

Capability Profile



“Think through the future”



The future in infrastructure delivery & operations

Faster delivery, lower cost and higher value

The world's accelerating demand for infrastructure has created a high demand for project funding, resources, and people who are experienced in the management, planning, development and operation of these often complex assets.

From determining the best financing strategy, to selecting the most appropriate project delivery methods, choosing suitable industry partners and delivering key infrastructure, the challenge for organisations is to do everything smarter over the entire life of a project.

Evans & Peck: International infrastructure advisory

Evans & Peck is an international infrastructure-based advisory company that has supported governments and private organisations in the conception, development and delivery of major projects and programs throughout Australia, Asia and the Middle East.


Since its establishment in 1985 the company has grown to over 370 employees based in offices across Australia, Hong Kong and China. As part of the WorleyParsons Group, Evans & Peck can also draw upon extensive technical, construction management and specialist resources able to provide assistance and advice on areas as diverse as nuclear power, ports, carbon, geo-sequestration, hydrocarbons and resources.

Unique combination of skills

Whether working with board members, senior managers, project teams or site-based personnel, our people have the experience and managerial, commercial and technical skills to improve your business performance and project outcomes. We provide bespoke strategies and solutions to complex, difficult and unique problems. Our diverse combination of skills and experience, together with our collaborative approach provides our clients with the foundation for successful projects, programs and operations.

Evans & Peck has advised governments, private sector enterprises and investment houses across most industry sectors providing a wide variety of skills including:

- Business Advisory Services
- Project Delivery
- Contract Services
- Cost Engineering
- Planning and Scheduling
- Risk Management
- Facilities and Asset Management
- Systems and Technology
- Sustainability and Climate Change
- Safety Excellence
- Public Private Partnership



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Business Advisory Services

Our Business Advisory Services were established in response to an ongoing demand from clients for practical, pragmatic advice in sustaining and improving their business planning, management and performance. Our Business Advisory practitioners have extensive experience as senior industry and government executives. They translate this experience into pertinent and relevant advice for your specific needs.

Expertise

We help our clients analyse opportunities, coach their decision makers, and develop and implement business strategies that lead to effective outcomes. Our team provides a unique combination of senior industry managers and government executives able to propose solutions to complex business management problems including:

Strategy and Operations

- Strategic, business and operational planning
- Business process improvement
- Business risk management

- Economic and financial modelling
- Business case development
- Strategic and operational reviews

Organisational Development

- Public and corporate governance
- Performance management
- Business transformation
- Change management
- Cultural diagnostic analysis and alignment
- Organisational design
- Pre-merger planning and post-merger integration
- Strategic team development and executive development

Human Resource Management

- Strategic human resource management planning and implementation
- Workforce and succession planning
- Succession planning

Corporate Finance

- Infrastructure asset owner strategic advice
- Infrastructure asset valuations
- Infrastructure asset due diligence

Government Advisory Services

- Public policy development, implementation and benefits analysis

Program and Project Management

- Program/project management methodology development and implementation
- Program/project organisational structure design and establishment
- Program/project governance and performance management framework development and implementation

- Chatswood Transport Interchange PPP, Transport Infrastructure Development Corporation
- Reconfiguration Project, Transport Infrastructure Development Corporation
- Novo Rail Alliance Business Integration and Transformation Services, O'Donnell Griffin
- Richmond Line Alliance Business Process Improvement, Richmond Line Alliance
- Southern Sydney Freight Line, Australian Rail Track Corporation
- Sydney Airport Corporation Capital Works Program and Master Plan
- John Holland Water Business Planning, John Holland
- Capital Works Alternative Delivery Strategy, Water Corporation of Western Australia
- Strategic Delivery Advice for SEQ Pipeline, Gold Coast Water
- Business Case Development Guidelines, Hong Kong Government Efficiency Unit
- Kai Tak Airport PPP, Hong Kong - Development Planning and Business Case

Experience

Evans & Peck has provided business advisory services on a variety of assignments including:

- Strategic Review, Department of Infrastructure, Transport, Regional Development and Local Government
- Procurement Management Advisory for Lane Cove Tunnel, Roads and Traffic Authority
- Strategic Procurement Strategy, Canberra Investment Corporation



Project Delivery

At Evans & Peck, Project Delivery is much more than just the application of a set of tools & processes. We bring a deep understanding of the strategic and tactical issues which underly the success of any major endeavour. We understand how to set strategy, build teams, gain commitment and guide a project to a successful conclusion.

Evans & Peck has over twenty years project delivery experience throughout Australia, New Zealand, Hong Kong, China & the Middle East. Our leading thinking, systems and technology generate optimum value for money in all phases of the project lifecycle, improve performance, and deliver successful outcomes for our clients.

Expertise

Our experience on hundreds of major projects means we have a deep experiential and intuitive understanding of client and project specific needs, and project delivery imperatives. This understanding is matched by our strong working relationships with clients' project teams. We know the challenges of successful project delivery and tailor our role to meet our client's needs. We implement the most appropriate delivery strategies through intellect, pragmatism and a variety of supporting tools. Our in-house expertise is applied to every task, with a focus on:

- Project optimisation
- Integrated project team development
- Commercial Management
- Whole of life issues

We can help develop a comprehensive strategy or provide the specialist skills required at any point of the project life cycle. Our comprehensive range of Services includes:

- Contract Services
- Cost Engineering
- Planning & Scheduling
- Risk Management
- Facilities & Asset Management
- Systems & Technology
- Sustainability & Climate Services

Experience

Our personnel have extensive senior managerial and operational experience across a wide variety of industry sectors including road, rail, social infrastructure, water and wastewater, energy, health and IT. This includes both public and private sector clients using the most appropriate project delivery models for their projects, including hard dollar, alliances, public private partnerships (PPPs), and build, own, operate and transfer schemes (BOOT).



“At Evans & Peck, Project Delivery is much more than just the application of a set of tools and processes”

Contract Services

Practical, pragmatic and outcome focused, we give our clients the benefit of the unvarnished truth and access to some of the most knowledgeable and experienced commercial advisers available.

The seeds of failure often lie in the original contract documentation. Contracts are the tools through which business and government objectives are achieved. However, they are often prepared with scant regard for the mechanisms that will ensure success.

Evans & Peck prefers to provide early and comprehensive contractual advice to harmonise legal approaches with the achievement of project objectives. We create processes which deal with risk, responsibilities, and the management of disputes. We know that this early advice will significantly improve project outcomes.

However, we can bring our contract and commercial acumen to the benefit of our clients at any point in the project lifecycle.

Expertise

Contract management is a core skill at Evans & Peck.

Evans & Peck has expertise in the provision of contract services for the procurement and delivery of infrastructure. Our personnel have a sound understanding of the commercial, technical and operational elements of projects and are experienced in the practical application of contracts.

Whether it is for procurement strategy, delivery strategy, contract formation, dispute resolution, litigation support or expert evidence, our clients understand that we will provide honest, independent and pragmatic advice based on extensive industry experience.

Our range of services includes:

- Preparing, negotiating and administering contracts
- Advising on the practical implications of contract terms
- Troubleshooting during project delivery
- Managing issues and dispute resolution
- Preparing, analysing and assessing claims
- Assisting legal firms in preparing, assessing and responding to claims, and commercial resolution
- Providing expert reports and evidence for arbitration and litigation
- Providing forensic analysis of causes and consequences of problems in project delivery processes

We are committed to

- Providing exceptional service and value to clients
- Acting with honesty and integrity
- Drawing upon our wide range of expertise and experience
- Resourcing assignments with experienced and highly skilled personnel
- Nurturing and protecting our reputation for excellence

We are committed to providing independent and objective advice

Cost Engineering

Cost Engineering is a vital part of project development. While it includes estimating costs, at Evans & Peck Cost Engineering incorporates a review of project strategy, analysis of risk, review of options and methodology and the delivery of a risk weighted cost plan as an integral part of the project's development.

The control of project costs is a key factor in ensuring that business and project objectives are achieved.

Cost can be a constant source of concern, particularly when considering different technical options, establishing budgets, evaluating price proposals, preparing for contract negotiations, and assessing the cost impact of introducing changes to existing designs. Evans & Peck's approach to these areas enables clients to predict or assess cost, minimise the risk and impact of overspending against budgets, and ensure that there is an appropriate balance between technical aspects and related costs.

At Evans & Peck we provide independent, objective and reliable capital and operating cost assessments suitable for project funding and control. We also analyse investment and development opportunities for owners, investment houses and contractors.

Expertise

Our professionals bring their deep industry experience and understanding of all sources of cost. Using world's best practice cost engineering tools and techniques, they provide cost plans of real value in the development and delivery of projects. We assist clients through the project development phases through the following activities:

- Taking a highly disciplined structured approach to the preparation of estimates that reflect the real world
- Developing baseline estimates that reflect the likely scope required to meet the client's business objectives
- Proactively identifying key risks and opportunities that the design and delivery teams should address during the project phases
- Developing more detailed estimates during design development, using first principles estimating techniques that take into account construction methodology, resources and productivity
- Preparing estimates for options that compare the varying scope, program and risks inherent in each option
- Supporting the contract procurement process through

price reviews, independent estimates and negotiations consistent with the selected procurement process

- Maintaining a comprehensive database of unit rates for resources, global rates for combined activities and using this data to support detailed reviews and preparation of initial strategic estimates
- Benchmarking project estimates with a comprehensive database of similar past projects
- Assessing likely cost escalation that considers industry and contract conditions based on project cash flows
- Supporting the cost administration of projects through accurate assessments of work done and value of work to complete based on actual productivity, in order to develop reliable Final Forecast Costs

Our areas of expertise include:

- Estimates of capital cost using first principles estimating techniques
- Estimates of operating and manufacturing costs through an asset's life cycle
- Detailed scoping schedules as part of project definition
- Quantitative risk assessment and analysis using probabilistic techniques
- Independent cost reviews
- Independent Estimator roles in relationship contracting
- Project cost control
- Preparation of reliable final cost forecasts for projects in financial distress
- Project analyses and databases to support cost reviews and strategic estimating
- Value for Money assessments
- Project feasibility and budget assessment
- Whole of life appraisals
- Value management

Experience

Evans & Peck has provided cost engineering services to governments and private enterprise on a great variety of projects including:

- Preparation of the 'Best Practice Cost Estimation for Publicly Funded Road and Rail Construction' for the Department of Infrastructure, Transport, Regional Development and Local Government
- Emu Plains Stabling Facility, RailCorp
- Escalation Projection ECRL Project, Transport Infrastructure Development Corporation
- Southern Sydney Freight Line, ARTC
- Clearways Project and Transport Infrastructure Development Corporation
- Warnervale Stabling Facility, RailCorp
- Northern Sydney Freight Corridor (20 projects), Transport Infrastructure Development Corporation
- Surat Basin Rail Project, Surat Basin Rail
- Cronulla Line Duplication - Rail Clearways Program, Transport Infrastructure Development Corporation
- Town Hall Station Redevelopment Project, Arup Project Management
- Macarthur Fourth Platform - Rail Clearways Program, Transport Infrastructure Development Corporation
- Wynyard Station Masterplanning, Arup Project Management
- Kogarah Zone Substation, Fugen Constructions
- M2 Upgrade Alliance, Hills Motorway
- Enfield Intermodal Logistics Centre, Sydney Ports Corporation
- Moranbah Ammonium Nitrate Plant, Dyno Nobel
- Liverpool Rail Turnback, Transport Infrastructure Development Corporation



Planning and Scheduling

Project planning and scheduling are an essential part of project management. This allows organisations to develop concepts into objectives, identify potential causes of delay, and provide a detailed plan demonstrating how to complete projects within specified timelines and to specific budgets.

Expertise

Planning and scheduling are core skills at Evans & Peck. Our people draw upon their knowledge developed in planning and delivery across an extensive range of projects. Our ability to produce effective and practical programs is supported by a large databank of planning information which includes design times, delivery lead times, construction methods, labour productivity and resource levels.

Evans & Peck's extensive experience through all stages of project development ensures that we understand the types of issues likely to arise on different types of projects. This experience, combined with our use of specialist planning and communication tools and techniques, enables us to provide realistic practical planning and scheduling services for our clients. It also ensures that the plans developed are communicated in a form that is appropriate to the target audience. This approach significantly increases the reliability of delivering project outcomes with respect to time and cost.

In particular we provide:

- High-level project planning and scheduling (both portfolio and project)
- Detailed construction, shutdown and possession planning and resourcing
- Construction staging plans (2D, 3D and 4D)
- Independent program reviews and reports
- Program risk assessments
- Program analyses for the purpose of supporting or defending claims
- Expert programming reports in arbitration, mediation and court proceedings
- Training in planning and scheduling

At Evans & Peck, we use a wide range of tools, to tailor our planning solution to the client's particular needs. These tools range from the simple to sophisticated computer based scheduling tools including:

- Primavera P6 & P3, SureTrak, Microsoft Project, and Asta Power Project
- Time chainage software (Tilos and LinearPlus)
- Dynamic staging/sequencing presentations (Syncro and other specialist software)
- Probabilistic schedule analysis tools (Pertmaster and @Risk)
- System dynamic modelling software (iThink and AnyLogic)

Experience

Evans & Peck provides planning and scheduling services across a wide range of industry sectors including:

- Airport and ports
- Rail and roads
- Water and wastewater
- Health and aged care facilities
- Residential, retail and commercial developments



Planning and scheduling
are core skills at
Evans & Peck

Risk Management

The recognition and management of risk and opportunity is essential to the success of any project or organisation. Evans & Peck brings a recognised approach powered by our deep understanding of and experience in the development and delivery of projects. We provide a systematic and structured way of managing risk and opportunity at an enterprise, project and detailed activity level. By starting with a focus on the business or project objectives and determining how success will be measured, we work with our client and stakeholders to build an understanding of what might jeopardise these objectives and what can be done to improve the likelihood of success and increase reliability in outcomes.

Successful organisations are those that effectively identify, assess and manage risk. This requires judgment, experience and sound commercial sense. As the risk profile for organisations becomes more complex, additional structured methods are also available to ensure that risk is assessed and managed in a comprehensive and consistent manner.

Expertise

Risk management is a core skill at Evans & Peck. We have assisted industry and government to manage risk since the 1980s. We tailor risk solutions that are consistent with the international standard ISO 31000 and meet our clients' specific needs, using both qualitative and quantitative approaches where appropriate. We are accustomed to implementing a range of methods and techniques to assist our clients including:

- Workshop facilitation
- Development of risk management and treatment plans
- Quantification of cost and time risk using statistical models
- Quantification of probability using decision tree models
- Dynamic system modelling
- Sustainability and climate adaptation risk
- Assessment and development of business risk resilience

Experience

Evans & Peck provides services to manage risk under the constraints imposed by commercial, contractual, financial, and environmental realities. Our approach is founded not only on a theoretical application of methodology but also on our experience in the management of organisations and projects. We have provided services to a broad range of public and private sector clients over the years. A sample of recent assignments is provided in the following table.



Evans & Peck has provided risk management services on a wide variety of projects including:

- Cross City Tunnel, Roads and Traffic Authority
- WM7 Motorway, Roads and Traffic Authority
- Lane Cove Tunnel, Roads and Traffic Authority
- Northwest Transitway, Roads and Traffic Authority
- Penrith/Emu Plains Stabling Yard Feasibility Study, RailCorp
- Various Rail Alliance Projects, Leighton Contractors
- Rail Program Alliance, Novo Rail
- Sydney Rail Network Upgrade, Transport Infrastructure Development Corporation
- Port Botany Expansion Project, Sydney Ports Corporation
- Enfield Intermodal Logistics Centre, Sydney Ports Corporation
- Dam Safety Upgrade Program, State Water
- Project Risk Manager, Thales Australia (formerly Australia Defence Industries)



Facilities and Asset Management

Facilities and Asset Management is the name given to a structured approach to the long-term management of assets including property, industrial facilities and major infrastructure. Facilities and Asset Management is vital in meeting the operational requirements of assets and reducing the risk of financial or operational failure. Evans & Peck offers independent advice on management strategies, processes, activities and long term planning. Some of the challenges that developers, operators and owners of assets typically experience include:

- Understanding the condition of the existing assets
- Making decisions around acquisition, refurbishment or disposal of assets
- Establishing the suitability of the assets to meet the need of business and community
- Establishing the true cost of asset ownership, operations and maintenance
- Reacting to changes in the regulatory environment and understanding risk

Expertise

Evans & Peck's experience in major civil infrastructure, industrial and property projects means we are uniquely placed to understand the downstream impact of decisions made in the planning, procurement and design phases of a project. In addition, our advisors have assisted clients with the transition of projects from construction into operations and have an in depth understanding the risks associated with this process. Services Evans & Peck offer include:

- Strategic asset planning
- Operations and maintenance management
- Risk assessment
- Contractual advice
- Life cycle cost analysis
- Procurement advice

- Asset condition surveys
- Technical maintenance plans
- Design review
- Operational readiness
- Cost and operations benchmarking

Experience

Evans & Peck has advised governments and private enterprise on a variety of asset management projects including:

- Lane Cove Tunnel, Roads and Traffic Authority
- Condition Audits, Sydney Harbour Foreshore Authority
- Epping Chatswood Rail Link, Transport Infrastructure Development Corporation
- Relocation Strategy, RailCorp
- Orange Hospital, Westpac
- Defence Housing, Westpac
- Stimulus Package, Housing NSW
- Facility Design Brief, NSW Police
- Bus Rollout, State Transit Authority

Systems and Technology

“Evans & Peck brings the experience, approach and decision modelling to properly consider decisions related to technology, putting technology issues in their place, as part of, rather than the driver for, business planning and decision making. Evans & Peck enables managers to make informed decisions on the strategic, business and operational use of technology.”

Infrastructure development, operation, maintenance and renewal is now dependent on a multitude of systems and technologies and can no longer be considered primarily in terms of civil construction challenges. Increasingly sophisticated technology is being deployed for functions such as revenue collection, condition and performance monitoring and crucial safety systems.

Today's challenges include how to squeeze more out of existing infrastructure and how to provide increased reliability over time, cost and quality of systems deployed.

Infrastructure availability, optimal operations and condition based maintenance are all dependent on a variety of electronic systems and sensors requiring specialist management to plan, design, procure and provide life-cycle management. Typically these systems have significantly shorter design lives than the infrastructure they support and must be renewed while maintaining useful operations.

Expertise

Evans & Peck's personnel have experience in a broad range of industry sectors and have participated in multiple 'complex technical projects' – from definition to disposal. We combine extensive experience in a comprehensive array of industries and projects with detailed knowledge of the development and deployment of technology.

We help our customers in four main areas:

Business planning

Evans & Peck understands the long term risk inherent in

the use of technology. We help with the development of robust business models including the analysis and planning of technology systems (as part of the life cycle of an asset), policy development and the management of business risk associated with technology deployment.

Technology Selection

Our specialists can help you select the appropriate approach to the design and selection of systems including performing due diligence on proposed technology, the development of options and assistance in the final selection of technology. In particular, Evans & Peck can help develop a strategy which will allow for the long term development and replacement of technologies.

Delivery

Evans & Peck's advisors provide support throughout your entire project and during the delivery of systems, we can help you with risk assessment, design and process improvement, systems integration management and project management.

Operational Readiness

Whether new or renewed technology, there is always a need for being ready to put the systems into service. This involves a degree of planning, training and testing, the complexity of which is often underestimated. We help our clients plan and be ready for system hand-over early on in projects. By feeding back operational readiness requirements into the planning, selection and delivery of systems we can help provide trouble free hand-over.

Modelling

Evans & Peck provides decision support advice using sophisticated analytical tools for

- Policy Development
- Capital Planning
- Workforce Planning and
- Process Improvement.

We couple this with considerable strategic modelling capability across all the latest technologies. We provide a holistic business view, bringing our client along for the journey and deriving benefits for them throughout the entire engagement.

Experience

M5 East Motorway Tunnel Review, Roads and Traffic Authority, NSW

After several, high-profile, unplanned tunnel closures brought peak hour traffic to a stand-still, the NSW RTA asked Evans & Peck to provide advice on short term and long term actions to improve the reliability of existing systems and operational procedures. Following implementation of recommendations, unplanned closures related to system reliability ceased. As a follow on to this work, Evans & Peck facilitated the procurement of significant system upgrades that will provide the RTA with a more robust and maintainable system.

M5 East Motorway Tunnel Filtration Plant, Roads and Traffic Authority, NSW

The M5 East tunnel carries a significant load of heavy vehicle traffic moving goods from Sydney's major sea-port. This traffic contributes to a significant level of visual pollution within the tunnel. E&P assisted the NSW RTA to procure the design, supply and testing of a large-scale trial filtration plant.

Electronic tolling, Roads and Traffic Authority, NSW

The NSW RTA operates and manages electronic tolling systems for the Sydney Harbour Bridge and Tunnel. E&P provided assistance in developing a business operating model to set the framework for the selection of appropriate replacement tolling systems and provide a platform for the RTA to deliver a range of innovative services to road users.

Antiene Rail Coal Handling Facility, Macquarie Generation, NSW

Macquarie Generation needed to develop a fully automated train and coal conveyor facility to manage 12 million tonnes of coal per year. The facility included 5km of rail track, signalling, telemetry and control systems, train re-fuelling systems and general service facilities for trains. The facility also comprised coal un-coalers, 5 km of coal conveyor systems, weigh bins, bridges over the New England Hwy and Lake Liddell, roads, buildings, control and high voltage system interconnection to existing facilities in Bayswater Power Station.

Evans & Peck can help you deliver reliability in an environment where revenue management is dependent on technology, operational efficiencies are constantly being sought and more information is required to enable better decision making.

Sustainability and Climate Services

Progressive organisations see environmental and social issues as important business drivers, creating both risks and opportunities. The threat of climate change, declining water security and the tightening of environmental regulation are significant risks and drivers of innovation and change.

Smart, adaptable organisations are using sustainability to increase resource efficiency, reduce operating costs and develop new market opportunities. Sustainability is also driving change in infrastructure design and construction. The assessment of embodied carbon, whole of life design and sustainable procurement is now routine in the delivery of infrastructure.

Expertise

At Evans & Peck, the long term sustainability of a business and its assets is considered a key strategic issue. We make sure that our knowledge is ahead of developments and bring this insight to our clients' planning and development activities.

Our team has a wide range of experience in providing environmental, sustainability and climate change advice. Our clients value the diversity of our services and our hands-on, outcomes-focused approach, considering sustainability in everything we do. We believe that sustainability is integral to all the services we offer. We focus on two key areas:

- Sustainable infrastructure - helping our clients deliver more sustainable projects
- Organisational strategy and capacity - working with our clients at an enterprise level to develop sustainability strategies and to build internal capacity

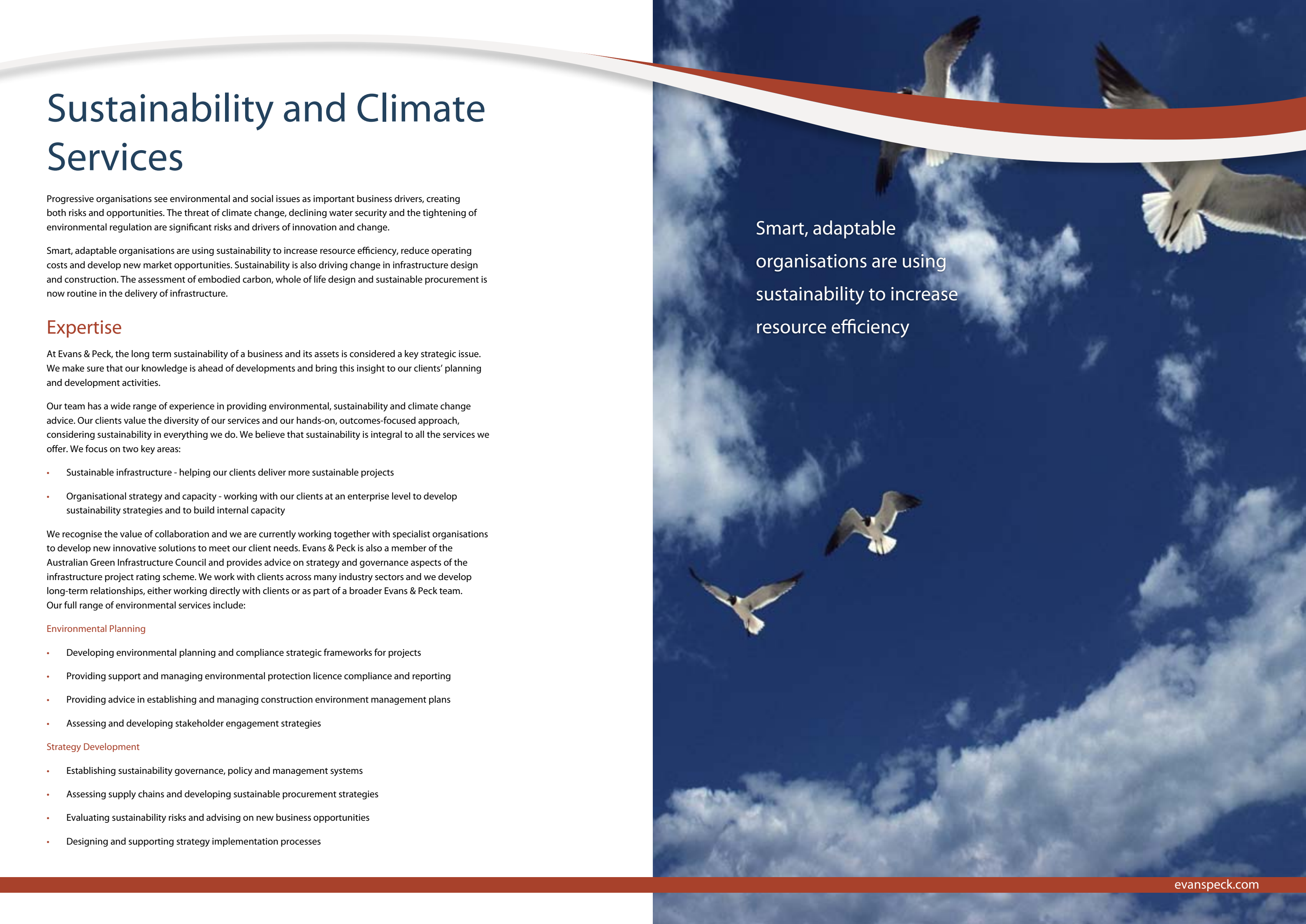
We recognise the value of collaboration and we are currently working together with specialist organisations to develop new innovative solutions to meet our client needs. Evans & Peck is also a member of the Australian Green Infrastructure Council and provides advice on strategy and governance aspects of the infrastructure project rating scheme. We work with clients across many industry sectors and we develop long-term relationships, either working directly with clients or as part of a broader Evans & Peck team. Our full range of environmental services include:

Environmental Planning


- Developing environmental planning and compliance strategic frameworks for projects
- Providing support and managing environmental protection licence compliance and reporting
- Providing advice in establishing and managing construction environment management plans
- Assessing and developing stakeholder engagement strategies

Strategy Development

- Establishing sustainability governance, policy and management systems
- Assessing supply chains and developing sustainable procurement strategies
- Evaluating sustainability risks and advising on new business opportunities
- Designing and supporting strategy implementation processes



Smart, adaptable organisations are using sustainability to increase resource efficiency



Sustainability is also driving change in how infrastructure is being designed and constructed.

Water Security and Natural Resource Planning

- Providing catchment and natural resource policy and planning
- Assessing the impact of changing government policy on businesses
- Building organisational capacity, program review, audit and reporting
- Water security, water licence advisory, planning and management
- Expert witness advisory services for water planning and licensing

Climate Change

- Climate change adaptation risk assessment and mitigation planning
- Project greenhouse gas emissions assessment and LCA
- Carbon regulation policy design and development

Renewable Energy

- Business case assessment and development
- Commercialisation planning, transaction and procurement support
- Project management and delivery support

Experience

Major clients and projects where we have provided advisory services include:

- ARTC Southern Sydney Freight Line
- Sydney Ports Intermodal Logistics Centre
- Roads and Traffic Authority
- Housing NSW Stimulus Package
- Department of Education Stimulus Package
- Ashton Mining
- Snowy Hydro
- Manly Council
- Rockdale City Council
- Port of Brisbane Corporation

Safety Excellence

Evans & Peck's safety team

The Evans & Peck Safety Practices Team are specialist safety professionals with experience in the construction, mining and infrastructure industries. These specialists have extensive 'on the ground' experience in developing or auditing management systems, investigating incidents and training staff. This experience means that our safety programs are delivered by people with actual infrastructure project experience – not simply textbook knowledge.

Evans & Peck's safety programs are aimed at working with people to influence their everyday workplace practices. Our programs are designed to work in conjunction with your current safety systems and take a 'hands on' approach operating across the entire project or organisation.

Our programs can be delivered on any type of large infrastructure project (civil, road, rail, and construction, mining), or other 'at risk' organisations.

Our safety services include:

- Delivering the Topflight Safety Culture Change program;
- Conducting training needs analysis;
- Providing training management,
- Developing Safety Management Systems and Project Safety Plans;
- Undertaking safety audits and incident investigations;
- Providing risk management advice.

Safety audits & incident investigations

Our clients frequently turn to Evans & Peck to provide an independent and impartial view on the effectiveness of their Safety Management System. A safety audit, conducted by our RABQSA internationally accredited auditors, provides the opportunity to identify non-conformances to regulatory requirements, operational requirements and industry best practice.

The audit can be undertaken across the whole organisation, single sites, or contractors.

A comprehensive report is provided identifying all detailed and system findings, a rating of the effectiveness of the Safety Management System, and the level of safety culture, together with recommendations and a corrective action plan.

Evans & Peck can also conduct independent investigations of major incidents. Our investigation process does not stop at the direct cause, but continues to dig deep into the root causes, and then recommends appropriate corrective actions.

Companies using Evans & Peck's safety excellence services have discovered that a safe business is not only profitable but that zero harm is achievable.

Topflight safety culture program

Most construction companies or individual construction projects do not have safety cultures. Many rely on the existence of manuals and procedures to keep them safe, only to discover during incident investigations and audits, that they have not been implemented as designed.

Current global research has found that more mature industries, such as the airline, chemical, and oil and gas industries have left the construction industry behind when it comes to safety management.

This research has discovered that a company requires an effective safety culture in order to bring their safety management systems alive to function as they are intended.

The Topflight Safety Culture Program is a state-of-the-art safety program. The program has been developed using the latest research from the world's leading authorities on safety culture. Topflight assists companies move to a level of safety practice found frequently in other industries but rarely in construction.

Topflight provides the missing cultural ingredient to make systems work in order to create a safer workplace. Topflight takes the company on a journey that turns the myriad of safety policies and value statements into a real and recognisable safety culture, based on agreed practices consistently applied across all levels of an organisation or project.

Each individual within the organisation makes a personal commitment to support the core practices agreed to by the leadership team. This Personal Practice Plan is recorded in a Safety Passport which is used in performance reviews as we build an accountable culture.

The program effectively challenges companies or major projects to develop safety cultures like those in high reliability organisations such as in the airline industry.



Public Private Partnerships

The Challenge

Australia is experiencing a renewed focus on infrastructure project development. This in turn is placing a high demand on project funding, resources, and people who are experienced in the planning, development and operation of these often complex assets.

From determining the best financing strategy, obtaining project finance and establishing special purpose vehicles to selecting the most appropriate project delivery methods, choosing suitable industry partners and delivering key infrastructure, the challenge for organisations is to do everything smarter over the entire life of a project.

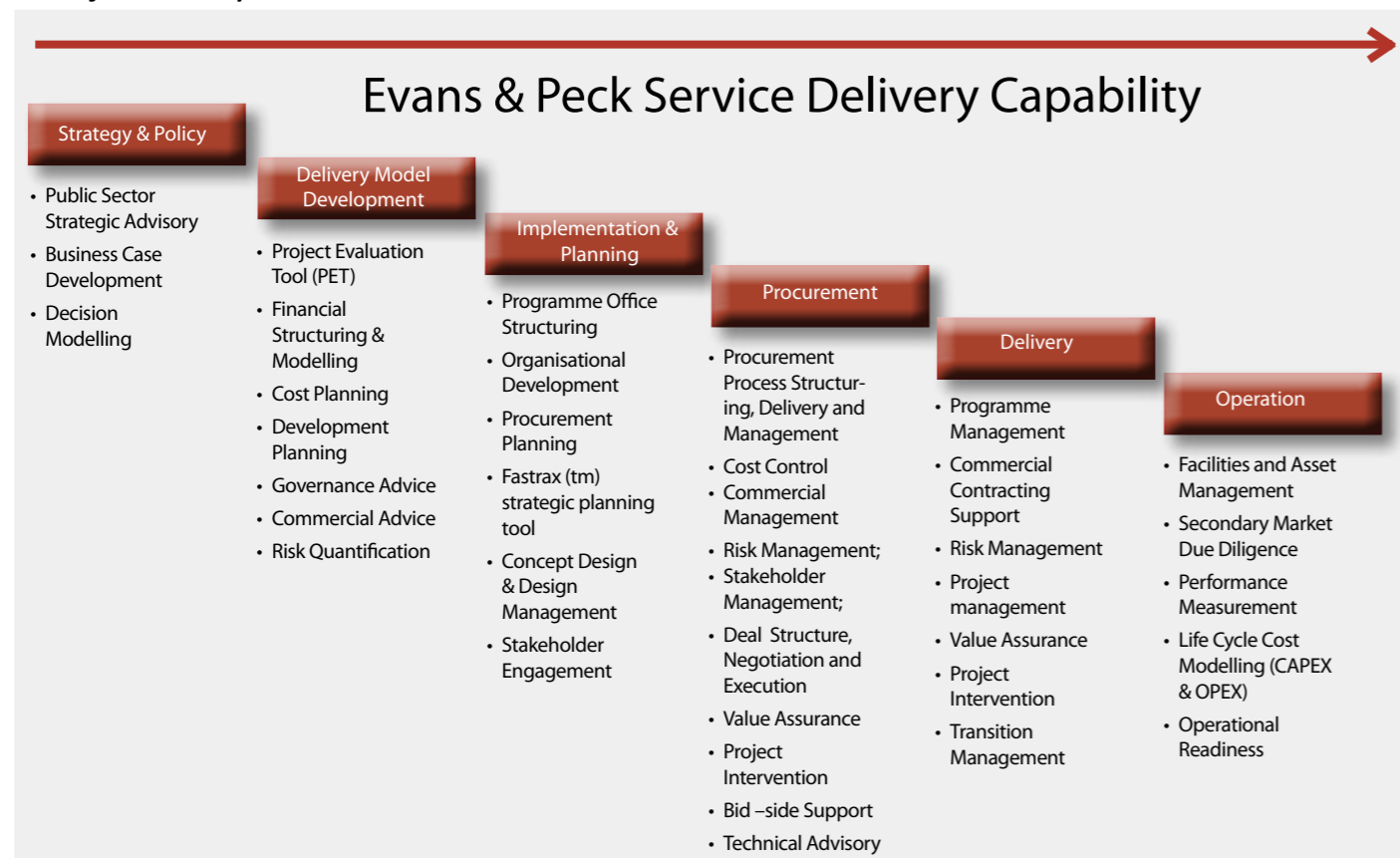
The Solution

Evans & Peck is an international infrastructure-based advisory company that has assisted governments and private organisations in the conception, development and delivery of large and complex infrastructure projects throughout Australia, Asia and the Middle East.

For example, Evans & Peck's unique contribution to the success of the massive Western Corridor Recycled Water Project resulted in it being awarded the 2009 Infrastructure Partnerships Australia National Award for Infrastructure Advisory Excellence.

Our advisors recognise the challenges and demands faced by both public and private organisations today. We understand that major infrastructure projects require detailed planning, ensuring that robust value for money assessments are made across the project life cycle. We recognise that Public Private Partnerships (PPP) are one of the most effective methods available to governments to deliver large infrastructure, enabling significant time and cost savings through partnering with private organisations, and securing value for money and innovation in the procurement of significant assets and infrastructure.

Project Lifecycle



Maximising Project Outcomes

We believe in creating bespoke solutions to suit our clients' individual needs. We are able to blend our understanding of PPP with other procurement and project delivery models to not only ensure that the project structure is established correctly, but that the chosen delivery route best meets client-specific requirements and maximises project outcomes.

“E&P has a strong national presence, end-to-end PPP advisory capability combining international experience, local knowledge and deep technical understanding of the infrastructure being procured”

PPP Experience

We have a diverse team comprising professionals from a broad range of disciplines, who have worked in both the private and public sectors. Our delivery is provided, not just led, by personnel that have extensive local and international industry experience.

Major projects that our team have been involved in include:

- Lane Cove Tunnel, NSW
- Cross City Tunnel, NSW
- WM7 Tollway, NSW
- M2 Motorway, NSW
- Eastern Distributor Motorway, NSW
- Westmead Hospital Master Planning, NSW
- Long Bay Prison Hospital, NSW
- Orange Hospital, NSW
- Sydney Metro, NSW
- Gateway Upgrade, QLD
- BOOT Urban & Rural Tollway, VIC
- Wonthaggi Desalination Plant, VIC
- VicPrisons, VIC
- Edith Cowan University Student Accommodation, WA
- Single Leap 2 Defense Housing, Australia
- Waterview Motorway, New Zealand
- Hong Kong Building Waste Program, Hong Kong
- Hong Kong Tourism Commission, Hong Kong
- US Army Housing, USA
- Immigration Detention Centre, Bedfordshire, United Kingdom
- Department of Health Independent Sector Treatment Centre Programme, United Kingdom
- NHS LIFT Schemes, United Kingdom
- Building Schools for the Future Programme, United Kingdom

Mining & Resources

Australia's mining sector is experiencing unprecedented demand for its natural resources which is placing pressure upon organisations to manage their own resources more effectively. The Evans & Peck Mining & Resources Group consists of mining industry professionals with international experience in every facet of mining and mineral processing operations and project delivery. Our people appreciate the day-to-day challenges of projects because they have successfully managed mining and resource project delivery and operations.

Expertise

We offer hands-on experience in the resources sector, providing independent commercially focused advice and a pragmatic approach to problem-solving in both the project delivery and operation phases. Our services assist our clients to achieve the best value for money life cycle outcomes. The Evans & Peck Mining & Resources Group has the experience and technical skills to work with your organisation to:

- Improve strategic direction and business case support and development

- Evaluate capital and operating costs and risks and apply value engineering practices
- Maintain commercial advantage and provide expert reports and contract services
- Apply technical skills and project control systems effectively
- Implement operational change and add value through experience
- Develop, mentor and coach project and operations teams
- Deliver projects through optimal delivery strategies and secondment of key project staff

Experience

Our team has supported a broad range of clients on resource assignments including private sector mining businesses, government agencies, legal advisors and financial institutions.



“Our people appreciate the day-to-day challenges of projects because they successfully managed mining and resource project delivery and operations”

Power and Energy

In the Power and Energy sector Evans & Peck has established itself as a leader in the provision of strategic, commercial and contractual advice to clients. This expertise covers the areas of power generation, electricity and gas transmission, distribution, retailing, renewable power generation, and power and gas purchase and supply arrangements.

Our personnel have been involved at every stage of power and energy project development from concept and business case development to infrastructure delivery. They have also contributed to the development of Government Energy Policy, legislative changes, assisted clients in the preparation of regulatory submissions and advised on market development.

Expertise

Evans & Peck has expertise in all aspects of the Power and Energy Sector, including regulatory interfaces; generation; transmission; distribution; gas supply; and retailing. Our service delivery is focused on five core areas:

- **Strategic Planning** - Comprehensively assessing and maximising the value of power or energy assets
- **Business Case Development** - Examining and facilitating the development of specific projects and opportunities
- **Procurement Strategies** - Managing the selection of contractors and service providers and ensuring delivery of projects to agreed outcomes
- **Program or Project Delivery** - Managing the selection of contractors and service providers and ensuring delivery of projects to agreed outcomes
- **Operations and Maintenance** - Overseeing maintenance and operations of power generation and transmission assets to industry best practice

Experience

Evans & Peck has managed or provided professional support services on over \$10 billion of Power and Energy projects over the past 10 years. Specific recent experience includes:

- Procurement strategy, project delivery and commissioning of new gas turbines
- Business Case Development and Procurement Strategies for gas supply and delivery arrangements
- Project strategies, procurement and alliance management for transmission developments
- Regulatory advice on water use for power generation
- Management of commercial and technical due diligence activities for the acquisition of power generation assets
- Risk based capital planning for transmission and distribution companies across the National Electricity Market
- Advice to Government on risk mitigation strategies to manage gas interruptions



“In the Power and Energy sector, Evans & Peck has established itself as a leader in the provision of strategic, commercial and contractual advice”

Transport

Evans & Peck has gained its extensive experience in transport by providing technical, commercial and general management advice to governments and private organisations for the majority of large road and rail infrastructure projects and programs in Australia. We have been a key member of our clients' project development, procurement and delivery teams, and have assisted in strategic planning, dispute resolution, construction management techniques and problem solving.

Expertise

Our team specialises in the development and execution of strategies to deliver projects. Our services are built around our considerable expertise in the strategic, commercial and technical aspects of road, rail, airport and port development. We offer services in construction management, contract preparation, management and administration, and financial management. The common element in our services is our ability to maximise opportunities for project success.

Experience

Major clients and projects to which we have provided advisory services include:

- Cross City Tunnel, NSW
- Lane Cove Tunnel, NSW
- M5 East Motorway, NSW
- Epping to Chatswood Rail Link, NSW
- Metropolitan Rail Expansion Project, NSW
- New South Wales Government Metropolitan Railway System Upgrades, NSW
- Southern Sydney Freight Line, NSW
- Western Sydney Orbital, NSW
- Craigieburn Rail Electrification Project, VIC
- Melbourne Citylink, VIC
- Melbourne Metro Stage One, VIC
- Metropolitan and Regional Rail networks, VIC
- Regional Fast Rail Project, VIC
- Regional Rail Link, VIC
- Brisbane Airport Link, QLD
- Gateway Motorway Upgrade, QLD
- Gateway Upgrade Project, QLD
- Rail System Modelling Queensland Rail Coal Freight Network, QLD
- Tugun Bypass, QLD
- Graham Farmer Freeway, WA
- Perth to Mandurah Metropolitan Passenger Rail Project, WA
- Metropolitan Rail system, SA
- Cambodian Railways Privatisation Project, Cambodia
- Shanghai Metro, China
- Nanjing Metro Line 2 CBTC Commissioning Advice, China
- Mass Transit Rail, Hong Kong
- Western Ring Route Peer Review and Procurement Advisory Services, New Zealand
- Philippines Pavement Claim North Luzon Express Way, Philippines
- Saudi Arabian Railways Landbridge Rail Project, Saudi Arabia

The common element in our services is our ability to maximise opportunities for project success.

Water and Wastewater

Throughout the world, population growth and climate change have brought a new focus on water security. This is particularly true of Australia where Evans & Peck has played a significant part in most major water initiatives.

Evans & Peck creates strategic, practical and commercial solutions to advance projects in the most effective way. We provide advice that is independent, useful, sensible and commercially focussed. This ensures that our public and private sector water industry clients achieve the best value-for-money outcomes for their projects.

Expertise

With our proven track record in providing infrastructure services to governments and the private sector; our extensive knowledge, experience and understanding of the Australian water sector; and our recent involvement in key water initiatives across Australia, we are ideally placed to deliver exceptional outcomes for our clients.

Experience

Major clients and projects to which we have provided advisory services to include:

Desalination

Evans & Peck has made a significant contribution to the delivery of seawater desalination plants in Perth, Adelaide, Melbourne, Sydney and the Gold Coast. Services provided include strategic advice and the peer review of consortia submissions, advice on stakeholder management, cost and estimate reviews, design and project delivery support for teams, and project delivery support for government agencies.

Western Corridor Recycled Water Project

Evans & Peck was the lead transaction and commercial advisor to the Queensland Government's Coordinator-General for the development and delivery of its \$2.5B Western Corridor Recycled Water Project. This role included developing and implementing the project delivery strategy, selecting of the 5 project alliance partners, representing the owner on alliance leadership and management teams, coordinating alliance teams and reviewing alliance cost estimates.

Wimmera Mallee Pipeline

Evans & Peck has supported Grampians Wimmera Mallee Water in the delivery of its \$700M Wimmera Mallee pipeline project by providing services including the strategic review and development of delivery strategies, the development of risk based cost estimates, the assessment of alternative procurement methods, the preparation and review of tender packages, the assessment of tenders received from contractors and the management of procurement, construction, and scheduling activities.

Northern Victoria Irrigation Renewal Project (NVIRP)

Evans & Peck assisted NVIRP with transactional and commercial advice for Stage 1 of the Project. This included the identification and selection of the most appropriate contractual delivery methodology (Managing Contractor); the development of the work scope and contractual framework, the selection of the Managing Contractor and the validation of cost estimates and contingencies for the Business Case.

Sydney Water Replacement Flows Project

Evans & Peck assisted Sydney Water throughout the various phases on this \$200M project. During the planning phase, Evans & Peck provided risk identification and assessment services in conjunction with the development of a risk based cost estimate. The estimate was used as a basis for the total project cost setting and subsequent approval by the Board. Following the award of the Design & Construct contract, Evans & Peck was engaged to provide Contract Management services for the delivery phase.



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