



JOHNSTAFF

# Richard Mann

## Principal, Infrastructure Advisory

Bachelor of Engineering (Civil)

Certified Professional Engineer

Fellow, Institute of Engineers Australia

Accredited Gateway Review Team Leader

Accredited Investment Logic Mapping Facilitator



### Relevant Skills

- Corporate governance
- Executive management
- Strategic planning
- Leadership
- Project management – development and implementation of new systems and processes
- Communications
- Negotiating complex commercial transactions
- Independent project assurance
- Investment Logic Mapping

### Industry involvement

- Sustainable Built Environment National Research Centre Board (2009-2014)
- Inter-jurisdictional Steering Committee for Alliancing and Traditional Contracting (2009-2015)

### About Richard

Richard leads our Infrastructure Advisory service offering, supporting the development and realisation of social and economic infrastructure investment proposals. Over a 30+ year career, he has extensive, first-hand experience in the planning and delivery of major strategic projects, over a wide range of industry sectors including Transport, Health, Commercial, Justice, Education, Sport and Recreation and Arts and Culture.

Prior to joining Johnstaff in 2018, Richard spent 15 years at the forefront of the planning and delivery of a \$multi-billion program of strategic initiatives that have transformed the Perth metropolitan area, including Optus Stadium, the new WA Museum, Perth Children's Hospital, Fiona Stanley Hospital, One40William®, Old Treasury Buildings Redevelopment and the Mandurah Railway.

### What Richard brings to our clients

Richard has over 20 years' experience in senior and executive management roles responsible for planning and delivery of major building and infrastructure projects, involving all project phases from initiation through to post-commissioning operations and handover. His experience spans a full suite of publicly- and privately-financed procurement models. Richard has highly developed stakeholder management, facilitation and negotiation skills, reflecting many years leading highly complex infrastructure projects and transactions.

\$9b+

Worth of projects delivered

30+

Projects

## Employment history

2020 – current	Principal & National Lead – Transport, Johnstaff Infrastructure Advisory
2018 – 2020	Executive Consultant & National Lead – Transport, Johnstaff Advisory
2008 - 2018	Executive Director Strategic Projects / Executive Director Strategic Projects & Asset Sales, WA Departments of Housing & Works; Treasury & Finance; Treasury; and Finance
2002 – 2008	Director – City Project, Public Transport Authority of Western Australia (PTA)
2002 – 2002	Executive Officer to Perth City Rail Advisory Committee, PTA
2001 – 2002	Manager Term Contracts, Main Roads WA (MRWA) (Metropolitan Region)
1999 – 2001	Regional Manager, MRWA (Mid-West Region)
1998 – 1999	Manager Contracts, MRWA (Pilbara Region)
1997 – 1998	Project Services Manager, MRWA (Pilbara Region)
1996 - 1997	Special Projects Manager, MRWA (Pilbara Region)
1992 – 1996	Shire Engineer, Shire of Ashburton
1992 – 1992	Contracts Coordinator, MRWA (Mid West Region)
1988 - 1992	Engineer (Operations & Engineering), MRWA (Kimberley Region)

## Key Project Experience

### Transport

- New MetroRail City Project (\$380 million; 2002-2008) – rail tunnels, underground stations and related works in the Perth CBD, delivered under a Design, Construct and Maintain contract. Project Director and State's Representative, responsible for: tender and contract development; tender evaluation and negotiation (panel chair); contract management; technical and commercial closure; and resolution of contractual claims and disputes.
- Mandurah Railway infrastructure Design and Construct contract (\$321 million; 2007-2008) – civil, track, overhead traction, signaling, communications and related rail works, Narrows Bridge to Mandurah. State's Representative, responsible for: contract management; technical and commercial closure; and resolution of contractual claims and disputes.
- Perth Metropolitan Term Network Contracts (combined \$200+ million; 2001-2002) – long term (10 year) maintenance contracts for road assets, traffic control infrastructure and road tunnel systems); combination of performance-based asset management and schedule of rates contracts. Manager Term Contracts and State's Representative, responsible for contract management.

### Health

- Fiona Stanley Hospital (\$1.99 billion; 2008-2014) – 783 bed tertiary adult hospital, delivered under a Managing Contractor (MC) contract. Executive Director Strategic Projects, responsible for: tender and contract development; tender evaluation and negotiation; contract management; technical and commercial closure; and resolution of contractual claims.
- Perth Children's Hospital (\$1.12 billion; 2008-2018) – 298 bed tertiary pediatric hospital, delivered under a MC contract. Executive Director Strategic Projects, responsible for: business case development; project definition; tender and contract development; tender evaluation and negotiation; contract management; technical and commercial closure; and resolution of contractual claims.
- Midland Health Campus (\$360 million; 2010-2015) – 307 bed general hospital, including fully outsourced service delivery, delivered under a Design-Build-Operate-Maintain Public Private Partnership (PPP). Executive Director Strategic Projects, responsible for: business case development; project definition; tender and contract development; tender evaluation and negotiation; contract management; technical and commercial closure; and resolution of contractual claims.
- Albany Health Campus (\$170 million; 2008-2013) – 132 bed regional general hospital, delivered under an Early Contractor Involvement contract. Executive Director Strategic Projects, responsible for: project definition; tender and contract development; tender evaluation and negotiation (panel chair); contract management; technical and commercial closure; and resolution of contractual claims.
- Busselton Health Campus (\$120 million; 2011-2016) – 84 bed regional general hospital, delivered under a novated Design and Construct (D&C) contract. Executive Director Strategic Projects, responsible for: tender and contract development; tender evaluation and negotiation (panel chair); contract management; technical and commercial closure; and resolution of contractual claims.

- Karratha Health Campus (\$207 million; 2013-2018) – 40 bed regional general hospital, delivered under a MC contract. Executive Director Strategic Projects, responsible for: business case development; project definition; tender and contract development; tender evaluation and negotiation (panel chair); and contract management; and resolution of contractual claims.
- Queen Elizabeth II Medical Centre (QEII MC) Central Energy Plant (\$225 million; 2009-2013) – new central plant facility supplying essential services to the entire medical campus, delivered under a MC contract. Executive Director Strategic Projects, responsible for: business case development; project definition; tender and contract development; tender evaluation and negotiation (panel chair); contract management; technical and commercial closure; and resolution of contractual claims.
- QEII MC Car Parking (\$150 million; 2010-2016) – delivery and operation of 3,000 bay multi-deck car park and operation of 2,000 at-grade bays, delivered under a Build-Own-Operate-Maintain PPP. Executive Director Strategic Projects, responsible for: project definition; tender and contract development; tender evaluation and negotiation (panel chair); contract management; technical and commercial closure; and resolution of contractual claims.

#### **Arts & Culture**

- WA Museum (\$433 million; 2008-2018) – 22,000m<sup>2</sup> museum in the Perth Cultural Centre, delivered under a Managing Contractor contract. Executive Director Strategic Projects, responsible for: business case development; project definition; tender and contract development; tender evaluation and negotiation (panel chair); and contract management.
- State Theatre Centre (\$103 million; 2008-2011) – 575 seat theatre and 200 seat studio, delivered under a CO contract. Executive Director Strategic Projects and State's Representative, responsible for: contract management; technical and commercial closure; and resolution of contractual claims and disputes.
- Albany Entertainment Centre (\$70 million; 2008-2011) – regional 620 seat theatre and 200m<sup>2</sup> multi-function venue, delivered under a CO contract. Executive Director Strategic Projects and State's Representative, responsible for: contract management; technical and commercial closure; and resolution of contractual claims and disputes.

#### **Commercial**

- Old Treasury Buildings Redevelopment (\$600 million; 2008-2016) – mixed use private sector funded commercial precinct redevelopment delivered under a multi-party Development Agreement (DA). Executive Director Strategic Projects, responsible for: tender and DA development; tender evaluation and negotiation (panel chair); DA management; and technical and commercial closure.
- One40 William Street® (\$500 million; 2008-2011) – mixed use private sector funded commercial precinct redevelopment delivered under a multi-party DA. Executive Director Strategic Projects, responsible for: DA management; and technical and commercial closure. As Project Director, also responsible for business case development.

#### **Justice**

- Eastern Goldfields Regional Prison (\$232 million; 2010-2017) – 350 bed mixed security men's and women's prison, delivered under a Design-Build-Finance-Maintain (DBFM) PPP. Executive Director Strategic Projects, responsible for: business case development; project definition; tender and contract development; tender evaluation and negotiation (panel chair); contract management; and technical and commercial closure.
- Acacia Prison Expansion (\$106 million; 2010-2015) – expansion of existing prison to provide accommodation and amenities for an additional 387 prisoners, delivered under a D&C contract. Executive Director Strategic Projects, responsible for: project definition; tender and contract development; tender evaluation and negotiation (panel chair); contract management; technical and commercial closure; and resolution of contractual claims.

#### **Education & Research**

- WA Schools PPP (\$370 million; 2012-2018) – four new primary schools and four new secondary schools, delivered under a DBFM PPP. Executive Director Strategic Projects, responsible for: business case development; project definition; tender and contract development; tender evaluation and negotiation (panel chair); contract management; and technical and closure.
- Perth Inner City College (\$68 million; 2017-2018) – new secondary school, delivered under a Construct Only (CO) contract. Executive Director Strategic Projects, responsible for: project definition; tender and contract development; tender evaluation and negotiation; and contract management.

#### **Sport & Recreation**

- Optus Stadium (\$955 million; 2011-2018) – 60,000 seat multi-purpose sports stadium, delivered under a DBFM PPP. Executive Director Strategic Projects, responsible for: project definition; tender and contract development; tender evaluation and negotiation (panel chair); contract management; technical and commercial closure; and resolution of contractual claims and disputes.
- RAC Arena (\$557 million; 2008-2015) – 14,000 seat multi-purpose indoor entertainment and sports venue, delivered under a CO contract with D&C elements. Executive Director Strategic Projects and State's Representative, responsible for: contract management; technical and commercial closure; and resolution of contractual claims and disputes.

### ***Strategy, Policy & Regulation***

- Led the review and update of the WA Government's Strategic Asset Management Framework policy suite and guidelines, approved by Cabinet in 2014 for adoption across the public sector.
- Member of the Project Board overseeing the 2015 WA Department of Finance Agency Expenditure Review, reporting to Cabinet on recommended savings measures based on detailed analysis of all the Department's capital and recurrent expenditure programs.
- Member of interagency working group responsible for drafting and implementing the WA Building and Construction Industry Code of Conduct, effective from January 2017.
- Represented the WA Departments of Treasury and Finance on working groups responsible for development of the legislative and policy frameworks for the establishment of Infrastructure WA and the development of the Industry Led Bids policy (both implemented in 2018).
- Works Reform board member responsible for formulating and implementing a comprehensive reform program for WA public sector non-residential building works, approved by the WA Government in 2009.
- Responsible for establishment of the New MetroRail City Project division within PTA in 2002, including design and implementation of organisational structure and business systems and their integration into PTA.
- Responsible for establishment of the Strategic Projects business unit in 2008, leading the division through four successive Machinery of Government structural reforms over more than ten years.
- WA State Supply Commission Board Member from 2006 to 2009, responsible for oversight of goods and services procurement across the public sector.

### ***Program Realisation***

- Team Member for Gateway Reviews of 10+ major projects in Victoria and WA (including major road and rail projects in 2018, 2019 and 2020). As Senior Responsible Owner, commissioned more than 50 Gateway Reviews for projects under direct oversight, including all project 'gates' from Strategic Assessment to Benefits Evaluation.
- Independent Assurance Review and Project Assurance Review of major road and rail projects in Victoria in 2019.
- Member of eight interagency Steering Committees responsible for oversight of WA Government projects delivered by the Strategic Projects division. Chair of the Old Treasury Buildings Redevelopment Steering Committee; Co-chair of the WA Schools PPP, Optus Stadium and WA Museum Steering Committees.
- From 2007 to 2018, member of interagency Steering Committees and Taskforces responsible for oversight of major WA transport infrastructure projects, including Perth-Bunbury Highway (\$705 million – Alliance); Gateway WA (\$1.00 billion airport road link – Alliance); Perth City Link Underground Rail and Busport (\$610 million – Alliance); MAX Light Rail (\$1.80 billion – Design-Build-Finance-Operate PPP); Forrestfield-Airport Link (\$1.86 billion metro rail – D&C); Perth Freight Link (\$1.90 billion strategic road link – Alliance); NorthLink WA (\$1.02 billion strategic road link – D&C); and METRONET rail expansion program (\$3+ billion – Alliance and D&C).
- From 2008 to 2018, responsible for reporting to Cabinet sub-committee on major project performance across the WA general government sector.
- Between 2014 and 2017, Executive Director Strategic Projects and Asset Sales responsible for progressing the divestment of government infrastructure and business assets under a structured asset sales program with an indicative sale value of \$16-18 billion, including: Perth Market Authority (divestment completed); Fremantle Port (due diligence completed, enabling legislation drafted); Utah Point Bulk Handling Facility (Port Hedland) (due diligence completed, enabling legislation enacted); and Western Power (initial due diligence).

### ***Investment Decision Making***

- In 2019 and 2020, supported business case development for the SA Department of the Premier and Cabinet International Centre for Hospitality, Tourism and Food Studies; Youth Justice NSW Enhanced Support Unit; TAFE NSW Western Sydney Construction Hub; TAFE NSW Specialist Advanced Training Centre; and NSW Maritime Infrastructure Delivery Office Eden Safe Harbour Project, including facilitating Investment Logic Mapping workshops.
- Between 2008 and 2018, responsible for leading development of business cases and project definition planning for major WA Government projects including Perth Children's Hospital (\$1.12 billion), Optus Stadium (\$955 million), One40 William Street® (\$500 million), WA Museum (\$433 million), WA Schools PPP (\$370 million) and Midland Health Campus (\$360 million).