

# NSW Bushfire Clean-up & Make Safe Program

## Project detail

### DURATION

January 30, 2020 – Demobilisation from July 27, 2020

### PROJECT PARTNERS/STAKEHOLDERS

#### Lead agency:

Public Works Advisory (PWA)

#### Main contractor:

Laing O'Rourke Australia

### CONTRACT VALUE

\$AUD NOT DISCLOSED

### CONTRACT TYPE

Partnership

### DESCRIPTION

The NSW Government Public Works Advisory (PWA) appointed Laing O'Rourke Australia to lead the clean-up of damaged and destroyed eligible properties impacted by bushfires since 1 July 2019.

This included:

- A review and analysis of more than 8,000 pieces of data to determine the project scale.
- The clean-up of more than 3,500 properties across NSW.
- The management of more than 90 local subcontractors to deliver works across approx.
- 450 localities

## Procurement process

The procurement process of the NSW Bushfire Clean-up & Make Safe Program was rapid, collaborative and reflected the intention of all parties to respond to a natural disaster event across the State. The procurement process was accelerated, with a contract awarded within a week following an EOI and RFT.

With the full scope of the works unknown, with thousands of properties to be inspected and determined for eligibility, the partnership approach developed through the procurement process and embedded within the contract was an effective way to share risk appropriately between Public Works Advisory and the contractor, allowing parties to focus on mobilisation and delivery of the works as efficiently and effectively as possible.



## Project delivery

The NSW Bushfire Clean-up & Make Safe Program was delivered as a collaborative partnership between Public Works Advisory and Laing O'Rourke Australia. The partnership approach was maintained throughout the project, which allowed the contractor the freedom to develop more innovative solutions to define the scope of works, procure a locally centric supply chain, and complete the works quickly and safely.

The program also enabled the contractor to propose and develop a series of powerful analytical tools and data dashboards that helped Public Works Advisory understand and remain engaged with key data sets reflecting project progress on the ground. The data dashboard, enabled by an integrated digital delivery platform, helped the client understand and report on key metrics for internal Government stakeholders.

The partnership between Public Works Advisory and Laing O'Rourke Australia was maintained through a regular series of meetings with clearly defined roles and governance to manage issues quickly and in the interests of the project. A weekly Project Coordination Meeting (PCG) was held at a regional and project level with delivery leads, and a Steering Committee to ensure alignment with the overall objectives of the project. The uncertainty of the final number of properties to be cleared as part of the program created a significant level of risk and uncertainty that was affectively managed through a partnership model. The financing model developed for this project provided the contractor with the security to forward-fund the project with resources to deliver the unknown scope of works. At the same time, the integrated digital delivery platform developed by Laing O'Rourke provided Public Works Advisory with effective and transparent reporting on progress delivered in return for its investment.



## Outcomes and achievements

The NSW Bushfire Clean-up & Make Safe project delivery partner model was very effective to deliver a rapid program of works quickly in partnership with Government in a way that supported the economic recovery of the regions impacted by this event.

As a delivery partner, Laing O'Rourke, working with Public Works Advisory, in just over 200 days was able to:

- Review, plan, inspect, and document damage to thousands of individual properties
- Clear more than 3,500 properties across NSW
- Rapidly hire and deploy more than 230 employees to oversee project delivery
- Support more than 1,500 regional jobs across the State
- Redevelop a new digital procurement process, awarding more than 90 contracts, with 99% going to local or regional businesses, 99% to small and medium sized businesses and with 11 per cent of contracts awarded to Indigenous subcontractors
- Exceeding all Indigenous business targets reaching 25% of the total project spend, with 31 Indigenous businesses being used in the supply chain directly and indirectly, and 182 Aboriginal and/or Torres Strait Islander peoples working across the project (13% of the total workforce)
- Develop a payment process to enable weekly payment for suppliers, helping to get money into the local economy faster



*'From a local contractor perspective, they are doing some great stuff...it is being used as an example across Government as an ideal strategy, it works really well for this project and we are keen as a Government to see how it can work across other projects as well'*

*Drew Varnum  
Executive Director – Public Works Advisory*

