

NSW Department of Education

School Infrastructure NSW 2022-23 Delivery Strategy

August 2022



Our Delivery Strategy

This month, we celebrate 5 years as School Infrastructure NSW. Since 2017, we have worked exceptionally hard to establish ourselves as an infrastructure agency that delivers the very best learning environments that meet the needs of a growing student population.

Every day, our teams support more than 800,000 public school students and more than 120,000 employees of the department who are located across more than 2,200 schools. We have a long history of keeping schools safe through maintenance and materials management, with a more recent focus on accelerating a range of projects in metro and regional areas to ensure the safety, reliability and longevity of our school facilities.

Our teams are responsible for the delivery of the largest investment in educational infrastructure in the history of NSW, with the NSW Government investing \$8.6 billion over the next four years. This builds on the \$9.1 billion in projects delivered since 2017, a program of \$17.7 billion in public education infrastructure.

In the recently announced 2022-23 NSW Budget, the NSW Government added 23 major capital works projects and additional minor works funding to the historic school building program. Families across New South Wales will benefit from this \$1.6 billion investment in education infrastructure.

Nine of these major projects are part of the commitment to WestInvest; a \$5 billion infrastructure program transforming Western Sydney. WestInvest will improve the liveability of communities and support economic recovery, making a real difference to the quality of life in the 15 local government areas that were hardest hit by COVID restrictions in 2021.

Advanced manufacturing capability and digitalisation is a strategic objective for the NSW Government. We want to explore ideas that will upskill the workforce, create new market sectors where this industry can grow, and lead to improved outcomes for the students of NSW. We are looking to integrate the latest digital technology, modern methods of construction, 'kit of parts' methodologies and mass production. Our goal is to deliver high-quality flexible teaching spaces that meet sustainability objectives and deliver value for money.

In this Delivery Strategy, we are expanding our use of our kit of parts to design and deliver core learning spaces on a number of upcoming schools. See page 8 for more details on how you can join us on this journey.

The NSW Government is committed to supporting the infrastructure industry through the Infrastructure Traineeship program, with 175 Year 12 school leavers currently on board. The two-year office-based traineeship is a collaboration between NSW Government infrastructure agencies and industry partners, offering Year 12 school leavers a rounded experience through three 8-month rotations with government agencies, contractors and consultant organisations. We value your commitment to building career pathways into infrastructure as part of this program and look forward to your continued support as the 2023 intake opens for more than 140 students across the state.

Schools are at the heart of communities. They bring communities together and provide comfort and normality for students impacted by the pandemic, natural disasters and other unprecedented events that have hit NSW in the past few years. Working together, we are all making a positive difference to young people and their local communities right across NSW.

Anthony Manning
Chief Executive, School Infrastructure NSW

By the numbers

Procurement activity in FY 2021-22



\$352M

total awarded contract value



196

total contracts awarded

Announced in the 2022-23 NSW Budget



23

new and upgraded schools



83

remaining tendering opportunities
across 23 major works projects



\$1.6B

additional investment in new and
upgraded schools and minor works



\$322M

investment in regional and rural
communities



8,000

construction jobs supported across
NSW



\$14.4M

investment in Aboriginal-owned
businesses and Indigenous employment





Porters Creek Public School

2022-23 NSW Budget sees investment across the state



Legend

- < \$25M
- \$25M to \$75M
- > \$75M

North Coast

- Lennox Head PS relocation

North Western NSW

- Bathurst secondary school community group upgrade
- Dubbo primary school community group upgrade

Hunter/Central Coast

- Gillieston PS redevelopment

Northern Sydney

- Macquarie Park new primary school
- Melrose Park PS redevelopment

Western Sydney

- Gables new primary school
- Melonba new primary school
- Nirimba Fields new primary school
- Parramatta East PS upgrade
- Riverbank PS upgrade stage 3
- Rouse Hill HS upgrade
- Schofields PS upgrade
- Telopea PS upgrade

South Western Sydney

- Austral PS upgrade
- Concord HS upgrade
- Condell Park HS upgrade
- Leppington PS upgrade
- Sir Joseph Banks HS upgrade

Southern NSW

- Albury Thurgoona new primary school
- Leeton primary school community group upgrade
- Ulladulla and Milton primary school community group upgrade
- Ulladulla HS upgrade



Engaging with suppliers

Our aim is to:

- issue competitive tenders that will suit a broad range of suppliers
- stagger the release of tenders, providing suppliers with an opportunity for a debrief before the next round of tenders is issued
- offer whole-of-life project engagements, creating an opportunity for suppliers to invest in their teams
- limit the number of tenders issued to no more than 10 per discipline per month, to avoid overwhelming the market.

We have grouped some projects into clusters to:

- drive efficiencies for both our suppliers and the NSW Government
- streamline the tendering process, with the aim of reducing costs for suppliers by appointing a single supplier for each of the disciplines.

We will engage specialists' services, such as the ones listed below, on a project-by-project basis:

- | | | |
|-----------------------------|--|---|
| ■ business case development | ■ community and stakeholder engagement | ■ environmentally sustainable design |
| ■ transport planning | ■ social impact assessments | ■ Aboriginal and European heritage |
| ■ acoustic engineering | ■ waste management | ■ Building Code of Australia (BCA) |
| ■ surveying | ■ geotechnical and/or contamination | ■ disability, accessibility and inclusion |
| ■ ecology | ■ arboriculture | ■ flood modelling |

Our approach will be to:

- liaise with suppliers before finalising the tender list, to ensure those invited have the appetite and capacity to submit a competitive tender, and be part of the team to deliver the required project/desired outcomes, should they be successful
- use refined and standardised scopes of service for each engagement, with any non-standard or project-specific requirements clearly identified in the tender documents
- monitor performance via our performance management process and reward top performers with the opportunity to tender for future opportunities
- invite a maximum of 4 tenderers per opportunity, so evaluations are quicker and more effective for suppliers
- identify opportunities to appoint suppliers that are:
 - o Aboriginal-owned businesses
 - o able to demonstrate a diverse workforce
 - o small-or medium-sized businesses
 - o locally owned, or will commit to using local labour and businesses.



Fern Bay Public School

Modern methods of construction to create new classrooms for NSW

School Infrastructure NSW is leading through innovation to deliver a new age of school building, driving positive change that will create a sustainable market in modern methods of construction (MMC). The educational infrastructure we are building reflects our ambition to enable the rapid delivery of high quality, efficient and sustainable educational infrastructure to create flexible, contemporary learning environments that support teachers and students to achieve outstanding learning outcomes.

In early 2022, we engaged a range of industry partners as part of an EOI process, to explore technology integration and innovative approaches to delivering new teaching spaces, seeking to maximise our efficiency across a program of work. The EOI phase is now complete and we will continue the procurement process through the next stages. This was one of many opportunities to partner with us for the exploration, innovation and application of modern methods of construction to deliver the future of public schools.

The new approach to delivering infrastructure relies on getting the most out of all the parties involved through collaboration and integration to produce better outcomes for all.

To progress our MMC model, we will deliver a number of projects announced in the 2022-23 NSW Budget at a program level. The pavilion integrator model aims to provide our suppliers with certainty on construction methodology.

In this model, nominated projects will be delivered at a program level, in partnership with our successful MMC integrator and our network of assemblers. A percentage of components will be manufactured offsite, in line with School Infrastructure NSW's designs and assembled onsite.

Under this new way of working, we will see significant coordination between project and program teams. Information will be clearly outlined in the tender documents for these projects. For projects that are not nominated, contractors have the choice to deliver school projects using whichever construction methodology (kit of parts/volumetric modules/traditional construction/hybrid model) that best suits the project's needs while representing value for money.

To find out more about the MMC program, please contact SRMProcurement@det.nsw.edu.au.



Artist impression of an integrated learning community

Integrated school developments

Placing schools at the heart of new communities

NSW is experiencing unprecedented population growth and demand for school spaces, particularly in urban areas. To help meet the challenge of changing demographics, School Infrastructure NSW is considering innovative options to deliver new schools in specific situations where accessing land is difficult.

For example, partnering with other government agencies and the private sector to plan and deliver schools to our standard designs and specifications as part of an integrated development will help reduce land costs and allow schools to be a shared community feature of newly established precincts.

This approach aims to encourage innovation in design and construction and increase opportunities to share publicly owned school facilities with the wider community.

Student-centred and personalised learning will continue to be our focus when planning and delivering NSW public schools. We will also continue to look for ways to use taxpayer funds more efficiently and effectively.



2022-23 NSW Budget: New and upgraded school projects

LEGEND

⚙️ Kit of parts (MMC)

🔗 WestInvest project

✅ Appointed

Planning: Planning phases only

Delivery: Delivery phases only

Combined: Planning phases with an option for the delivery phases

\$ <\$25M

\$\$ \$25M-75M

\$\$\$ >\$75M

Project name		Engagement type	Budget	Project manager (Planning)	Project manager (Delivery)	Architect	Cost manager	Engineering: Civil & structural	Engineering: Building services	Building contractor
⚙️	Gables new PS	Combined	\$\$	✅	Apr-Jun 2023	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2023
⚙️	Macquarie Park new PS	Combined	\$\$\$	✅	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Apr-Jun 2023
⚙️	Melrose Park PS redevelopment	Combined	\$\$	✅	Jul-Sept 2023	Jul-Sept 2022	Jul-Sept 2022	Oct-Dec 2022	Oct-Dec 2022	Apr-Jun 2024
⚙️	Melonba new PS	Combined	\$\$	✅	✅	✅	✅	✅	✅	Jan-Mar 2023
⚙️🔗	Riverbank PS upgrade – Stage 3	Combined	\$	✅	Apr-Jun 2023	✅	✅	✅	✅	Jul-Sept 2023
⚙️	Ulladulla/Milton primary school community group upgrade	Combined	\$	Oct-Dec 2022		Oct-Dec 2022		Oct-Dec 2022		Jan-Mar 2024
⚙️	Ulladulla HS upgrade	Combined	\$\$	Oct-Dec 2022		Oct-Dec 2022		Oct-Dec 2022		Jan-Mar 2024
⚙️	Gillieston PS redevelopment	Combined	\$\$	Jul-Sept 2022		Jul-Sept 2022		Jul-Sept 2022		Jul-Sept 2023
⚙️	Lennox Head PS relocation	Combined	\$\$			Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Oct-Dec 2023
⚙️	Bathurst secondary school community group upgrade	Combined	\$\$	Oct-Dec 2022		Oct-Dec 2022	Oct-Dec 2022	Oct-Dec 2022	Oct-Dec 2022	Apr-Jun 2024
⚙️	Albury Thurgoona new PS	Combined	\$\$	✅	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Oct-Dec 2022	Oct-Dec 2022	Apr-Jun 2024
⚙️	Dubbo primary school community group upgrade	Combined	\$	Oct-Dec 2022		Oct-Dec 2022	Oct-Dec 2022	Oct-Dec 2022	Oct-Dec 2022	Apr-Jun 2024
⚙️	Leeton primary school community group upgrade	Combined	\$	Oct-Dec 2022		Oct-Dec 2022	Oct-Dec 2022	Oct-Dec 2022	Oct-Dec 2022	Jan-Mar 2024
Schofields Cluster										
⚙️🔗	Schofields PS upgrade	Combined	\$\$	Jul-Sept 2022		Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2023
⚙️	Nirimba Fields new PS		\$\$							Jul-Sept 2023
Metro South Cluster										
⚙️🔗	Sir Joseph Banks HS upgrade	Combined	\$\$\$	Jul-Sept 2022		Jul-Sept 2022		Jul-Sept 2022		Apr-Jun 2024
⚙️🔗	Condell Park HS upgrade		\$\$\$							Apr-Jun 2024
Sydney Cluster										
	Concord HS upgrade	Combined	\$\$\$	✅	Jan-Mar 2023	✅	✅	✅	✅	Jan-Mar 2023
⚙️🔗	Parramatta East PS upgrade		\$\$							Apr-Jun 2023
Package C										
⚙️🔗	Rouse Hill HS upgrade	Combined	\$	✅	Jul-Sept 2022	✅	✅	✅	✅	Apr-Jun 2023
🔗	Telopea PS upgrade		\$\$							Apr-Jun 2023
Sydney South Cluster										
⚙️🔗	Leppington PS upgrade	Combined	\$\$	✅	Apr-Jun 2023	✅	✅	✅	✅	Apr-Jun 2023
⚙️🔗	Austral PS upgrade		\$\$							Apr-Jun 2023

2021-22 NSW Budget: New and upgraded school projects (Progress at 31 July 2022)

Project name	Engagement type	Budget	Project manager	Architect	Cost manager	Engineering: Civil & structural	Engineering: Building services	Building contractor
Chatswood new PS	Planning	\$\$	✓	✓	✓	✓	✓	Alternate
Green Square new PS and community facilities	Delivery	\$\$\$	✓	✓	✓	✓	✓	✓
Hastings SC – Joint use PCYC	Delivery	\$	✓	✓	✓	✓	✓	In progress
South Nowra/Worrigee new PS	Combined	\$\$\$	✓	✓	✓	✓	✓	Oct-Dec 2023
Macquarie Park Education Campus	Planning	\$\$\$	✓	✓	✓	✓	✓	Alternate
St Leonards new Education Precinct	Planning	\$\$	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Alternate
Edmondson Park new HS	Planning	\$\$\$	✓	✓	✓	✓	✓	Alternate
Manly Village PS	Delivery	\$	✓	✓	✓	✓	✓	Oct-Dec 2022
New Environmental Education Centre at Middle Head	Delivery	\$	✓	✓	✓	✓	✓	Oct-Dec 2022
Wentworth Point PS – Stage 2	Combined	\$	In progress	In progress	In progress	In progress	In progress	In progress
Liverpool West PS – Stage 2	Delivery	\$\$	✓	✓	✓	✓	✓	✓
Galungara PS – Stage 2	Delivery	\$	✓	✓	✓	✓	✓	✓
Jordan Springs PS – Stage 2	Delivery	\$	✓	✓	✓	✓	✓	✓
Sydney Olympic Park HS – Stage 2	Combined	\$\$	✓	✓	✓	✓	✓	✓
Wee Waa HS redevelopment	Delivery	\$\$	✓	✓	✓	✓	✓	✓
Liverpool Boys HS and Girls HS	Planning	\$\$\$	✓	✓	✓	✓	✓	Alternate
New selective HS in South West Sydney	Combined	\$\$\$	✓	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Jul-Sept 2022	Oct-Dec 2023
Cumberland HS + Carlingford PS	Combined	\$\$\$	✓	✓	✓	✓	✓	Oct-Dec 2022
Sydney West Cluster								
Castle Hill PS	Combined	\$\$	✓	✓	✓	✓	✓	Oct-Dec 2022
Darcy Road PS		\$\$\$						Oct-Dec 2022
Matthew Pearce PS		\$\$						Oct-Dec 2022
New PS in Westmead South		\$\$\$						Jul-Sept 2023
Sydney Cluster								
Marsden Park new HS	Combined	\$\$\$	✓	✓	✓	✓	✓	Jan-Mar 2023
Rydalmere Education Campus	Combined	\$\$\$						Alternate

LEGEND

⚙ Kit of parts (MMC)

✓ Appointed

Planning: Planning phases only

Delivery: Delivery phases only

Combined: Planning phases with an option for the delivery phases

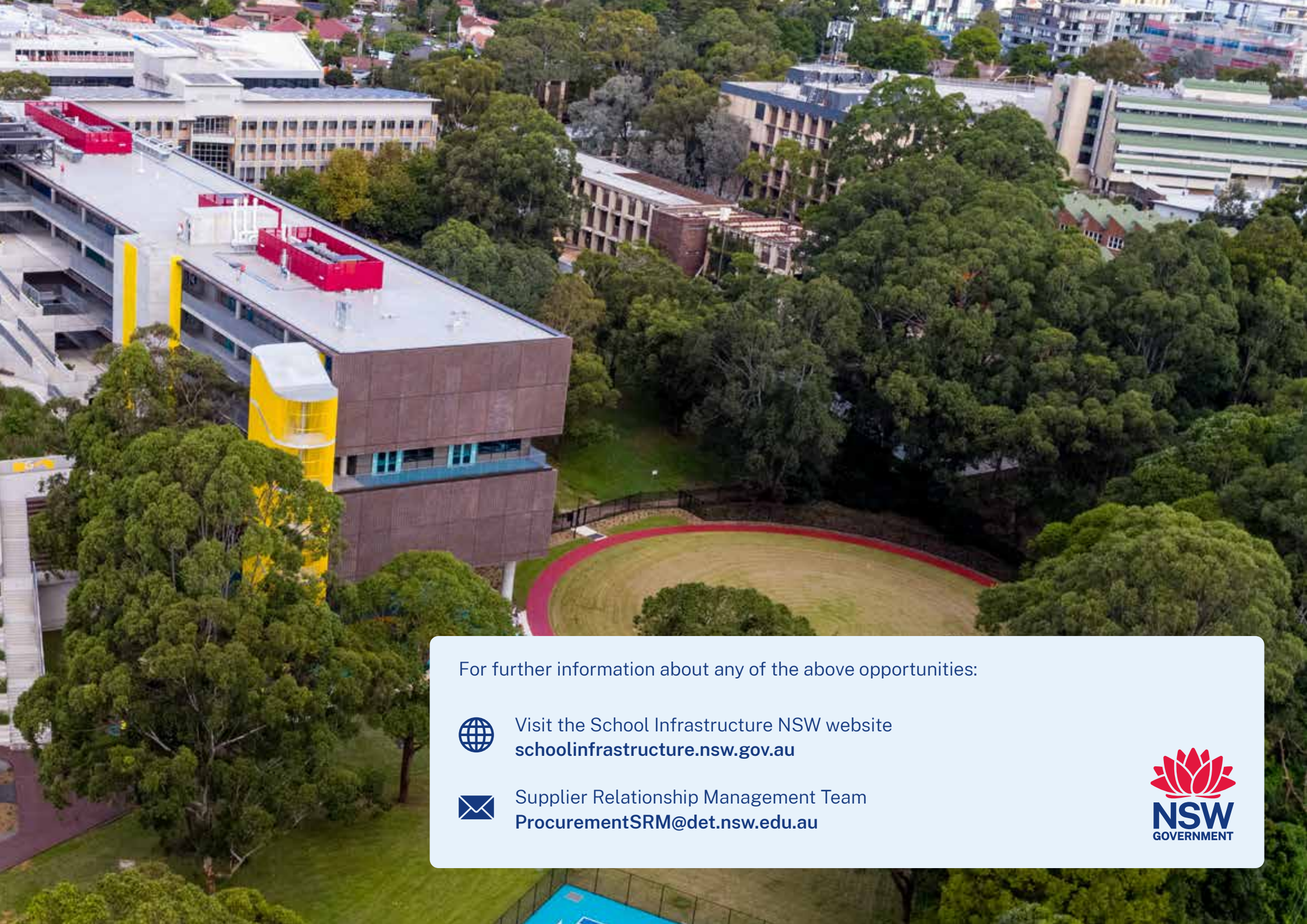
\$ <\$25M

\$\$ \$25M-75M

\$\$\$ >\$75M

Project name		Engagement type	Budget	Project manager	Architect	Cost manager	Engineering: Civil & structural	Engineering: Building services	Building contractor
Sydney South West Cluster									
	Orange Grove PS	Combined	\$\$	✓	✓	✓	✓	✓	Oct-Dec 2022
⚙	Wilton Junction new PS		\$\$				✓		Oct-Dec 2023
Sydney South High School Cluster									
	Cecil Hills HS	Combined	\$\$\$	✓	✓	✓	✓	✓	Jan-Mar 2023
	Cronulla HS		\$\$						Jul-Sept 2022
Sydney South Public School Cluster									
	Gregory Hills new PS	Combined	\$\$\$	✓	✓	✓	✓	✓	✓
	Oran Park PS –Stage 2		\$\$						
Sydney North Cluster									
	Narrabeen Education Campus	Combined	\$\$	✓	✓	✓	✓	✓	Oct-Dec 2022
	Neutral Bay PS		\$\$						Oct-Dec 2022
	The Forest HS relocation		\$\$\$						Oct-Dec 2022
Sydney South Cluster									
	Girraween PS	Combined	\$\$	✓	✓	✓	✓	✓	Jul-Sept 2023
⚙	Rhodes East new PS		\$\$						Jul-Sept 2023
Regional North Cluster									
	Hunter River HS	Combined	\$\$	✓	✓	✓	✓	✓	Oct-Dec 2022
	Irrawang HS		\$\$						Oct-Dec 2022
	Newcastle Education Campus		\$\$\$						Jan-Mar 2023
Sydney South Upgrade Cluster									
	Birrong Boys HS and Girls HS	Combined	\$\$\$	✓	✓	✓	In progress	In progress	Apr-Jun 2023
	Punchbowl PS		\$				Oct-Dec 2023		
	Randwick Boys HS and Girls HS		\$				✓	✓	Oct-Dec 2022
Regional High School Cluster									
	Bomaderry HS	Combined	\$\$	✓	✓	✓	✓	✓	Apr-Jun 2023
	Murrumbidgee Regional HS –Stage 2		\$						Apr-Jun 2023
	Yanco Agricultural HS		\$						Oct-Dec 2022





For further information about any of the above opportunities:



Visit the School Infrastructure NSW website
schoolinfrastructure.nsw.gov.au





Supplier Relationship Management Team
ProcurementSRM@det.nsw.edu.au



We acknowledge the homelands of all Aboriginal people and pay our respect to Country.

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