

## **BRENDAN EDLESTON**

### **PRINCIPAL**

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#### **QUALIFICATIONS**

- ▶ Bachelor of Engineering (Hons)
- ▶ Diploma of Business Administration
- ▶ Civil Contractor Federation Red Card, CCF ID 22327
- ▶ Victoria Train Safety Accreditation, Train Track Awareness Level 1

#### **PROFESSIONAL AFFILIATIONS**

- ▶ Member – Institution of Engineers Australia
- ▶ International Project Finance Association - Member
- ▶ Mining & Energy Services Council of Australia - Member



Brendan has over 28 years experience in the delivery of multi-faceted infrastructure projects, with a particular emphasis on mixed modal transport and large, complex civic works of State significance.

Brendan's construction industry background provides a unique perspective and insight into the complex issues involved in all stages of project delivery from feasibility and concept planning through to delivery and completion.

Brendan specialises in providing project and management services, contractual advice, project risk, project review, construction methodologies and project planning and technical advice. His clients cover all sectors of the industry including government, contractor, manufacturing, services and funding partners. His consulting expertise includes *Public Private Partnerships*, alliance, collaborative contracting and traditional forms of design and construct and construct only contracts for major transport and civic infrastructure.

Some recent examples of projects involving Brendan's expertise include:

- ▶ **Peer Review Group, Melbourne Metro Rail Authority.** Project management support to the peer review team and the MMRA project on managing, implementing and addressing periodic and topical peer reviews of the project scope, technical requirements, integration, procurement and delivery of this \$10BN works program, including PPP and alliance contracting arrangements;
- ▶ **Truck Action Plan, VicRoads.** Cost and risk management, cost estimates and @Risk Monte Carlo risk analysis and modelling for three options for this \$350M+ project to remove trucks from the inner

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city Footscray and Yarraville suburbs with direct connection between the Westgate Freeway and Melbourne Port in a feasibility study and business case with GHD & AECOM. The role included the risk assessment and modelling of a new elevated road and widening of an existing on-grade road in a heavily constrained urban environment with significant risks involving proximity to the ExxonMobil Terminal, contaminated land, land acquisition, road alignment and construction impact on residential areas, maintaining existing traffic volumes and truck access to the Port of Melbourne during construction and significant utilities impacts including relocation of HV power lines.

- ▶ **Regional Rail Link, Regional Rail Link Authority:** Principal and lead for the role of Independent Construction Advisor; including risk planning, staging and sequencing, programming and scheduling impacts, construction approach and methodologies and delivery approach and risk assessment and mitigation for the procurement and implementation of three dual TOC alliances and two large design and construct contracts for a \$4.3B rail revitalisation project to deliver two new regional rail lines servicing the Geelong, Bendigo and Ballarat rail corridors and increasing capacity on the suburban rail corridor. The role included assessment of various project solutions working closely with the competing dual TOC Alliance bid teams to develop cost and risk effective design solutions. Risk assessments, project impacts and project solution comparisons for competing bids associated with the final design and alignments were required during the bid evaluation process, which required analytical review to determine a risk-based value assessment.
- ▶ **Main Road St Albans and Blackburn Road Rail Grade Separations, VicRoads:** Project delivery risk and constructability review assessment, including programme analysis impacts, staging and sequencing for the rail grade separation, residential noise impacts, mass haul analysis, contractor compounds, temporary access and haul roads, works sequencing and program options for various rail occupation regimes; The role required an on-site evaluation of the proposed design solution, alignment and construction methodology approach to ensure that the inherent risks were identified, mitigated and incorporated into the delivery approach, including work staging and spoil removal to minimise encroachment into neighbouring parkland and sports fields, assessment of working hours for the critical rail occupation period, minimising time and noise impact on adjacent residents, earthwork equipment sizing and capacity analysis for required bench volume removal and working in a confined space and bridge staging and sequencing to minimise road closures.
- ▶ **M80 Upgrade Project, VicRoads:** Independent Review of the Business Case for \$1B in BERC funding submissions for the final four stages of the planned upgrade and lane-widening project. The role included the independent review of the project scope for inherent and contingent risks and associated allowances, risk review and assessment of significant project risks in widening of an existing high-speed road, especially around traffic management, works staging and sequencing, impact on existing infrastructure and road assets, adherence to and compliance with the VicRoads project management guidelines for cost estimating and risk modelling.

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#### SPECIFIC PROJECT EXPERIENCE

##### Infrastructure Projects

- ▶ **Peer Review Group, Melbourne Metro Rail Authority:** Project management support to the peer review team and the MMRA project on managing, implementing and addressing periodic and topical peer reviews of the project scope, technical requirements, integration, procurement and delivery of this \$10BN program, including PPP and alliance contracting arrangements;
- ▶ **Melbourne Convention and Exhibition Centre (Stage 2), Department of Economic Development, Jobs, Transport and Resources:** Evaluation panel member and technical review consultant of the proponent's RFTP submission, including review of technical documents, project management plans and staging and construction approach;
- ▶ **Outer Suburban Arterial Road's (OSAR's) Project, VicRoads:** Independent cost estimating and benchmarking analysis for developing strategic project business case submission for a \$3BN roll out program of 12 to 15 road extension and duplication projects across a 3 to 4 year time frame, including on-going repair and maintenance provisions;
- ▶ **Swan Street Bridge Upgrade, VicRoads:** Independent constructability report for the strengthening, widening and upgrading of the existing bridge structure to accommodate additional traffic and provide 4m wide cantilevered shared user paths to each side.
- ▶ **Swan Street Bridge Upgrade, VicRoads:** Evaluation Panel member for the architectural design completion for the provision of 4m wide shared user paths to each side of the existing bridge as part of the bridge upgrade;
- ▶ **Melbourne Market Relocation Project, Department of Economic Development, Jobs, Transport and Resources:** Transition Manager for the relocation of 600 direct businesses, 7,000 people, 9,000 vehicle per day movements from the existing West Melbourne Market to the new Melbourne Market facility in Epping;
- ▶ **Melbourne Market Relocation Project, Department of Economic Development, Jobs, Transport and Resources:** Manager for the commercial and technical strategy, implementation and delivery of \$200M of insulated warehousing infrastructure for the new Melbourne Market facility in Epping;
- ▶ **Sisters of Mercy, Mercy Hospital Redevelopment & Aged Care Facility:** Client and superintendent representative for the SOMPA's development of a multi-storey 120 bed aged care facility on the former Mercy Hospital site in East Melbourne;
- ▶ **Mitcham Rooks Road Rail Separation Project, VicRoads:** Peer review of the Business Case and BERC submission for the proposed \$190M grade separation of the Ringwood rail line and Rooks Road and Mitcham Road, including staging and sequencing of works in brownfield and greenfield construction, temporary and permanent works and a new Mitcham Station with future provision for a

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third rail track;

- ▶ **South Morang Rail Extension Alliance, Department of Transport:** Evaluation panel member for the tender and award of this project to an alliance team between the Department of Transport, MTM and VicRoads with the private sector for the rail duplication between Keon Park and Epping and the dual rail track extension from Epping to South Morang, including new stations at Epping and South Morang;
- ▶ **Wodonga Rail Bypass Alliance, Department of Transport:** Alliance Management Team (AMT) member on the DoT/ARTC/SIA alliance for the new dual standard gauge track, including a new Wodonga Station building, waterway bridge crossings, road over rail and rail over road crossings;
- ▶ **Southbank Cultural Precinct Redevelopment, Arts Victoria:** Project Director managing a whole-of-government planning study and Business Case submission for funding in the 2008/2009 State budget for a \$500M Arts Centre precinct Master Plan, including renewal and compliance works to Hamer Hall and the Theatres Building, new plazas, podium and pedestrian promenades and a development on the vacant YMCA site incorporating the existing Ballet Centre Building;
- ▶ **North Melbourne Railway Station Upgrade Project, Department of Infrastructure:** Independent review of North Melbourne Railway Station Upgrade Project, including review of construction methodology, planning and staging, cost estimate and programme analysis for a number of options and arrangements;
- ▶ **Melbourne Convention Centre Development, Major Projects Victoria:** State representative and technical and project management advice and services for the delivery of a new Melbourne Convention Centre, including a 5,500 seat Plenary Hall and associated convention centre services;
- ▶ **Royal Melbourne Showgrounds, Major Projects Victoria:** State representative and technical and project management advice, services and delivery of the \$100M redevelopment of the 19Ha Royal Melbourne Showgrounds including 19 buildings and a complete upgrade to the site facilities and services;
- ▶ **Taylor's Road Grade Separation, VicRoads:** Constructability, staging, early works planning, cost estimate and @Risk Monte Carlo risk assessment for the grade separation of an existing road rail interchange, including adjacent residents and rock excavation issues.
- ▶ **St Kilda Triangle Site Project, City of Port Phillip:** Bid documentation, tender evaluation and implementation of a PV/BOOT project for the \$200M St Kilda Triangle Site Project, including review of EOI documentation, development and preparation of bid evaluation procedures, briefs and bids for preliminary site conditions reports and probity auditor;
- ▶ **Mitcham-Frankston Project, Department of Infrastructure:** Due diligence review of the ROW, constructability and cost estimate works for the proposed reference design for the Mitcham Frankston Project, including tunnel, freeway, road network and rail services;
- ▶ **Spencer Street Station Redevelopment, Department of Infrastructure:** Project management and programming works on the Spencer Street Station Redevelopment master plan and concept

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design;

- ▶ **Batmans Hill Road, Dockland Authority:** Project management and superintendence of a design and construct contract for Batmans Hill Road in the Docklands precinct; and
- ▶ **Webb Dock West, Strang Stevedoring Australia:** Project risk identification, option cost evaluation, finance and cash flow analysis and project management for procurement of wharf infrastructure assets and facilities at Webb Dock West.

### Management Consulting

- ▶ **Melbourne Market Relocation Project, Trading Floor Complex and Market Warehousing, Department of Business & Innovation:** Project Director to the State Government for the for the new Melbourne Market to be relocated to Epping;
- ▶ **Dukes Dock Pump House remedial works, Department of Business & Innovation:** client representative for managing Bridge & Marine to dry dock the Polly Woodside in Dukes Dock to enable the intake shaft to be sealed;
- ▶ **Cost Estimating Guidelines, Department of Infrastructure:** Development and preparation of cost estimating guidelines and procedures for establishing a Department based cost estimating system including benchmarking and standardisation of cost estimating principles;
- ▶ **Clubhouse Redevelopment, Blairgowrie Yacht Squadron:** Chairperson (pro bono) of the redevelopment committee for the preparation of a master plan report, concept design, cost plan and delivery programme for the redevelopment of a new clubhouse and function rooms;
- ▶ **West Beach Bathing Pavilion Project, City of Port Phillip:** Preparation, development and management of the tender and bid work up phases for the BOOT redevelopment of the West Beach Bathing Pavilion Project for a mix of commercial and community uses;
- ▶ **DDA Compliance Tram Super Stop Program:** Advice and assistance in the strategic planning of the initial Pilot Programm roll out for this important DDA compliant program;
- ▶ **Richmond Station Development and Implementation Plan, Department of Infrastructure:** Preparation and development of the tender briefs for the Pre-Feasibility Study for Covering of the Rail Tracks between Federation Square and Punt Road, and the Feasibility study for redevelopment of the Richmond railway station precinct with the Richmond Station Development and Implementation Plan;
- ▶ **Contract Management Advice, Smorgon Reinforcing:** Contract performance audit and claims support for Queensland, NSW and Victorian projects;
- ▶ **Royal Melbourne Showgrounds Crèche, Major Projects Victoria:** Review of alternative options for the relocation of the Royal Agricultural Society Community Crèche Centre for the Redevelopment of the Royal Melbourne Showgrounds;

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- ▶ **Refrigerated Distribution Centre (NSW), Cleland Cold Stores (Aust) Pty Ltd:** Project management services to Clelands Cold Stores (Aust) Pty Ltd for the delivery of a cold storage distribution centre in Greenacre, Sydney and the design development and documentation for a cold storage distribution centre in Liverpool, Sydney;
- ▶ **Refrigerated Distribution Centre (Victoria), Cleland Cold Stores (Aust) Pty Ltd:** Project management and superintendence of a design and construct contract in Lyndhurst, Melbourne for a 23,000m<sup>2</sup> refrigerated distribution centre for Cleland Cold Stores (Aust) Pty Ltd;
- ▶ **Young Consulting Engineers:** Contract preparation and contract risk assessment of sports ground facilities; and
- ▶ **Accident Repair Centres, RACV:** Project management and superintendent services for the implementation, construction, operation and maintenance of two new world's-best-practice motor vehicle accident repair centres, including financial risk analysis.

#### **Contractual Advice, Insurance Claim Review and Expert Services**

- ▶ **Westernport Highway Duplication, VicRoads:** Contract dispute between VicRoads and main contractor and provision of independent advice and dispute resolution mechanism to resolve a longstanding contract dispute;
- ▶ **Expert Witness, Minter Ellison:** technical analysis and report in relation to a workplace injury and assessment of safe work practices;
- ▶ **North Batter Failure, Hazelwood Mine;** peer review of incident assessment report on behalf of the insurers;
- ▶ **Numurkah Hospital Insurance Loss Assessment, Crawford & Co:** desktop loss assessment and evaluation of flood damage to the Numurkah Hospital complex associated with flood events in March 2011;
- ▶ **Flood and Storm Insurance Loss Assessment, Crawford & Co:** Investigation and loss assessment of flood and storm damaged State assets for Parks Victoria (Wilson's Promontory, Grampians and Brisbane Ranges National Parks) and DSE (NE Victoria) associated with severe storm events from December 2010 to March 2011;
- ▶ **Contract Advice and Mentoring, Department of Transport:** Provision of technical, contractual and management and mentoring support to the staff and resources within the Department;
- ▶ **South Morang Rail Extension Project, Department of Treasury & Finance:** Gateway Review Panel member for assessment of Department of Transport's Business Case for the duplication of the rail line between Keon Park and Epping and the new dual line from Epping to South Morang in line with the Victoria Government's, Victorian Transport Plan;
- ▶ **Melbourne Zoo Seal Pool, Department of Treasury & Finance:** Gateway Review Panel member



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for assessment of Zoos Victoria's Business Case for the proposed redevelopment of the Seal Pool precinct at Melbourne Zoo;

- ▶ **Australia Synchrotron Project, Department of Treasury & Finance:** Gateway Review Panel member for the assessment of the Australia Synchrotron Project's Pedestal and Girder package;
- ▶ **Adelaide to Darwin Railway BOOT Project, ANZ Bank:** Bank review of the Adelaide to Darwin Railway Project, including design and construct contract review for adequacy of design brief, maintenance regime, design approval process, quality assurance provisions and acceptance testing criteria;
- ▶ **Gateway Upgrade Project, Queensland Motorway Limited:** Peer review of the Gateway Upgrade Project in Brisbane, including risk analysis and modelling;
- ▶ **Spencer Street Station Project, Spencer Street Station Authority:** Project audit of the Spencer Street Station Project, including review of project files and procedures and identification of system upgrades and mapping of potential claim issues;
- ▶ **Dynon Port Rail Link, Department of Infrastructure:** Independent peer review of the Feasibility Study for the proposed Dynon Port Rail Link, West Melbourne;
- ▶ **Craigieburn Bypass Project, VicRoads:** Independent review of Craigieburn Bypass Project costs for alternative delivery and contract packaging scoping;
- ▶ **Central Motorway Junction Upgrade Project, Leighton Contractors and Fletcher Constructions:** Contract claim strategy and documentation for the Central Motorway Junction Upgrade Project in New Zealand for the joint venture party;
- ▶ **Bushfires Insurance Loss Assessment, Crawford & Co:** Investigation of damage to State Government assets associated with the February 2009 bush fires, including bridges, Lake Mountain Alpine Resort, public facilities, offices, police station, medical clinic, and a youth camp;
- ▶ **Flood Insurance Loss Assessment, Crawford & Co:** Investigation of damage to rail assets and infrastructure in the Hunter Valley and North West regions of North Eastern NSW over several hundred kilometres in 2000;
- ▶ **Bushfires Insurance Loss Assessment, Department of Natural Resources and Environment and Park Victoria:** Investigation and technical assessment of the Gippsland Bushfires damage claims in 2003;
- ▶ **Flood and Storm Insurance Loss Assessment, Department of Natural Resources and Environment and Park Victoria:** Investigation and technical assessment of the East Gippsland flood and North East Victoria storm damage claims;
- ▶ **Insurance claim, Crawford & Co:** Insurance claim investigation, technical assessment and cost review of storm and flood damage for a 900mm diameter Trunk Main Duplication project across the Barwon River in 2001;
- ▶ **WMC Ltd:** Development of Project Guideline procedures;

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- ▶ **Seminar, Smorgon ARC:** Development and facilitation of contracting and project risk seminars on issues including understanding and managing contracts, project risk analysis, contract offer and acceptance processes, contract rights, obligations and claim settlement methods;
- ▶ **Training, Smorgon Reinforcing:** Development of a national contracting performance improvement program;
- ▶ **Seminar, CSR Readymix (SA/NT):** Development and facilitation of contracting and project risk seminars on issues including understanding and managing contracts, project risk analysis, contract offer and acceptance processes; and
- ▶ **Training, Smorgon ARC:** Research, documentation and presentation of several papers on various opportunities in customer service and product value-adding, industry competition, prefabrication and new product developments for Smorgon ARC.

### **Cost and Time Analysis**

- ▶ **Mitcham Rooks Road Rail Separation Project, Independent Program Review, VicRoads:** independent study and review of the project program for robustness and appropriate activities and durations for project delivery using a dual TOC alliance delivery model.
- ▶ **Wellington Road Tram, Department of Infrastructure:** Preparation of cost estimates for the proposed light rail service along Wellington Road from Huntingdale Station to Stud Park Shopping Centre;
- ▶ **Regional Fast Rail Project (Bacchus Marsh), Department of Infrastructure:** Preparation of cost estimates for the Regional Fast Rail Project, for the proposed Bacchus Marsh deviation for the Department of Infrastructure;
- ▶ **Regional Fast Rail Project (Bungaree), Department of Infrastructure:** Preparation of cost estimates for the Regional Fast Rail Project, for the property access structures across proposed rail service in the proposed Bungaree deviation;
- ▶ **Scoresby Integrated Transport Corridor Project, Department of Infrastructure:** Business Case Team Leader for Flagstaff providing technical and engineering advice, including preparation of cost estimates, risk analysis and scope definition for the Scoresby Integrated Transport Corridor Project in a joint venture with GHD;
- ▶ **Eastern Freeway Extension Project (Ringwood), Department of Infrastructure:** Cost estimate development and report for Eastern Freeway Extension Project Ringwood Interchange options;
- ▶ **National Gallery of Victoria, Office of Major Projects:** Programming, sequencing, methodology and constructability review of the proposed construction works for the redevelopment of the National Gallery of Victoria; and
- ▶ **Museum of Victoria at Carlton Project, Office of Major Projects:** Review and assessment of



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planning, construction sequencing and methodology for extension of time claims by the Contractor on the Museum of Victoria at Carlton Project.

#### ***Mining and Resources***

- ▶ ***Resource Management Planning, ATC Williams:*** assessment and preparation of a resource management strategy for a program of offshore mining tailing systems infrastructure projects in Iran over a 3 to 4 year timeframe;
- ▶ ***Luzon Hydro Corporation (Philippines):*** Review and advice on a time and cost contract claim on a partially-completed hydro-electric scheme in the Philippines following a typhoon event; and
- ▶ ***Kelian River Diversion Project (Indonesia), Rio Tinto:*** Assessment of a contractual claim, including evaluation and formation of a first principles cost estimate, for the Kelian River diversion project.

Prior to joining Flagstaff, Brendan held project delivery responsibilities with John Holland Construction & Engineering Pty Ltd from 1991 to 1996. His construction management roles included project management of the:

- ▶ 24 hour police facilities at Keilor Downs and Mill Park, under the then Victorian Government's Accelerated Infrastructure Program;
- ▶ Australian Advanced Air Traffic Services (TAAATS) facility and infrastructure at Tullamarine airport;
- ▶ Engineering Development Establishment, Weapons Testing Range for the Australian Army at Maribyrnong; and
- ▶ ABC's Radio Studios and Orchestral Building at Southbank.

Brendan's period at John Holland was preceded by three years at Civil & Civic as a project engineer. His work with this organisation included the Knox City Shopping Centre redevelopment and the casualty facilities redevelopment at the Dandenong Community Hospital.