

ROBIN BAILEY

Principal



BRISBANE BASED

PROFESSIONAL QUALIFICATIONS

- Company Director's Course Diploma
- Graduate Diploma of Applied Finance & Investment
- MBA
- BE (Hons)

ACCREDITATIONS/ CERTIFICATION

- Engineers Australia – Member & Chartered Professional Engineer
- Australian Institute of Company Directors – Member
- Financial Services Institute of Australia – Fellow

CAREER HISTORY

- 1990 – 1994 Australian Army (Australia and PNG)
- 1995 – 1997 Thiess (Indonesia)
- 1997 – 2000 KBR (Indonesia and Australia)
- 2000 – 2003 Visionstream
- 2003 – 2008 Thiess
- 2008 – 2011 WDS
- 2011 – current Flagstaff Consulting Group

CAREER OVERVIEW

Robin has over 30 year's infrastructure and construction industry experience across a diverse range of sectors and locations. In particular, Robin has been involved in projects in the infrastructure (road and rail), oil & gas, civil, tunnelling and telecommunications sectors, in Australia, Indonesia, Papua New Guinea and the Middle East.

Over the last ten years Robin has consulted in a range of roles. Since mid 2018 he has been responsible as part of the client team for the financial and commercial elements of the Inland Rail PPP Project. From early 2016 to mid 2018 Robin led the development of a multi-billion dollar transport project in NSW (the M6 Motorway) through Business Case and EIS phases.

From 2008 to 2011, Robin was divisional CEO of the Energy & Infrastructure Division of WDS, an ASX listed construction & mining services contracting company. In this role Robin had responsibility for a national construction business operating primarily in the oil & gas, water, fabrication and tunnelling markets. Robin had extensive involvement in upstream coal seam gas (CSG) infrastructure construction and contracting.

For the five years prior to this, Robin, worked with the infrastructure development group of Thiess. In this role Robin was involved in the acquisition of large privately financed infrastructure projects, including the management of key elements of project procurement processes and interfaces between different project functions.

BENEFITS ROBIN PROVIDES TO CLIENTS

Strong infrastructure development knowledge and experience – detailed understanding of infrastructure development processes and issues from both client and contractor perspectives.

Engineering, construction, economic, financial and commercial knowledge and experience – experience and education in bringing together the key functional elements contributing to successful project feasibility assessment, development and execution.

Broad based construction experience – construction experience in a range of civil, oil & gas, tunnelling, defence and telecommunications works in Australia and internationally.

Strong interpersonal skills – demonstrated ability to build strong relationships quickly in new teams, environments, industries and cultures to ensure optimal application of available knowledge and experience to the achievement of objectives and the resolution of issues.

OVERVIEW OF RELEVANT EXPERIENCE

Robin brings to his assignments experience in all project lifecycle stages across a range of sectors, and also line management of project delivery organisations. In particular, Robin has project development expertise founded on a broad range of construction experience and the application of a commercial approach to issues.

EXPERTISE AREAS

Since commencing consulting in 2011, Robin has specialised in aspects of both project planning and execution. Robin's roles have included:

- Project procurement and transaction management
- Project business case development
- Project Environmental Impact Statement preparation
- Project planning, including planning for major project phase changes
- Contracting strategy and optimal contract development
- Contractor claims management and resolution, including the development of commercially acceptable solutions avoiding the need for litigation
- Risk assessment and mitigation
- Project procurement and contract management
- Force Majeure claim assessment and management
- Project review, improvement strategy development and implementation
- Project execution and sub-contracting strategy development

SELECTED KEY EXPERIENCE

Australian Rail Track Corporation

Robin is leading the client financial and commercial elements of the procurement of the Inland Rail PPP project. This project is a multi-billion dollar PPP project being procured as part of the Inland Rail program and is currently in the Request for Proposal phase. As a PPP Project being undertaken by a corporate entity (a Federal Government GBE) as part of a major program of rail works, there have been numerous commercial and financial issues to overcome in preparing the project for procurement. Robin is responsible for financial, cost and risk items of the PPP project procurement. This includes preparation of the Public Sector Comparator and the performance regime and payment mechanism for the project.

assessment, design and engineering, cost estimating, construction strategy, financing and funding analysis and stakeholder communications.

Queensland Motorways

Queensland Motorways undertook a major series of organisational transactions, including a recapitalisation process, the development of a central operating company and the acquisition of significant new assets. Robin supported the CFO in the management and implementation of the transactions, including the management of interface risks and the identification of the critical actions impacting multiple transactions.

Roads and Maritime Services (NSW Government)

Robin led the business case development for a multi-billion dollar transport infrastructure project (the M6 Motorway) as Project Director. Two separate business cases were developed for different configurations of the project and submitted to the NSW Cabinet. An Environmental Impact Statement (EIS) was prepared in parallel with the business case development. Robin led all elements of the business case and EIS preparation, including economic benefit

Transfield Services Clough Joint Venture (TSCJV)

TSCJV had been awarded Stage 1 of an ~\$1bn upstream coal seam gas infrastructure construction project and was experiencing challenges in mobilising effectively for the project whilst preparing tender documentation for Stage 2. Robin performed the role of Project Construction Manager on an interim basis until the role was filled permanently, and then worked with the project team to develop the Construction Management Plan for Stage 2 of the project.

Clough Downer Joint Venture (CDJV)

Clough Downer had been awarded a schedule of rates contract for upstream coal seam gas infrastructure works, but the contractual structure was proving challenging to administer on the part of both the client and contractor due to the changing nature of the field development. The parties commenced a process to convert the contract to a cost reimbursable contract style. Robin worked with the conversion team, on the parallel conversion of key subcontracts and development in conjunction with the client of appropriate contract administration procedures.

Airport Link toll road project

Because of the Brisbane 2011 floods, Thiess John Holland the contractor for the ~\$4bn Airport Link project made a Force Majeure claim under the contract. Robin worked with BrisConnections (the project owner) to manage and administer the claim and develop a commercial resolution.

Airport Link toll road project

The Airport Link project comprised a four-year construction phase followed by a ~40-year operating phase. Robin worked with BrisConnections to develop the completion and commissioning plan for the completion of the construction phase as well as administer a number of contractor claims in relation to the interface between construction and operations.

Toowoomba-Esk Pipeline Project

Linkwater awarded this ~\$180m project to an alliance including WDS, Clough and Aecom. The project was highly successful, completing a difficult pipeline construction on a fast-track basis whilst overcoming significant technical and commercial issues and maintaining an excellent client relationship. Robin was a member of the Alliance Leadership Team and contributed to the governance of the project and culture development within the project team.

Nyrstar Port Pirie Transformation Project

Development of contracting strategy for the pump station and marine outlet. Conduct of the procurement process (including tender management) and award of two contracts for the works.