



Mark Rowland | Associate | Arup
Accredited Investment Management Facilitator

Profession

Transport and Land-use Integration
Business Case Development

Linkedin Profile

[linkedin.com/in/mwrowland](https://www.linkedin.com/in/mwrowland)

Qualifications

Bachelor of Commerce - Transport
and Logistics Management

Graduate Diploma in Transport &
Traffic Engineering

Facilitator Profile

Mark Rowland is an Associate with Arup's Consulting Group. His background is in economics and transport planning. His experience has involved working within local, state governments and internationally with Transport for London.

Mark has successfully led multi-disciplined teams through the project lifecycle. From strategic planning, business case development to delivery and post-evaluation. His ability to understand the strategic, tactical and operational aspects of an initiative has resulted in him leading a number of high profile transport priorities for government.

He has been involved in developing several business cases and gateway processes, and was responsible for managing and delivering successful business cases, including: East-West Link associated works and the Streamlining Hoddle Street Initiative.

Over the past three years Mark has facilitated and work alongside several organisations to develop their Investment Management Standard. A number of these have received funding through the budgetary process. He takes a collaborative approach and works closely with business case project managers to ensure they are confident in applying the process.

Organisation Profile

Arup is an independent firm of designers, planners, engineers, consultants and technical specialists offering a broad range of professional services. Arup brings together professionals from diverse disciplines and with complementary skills, on a uniquely global scale.

The depth of expertise and sheer numbers of specialists allow Arup to take on complex, strategic projects that no other firm could deliver. Arup first came to Australia's attention with the structural design of the Sydney Opera House and from there we have become one of the leading engineering and consultancy firms in Australasia.

Arup has a particular interest in enabling city governments, urban communities, infrastructure providers, developers and investors to determine their own future rather than simply reacting to external pressures.

What is/Why the Investment Management Standard?

The ability to identify investments that provide the most benefit to the community is a key component of good government. This is often a complex exercise requiring the contribution of many people.

The Investment Management Standard (IMS) provides an approach to break down the complexity and assist decision makers to understand:

- there is a real problem needing to be addressed at this time;
- the benefits provided by successfully addressing the problem are of high value to the organisation;
- addressing the problem is both strategic and innovative; and
- the solution is likely to be delivered within the time and cost expectations.

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How to apply the IMS

Central to the success of the IMS is the ‘informed discussion’ that take place in workshops. The workshops include the ‘investor’ and subject experts, and are structured to address decisions key to investment. The outcome is an investment story that can be understood by a layperson and evidenced based. The workshops are completed within 2 hours and any reviews and conversations are concluded within 48 hours.

The facilitator is responsible for:

- extracting and telling the investment story in a way that will maximise its value to the organisation and expresses the concepts in plain language;
- obtaining the agreement of all participants to the investment story; and
- ensuring that each statement can be supported by evidence.

When to have IMS Workshops

Very large or complex investments will require four workshops, producing four documents that are key to a business case. Small investments may be able to complete the investment story in just one discussion but would only produce an ILM.

Investments falling within Government budget processes are recommended to complete workshops that support the development of an ILM, benefit management plan, strategic options analysis and investment concept brief.

Workshops, Documents & Cost

The table below highlights the number of workshops recommended, document outputs and corresponding cost for each workshop, plus highlights a packaged discount for all four workshops. Travel will be charged at cost in addition to the rates below.

Workshops Required				
Investment Complexity	1	2	3	4
Low	■			
Medium	■			
High	■			
Documents Produced from Workshop				
Investment Complexity	Investment Logic Map	Benefits Management Plan	Strategic Options Analysis	Investment Concept Brief
Low	✓	n/a	n/a	n/a
Medium	✓	At least Benefits Map	Maybe	✓
High	✓	✓	✓	✓
Cost Per Workshop & Document Prices exclude GST				
Individual Cost	\$1,950	\$1750	\$1,550	\$1350
Packaged Discount	\$6,450			

*Cost's above cover travel within 30mins of Central Melbourne. Additional travel time costs will be supplied prior to commission.

Contact

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