



MBB.
G R O U P

**Infrastructure.
Outcomes. People.**



**COMPANY
OVERVIEW**

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G R O U P

Who We Are

Founded in 2014, our team consists of recognised leaders in all aspects of strategy, development and project delivery. Leveraging experience across the project lifecycle, we are able to offer effective and innovative program, project, planning, commercial, transaction, development and delivery management services.

In 2024, MBB expanded its service offerings through a new strategic partner, Brisbane based company iPLAN, who possess 20 years of experience specialising in planning and integrated project controls services.

With offices in Sydney, Melbourne, Brisbane, Perth, Adelaide and Auckland we are widely regarded as key advisors to our clients. We have an established reputation of professionalism and utilising a collaborative approach to achieving optimal project outcomes.

From brownfield projects to blue sky initiatives, from strategic input to project development, oversight and technical management, our leaders have advised on, contributed to and led successful projects across Government and the private sector. These include major transport, energy, water, defence, ports and social infrastructure projects, under all contracting models and across the whole project lifecycle.

“We support our clients at each step with highly experienced people who seek to add value at every stage.”



▲ Figure 1: MBB offices are located across Australia in Sydney, Melbourne, Adelaide and Brisbane.

MBB Group is an independent consultancy firm, specialising in finding and developing innovative, effective solutions to complex and complicated infrastructure projects.

Our approach is based on a simple belief. We can't assume to know the answer before we fully understand the question.

Rather than seek to fit a project to a solution, we start each project with an open mind. Collaborative and benefit-focused, using first principles, rather than cookie cutter logic, we work with clients to understand the desired end benefit. Then shape the solution to fit the need, the environment and the resources at hand.

By identifying the key objectives and constraints, experienced industry specialists help you focus on the real issues that surround every project. Using experience across multiple services, sectors and contract models, we can see the risks and the opportunities before it is too late. And from that, develop innovative ways to drive better solutions, superior value, and more sustainable benefits for the client, the end-user and the communities impacted by the project.

We serve the best interests of our clients, providing a single point of contact and accountability at all points of the project lifecycle, from initial strategy, through development, to delivery, and handover. We provide you with the right advice, expressed in easily understood language, to make more effective decisions regarding scope, timing, commercial factors and material resources.

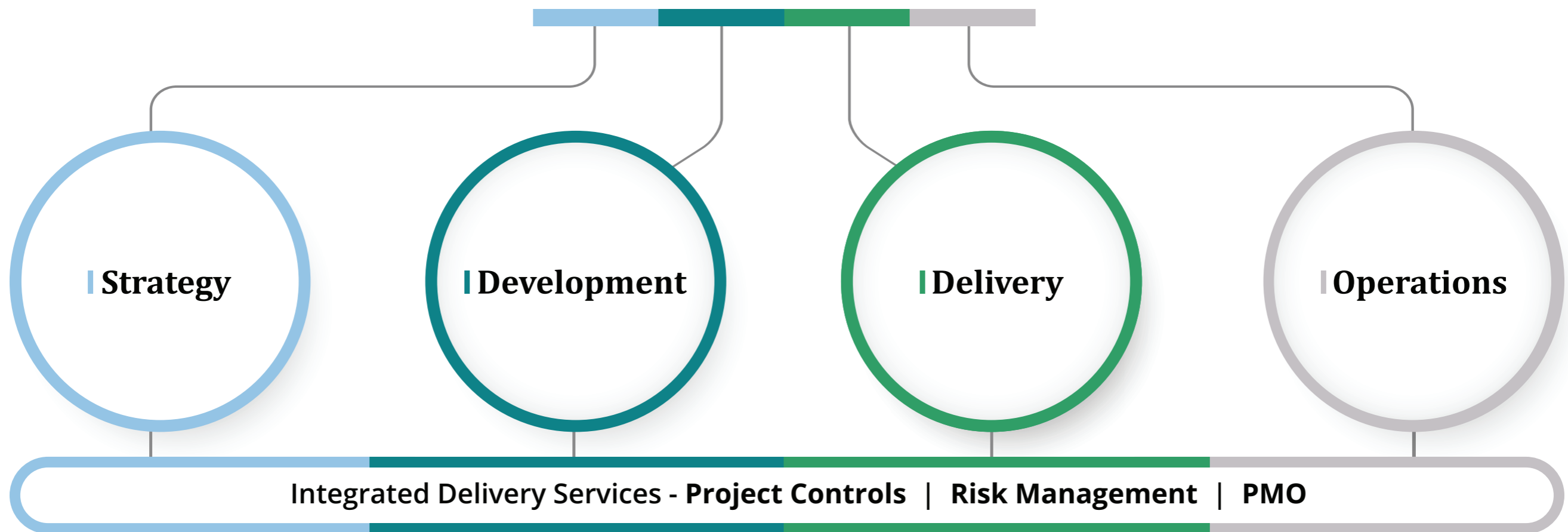
How We Can Help



Our Service *Lines*

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Infrastructure



Strategy

Complex problem solving and commercially focused advice through a highly capable diverse team to solve client problems, inform investment decisions, drive commercial outcomes, mitigate risk and enable improved organizational, PPP and commercial performance for major infrastructure.

- **Strategy**
- **Optimisation**
- **Investment**
- **Assurance**

Development

Helping you to see the key issues and to make the right decisions by planning and delivering whole-of-life value. From the project's inception to financial close, with a strong emphasis on successful implementation and execution.

- **Program and Project Development**
- **Transaction and Commercialisation**
- **Market Readiness and Development**
- **Contract and Risk Management**

Delivery

A strategic and integrated approach that draws on industry insights, practices and lessons to ensure readiness for project execution and establishment of the necessary capability in line with project risk or complexity to deliver on time and on budget, establishing sustainable returns from your assets.

- **Delivery Readiness**
- **Delivery Partner and Integrator**
- **Program and Project Delivery**
- **Commercial Delivery**

Operations

An early strategic focus and proactive asset management to ensure you get the most out of an asset once it becomes operational ensuring the best commercial return on investment and benefit realisation defined in the development phase.

- **Operational Readiness**
- **Operational Efficiency**
- **Operational Service Delivery**
- **Commercial Operations**

| Strategy

Our **Infrastructure Strategy** services cut through complexity and confusion, allowing a clear view of the key issues at the heart of your project, helping you plan the best path forward.

We identify the risks and opportunities available to you. This allows you to make the best possible decisions, develop the most effective strategy, take definitive actions, and understand how you can maximise value across the life of the project.

Each project is unique. The more complex the challenge, the less likely an off-the-shelf solution will work. You will have the support of industry specialists at every stage, to provide you and your governance body with clarity, direction and confidence.

- Seasoned professionals who help you see where proven thinking and specialist knowledge can be complemented with evidence-based insight and imagination
- Industry specialists who marry the key principles of project development, delivery and operations with new ideas and new technologies to develop new ways forward
- Subject matter experts who are able to draw upon years of technical, commercial and financial experience delivering successful Government and Private sector projects.

Strategy Services

Strategy

- Strategic review and advice
- Strategy development and integration
- Maturity assessment
- Project complexity and execution readiness

Investment

- Scoping, feasibility and business case
- Investment decision making
- Lenders due diligence and advisory
- Regulatory advice

Optimisation

- Organisational design and establishment
- Transformation and Change programs
- Performance Improvement and Capability Uplift
- Legacy, lessons learned and continuous improvement
- Value management and lessons learnt

Assurance

- Industry policy and reform
- Gateway and assurance reviews
- Project health checks
- Project review and turnaround

| Development

Our **Infrastructure Development** services plan and create the innovative structures that bring ideas to life and make smoother delivery possible.

Combining innovative/strategic thinking with sound commercial principles and a risk based lens, our project development and commercial specialists create development and transaction frameworks that support client objectives all the way from strategy to operations.

Leveraging insights from highly experienced delivery specialists, we take a holistic view of the challenges you face, across the life of the project. Highly experienced project development and commercial specialists structure a commercial and execution framework which mitigates risk, stands up to the rigours of delivery, and creates legacy benefits for stakeholders and communities beyond the life of the project.

You'll benefit from a market leading understanding of government and private sector risk allocation, procurement mechanisms and supply chain dynamics. This understanding allows the effective delivery of complex projects in challenging market conditions. Our specialists develop strategies which mitigate downstream risk while responding to the constraints of the project and markets.

Our subject matter experts use evidence-based insight, and work across disciplines to find the most effective way to deliver the outcome you need. This ensures strategic project planning, clear development of plans, informed decisions, strategic and effective procurement, aligned workstreams across the transaction, providing a robust foundation for project delivery and ongoing operations.

We collaborate with you, combining years of strategic planning, technical, commercial and financial experience to provide guidance and advice where needed to deliver superior outcomes.

Development Services

Program and Project Development

- Program and project development management and leadership
- Financial and economic modelling and analysis
- Governance and reporting
- Planning and technical development

Market Readiness and Development

- Scoping, feasibility and business case
- Market and supply chain readiness, engagement and analytics
- Delivery models and strategy
- Packaging, procurement and commercial principles and strategy

Transaction and Commercialisation

- Commercial strategy for contestable and value for money transactions
- Commercial and transaction leadership, management, and support
- Asset privatisation, divestment and recycling

Contract Management

- Contract management strategy and frameworks
- Strategic planning and social value/licence

Delivery

Our **Infrastructure Delivery** services deploy time-tested processes and systems based on recognised best practice to ensure projects are delivered to agreed designs, timelines, budgets and commercial requirements. Respecting the needs of stakeholders and using proven engagement frameworks to build strong partnerships with our clients.

Your project benefits from hands-on oversight from seasoned professionals who understand project issues and drive practical and realistic solutions focused on successful implementation.

A team of experts, aligned to meet your project goals. The right people, with the right skillsets, on hand to ensure timely, high-quality delivery. High performing teams, working together to deliver each aspect when it's needed.

We use experience gained on successful projects across multiple industries to create a tailored approach. This includes:

- Providing program and project management services
- Providing intelligent solutions to ensure key deliverables are met
- Establishing effective project controls, including program management offices.

By engaging with stakeholders early, we understand all their requirements, and can identify potential reworks, inefficiencies and added cost. This allows us to put systems in place to address those risks before they happen. By putting experienced project specialists in place, you ensure your program is underpinned by measurable, objective goals to deliver tangible benefits. All of which means high-quality outcomes, delivered on time and on budget.

Operations

Our **Infrastructure Operations** services primarily focus is developing sustainable solutions that strengthen the relationship between your business strategy and structure with customer and end user outcomes via your operations.

We support our clients to achieve operational, maintenance and service delivery improvements through:

- Operational and maintenance readiness and transition.
- Strategy and process refinement.
- Asset management and optimisation strategies.
- Commercial, procurement and supply chain management and optimisation.
- Commercialisation, privatisation and transaction of assets.

Our approach to achieving greater operational performance, value and benefits for your asset portfolio is evidenced based and data driven through proactive asset management and optimisation, understanding the areas for business improvement and transformation and market or supply chain dynamics driving operations.

Our commercially focused experts will help you develop a practical end-to-end program to establish the required capability or transform your operations, maintenance or service delivery approach. We translate best practice operational thinking into practical and realistic solutions, focused on integration and mitigating risk to optimize your commercial outcomes.

Delivery Services

Delivery Readiness

- Contract mapping and delivery readiness
- PMO establishment and implementation
- Third Party and Interface Management

Program and Project Delivery

- Portfolio, program and project management and leadership
- PMO delivery
- Construction management
- Technical management and review

Delivery Partner and Integrator

- Major program and project delivery partner and integrator
- Integrated client owner teams
- Independent review and expert witness

Commercial Delivery

- Commercial and performance management
- Contract management and administration
- Claims and disputes management
- Asset recycling and secondary market

Operations Services

Operational Readiness

- Operational readiness and implementation
- Operations and maintenance transition planning and implementation
- Operations organisation design and establishment

Operational Service Delivery

- Operational oversight and network management
- Operations and maintenance strategy and planning
- Strategic sourcing, contract management and supplier relationship management

Operational Efficiency

- Portfolio asset optimisation, capital planning and asset management
- Operational process improvement
- Procurement, strategic sourcing (category planning) and supply chain optimisation

Commercial Operations

- Operations and maintenance and service delivery contract renewals and transactions
- Operational asset due diligence and investment
- Benefits realization post implementation review

Risk Advisory

Our **Risk Advisory** services team are passionate about delivering high quality solutions and successful project outcomes with integrity. The strength of our team is the robust combined experience and skills of its members.

We work closely with our clients through the development, review and enhancement of risk strategy, culture, governance, practices and process; the provision of training and the enabling of continuous improvement.

We have extensive experience providing expert risk management advice and specialist support to the public and private markets on key initiatives, programs and mega projects in the Defence, Energy, Transport and Water sectors.

We have a comprehensive understanding of risk deliverables in both qualitative and quantitative risk domains, and how risk management systems should

work congenially across all levels of governance, in order to optimally support organisational performance and business outcomes.

Our team has successfully provided risk management solutions at corporate, program and project level, across the full span of the traditional project lifecycle, from project initiation and development, through procurement and delivery, to operations.

We follow a holistic approach, engaging with all stakeholders in an integrated, collaborative fashion, to develop cost-effective, practical, and innovative solutions.

Our methodology unlocks the ability to underpin and harmonise management processes, and optimally inform decision-making across the organisation, creating and protecting business resilience.

Integrated Project Controls

Our **Integrated Project Controls** services are built on years of experience and exposure to the heavy construction, mining, oil and gas industries, our old school 'First Principle' project management and control processes define our success.

We provide our clients with full lifecycle end-to-end, best practice services that are customised to each specific project phase. Whether that be the front-end concept through the feasibility phase or assisting in delivering the highest quality project control services and guidance. In the project execution and commissioning phase we provide the project controls support to keep the project within the critical time and cost limits.

We customise these services to the needs of each client depending on the specific requirements. That may be in a step-in/step-out capacity where we provide an initial development service establishing the planning and controls for a project phase and then return on an as-needed basis, or the provision of a fully integrated service where we can

assist as project team members to deliver a successful outcome.

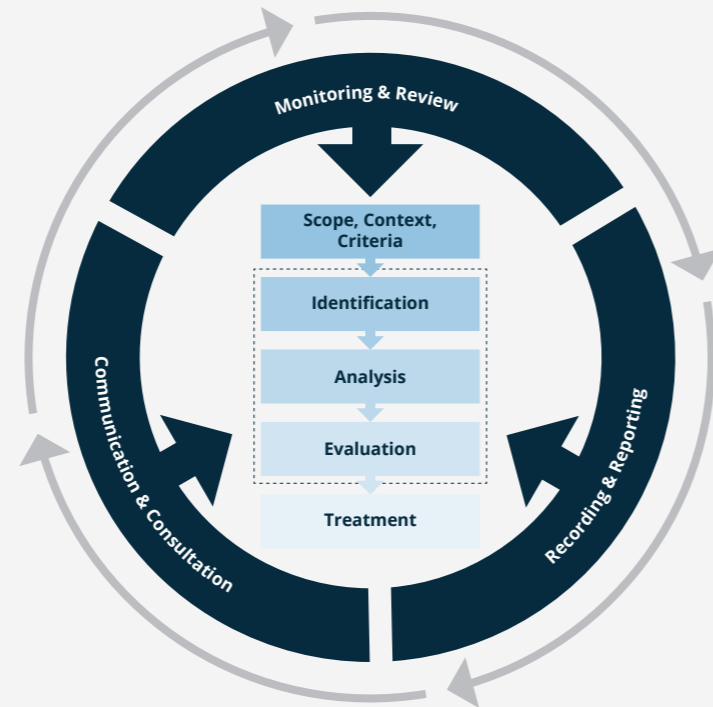
By undertaking continuous forensic schedule analysis, we assist our clients during all phases of the project. If the need arises, we can provide a claims mitigation and defence service leading to a determination provision. Our top priority is to ensure the highest quality outcome for our project partner.

Developing a consistent management plan across your complete portfolio will improve your long-term success. Understanding how each asset performs through the lifecycle will enable you to build a whole-of-company model, which will provide your executive team with the tools required to maintain or improve your market position.

Optimising labour and non-labour resources will reduce your cost bases by lessening unwanted waste and redundancies.

Risk Advisory Services

- Corporate, program and project risk management and function integration (Independently or as part of Project Controls).
- Risk management systems: policy, appetite statement, framework, procedures, plans, tools (including software) and training.
- Strategic and operational risk assessment.
- Independent risk assessment and peer review.
- Risk maturity assessment.
- Continual improvement, value management and lessons learnt.
- Risk allocation, tender support and commercial management.
- Quantitative (cost and schedule) risk management.



Integrated Project Controls Services

Assurance and Advisory

- Project controls peer & specialist reviews
- Project execution strategy development
- Due diligence & project controls maturity assessment
- Integrated project controls establishment and management (complete framework)
- Contingency development & advisory practice
- Change management framework implementation
- Project Health checks

Project Controls

- Full lifecycle end-to-end schedule management
- Full lifecycle estimation and cost management
- Project change control & management
- Performance & quantitative progress
- Engineering progress & performance measurement
- Analytics & reporting (PowerBI data lake services)
- Strategic portfolio / programme planning & economic evaluation
- Claims, contract administration and dispute resolution
- Project start-up FEED / close-out (commercial & controls)
- Executive planning training and mentoring



Select Experience:



Road



Road



Rail



Energy



Precincts



Education



Water



North South Corridor – Torrens to Darlington

Client: Department for Infrastructure and Transport

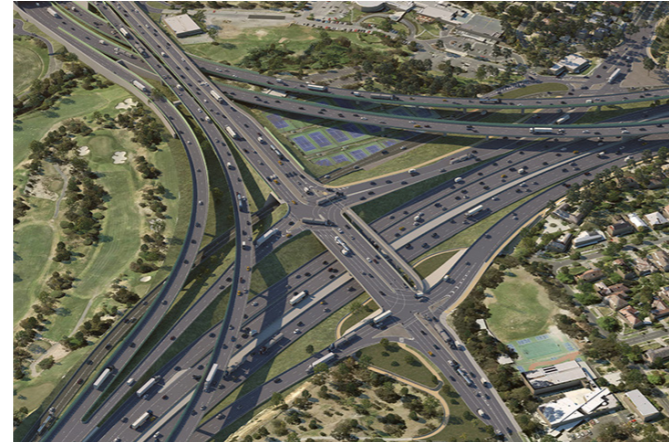
Project value: AUD\$15.4b

The North-South Corridor (NSC) is one of Adelaide's most important transport corridors. Running through the heart of Adelaide, the 78-kilometre NSC project will connect Gawler in the north to Old Noarlunga in the south with a continuous, free-flowing motorway.

The 10.5-kilometre segment between River Torrens and Darlington, known as Torrens to Darlington (T2D), is the missing link in the NSC program. T2D will be a three-lane dual carriageway motorway combining twin TBM tunnels with lowered and surface motorway to minimise property impacts in the central city and enhance connectivity.

The \$9.9 billion T2D project is the largest and most complex road infrastructure project to be delivered in South Australia's history.

MBB Group have been appointed by the State to provide Transaction Advisory Services for the project. We are supporting the Department for Infrastructure & Transport in developing the Delivery Strategy, preparing for and managing the transactions, and providing commercial, financial and technical advice.



North East Link

Client: Major Transport Infrastructure Authority

Project value: AUD\$16b

North East Link (NEL) is the largest road investment project in Victoria's history. This \$16bn scheme will complete the missing link in Melbourne's orbital freeway, providing a complete orbital connection, linking an upgraded Eastern Freeway to the M80 Ring Road.

The project includes Victoria's longest twin road tunnel (6km) and will deliver Melbourne's first dedicated high-speed busway along the Eastern Freeway from Doncaster towards the city. Once complete, it is estimated, the North East Link will reduce travel times by up to 35 minutes between Melbourne's north and southeast, including taking 15,000 trucks off busy residential roads and reducing traffic on the arterial road network crossing the Yarra River by 50,000 vehicles per day.

NEL is being delivered by the North East Link Authority. The contracting strategy for NEL presents an outstanding opportunity for the private sector to partner with the State to deliver the most complex elements of the project.

MBB Group is providing transaction management and strategic advisory services for the full procurement lifecycle of each of the contract packages for NEL



WestConnex Stage 2, 3 & 3B

Client: Transport for NSW / Transurban

Project value: AUD\$17b

WestConnex is Australia's largest road infrastructure project, designed to address some of Sydney's key future transport needs. Once complete, the \$17bn motorway network will comprise approximately 14km of above-ground motorway and 19km of tunnels across Greater Sydney. The project will provide motorists a continuous, 33km traffic-light free journey, with connections for future projects linking Sydney's North Shore, South, and Sydney Airport.

The project was delivered in three stages, comprising of the widening and extension of the New M4, duplication of the New M5, and underground connection of the two motorways, creating a seamless free-flowing western bypass of Sydney's CBD.

The services provided by MBB involved managing upstream development of the Project Deeds, delivery strategies and procurement process definition, management of the interactive phases between the tenderers, development of the commercial framework in

collaboration with legal advisors, development of reference design and the SWTCs, managing inputs from SMEs, and leading all negotiations and contract finalisations.



Rozelle Interchange & Western Harbour Tunnel Enabling Works

Client: Sydney Motorway Corporation

Project value: AUD\$3.5b

The Rozelle Interchange and Western Harbour Tunnel Enabling Works (RIWHT) is a road project which research indicates is of a technical complexity never previously replicated anywhere in the world.

The program is the final and most complex stage of the \$16.8 billion WestConnex Project.

RIWHT will provide a new underground motorway interchange to City West Link and underground bypass of Victoria Road between Iron Cove Bridge and Anzac Bridge with links to the future Western Harbour Tunnel. On completion, the new below-ground interchange at Rozelle will also provide active transport links, motorway operational facilities, and ten hectares of new public open space located at the site of the disused Rozelle Rail Yard.

MBB Group was the lead strategic advisor, transaction, commercial and technical advisor for the development of the Collaborative Contractor Client (CCC) procurement process. Through this time, we worked collaboratively with Roads and Maritime Services (RMS) and its stakeholders to develop the model.

Select Experience:



Rail



Road



Rail



Energy



Precincts



Education



Water



Sydney Metro North West / City Southwest

Client: Transport for NSW
Project value: AUD\$20b

Sydney Metro is Australia's biggest public transport project. It is a complex program of works to design, construct, operate and maintain a fully automated "turn up and go" metro railway system for Sydney.

Sydney Metro comprises four key projects, each representing a separate line on the metro network. Our team has been supporting the development of Sydney Metro since the inception of Sydney Metro Northwest. The new railway will become the transport spine for Sydney's growth, connecting communities and travellers with the rest of Sydney's public transport system with a fast, safe and easy metro service.

MBB Group's (MBB) services included provision of business case, design management and specification writing, feasibility and concept design, procurement and delivery strategy, market engagement, tender documentation development, tender evaluation, interface and bid writing services, aligning commercial and technical inputs during development of project agreements.

Inland Rail

Client: Australian Rail Track Corporation
Project value: AUD\$9.3b

Inland Rail is a once-in-a-generation project that will complete the backbone of Australia's freight rail network, transforming how we move goods around the country.

Comprising 13 individual projects across 38 local government areas and spanning more than 1,700km, Inland Rail is the largest freight rail infrastructure project in Australia and one of the most significant infrastructure projects in the world.

Inland Rail will better connect regional Victoria, New South Wales and Queensland to markets more efficiently, drive substantial cost savings for producers and consumers, and deliver significant economic benefits.

MBB is providing transaction and commercial management services across three geographical programs and multiple works packages (civil, rail corridor and rail systems).

MBB is currently undertaking transaction management tasks, including the development of the RFP, Interactive Engagement Plan, Transaction Management Plan and is leading the commercial discussions for the collaborative framework agreement and Deed.

RPV Rail Alliance Framework

Client: Major Transport Infrastructure Authority
Engagement value: N/A

The Major Transport Infrastructure Authority (MTIA) in Victoria sought to establish a new streamlined procurement process for rail projects. The aim of the process, the Rail Alliance Framework (RAF), is to procure delivery partners for future brownfield rail projects that are suitable to be delivered using an alliance contracting model.

The RAF will be used to select construction and design contractors to form an alliance as non-owner participants (NOPs) for a range of projects varying in scale, scope and complexity.

By establishing the Framework, MTIA is seeking to build market capability, especially experience in rail alliances in Victoria, and improve procurement efficiency for both MTIA and the market.

These outcomes were particularly desirable given the significant scale of current and forecast government investment in infrastructure amidst labour and resource shortages and increasing costs.

Sydney Metro Engineering Design Solutions (EDS)

Client: Mott Macdonald
Project value: AUD\$20b

Sydney Metro has engaged Mott MacDonald as an Engineering Design and Assurance Partner to provide a range of technical services for a number of key projects. The services are required for the smooth delivery of the project and include design, engineering, assurance, management, coordination, development of technical requirements, technical services, and documentation.

To deliver the services, Mott MacDonald and Sydney Metro have formed a partnership, Engineering Design Solutions (EDS). EDS will provide ongoing technical support to Sydney Metro throughout the procurement, construction, testing, commissioning and verification and validation phases.

MBB Group (MBB) has been engaged to provide project management delivery resources to support EDS. The team work collaboratively and closely with EDS and key Sydney Metro stakeholders to deliver the various Metro projects.

By providing experience and specialist knowledge in the delivery of major projects, MBB team members understand the need for workable, robust and scalable systems.

Select Experience:

Energy



Road



Rail



Energy



Precincts



Education



Water



New England Renewable Energy Zone (REZ)

Client: EnergyCo NSW
Date: March 2022 - Present
Project value: AUD\$8b+

The NSW Government has begun planning, development and commercial activities for the New England REZ.

New England has some of the best natural energy resources in the country and some of the state's best potential sites for pumped-hydro development. New England REZ is expected to unlock up to 8 GW of new network capacity by 2036, bring in up to \$10.7 billion in private investment to the region and provide around 830 operational jobs each year.

The project, operated by the statutory authority, EnergyCo, involves construction of 575 linear kilometres of high voltage transmission line, substations and energy hubs to connect generation and storage facilities into the NSW electricity transmission network.

MBB has been responsible for the integrated project management and controls for the project development stage, and providing early strategic, commercial and transaction advisory services.

MBB has leveraged our mega infrastructure experience across other sectors and worked closely with EnergyCo to develop robust and repeatable processes and systems which have already been integrated into EnergyCo and other REZ Projects.

Victoria to NSW InterConnector West

Client: AEMO
Date: January 2022 - Present
Project value: AUD\$3.3b

The Victoria to NSW Interconnector West (VNI West) will increase electricity transfer capacity between New South Wales and Victoria.

The project involves the development of a new 500KV high voltage alternating current (HVAC) interconnector between the Snowy Mountains region and Melbourne.

Developed by the Australia Energy Market Operator (AEMO) in its role as the national transmission planner, VNI West is one of five projects in AEMO's 2022 Integrated System Plan (ISP). The ISP is designed to support Australia's transition to a net-zero emissions power system and economy.

MBB has provided strategic, commercial and transaction advisory services across the VNI West project including the development phase consultant procurement, procurement and delivery strategy, long lead equipment strategy, Australian Industry Participation Plan and is currently leading the transaction and commercial advisory to procure a Development Partner for the privately financed Build Own Operate contract

Marinus Link

Client: TasNetworks
Date: December 2021 - Present
Project value: AUD\$3.5b

Project Marinus will create a second, crucial link between Tasmania and Victoria's renewable energy generation and storage resources, forming a key part of Australia's future electricity grid.

TasNetworks, on behalf of the States of Tasmania and Victoria and the Commonwealth Government, is delivering this electricity transmission interconnection in two separate but interdependent scopes of work.

The first (Marinus Link), is a 1,500 MW transmission High Voltage Direct Current (HVDC) subsea and underground interconnector, to be built in two 750 MW stages.

The second (Remaining North West Transmission Developments (RNWTD)), is the supporting High Voltage Alternating Current (HVAC) Tasmanian transmission network upgrades required to support Marinus Link.

MBB has been engaged to provide strategic and commercial reviews of the procurement approach for major works packages for the Marinus Link and is currently engaged as commercial and transaction advisor to close out the procurement and integration of the remaining major capital works packages.

Remaining North West Transmission Developments

Client: TasNetworks
Date: January 2022 - Present
Project value: AUD\$1b

The Remaining North West Transmission Developments (RNWTD) is the second key component of Project Marinus, which is creating a critical energy link between Tasmania and Victoria.

The first component, the Marinus Link, consists of two 750 mW High Voltage Direct Current interconnectors across Bass Strait.

The RNWTD provides High Voltage Alternating Current (HVAC) Tasmanian transmission network upgrades required to support Marinus Link.

Both projects are being developed by TasNetworks – the Tasmanian authority for the transmission and distribution of electricity.

MBB has been engaged by TasNetworks as Transaction and Commercial Advisor. Our team is providing end-to-end commercial advice and transaction management to support TasNetworks in accordance with Government's required timeframes and commercial principles.

Select Experience:



Ports & Logistics



Ports



Roads



Transport



Energy



Precincts



Education



Water



2050 Port Development Strategy

Client: Port of Melbourne

Project Type: Procurement and Delivery Strategy

The 2050 PDS outlines the high-level plans and approach for developing the capacity and efficiency of the Port for the next 30 years, while also providing a planning framework which is adaptable and responsive to changing needs over time.

A member of the MBB team as commercial specialist advisor supported delivery strategy, procurement, transaction and commercial advisory services. These included multi-stage procurements (pre-qualification & RFT), tender management, documentation and specification, approval processes, contract management, parallel procurements for both ECI and D&C contract models. Projects under the PDS included:

- Swanson, Appleton and Victoria Dock Redevelopment Project
- Webb Dock North Redevelopment Project
- Port Rail Transformation Program
- Webb Dock East.

These projects had varying scope and included terminal upgrades, enabling rail access and upgrades, capacity and connectivity upgrades (container port and national freight network) and long lead steel piles from international markets.

Cruise Capacity Upgrade | Strategic and Final Business Case

Client: Port Authority of NSW

Project Type: Procurement and Delivery Strategy

The Port Authority of NSW Cruise Capacity Upgrade was a highly complex capital project that sought to address cruise industry capacity issues and facilitate further economic development in NSW through development of a 3rd cruise terminal in Botany Bay, adjacent to the NSW Ports international container port operations.

The Project required a full suite of front-end advisory services including development of a strategic and final business case and procurement and delivery strategy dealing with the very complex issues around community and stakeholders, third party interfaces, sensitive environments and affordability constraints.

Tim Robinson led the Strategic and Final Business Case in multiple roles including Technical Lead, Project Manager and Business Case Lead over a period of 24 months. Rob Fields led the development of the procurement and delivery strategy as the Commercial Lead and key advisor to the PAoNSW executive and board for this engagement.

Naval Shipyard Expansion Program

Client: Confidential Client

Project Type: Procurement and Delivery Strategy

Our client is tasked with delivering a major infrastructure expansion to support future strategic naval shipbuilding activities.

MBB was engaged to develop a Delivery Strategy and the foundational plans for the Integrated Delivery Office for the 10-year multi-billion dollar program. The program is highly complex due to the stakeholder environment, technology and security restrictions and geopolitical considerations.

MBB developed the concept for a collaborative organisation model utilising the principles of Project 13 and Six Pillars of Procurement. This included defining the competencies and functions for the model to ensure that our client builds the organisational capability and leadership to meet the unique challenges of the Project.

MBB was subsequently engaged to develop the foundational processes for the Integrated Delivery Office which includes the following Plans: Portfolio Management; Project Management; Procurement Management; Contract Management; Information Management; Risk and Opportunity Management; Quality Management; Budget and Financial Management; Change Management; and Document Control.

Enfield Intermodal Terminal

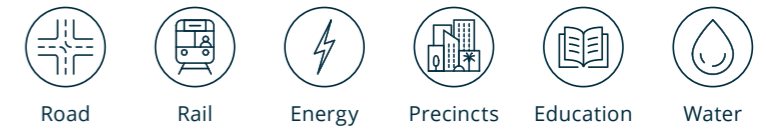
Client: NSW Ports

Project Type: Business Case

NSW Ports was investigating development of an intermodal terminal at Enfield to assist with increasing the proportion of containers transport from the port by rail.

Michael Posener helped develop a business case for the development, advising NSW Ports on the viability of the intermodal terminal at Enfield. Analysis included capacity benefits to the port, capacity of the intermodal terminal, potential revenue and cost streams under differing operating structures and the ability to optimise the use of areas on the site.

Select Experience:



North West Treatment Hub

Client: Sydney Water

Project value: multi \$b

Sydney Water experienced a constrained market when transacting the North West Treatment Hub (NWT) Growth Program, a large-scale progressive, staged brownfields complex systems integration project that requires the coordinated delivery of multiple assets that must work together to account for the rapid growth predicted in Sydney's Northwest through to 2035.

MBB's team via Rob Fields as the transaction lead and Hazel Co as the transaction coordinator worked as an integrated team with the NWT Growth Program, part of Sydney Water's Major Projects Division. The team were engaged to oversee and deliver the end-to-end development of the commercial and procurement strategy and model and the alliance transaction through to contract award.

The team led development of the alliance commercial, contracting and delivery model with incentivisation based on delivery of program outcomes within and affordability envelope ("Should Cost" approach) under the first NEC4 alliance contract developed for the Australian market.

Huntingwood Divestment Program

Client: Sydney Water

Project value: AUD\$50m

MBB was engaged by Sydney Water to provide transaction advisory support during the divestment of Honeman Close in Huntingwood, Western Sydney. Sydney Water's Property & Asset Lifecycle Team are responsible for managing a large divestment program, including this 21ha site valued at ~\$200m.

The transaction process aimed to ensure Sydney Water selected a proponent through a fair and competitive process, including Registration of Interest (ROI), Request for Tender (RFT) and a Best and Final Offer (BAFO). The material provided by MBB helped inform the Tender Evaluation Team synthesise responses, evaluate submissions and select a proponent in line the criteria.

Lower South Creek Program

Client: Sydney Water

Project value: AUD\$400m

Sydney Water's Lower South Creek Treatment Program involves the upgrade of facilities at St Marys and Quakers Hill which will see the adoption of new technologies that will make water treatment more sustainable, cost efficient and effective.

The Program is set to achieve a 42% reduction in whole of life greenhouse gas emissions which earned an Infrastructure Sustainability (IS) Design "Excellent" rating of 69.7 points.

MBB's Rob Fields performed as Senior Transaction advisor for procurement of a Delivery Partner to complete this complex major capital greenfield and brownfield water infrastructure program.

He advised on the commercial framework and EoI/RFT documentation and led development of the Interactive Dialogue (ITPD) framework and documentation and design and facilitation of 6-week RFT Interactive Dialogue process with three Global / Tier 1 proponents.

Northern Water Project

Client: Infrastructure SA

Project value: Confidential

The Northern Water Project will provide a new, climate independent water source for the Far North, Upper Spencer Gulf and Eastern Eyre Peninsula regions of South Australia, to enable the growth of industries crucial to achieving net-zero goals, including emerging green energy and hydrogen.

Northern Water involves the construction of a 260ML/day desalination plant in the Upper Spencer Gulf connected to the northern South Australia via up to 600km pipeline, along with significant supporting infrastructure.

MBB is engaged within the Project Management Office (PMO) team to provide project management support during the Planning and Assessment stage. Our role includes performing as Documents Control Lead to establish the document control system and the development of supporting processes.

Services include support to design, procure, implement and administer a Project Management / Document Control environment, along with more general project management responsibilities.

Our Team



Matthew Brook
Managing Director

Matthew's reputation as a trusted strategic advisor has been gained through the successful delivery of many of Australia's most significant projects. He has a demonstrated ability to identify the key issues facing complex projects and formulate winning strategies which provide clear paths to successful delivery.

He has extensive experience in developing, structuring and procuring projects under an array of contract forms, and within complex commercial frameworks.

Matthew's success is based on a simple idea: great thinking is nothing without aligned action.

He takes a hands-on approach to project leadership. This on-the-ground guidance has been instrumental in the successful delivery of major projects and programs across the transport, energy, education and health and residential sectors.

His 20 years' experience includes project advisory, development and delivery on high profile government and private sector projects in the UK, Asia and Australia.



Katrina Street
Executive Director

Katrina is a highly regarded consultant with a deep appreciation for the commercial requirements of a project. With a breadth of skills across all parts of the process, she specialises in developing commercial structures and competitive procurement processes that address evolving stakeholder requirements and market conditions. She complements this with her extensive experience in the development of business cases, delivery strategies and commercial risk profiles.

With over 20 years' experience leading large, complex infrastructure projects across Australia on behalf of private and public sector clients, she has a reputation for successful delivery.

Katrina has worked on rail, road and energy procurements across Australia, advising clients in the structuring, developing and negotiating of all major contracting models. These include PPP, Design and Construction, Alliances, ECI, and Operations and Maintenance contracts, as well as third-party interface agreements.



Peter Jones
Executive Director

Peter is one of Australia's most experienced advisory and delivery specialists.

Providing clear leadership and direction to the teams he leads, he has held numerous executive roles on projects in the transport, defence and international development sectors. This includes leading teams through advisory, financial, commercial and transaction commissions in across the eastern seaboard of Australia and in NZ.

His international experience includes leading Aurecon's global Infrastructure Advisory practice and Turner and Townsend's London and Australian Public Private Partnership teams. In both roles he provided lead consultancy services to public and private sector clients across social and economic infrastructure.

His 25 years' experience on major projects has seen him play pivotal roles on significant infrastructure projects including WestConnex, North East Link, and the North South Corridor.



Robert Fields
Executive Director

Robert has 25 years' global experience and expertise delivering: organisational, cultural and procurement transformation at program and industry wide levels; major capital program procurement transactions; and program commercial leadership, spanning public and private sector organisations including: multinational mining and resource companies; mega transport programs; State owned corporations and regulated utility and ports assets; and property and real estate.

Robert offers an extensive understanding of commercialization, innovation and has the ability to shape cultural, commercial and procurement and performance outcomes for the client programs and their supply chain. He can translate best practice commercial and procurement thinking into practical and realistic solutions, focused on integration and mitigating risk to optimize commercial outcomes. Program benefits include direct savings, lowering program delivery risk and achieving greater cost certainty through an integrated supply chain.



Shane Chidgzy
Executive Director

With over 23 years of experience both leading and participating in highly complex project delivery teams across a diverse range of industry sectors, Shane has a proven track record of successfully integrating, facilitating, and managing milestones. He has supervised schedules and budgets, utilized analytical capabilities to deliver sound recommendations and practical solutions, and steered the strategy and direction of project teams in highly demanding IT, Infrastructure, Energy, EPC/EPCM, Maintenance, Turnaround, Greenfield/Brownfield, and Turnkey projects.

Shane is a seasoned project controls executive who has extensive experience advising both government and private sector clients. Shane's area of expertise has centred around developing and supporting large complex infrastructure, mining, oil & gas, and energy project portfolios. He is a knowledgeable subject matter expert and trusted advisor who understands the complexity of major infrastructure development and implementation, where stakeholders, scale are key challenges.

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