

**POSITION**

Managing Director  
Centra Australia Pty Ltd

**QUALIFICATIONS**

BEng (Civil)  
University of NSW

PostGrad Diploma  
(Computer Science)  
University of Adelaide

Master of Applied  
Statistics Macquarie  
University

**AREAS OF  
EXPERTISE**

Strategic Planning  
Transport Planning  
Project Management  
Program Management  
Asset Management  
Change Management

## ANDREW CRAMP

Andrew is a professional civil engineer with over 35 years in the industry including key roles at three Australian State Road Authorities and an international engineering consultancy.

He has led a range of large multidisciplinary technical teams. Andrew has expertise in strategic and transport planning, program and project management and change management. He blends leadership and strategic skills to help shape and guide organisations. Andrew is practiced at establishing valued and purposeful relationships in complex environments. Through focus on technical leadership his delivery of projects exceeds clients' expectations.

Andrew has been a professional in road and bridge engineering, a manager of large numbers of staff and a key influencer on Queensland road and traffic strategies, maintenance and operations. He has received the prestigious Director Generals' Excellence Award for Leadership & Management while at Queensland Department of Main Roads.

For NSW Transport, Andrew has led several key projects, studies and activities associated with the crossings of the Murray River.

## Acknowledgment

2019 Nominated for NSW Premier's Award for Braham Bridge rehabilitation  
2015 Presented paper to International Roads Federation Regional Conference in Sydney  
2012 Hyder Project of the Year, Gold Coast Central & Southern Area Transport Strategy  
2008 Main Roads Excellence Award *Director General's Relationship Award*  
2008 Main Roads Excellence Award *Leadership and Management*  
2004 Nominated for RTA *Community and Public Communication* award  
2004 Featured in RTA Annual Report for work on Junction Bridge

## History

2013—Current	Centra Australia—Managing Director
2011—2013	Hyder Consulting—QLD Business Director Transport / Program Director
2008—2011	QLD Department Transport & Main Roads, South Coast Region, Gold Coast—Regional Director
2005—2008	QLD Department of Main Roads, Central Highlands District, District Director
1998—2005	NSW Road & Traffic Authority, South West Region <ul style="list-style-type: none"><li>- Area Maintenance Manager, Bridges,</li><li>- Yass Works Centre—District Works Manager,</li><li>- Hay Works Depot—Maintenance Engineer</li></ul>



## Career History

### 2013—Present

#### Managing Director, Centra Australia, NSW

Centra Australia is a technical advisory service with a particular focus on project and asset management. Andrew comprehensively understands the technical environment and the management principles as applied to infrastructure. He provides input and influence into organisational vision and strategies with ideas for improvement, innovation and increasing operational efficiencies.

Andrew has worked extensively within government and understands its critical drivers. He has prepared several studies and reports covering the range of complex issues associated with the Murray River Crossings, including:

- As the author of the report *Murray River Crossings and Asset Maintenance Strategy and Forward Works Program 2016-17 to 2025-26*. This document outlines the approach taken by TfNSW for asset maintenance under the Moiety Agreement and informs a ten year program of works. This forward works program considers the condition of the existing Murray River Crossings and applies a Standard of Service rating to develop the key deliverables and associated milestones. Using this approach to maintain the Murray River Crossings, the deterioration of these assets is targeted for additional funding on an as needs basis.
- In May 2017 Andrew prepared the *Murray River Crossings Investment and Maintenance Study*. His Study generated four Standard of Service scenarios for maintenance, as well as assessing the need for investment and corresponding urgency of funding.
- In 2018, Andrew oversaw the preparation of a joint TfNSW and DoT Victoria report titled *Murray River Crossings Investment Priority Assessment (IPA)*. This assessment was carried out as an objective review of the bridge and ferry assets across the Murray River and has been signed off by both the NSW and Victorian governments. A number of bridges were considered to require upgrade or replacement.

He is currently contracted to Transport NSW and is responsible for the development, management and implementation of road, bridge and traffic infrastructure and maintenance projects, including as:

- Project Manager for Sturt Highway Edward Street - Bolton Park Reconstruction and new intersection for Amart and Wagga Wagga Mill developments
- Instigator and author of project briefs and scoping documents for
  - Swan Hill Bridge temporary crossing of the Murray River
  - Tooleybuc Bridge temporary crossing of the Murray River
  - Prince Alfred Bridge over Murrumbidgee River at Gundagai
  - John Foord Bridge over the Murray River at Corowa-Whagunyah
- Author of the 2021 handover brief for Swan Hill Bridge Replacement project

Andrew is the TfNSW project lead for the preparation of the *Murray River Crossings Program Strategic Business Case* which is a joint project between TfNSW and DoT. Following the 2018 publication of the above IPA report, the Regional NSW Services and Infrastructure Plan listed the Murray River Bridges Program as an initiative for investigation. Consequently, the program SBC will investigate, develop and prioritise solutions for investment.



2012—2013

Program Director, Transport, Hyder Consulting, Queensland

## Key Accountabilities

Andrew was Program Director for the cost reduction initiative known as the *Independent Catalyst for Differential Cost Savings* (ICDCS). The ICDCS program was a unique opportunity for the Department of Transport and Main Roads (DTMR) to partner with industry and to leverage off local experience and global networks to find innovative ways to reduce the cost of building and operating Queensland's transport infrastructure. As Program Director he was accountable for presenting to the Steering Committee progress for each initiative against the Critical Success Factors.

ICDCS focused on the following key aspects:

- The benchmarking of DTMR practices against other agencies and jurisdictions
- Taking a program approach to the ICDCS initiatives to ensure momentum and the subsequent transition to Business As Usual for the department as a whole
- Challenging the existing DTMR culture of risk aversion to be open to the role of innovation in reducing infrastructure costs.

In partnership with the DTMR, Andrew initiated and guided the key technical improvements focused on cost reduction projects across the focus areas of:

- Scope, Programs, Delivery, Procurement, and Operations and Maintenance
- Road Systems and Operations
- Pavement Materials and Geotechnical
- Road Design, Geospatial and Technical Capability
- Structures.

## Key Achievements

Andrew presented his work on ICDCS at the 2015 International Roads Federation Regional Conference in Sydney.

Significant cultural shifts have taken place within some specialist technical areas of DTMR after experiencing the value of real consultation with industry for the first time. There is now an established methodology for engaging with industry for the development of technical specifications. ICDCS has been instrumental in assisting DTMR staff with breaking the impasse, and seeing the value collaboration can bring across technical specialties.

One of the significant features of the ICDCS initiative was the need to question the status quo and the benefit from a fresh look by an external independent group to challenge and guide the department. To support this aspect of the program a well recognised process for implementing successful change was used based John Kotter's 8 step model.

The role of Catalyst was a critical feature of ICDCS in bringing about the desired change and to embed that change. In partnership with the DTMR Project Lead the Hyder Catalyst initiated and guided the key technical improvements. At the various critical handover points in each of the projects the DTMR Project Lead took ownership of the initiatives with a view to them becoming Business As Usual.

Andrew established a Client Expectation Brief as a means of tracking the overall performance of the ICDCS program. Performance was rated by DTMR on an ongoing basis. Overall performance was rated as "Outstanding".



## 2011—2012

### Business Director, Transport, Hyder Consulting, Queensland

#### Key Accountabilities

Andrew directed a team of around 100 consultants comprising several disciplines, providing both leadership and technical guidance to ensure delivery of projects while striving to exceed client expectations.

He actively improved team engagement levels and employed and retained excellent staff. He ensured that the requisite Health and Safety training was delivered to the appropriate staff and awareness was widespread.

Andrew provided sound and effective technical leadership to the business unit, led by example to achieve company goals and championed an entrepreneurial and quality culture. He ensured through effective delegation, that appropriate technical reviews of projects were carried out and any issues that arose were closed out.

He encouraged and fostered an environment where the culture of the team flourished through a high level of technical innovation, problem solving and leading by example.

#### Key Achievements

Within the first 6 months of his appointment Andrew undertook a reshaping of the Queensland business to better align to the then resources boom and reduced public infrastructure funding. He improved Transport Sector staff engagement as demonstrated through pulse surveys at new higher sustainable levels. He established governance for project reviews to ensure quality outcomes for all projects.

He was Project Director for *Gold Coast Central & Southern Area Transport Strategy* an integrated, multi-modal transport strategy for the Gold Coast balancing sustainable transport modes and the need to maintain a reliable road network. This work won the 2012 Hyder Project of the Year Award.

Andrew was Project Director for *Planning for Operations Pilot Study* undertaken for Gold Coast City Council and DTMR. The project applied VicRoads guidelines for the first time in Queensland. This innovative study bridged the gap between strategic and operational planning and delivered multi-modal transport project proposals.

He was Project Director for preconstruction services as part of the NDRRA reconstruction program including a number of bridge replacements e.g. Redbank Creek, Grigor Creek, and slope remediation projects.

As Client Relationship Manager for Department of Transport & Main Roads Andrew provided a coordinated approach of Hyder Consulting services by Property, Water and Transport Sectors. Work continued to be won during DTMR departmental reform.

## 2008—2011

### Regional Director (South Coast)

### QLD Department Transport & Main Roads, South Coast Region, Gold Coast

#### Key Accountabilities

Andrew led and managed the planning, operation and provision of the state-controlled road system for second largest of the DTMR regions in Queensland.

He established and maintained strong relationships with Gold Coast City Council, Logan City Council and Scenic Rim Regional Council, ten state members and two federal members, industries, community groups, media and other government agencies.

He ensured the \$1 billion two year roads program commitments were delivered using good governance and project management principles and processes.



Andrew ensured that the regional office employed proven business processes and adhered to technical standards and systems to achieve affordable solutions with respect to delivering the roads program.

He proactively managed risks associated with road system management and road project delivery specific to the South Coast Region.

Andrew built capable and highly motivated staff by setting clear performance expectations, role-modelling personal leadership attributes and behaviours, coached for high performance levels, provided career development opportunities for staff, gave structured performance feedback, and rewarded desired behaviours and achievements.

### Key achievements

Andrew was the Departmental *Senior User* for the Gold Coast Rapid Transport project and the agency's representative on the Steering Committee for the Gold Coast Hospital & Knowledge Precinct multi billion dollar Whole Of Government Project.

During the widening of Brisbane Road, the main northern link to Gold Coast, Andrew organised in conjunction with elected representatives regular interface meetings to resolve extremely volatile issues. This complex brownfields project with significant community impacts involved relocations of Public Utility Plant, property adjustments and maintaining accesses during a number of sequential projects.

He was responsible for negotiation of the first MoU between the department and the Gold Coast Native Title Group to support reconciliation and certainty of delivery for regional projects.

Andrew was the internal customer for \$910m upgrade of the M1 Pacific Motorway and ultimately responsible for the delivery of four separate interchange and two motorway widening projects.

He personally oversaw effective operational integration of the Tugun Bypass and Tunnel into the wider motorway network to ensure it would be ready for hand over to NSW in 2018.

Andrew delivered the first formal relationship agreement between Integrated Transport Planning Branch and Program Delivery & Operations Branch that outlined the planning task (including development assessment & strategic transport planning) delivered by all 12 DTMR regions across Queensland.

### 2005—2008

#### District Director, QLD Department of Main Roads, Central Highland District, Emerald

Andrew managed the planning, operation and provision of the state-controlled road system within Central Highlands District. He established and maintained strong relationships with local government, politicians, industries, community groups, media and other government agencies at the local level.

He managed the successful implementation of Main Roads' strategic change agendas, engaging and leading staff to overcome cultural obstacles, ensuring the roads program commitments were delivered using good governance and project management principles and processes.

### Key achievements

- 2007 Main Roads Leadership & Management Excellence Merit Award for the building empowerment during implementation of the new district operating model.
- He led and built an effective District Leadership Team to create a culture of high performance. Identified and developed each team member's strengths through achievement planning, personalised coaching and structured team development.
- He was the departmental lead for effective relationships with the Coordinator General and Rio Tinto as part of the negotiations to realign 20 km of the Peak Downs Highway for the \$1billion greenfields Clermont Coal Mine.



- Andrew influenced and guided the Central Highlands Regional Roads Partnership to apply a structured program management framework on a strategic mining link project. This was the largest single road project awarded under the Auslink Strategic Regional Roads program.
- 2008 Main Roads Excellence Award for Leadership and Management and Director General's Relationship Award for the response during the Central Queensland January 2008 floods.

### 2001—2005

#### Area Maintenance Manager, Bridges, NSW Road & Traffic Authority, Asset Management, South West Region, Wagga Wagga

The Asset Management Section undertook the role of the corporate client in RTA's funder/purchaser/provider model. SW Region includes the border between NSW and Victoria along the entire length of the Murray River. Andrew developed and managed the 10 year forward bridge program for State, National and Border Bridges for the asset of over 600 structures. The program was based on bridge condition, costs and, project development and delivery considerations and comprised more than 20 significant projects.

#### Key accountabilities

- Andrew's team were responsible for monitoring the regional bridge assets and ensuring all bridges were in a safe condition by effectively developing, administering and controlling the regional bridge maintenance program.
- He acted as the point of contact for inter-agency liaison with VicRoads on border bridge projects and maintenance works. Andrew negotiated with VicRoads on forward year programs and funding profiles.
- He developed an inspection program to evaluate structural integrity and future maintenance requirements. Andrew developed a robust and deliverable bridge maintenance program that ensured value for money through rigorous engineering and economic evaluation and innovative solutions. He was responsible for the management of the Country Timber Bridge Program and Regional Roads Timber Bridge Program.

#### Key achievements

Nominated by Chief Executive to represent RTA at National Trust and Institute of Engineers Heritage Plaque of Swan Hill Bridge in May 2004. He was congratulated for work on the Junction Bridge, Tumut in RTA 2004 Annual Report for "sustained and dedicated effort in returning this highly significant heritage structure to working condition under tight time constraints. The local residents were impressed".

### 1999—2001

#### District Works Manager, NSW Road & Traffic Authority, Road Services, Yass Works Centre

Andrew was responsible for the annual budget covering delivery of all Road Services road construction and maintenance programs and projects on state and national roads including 290 km of the Hume Highway. He supervised project engineers, support staff and a direct labour force of 60 comprising four major and ten maintenance gangs.

#### Key accountabilities

- Responsible for management of the delivery of all Road Services road construction and maintenance programs and projects to achieve product and service delivery targets, agreed standards and business objectives.
- Ensuring appropriate resources were available to meet workloads by leading and managing Work Centre staff and physical resources including allocation to works, workforce planning, and implementation of continuous improvement initiatives, skills development and industrial relations.
- Ensuring the services were delivered in a safe and effective manner in accordance with RTA policies continuous improvement and quality management principles and legislative and statutory requirements by developing, implementing and enhancing systems of work.



## Key achievements

- Management of significant projects - Gundagai overpass, deep lift stabilisations at Finley, Grong Grong & Gerogery and led the bid and successful delivery of 6 km realignment of MR54 at Goulburn.
- Managed implementation of the Single Invitation Contract (SIMC) and developed range of management systems for monitoring daily costing, managing and optimising deployment of maintenance resources, and business systems to track profit and loss.
- Undertook a major restructure of the salary and wages workforce in the Yass District. Planned downsizing was undertaken to a resource level capable of efficiently delivering the requirements of the SIMC.

## Earlier roles (1976—1999)

Maintenance Engineer, NSW Road & Traffic Authority, Road Services, Hay Works Depot

Ports Engineer, NSW Department of Land and Water Conservation, Newcastle

Managing Director, Clearview Pty Ltd, Computer Aided Design Consultants, Adelaide

Asset Engineer, Advance Planning Section, South Australian Highways Department, Adelaide

Structural Design Engineer, Rosendahl and Partners GMBH, Hamburg, Germany

Site Engineer, NSW Department of Public Works, Mangrove Creek Dam, Gosford NSW

