

BRENDAN EDLESTON

Principal



MELBOURNE BASED

PROFESSIONAL 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

ACCREDITATIONS/ CERTIFICATION

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

CAREER HISTORY

- John Holland
- Lend Lease

CAREER OVERVIEW

Brendan has over 30 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.

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.

BENEFITS BRENDAN PROVIDES TO CLIENTS

- **Strategic and Commercial Advice** - leading and advising on the structuring and implementation of procurement and delivery strategies for complex projects.
- **Strategic Partnering** - Established practitioner in communication and engagement with highly developed collaboration skills integral to the management and delivery of critical services, especially within a government context.
- **Procurement and Transaction** - lead advisor on multiple procurement and transaction management advisory services engagements.
- **Project Structuring and Delivery** – experience in the structuring of project frameworks, commercial arrangements, governance and approval requirements for unique and complex infrastructure initiatives.
- **Expert Advisor** – establish industry expert and independent reviewer in the delivery of project works
- **Interpersonnel Skills** – established and experienced communicator with the ability to moderate at various organisational levels.

OVERVIEW OF RELEVANT EXPERIENCE

Brendan specialises in providing strategic commercial advice and project delivery services, first-principles cost estimating, contractual advice, project risk, project review, construction methodologies, project planning, programming and technical advice. His clients cover all sectors of the industry including government, construction, manufacturing, healthcare, services and funding partners.

EXPERTISE AREAS

- Project Structuring and Procurement Strategy
- Transaction Management and Advisory
- Commercial Advice
- Project Structuring and Delivery
- Expert Advisor
- Construction planning, scheduling, methodology and constructability
- Cost estimation and Risk (Business Cases and Delivery)
- Project and Contracts Administration, claims assessment and resolution

Brendan provides senior strategic and commercial management and advisory services in both project structuring, procurement and delivery phases of complex major infrastructure projects including road, rail and complex civil and social environments.

SELECTED KEY EXPERIENCE

North East Link Project, NELA

Senior transaction advisor in the strategic management and delivery of the \$16BN project, including a \$9BN Primary Package under a PPP delivery model, and \$7BN of Secondary Packages to be delivered under alliance style contracting models. The initial engagement for this assignment in July 2019 required the Primary Package request for proposal documents to be developed within eight (8) weeks for government approvals and release to the market in late September 2019. The introduction of the COVID-19 pandemic resulted in a large part of the interactive tender process being undertaken using remote access conditions and the complete evaluation process has been undertaken under working remotely arrangements. Under this significant project impact on process and management practices, the RFP submission in May 2020 and completion of the evaluation process in August 2020 were achieved in accordance with the scheduled dates. Due to market conditions a RFP Supplement was issued to the Primary Package respondents for a further submission in Quarter 2 2021 for planned financial close in Quarter 3 2021. Strategic planning, market sounding and EOI documentation is progressing for the Secondary Packages in Quarter 1 and Quarter 2 ,2021.

Collaborative Program Delivery Model, MRPV

Lead transaction and strategic advisor assisting MRPV in the development, documentation and delivery of a new Incentivised Target Cost (ITC) delivery approach using a two-stage procurement model with an open-book, cost reimbursable Early Contractor Engagement, followed by a performance based, open-book, cost reimbursable design and construct contract. This involved the establishment of a Construction Contractor Panel under Ministerial Directions to establish an efficient process to select and engage industry contractors to submit proposals for new projects, based on project value and complexity. A new Design Panel has also been established to assist and support the Construction Panel to enable prequalified lead design subcontractors to be accessed by the Construction Panel. The first four (4) projects under the new model commenced delivery works in Quarter 4, 2020, closely followed by another 6 projects to commence delivery works in Quarter 2, 2021.

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;

Melbourne Market Relocation Project

Brendan was seconded into the State Government's project delivery team to manage the procurement and delivery of \$160M of warehousing. Given the existing high risk to the State on this project and no certainty that any warehousing would be taken up by the tenants or at a commercial lease rate, Brendan led a hybrid procurement process using a single procurement with two forms of developer engagement with a D&C and a Commercial Development Agreement based on a ground lease rent over a 40 year term. This process has never been undertaken by the State Government and required significant presentation and briefings to various central agencies including DTF and DPC to convince them of the merits of this approach, which included market sounding and engagement of the Valuer-General Victoria to determine a market ground rental. This procurement solution resulted in a small capital outlay, the tenants taking up leases based on demand, the State achieving a ground lease rental stream and the warehousing reverting back to the State in 40 years and retention of significant State funds for other uses.

Major Projects Victoria, Melbourne Convention and Exhibition Centre Expansion

Technical support, review and advice on transaction documents for a Partnerships Victoria development of the convention and exhibition centre, including advice on the evaluation plan, review and advice on management plans and technical issues relating to the scope and returnable schedules, with bid evaluation advice as part of the commercial and technical review panels.

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.

Level Crossing Removal Projects, Office of the Director General

Peer review of the Level Crossing Removal Program's (LXRP's) program alliances performance and assessment of suitability for the alliances to consider Additional Work Packages (AWP) under the Portfolio Procurement Strategy Update (PPSU), including Mt Derrimut Road LX, Union Road and Mt Albert Road LXs, Pakenham LXs, Neerim and Glenhuntly Roads LXs, MURL Project, Preston LXs, Hallam Road LX, Ferguson Street LX, Glenroy Road LX, Manchester Road and Maroondah Highway LXs, and Fitzgerald and Robinsons Roads LXs;

B-Line Project NSW, Vincent Young

Expert services in a Notice of Dispute claim around Asbestos (ACM) and associated project delays with programme, cost and productivity reviews and assessments;

Chandler Highway Upgrade Project, Clayton Utz

Expert services in a Notice of Dispute claim around Asbestos (ACM) and associated project delays with programme, cost and productivity reviews and assessments.

Darebin Yarra Trail Link Project, DLA Piper

Expert report and services in a Notice of Dispute claim around the constructability of Bridge No. 5 and associated time and cost issues, including programme, extension of time, cost and productivity reviews and advice.

OSARs Delivery Model and Governance Review, Office of Projects Victoria

Independent consultant for the review of the OSARs program governance arrangements, including assessment of VicRoads' technical, commercial, legal and delivery capabilities in relation to the OSARs project focusing on unique risks, skill sets, capabilities and resources, suitability of the organisational framework, governance structure and project readiness to support the delivery of a \$2BN Partnerships Victoria, availability based PPP contract.

Metro Rail Project, Melbourne Metro Rail Authority

Independent review and assessment of the contractual project documents for completeness and synergy with the project objectives prior to proceeding to procurement and mapping of interfaces for alignment between work packages, including the Tunnels and Stations PPP and Rail Systems Alliance.

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.

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.

Expert Witness, Minter Ellison

Technical analysis and report in relation to a workplace injury and assessment of safe work practices;

Contract Advice and Mentoring, Department of Transport

Provision of technical, contractual and management and mentoring support to the staff and resources within the Department.

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.

Establishing Systems and Guidance for Determining Unit Cost Rates, VicRoads

Independent study to develop guidance for determining appropriate unit cost rates and to identify a systematic approach to capturing project unit rate information that can be referenced within VicRoads to aid the development of robust and accurate project cost estimates, including the review of the incumbent WBS and cost estimating formats.

Outer Suburban Arterial Road's (OSAR's) Project – South Eastern, Western and Northern Packages, VicRoads

Independent peer review of capital upgrade works and asset management works cost estimating, risk modelling and benchmarking analysis for developing strategic project business case submission for a \$3BN roll out program of road extension and duplication projects across a 4 year time frame, including on-going repair and maintenance provisions to the wider network area over a 23 year period under and PPP delivery model.

Chandler Highway Upgrade, VicRoads

First-principles cost estimate, risk analysis and constructability report and construction program for the new six lane bridge and new road alignment works between the Eastern Freeway and Heidelberg Road and conversion of the existing Heritage listed bridge into a shared user path.

Swan Street Bridge Upgrade, VicRoads

First-principles cost estimate, risk analysis and constructability report for the strengthening, widening and upgrading of the exiting bridge structure to accommodate additional traffic and provide 4m wide cantilevered shared user paths to each side and temporary works advice and contract management support.

Mordialloc Bypass, VicRoads

Independent cost estimate review for the new dual carriageway arterial road between Dingley Bypass and Springvale Road/Frankston Freeway.

Yan Yean Road Upgrade (Stage 2), VicRoads

Independent cost estimate review for the road duplication between Kurrak Road and Jorgensen Avenue.

M80 Upgrade Project, VicRoads, VicRoads

Independent peer review of the cost estimate and risk analysis of several upgrade sections for the Western Ring Road over several years from 2014 to 2016 for business case submissions for State Government funding.

Darebin Yarra Trail, VicRoads

First-principles cost estimate for a retaining wall and fence (type 3).

Mitcham Rooks Road Rail Separation Project, Independent Program Review, VicRoads

First-principles cost estimate and 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.

Cost Estimating Guidelines, Department of Infrastructure

Development and preparation of first-principles cost estimating guidelines and procedures for establishing a Department based cost estimating system including benchmarking and standardisation of cost estimating principles;

Wellington Road Tram, Department of Infrastructure

Preparation of first-principles cost estimate 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 first-principles cost estimate 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 First-principles 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

First-principles 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.

Museum of Victoria at Carlton Project, Office of Major Projects

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

Melbourne Exhibition Centre Expansion, Stage 2, Department of Economic Development, Jobs, Transport and Resources

State’s technical advisor and construction consultant for the design development and delivery of the \$175M facility.

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.

O’Herns Road Upgrade, VicRoads

Independent constructability report and delivery program for the duplication of O’Herns Rd, new Hume Freeway interchange and bridge widening and conversion of the O’Herns Rd and High Street intersection roundabout to a signalised intersection.

Chandler Highway, VicRoads

Independent constructability report and delivery program for the duplication of Chandler Highway and a new six lane bridge over the Yarra River.

Plenty Road (Stage 1) Upgrade, VicRoads

Independent constructability report and delivery program for the widening of Plenty Road.

Swan Street Bridge Upgrade, VicRoads

Cost to complete assessment and evaluation for application in a commercial deed settlement with the head contractor.

Swan Street Bridge Upgrade, VicRoads

Evaluation Panel member for the architectural design competition for the provision of 4m wide shared user paths to each side of the existing bridge as part of the bridge upgrade and construction management support to the VicRoads delivery team during design development and delivery works.

Main Road St Albans Rail Grade Separation, VicRoads

Project delivery risk and constructability review assessment for grade separation, 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.

Blackburn Road Rail Grade Separation, VicRoads

Project delivery risk and constructability review assessment for grade separation, 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.

**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 \$160M 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 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 design.

Batmans Hill Road, Dockland Authority

Project management and superintendence of a design and construct contract for Batmans Hill Road in the Docklands precinct.

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.

Melbourne Market Relocation Project, Trading Floor Complex and Market Warehousing, Department of Business & Innovation

State representative and project management services to the State Government 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.

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 Programme 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.

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 23,000m² refrigerated distribution centre for Cleland Cold Stores (Aust) Pty Ltd.

Young Consulting Engineers

Contract preparation and contract risk assessment of sports ground facilities.

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.

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 (Wilsons Promontory, Grampians and Brisbane Ranges National Parks) and DSE (NE Victoria) associated with severe storm events from December 2010 to March 2011.

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 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.

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.

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.

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.

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.

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.