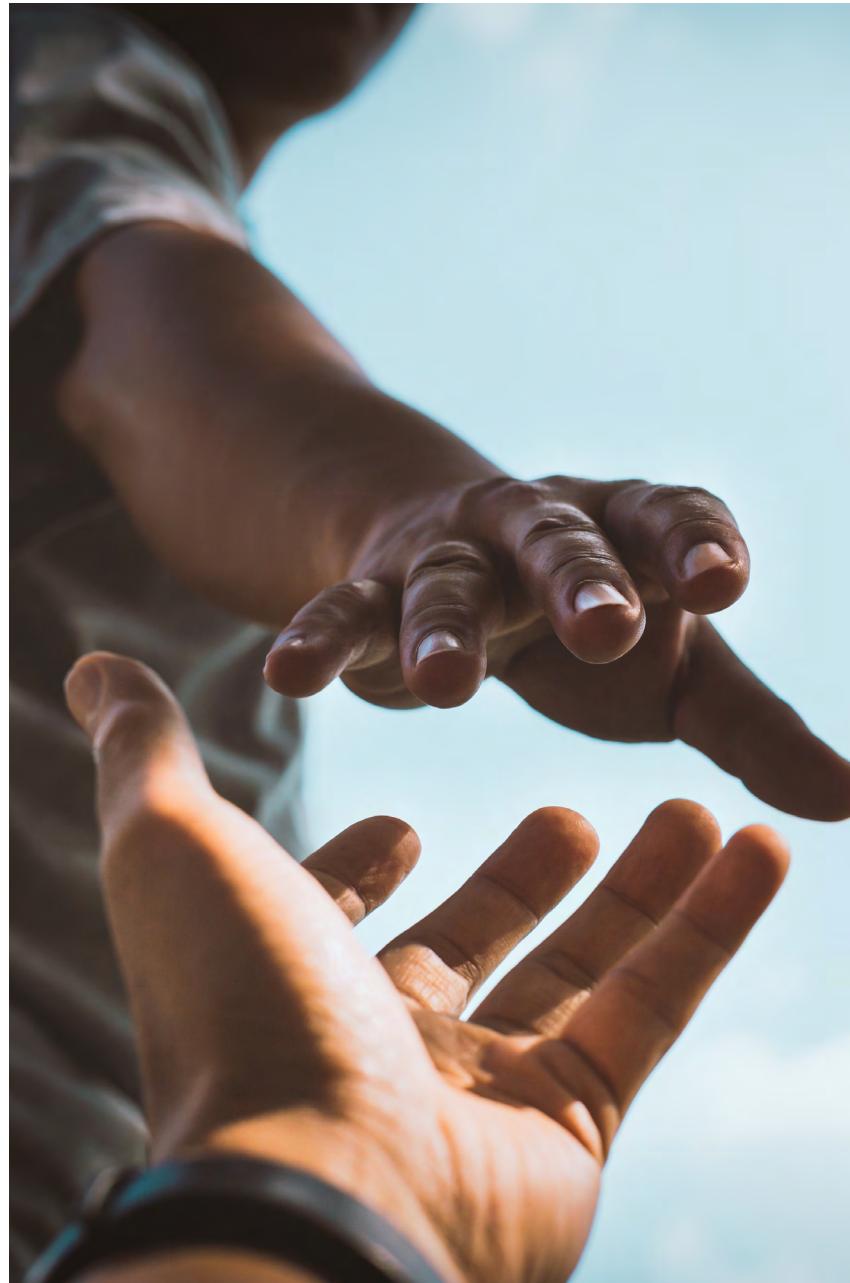
Client	Queensland Treasury
Role	Procurement Advisory, Program Management, Transaction Management

A Social Benefit Bond (SBB) is a financial instrument that pays a return based on the achievement of agreed social outcomes.

In recognition of the need to try a different approach to tackling challenging social issues facing the Queensland community, the Queensland Government is piloting three SBBs. By facilitating investment in prevention and early intervention, Government aims to reduce demand for acute and downstream services and avoid costs for the State.

In collaboration with service delivery agencies, Queensland Treasury established the SBB Pilot Program (program) to deliver measurable outcomes in the areas of re-offending, homelessness, and issues facing Aboriginal and Torres Strait Islander people (i.e. reducing Indigenous disadvantage).

TSA Advisory (formerly Calcutta Group) provided specialist program management and procurement management services for the program.



Projects.

Rockhampton Hospital, QLD

Client	Central Queensland Hospital & Health Service (CQHHS)
Role	Procurement Management, Transaction Management

CQHHS was seeking to engage external service providers to assist with the implementation of radiation oncology services and the design, build, commissioning and operation of cardiology facilities and services within the Rockhampton Hospital.

TSA Advisory (formerly Calcutta Group) was engaged to manage the transactions for the new radiation oncology services and cardiology services.



Partnership Opportunities Program, QLD

Client	Metro South Hospital Service (MSHHS)
Role	Procurement Management, Transaction Management

MSHHS launched a Partnership Opportunities Program to encourage the private and non-government sector to come forward with innovative proposals for partnering with MSHHS and to facilitate its own direct engagement with the market for specific priority projects. TSA Advisory (formerly Calcutta Group) provided program management services and developed a feasibility study and business case for the program.



Projects.

Transforming Health Program, SA

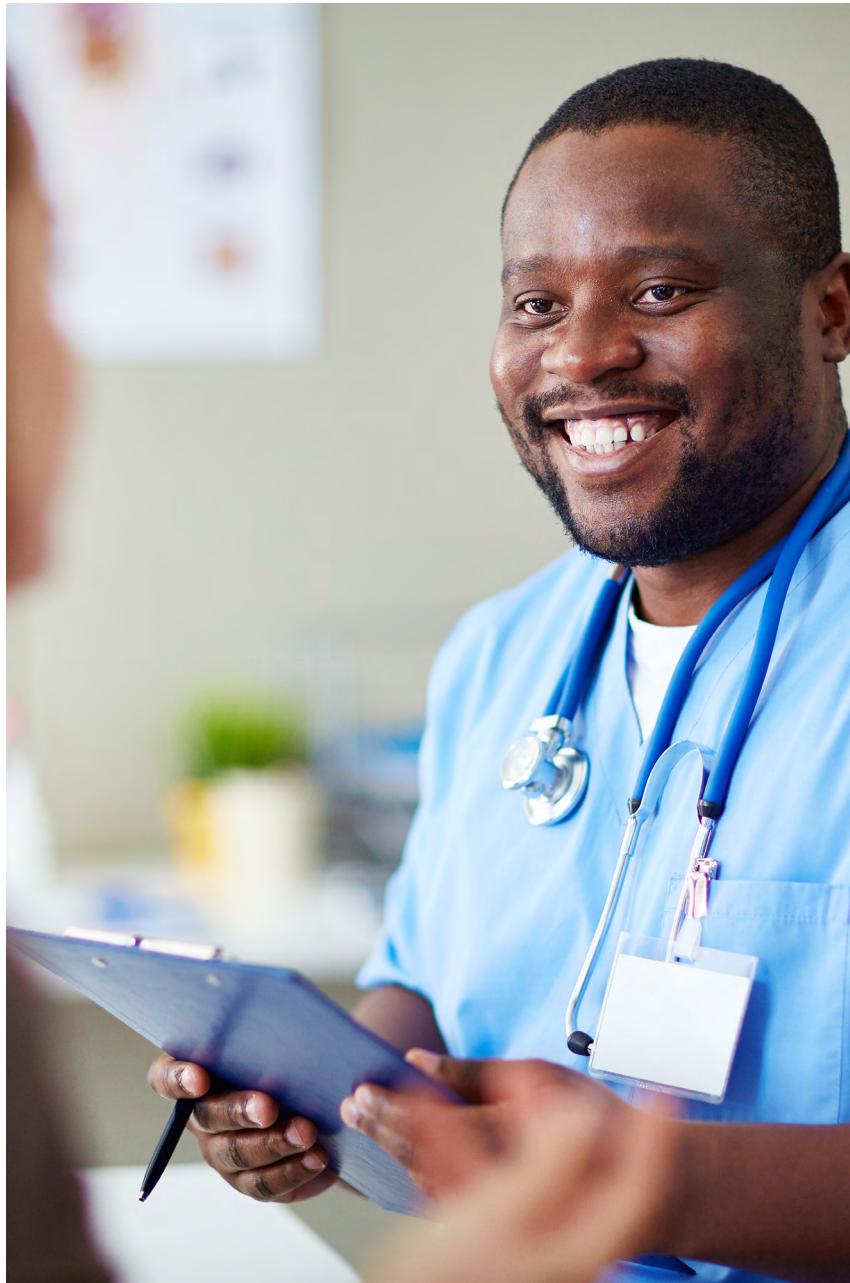
Client SA Health

Role Procurement Advisory,
Program Management

Building upon significant investment in public hospitals, the SA Government is undertaking the biggest-ever transformation of South Australia's health system, incorporating targeted quality of care improvements, systems-wide service realignment and financial savings.

TSA Advisory (formerly Calcutta Group) assisted in the procurement of the program Implementation Partner and also the PMO service provider. This involved development of the procurement strategies and plans, including detailed consideration of procurement options. We then developed procurement documentation including RFP documents and evaluation plans.

Our team also assisted with program mobilisation, including establishing program governance, program architecture, and program controls (incl. program milestones, risk, issue and dependency registers, and establishment of supporting tools and standards).



Projects.

Westmead Redevelopment, NSW

Client Health Infrastructure NSW

Role Project Management

Value AU\$1.7 billion

The Westmead Health Precinct spans over 75 hectares and is one of Australia's largest health and education precincts. With the first stage now complete, the Planning Phase of Stage 2 for the redevelopment of The Children's Hospital at Westmead is nearing completion.

TSA Advisory provided the leadership role of Senior Project Director for the Planning Phase of both Stage 1 and Stage 2.

We held the role of Director Redevelopment Redesign and Transformation for Western Sydney Local Health District from 2014 through to completion of Stage 1 in early 2021. During Stage 1, we led the development of partnership agreements with The University of Sydney for co-investment in the Central Acute Services Building and the interface agreements with Parramatta Light Rail. We also led or supported a range of other Precinct partnership initiatives.

We are currently leading the Business Case for an advanced Viral Vector Manufacturing Facility at Westmead.



Projects.

State Penalties Enforcement Registry, QLD

Client Queensland State Penalties Enforcement Registry (SPER)

Role Transaction Management

SPER, a division within the Office of State Revenue of Queensland Treasury, is responsible for collecting and enforcing unpaid fines and court-ordered penalties in Queensland.

TSA Advisory (formerly Calcutta Group) was engaged to provide transaction management services for the procurement of a debt services manager (providing ICT and debt management services to the State) as part of a broader reform program. As Transaction Manager, our team led the end-to-end procurement process from the process and tender documentation development through to the facilitation of the evaluation process and leading interactions and negotiations with bidders.

The primary objective of our engagement was to deliver a signed contract between SPER and the successful bidder which resulted in an innovative and value for money ICT and service solution that drove increased debt collection and improved operational performance.



North East Link, VIC

Client	North East Link Project
Role	Cost Estimating Constructability, Procurement, Contract & Risk Management
Value	AU\$16 billion

The North East Link Project is a 26km motorway built in Melbourne with a scale and complexity creating significant challenges for the government.

In particular, the significant cost of the project meant the strategic case would need to provide compelling justification, including a reduction in travel times, removal of trucks from local roads and provision of road links between key growth areas to the north and south-east of the city.

Since its inception, TSA Advisory (formerly Capital Projects Advisory) has been advising the North East Link project. Drawing on our strategic, technical, commercial and delivery expertise, we have worked closely with the project team and its key advisers to ensure a comprehensive corridor options assessment, business case and reference design development.

We also provided procurement and contract management support to ensure cost-effective project development.



Projects.

Women's Re-entry Services, QLD

Client Queensland Corrective Services

Role Transaction Management

In response to the growing female prisoner population in South East Queensland, Queensland Corrective Services has developed a specialised women's re-entry support service delivered across three correctional centres in the region. TSA Advisory (formerly Calcutta Group) was engaged to develop the Request for Proposals and evaluation documentation, facilitate the interactive co-design process with potential suppliers, the evaluation and contract finalisation processes, including sourcing inputs from specialist advisors.



Brisbane International Cruise Ship Terminal, QLD

Client Queensland Treasury

Role Transaction Management

Value AU\$100 million

The owners of the Port of Brisbane submitted a market led proposal (MLP) to Queensland Government to develop a \$100m mega cruise ship terminal.

TSA Advisory (formerly Calcutta Group) were engaged as Transaction Managers to assist with the assessment and development of the MLP for the project. The proponents demonstrated that the new cruise facility will triple the size of Brisbane's cruise industry over the next 20 years.



Projects.

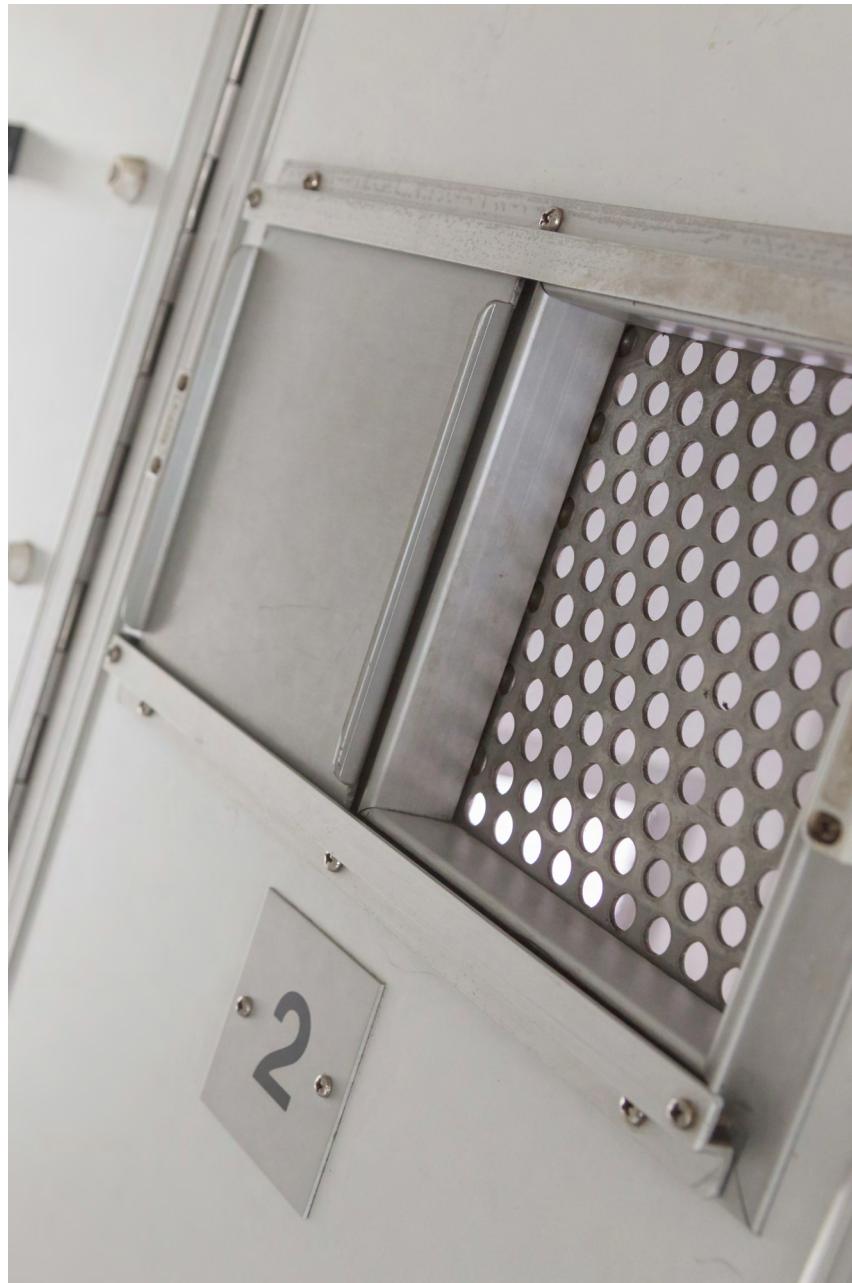
Parklea Correctional Centre Transaction Management Services, NSW

Client G4S

Role Transaction Management

G4S engaged TSA Advisory (formerly Calcutta Group) to provide strategic advice for their planned entry into NSW markets. In early 2018, we were appointed to lead the bid team for the Operations and Maintenance tender for Parklea Correctional Complex (PCC). G4S has driven innovative approaches to rehabilitation and reintegration and tailored programs for disabled and socially disadvantaged inmates in their Victorian, South Australian and UK operations. Corrective Services NSW offered these initiatives as part of the bid solution. Our role involved:

- Development of an evidence-based operating model designed to reduce reoffending and improve rehabilitation prospects.
- Facilitating the development of a robust cost and financial model.
- Development of a custodial health services program.
- Development of a strategy to improve outcomes for socially disadvantaged prisoners.
- Leading the review of the condition of the existing assets.
- Developed a fully compliant tender across qualitative and quantitative evaluation criteria.
- Developed an option to transform PCC from a male remand and high-security facility to a women's facility to help manage system capacity.



Projects.

Logan Renewal Initiative, QLD

Client Project Queensland
Role Transaction Management

The Logan Renewal project was the largest stock transfer project in Australia. It required a private sector provider to expand social housing by 1,500 dwellings using the transfer of 4,700 public housing dwellings as leverage.

TSA Advisory (formerly Capital Projects Advisory) developed the procurement approach, specifications, reporting requirements and the KPI regime. We also assessed the impact of the regulator on project reporting requirements and drafted the section of the contract administration manual for the application of the KPI regime.



Public Housing Maintenance Efficiency Review, VIC

Client Department of Treasury & Finance
Role Transaction Management

TSA Advisory (formerly Capital Projects Advisory) was engaged to review how the Victorian housing department procured maintenance on its 72,000 public housing dwellings. The review assessed how maintenance delivery could be made more efficient under both a short-term and long-term strategy. The work involved considering all aspects of maintenance delivery, including how maintenance was scoped, contracted for, procured, delivered and assessed for compliance and completion.



Projects.

John Morony Correctional Centre, NSW

Client Corrective Services NSW

Role Bid Management,
Transaction Management

John Morony Correctional Centre (JMCC) is a 445 bed medium security remand centre in the greater Sydney region. The Centre was put to market by NSW Treasury in August 2016 for a six-year contract term for operations and facilities maintenance.

TSA Advisory (formerly Calcutta Group) was engaged as Bid Advisor by Corrective Services NSW in preparation for the market testing of JMCC. We were subsequently appointed as Bid Manager and led the in-house team to submit a fully compliant bid.

TSA structured and managed the bid team, including financial and commercial, bid production, IT, financial management advisory and external legal consultants. The bid solution was centred around a significant program of rehabilitation and reintegration programs.

TSA Advisory (formerly Capital Projects Advisory) was also engaged to provide transaction management services for the contestability process. Our embedded transaction team in Corrective Services NSW coordinated the shortlisting, scoping and request for proposal documentation for private and public sector competitive proposals. Results from this transaction drove the NSW approach to future contestability.



Projects.

Victoria's Big Battery, VIC

Client	Department of Environment, Land, Water & Planning (DELWP)
Role	Procurement Management

TSA Advisory (formerly Capital Projects Advisory) provided financial and commercial advice to the DELWP in its oversight of the procurement of a 300MW battery capacity for Victoria. Australian Energy Market Operator (AEMO) undertook the procurement, and DELWP appointed our team to oversee the financial and commercial aspects of the procurement process.



Modern Road Maintenance Services Project, SA

Client	Government of South Australia
Role	Transaction Management
Value	AU\$100 million

The South Australian government engaged TSA Advisory (formerly Capital Projects Advisory) in the procurement of road maintenance for the State. Our team reviewed current operations and assisted in identifying areas for improvement. We provided business case development, project advisory on re-scoping current services and improvements in the way services were delivered and developed the performance framework and the project's expression of interest.



Projects.

Bus Procurement and Supply Project, SA

Client	Department of Planning, Transport & Infrastructure (DPTI)
Role	Procurement Management
Value	AU\$400 million

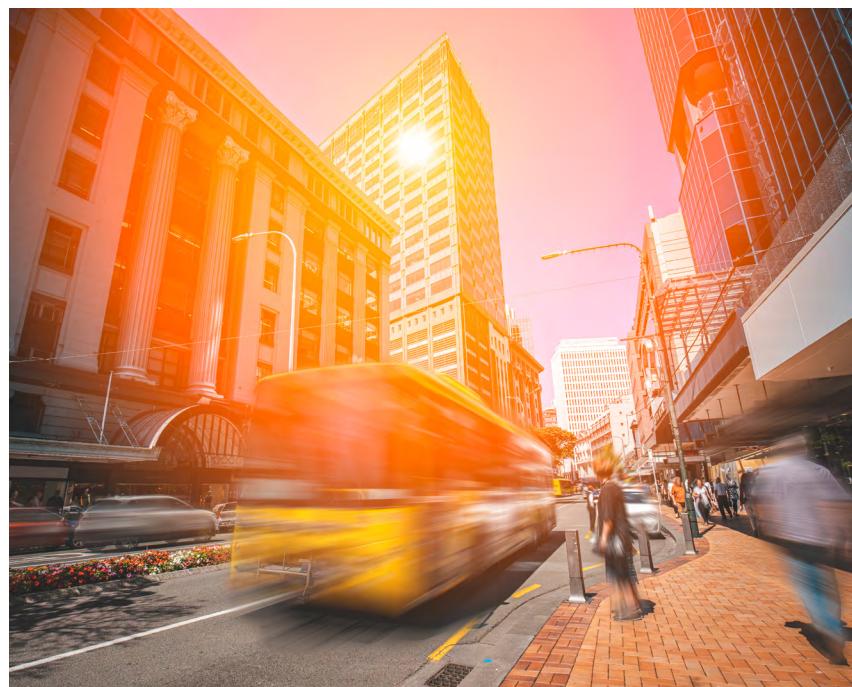
TSA Advisory (formerly Capital Projects Advisory) led the financial and commercial evaluation streams and oversaw the procurement process for 400 new buses. We provided advice on all aspects of this project, including implementing the procurement approach and providing commercial, financial, and technical input. We also led the provision of financial and commercial advice on the contract structure.



Procurement Lead for Establishment of a New Government Crown Entity Wellington, NZ

Client	NZ Infrastructure Commission, Te Waihanga (Infracom)
Role	Procurement Management
Value	NZ\$150,000

Infracom was established to ensure that New Zealand gets quality infrastructure investment. It seeks to lift infrastructure planning and delivery to a more strategic level and, by doing so, improve New Zealander's long-term economic performance and social wellbeing. TSA Advisory (formerly Capital Projects Advisory) was responsible for all procurement related activities for the establishment and first year operational requirements for Infracom.



Projects.

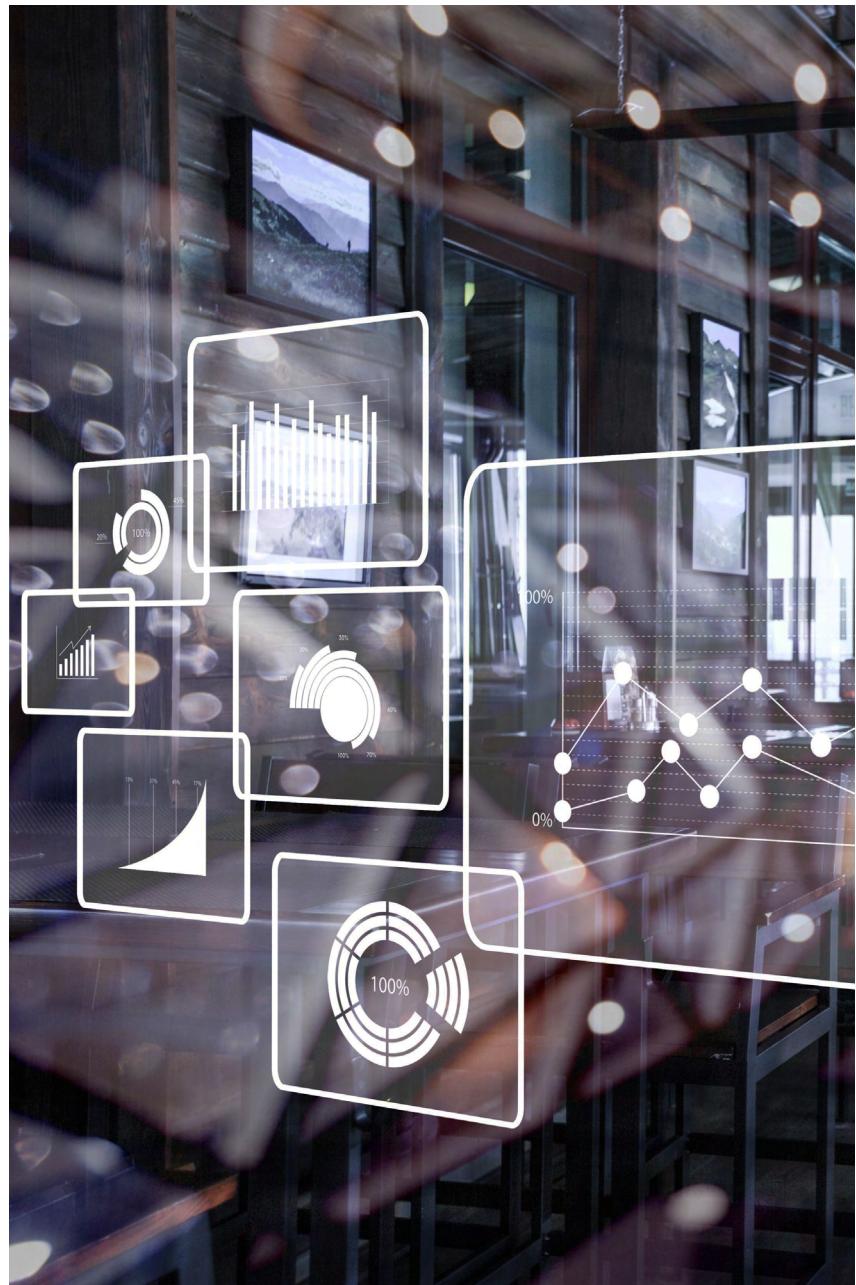
Whole of Government Banking Services, QLD

Client Queensland Treasury
Role Transaction Management

The Whole of Government Banking Services project involved the State competitively tendering its banking services (transactional banking, corporate purchasing card and agency revenue collection services). A key objective was to significantly reduce the reliance on manual payments and receipts and exploit technology to automate processes wherever possible across the government.

TSA Advisory (formerly Calcutta Group) was the Transaction Manager for the project, working with all State agencies to develop a detailed specification for the core scope of services across the three modules. We facilitated the registration of interest, expressions of interest, requests for binding bids, and subsequent evaluation and commercial negotiation processes to contractual close in July 2014.

We were subsequently engaged to assist Queensland Treasury with implementing the new contractual arrangements with each of the successful bidders and supporting the business change program to enable agencies to access contemporary banking services and products to support process change/improvement and realise savings for the government.



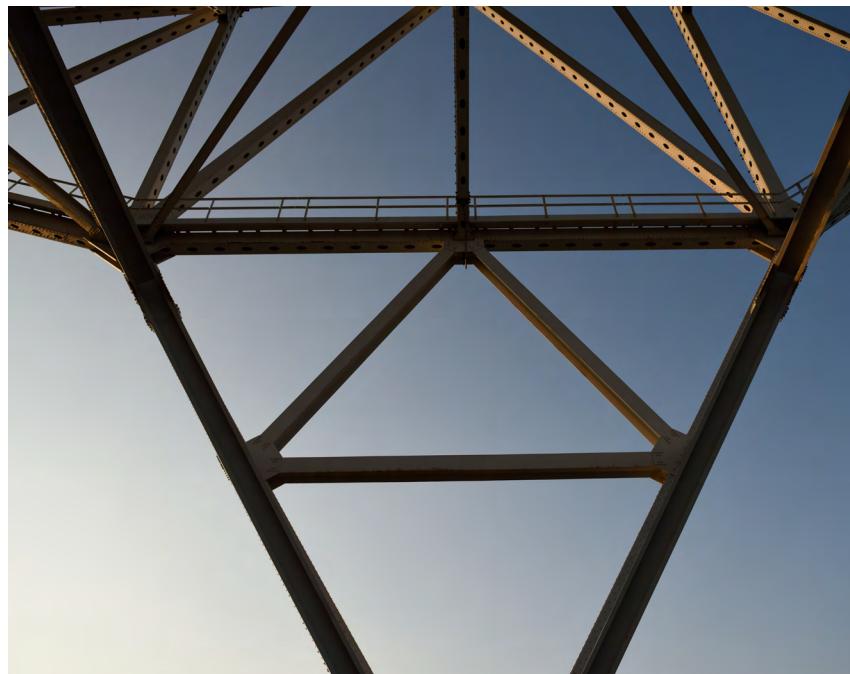
Projects.

Nowra Bridge, NSW

Client	Roads and Maritime Services
Role	Transaction and Procurement Management
Value	AU\$180 million

The Nowra Bridge project includes a new four lane bridge upstream of the existing bridge crossings and the removal of vehicular traffic from the existing southbound bridge.

TSA Advisory managed the procurement and transaction management process. Successfully managed the complex interfaces between design, environmental and commercial factors throughout the project to mitigate contractual risks for Roads and Maritime Services.

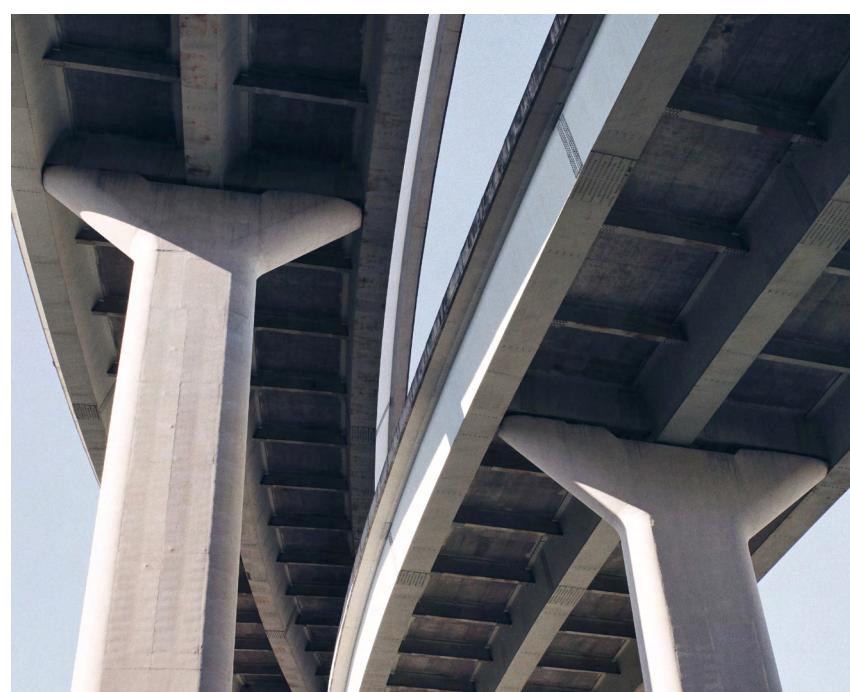


M1 Extension to Raymond Terrace Bypass, NSW

Client	Transport for NSW
Role	Transaction Management

This project involved planning for the M1 Motorway Extension to Raymond Terrace started in October 2004 and has involved an extensive community consultation program to identify a preferred route and develop a concept design.

TSA Advisory provided management of the transaction risks and issues register associated with the full scope of work. We also oversaw the Registration of Interest and Request for Tender phases of the project and the Contract Award.



Projects.

Tweed Valley Hospital, NSW

Client Health Infrastructure NSW

Role Project Management, Procurement Management, Contract Management

Value AU\$673.3 million

The new Tweed Valley Hospital will almost double the capacity of the current Tweed Hospital and offer more health services locally. This will ensure more than 5,000 patients each year will not have to travel outside of the area and away from their families and support networks to access life-saving treatments. The planning and design of the hospital has been a highly collaborative process, involving clinicians and operational staff as well as members of the local community.

TSA Advisory is engaged as the project manager for parts 0-9 for the greenfield hospital, to date, this project has included site identification and selection, health facility planning, business case development, design management, procurement and contract administration of extensive early and enabling works.

The Tweed Valley Hospital is the largest regional capital health investment by the NSW Government and is scheduled to open in 2023.



Projects.

John Hunter Health and Innovation Precinct, NSW

Client Health Infrastructure NSW

Role Project Management

Value AU\$780 million

The John Hunter Health Campus has been recommended for redevelopment since 2013. As part of the NSW Budget 2019/20, funding has been committed for the John Hunter Health and Innovation Precinct.

The project will deliver updated and enhanced health facilities providing extra capacity to meet the demand of the community. The project will provide a new acute service building housing expanded and improved facilities for a range of health services, including an expanded Emergency Department, expanded and enhanced critical care services, inpatient services and support services. It will also enable more integrated services with key health, education and research partners.

TSA Advisory was engaged to undertake project management services for Parts 0 to 3. We were responsible for overseeing the closing out of the schematic design and developing the environmental impact statement for the State Significant Development Planning Application.



Best for Project

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