



Examples of our projects

1 Rail infrastructure and services

(Many of our substantive private sector projects in this area, and/or the clients for whom these projects have been and are being performed, cannot be revealed. These projects have included major submissions for conventional light, metro and heavy rail projects and urban and interurban fast rail projects, as well as a wide range of other private sector infrastructure projects incorporating rail-based elements.)

- Independent Public Inquiry, Long-Term Public Transport Plan for Sydney, *Final Report* (two volumes), 26 May 2010
- 2010 timetabling concepts (RailCorp, 2010)
- Independent Public Inquiry, Long-Term Public Transport Plan for Sydney, *Preliminary Report*, 5 February 2010
- *Long-Term RailCorp Network Plan* (RailCorp, 2009)
- *Lidcombe–Granville Corridor Upgrade Program Overview Report* (RailCorp, 2009)
- Revised (2009) CityRail network and line maps for trains, stations, timetables and other public and internal publications (RailCorp, 2008 and 2009)
- Public consultation documents on the proposed 2009 CityRail timetable (RailCorp, 2008)
- Submission to the Victorian Government on East–West Link road and rail transport proposals for Melbourne, Leighton Contractors, 2008
- *Emu Plains train stabling: Overview Report* (RailCorp, 2008)
- *Riverstone Railway Overpass: Overview of Options and Background Report* (Roads and Traffic Authority, 2008)
- *Contracts Summary* for the \$3.6 billion RailCorp Rollingstock PPP project for the supply and long-term availability and maintenance of 78 new CityRail trains (RailCorp and NSW Audit Office, 2006–07)
- Network and train plan mapping, graphics and other assistance for the development of CityRail’s 2009 timetable, including Epping–Chatswood Rail Line services (RailCorp, 2007–08)
- Incident-based *Safeworking Guidelines* for rail infrastructure Delivery Managers and contractors, NSW Transport Infrastructure Development Corporation (TIDC), 2006
- Epping–Chatswood Rail Line Commissioning Management Alliance communications, TIDC and Thiess, 2006–08
- Revised (2007) CityRail network and line maps for trains, stations, timetables and other public and internal publications (RailCorp, 2006–08)
- *Scheme Design Report, Hornsby Platform 5 and Stabling Project*, GHD (for TIDC and RailCorp), 2006
- Introductory e-brochure explaining study of new rail routes across the Liverpool Ranges, Australian Rail Track Corporation (ARTC), 2006
- *Hunter Valley Coal Network Capacity Improvement Strategy 2006–2011*, ARTC, 2006
- Mapping and graphics for *Business Case* for the then-proposed Epping–Mungerie Park–Vineyard North West Rail Link (NSW Department of Planning, 2005)
- Analyses of rail operational issues associated with options for new cross-CBD rail links (submissions to the Infrastructure Coordination Unit of NSW Department of Planning, Infrastructure and Natural Resources, RailCorp and others, 2005)
- New CityRail and CountryLink network maps for trains, stations, timetables, other public and internal publications and CityRail timetable planning (RailCorp, 2004–2006)
- Fire and Life Safety issues on Sydney underground railways: summaries of recent studies and RailCorp responses (RailCorp, 2004)
- Analyses of the operational implications, feasibility, costs and performance of ‘Cross City Rail Link’ (MetroWest and MetroPitt) inner city and cross-harbour rail corridor options (State Rail, 2003)
- Report on future CityRail ‘Sector 2’ rail operations (State Rail, 2003)

- *Long-Term Strategic Plan for Rail* (drafting, editing, mapping and production of revised versions), setting out detailed and comprehensive over-arching strategies for the integrated development, operation and maintenance of the rail system in the greater Sydney metropolitan region over the next 10–15 years in the context of longer-term concepts for the next 50 years (Transport NSW, 2002). These reports are revisions of the earlier plans set out in the June 2001 ‘Christie Report’ (see below), which was publicly released in May 2002.
- *Parramatta Rail Link Stage 1 RIC Interface works*: scan and detailed documentation of complex process requirements in draft contracts (Rail Infrastructure Corporation (RIC), 2002)
- *Eastern Suburbs Railway turnback facilities Overview Report* (State Rail and RIC, 2001–02)
- *State Rail Operational and Infrastructure Planning Processes* (a review report for Rail Development, State Rail, 2001)
- *Long-Term Strategic Plan for Rail* (drafting, editing, mapping and production of the ‘Christie Report’) (Office of the Coordinator-General of Rail, 2001)
- Metropolitan Signal Control System: documentation, submissions and summary reports concerning proposals for the modernisation and remote control of trackside signalling and train control systems in Sydney, Rail Services Australia (RSA) and RIC, 2000–01
- Audits of Rail Infrastructure Corporation *Asset Management Plans* and reviews of Budget impacts, Metropolitan West and Hunter Valley/North West regions, 2001
- Submissions on RIC Hong Kong rail projects, 2001
- *Overview Report for Metropolitan Line Management Plans*, setting out new medium term (5–10 year) and long term (25–30 year) metropolitan rail infrastructure development and maintenance strategies, Rail Access Corporation (RAC), 2000
- *Annual Report on Metropolitan Rail Infrastructure, 1999–2000*, RAC 2000
- *RailSafe Rules Review*, a monthly newsletter for all NSW rail employees on the re-writing of the NSW rail industry Safeworking Rules, RAC and RIC, 2000–01
- *Annual Reports* on Sydney South rail infrastructure, 1999–2000 and 2000–01 (RIC, 2001)
- Editing of *State Rail Annual Report 1999–2000*
- Hunter coal network GPS mapping and interactive screen display for the guidance of access by emergency services, RAC 2000 (with a version 1.1 update for RIC in 2002)
- ‘Driver only’ train operations submissions, RAC 2000
- *Call for Expressions of Interest, Parramatta Rail Link*, PRL 2000
- 2000–05 non-commercial capital works project submissions, RAC 2000
- *Freight Line Management Plan Overviews*, RAC 1999–2000
- *Evaluation Report and Detailed Summary of Proposals* on Speedrail proposals for very high speed Sydney–Canberra rail infrastructure and services, Commonwealth Department of Transport and Regional Services, 2000
- Evaluation of the potential for high-speed rail and magnetic levitation long-distance and medium-distance passenger services in NSW, NSW Department of Transport 1999
- *Annual Reports* on Sydney South and Metropolitan South rail infrastructure performance and maintenance and construction programs, RSA and RIC, 1998–2001
- *TMACS Train Order Working*, RSA 1999
- New Southern Railway (Airport Line) design, construction and commissioning: numerous presentations, seminar papers and reports for Transfield Bouygues Joint Venture, Kinhill Engineers, RSA, RAC and SRA, 1996–2000
- Reports and submissions on proposals for Hunter coal lines, the Orange–Broken Hill corridor and the modernisation of non-metropolitan NSW train control systems, RAC 1999
- Evaluation of proposals for alternatives to the Parramatta Rail Link (through Booz.Allen & Hamilton), NSW Department of Transport, RAC and SRA 1999
- Draft 25-year *NSW Rail Infrastructure Strategy*, RAC 1998–99
- Draft *Overview Report* on Sydney–Newcastle high-speed rail services, RAC 1998–99
- Analysis of information requirements for NSW rail network management and control, RAC 1999
- Network mapping for NSW *Line Management Plans*, RAC 1998–99
- Reports on Sydney South and City Underground infrastructure maintenance and capital works, 1996–99, RSA 1998–99

- *Freight Priority Upgrading of Flemington Junctions*, RAC 1998
- Summary of proposals for rail freight infrastructure upgradings in Sydney, RAC 1997
- *SRA Operations Division Business Plans*, SRA 1997
- *Interim NSW Rail Infrastructure Strategy*, RAC 1997
- *Redfern Station upgrading: Status Report*, SRA 1997
- *Call for Detailed Proposals* for Sydney–Canberra high-speed train infrastructure and services, NSW Premiers Department 1997
- Numerous Railway Services Authority and Rail Services Australia submissions for and seminar presentations on Australian and overseas projects, 1996–2000
- *CBD and Western Light Rail Extensions*: a summary of feasibility studies into extensions of the Ultimo–Pyrmont light rail system and an analysis of proposals for these extensions by Sydney Light Rail Company, NSW Department of Transport 1997
- *Evaluation Report* on detailed feasibility studies for proposed Parramatta–Chatswood rail links, RAC 1997
- *RAC Line Management Plans*, 1997
- *Rail Infrastructure to Access Olympic Park, Homebush Bay Rail Loop: Project Definition Report*, RAC and SRA, 1996–97
- Presentations and print materials on RAC’s IWMP contracting strategies, 1996–98
- *Sydney Olympics 2000 Rail Transport Plans: September 1996 Status Report*, including a critical evaluation of infrastructure and train planning issues then remaining to be resolved, RAC and SRA 1996
- *Evaluation of Sydney–Canberra High Speed and Very High Speed Trains: Overview Report*, an evaluation of Speedrail and maglev proposals and other options, NSW and Commonwealth Departments of Transport, Commonwealth Department of Industry, Science and Tourism and ACT Government, 1996
- Restructuring of New Southern Railway BOOT contracts, RAC 1996
- *RAC Asset Management Business Plan*, 1996
- *SRA Passenger Fleet Maintenance Business Plan*, 1996
- Submissions on future contracting structures for NSW rail infrastructure development and management, RAC 1996
- Submissions for improvements to rail access for the Nepean campuses of the University of Western Sydney, SRA and Department of Transport, 1995–96
- Scoping of the New Southern Railway works at Kingsford Smith Airport, SRA 1996
- *Status Report* and submissions to the NSW Government for East Hills line amplification, grade separation of its junction with the New Southern Railway and construction of Wolli Creek Interchange Station, RAC 1995
- *Status Report* and submission for the calling of private sector expressions of interest in transport interchange, retail, housing, hotel and office developments at Central Station, SRA 1995–96
- *Network Development Business Plan*, SRA 1995–96
- *Railway Services Group Business Plan* and *Business Directions* statement, SRA 1995–96
- CityRail rail infrastructure capital works and maintenance funding submissions and *Strategic Plan 1996–97*, SRA 1996
- Tarana–Oberon rail link proposals for private sector operations, SRA 1995
- *Status Report* on Sydney West Airport Rail Links, SRA 1995
- *Status Report* on Parramatta–Chatswood Rail Links (drawing together the previous five years of engineering, land-use, environmental, economic and financial investigations), SRA 1995
- *Capital Works and Maintenance Strategic Plan for the Metropolitan Heavy Rail Network*, SRA 1995
- *Amendments to State Rail Capital Works Program: New Government Initiatives*, SRA 1995
- *Ultimo–Pyrmont Light Rail Project: Contract Summary*, NSW Department of Transport 1995–96
- *Status Report on Heavy Rail Infrastructure for Olympic Park*, SRA 1995
- *New Southern Railway: Contract Summary*, SRA 1995
- *New Southern Railway: Submissions to SRA Board and Capital Works Committee of Cabinet*, SRA 1995
- *State Rail Strategic Plan 1994–2016: CityRail*, SRA 1994
- *Status Report on Heavy Rail Infrastructure for Olympic Park*, SRA 1994

- *CityRail South Business Plan*, SRA 1994
- Explanatory booklet for rail owners and operators on the Rail Safety Act, NSW Department of Transport 1994
- *Airport Rail Link Benefits to the Commonwealth* (submission to Commonwealth Government), NSW Department of Transport 1993
- *Airport Rail Link Feasibility (Stage 2 Investigations)*, NSW Department of Transport 1993
- Issues management for the introduction of the Rail Safety Act, NSW Department of Transport 1992
- *Airport Rail Link Feasibility (Stage 1 Investigations)*, Department of Transport 1992
- *Pre-Feasibility Marketing Study for Sydney–Canberra Tilt Train*, NSW Department of Transport 1991
- *Review of Rail Sleeper Services to Northern NSW*, NSW Department of Transport 1990.

2 Road infrastructure

(Again, many substantive private sector projects in this area, and/or the clients for whom these projects have been and are being performed, cannot be revealed. These projects have ranged from major traffic study reports for new motorways to submissions for a wide range of private sector infrastructure projects incorporating road-based elements.)

- *Picton Road Corridor Strategy*, NSW Roads and Traffic Authority (RTA), 2010
- *Newcastle Port and Airport Access Corridor Strategy*, RTA, 2010
- *Central Coast Highway and Brisbane Water Drive/Manns Road Intersection Upgrade Options Report*, RTA, 2010
- *Queanbeyan to Batemans Bay Corridor Strategy*, RTA, 2009
- *Mona Vale to Macquarie Park Corridor Strategy*, RTA, 2009
- *Ballina to Tenterfield Corridor Strategy*, RTA, 2008–09
- *Updated Contracts Summary, Cross City Tunnel*, RTA and NSW Audit Office, 2008
- Brisbane Northern Link motorway *Traffic Forecasts* reports, BrislinkM5 consortium (Leighton Contractors/ABN AMRO/Baulderstone Hornibrook/Bilfinger Berger), 2008
- M5 motorway *Traffic Forecasts* summary reports (Interlink Roads, 2008)
- Submission to the Victorian Government on East–West Link road and rail transport proposals for Melbourne, Leighton Contractors, 2008
- *Riverstone Railway Overpass: Overview of Options and Background Report* (RTA, 2008)
- Brisbane Airport Link motorway *Traffic Forecasts* reports, summary of *Proposals* to the Queensland Government and summary of final financial proposals, Northern Motorway Group (Leighton Contractors/ABN AMRO), 2007–08
- *Updated Contracts Summary, Lane Cove Tunnel*, RTA and NSW Audit Office, 2007
- Summaries of the contexts of and preliminary and *EIS* traffic forecasts for the proposed Brisbane Airport Link motorway, Leighton Contractors/ABN AMRO, 2006
- *Contracts Summary, M5 Motorway* (updated and expanded internal summary), RTA, 2006
- *North–South Bypass Tunnel Traffic Forecasts* (new Brisbane motorway): detailed reports for the RiverCity Motorway consortium, 2005 and 2006
- *Contracts Summaries, M2 Motorway* (updated internal summary and new public summary), RTA, 2004
- *Mitcham–Frankston Freeway Traffic Forecasts*: a series of detailed reports for the Mitcham Frankston Motorway consortium, 2003–04
- *Contracts Summary, Lane Cove Tunnel*, RTA and NSW Audit Office, 2004
- Road network development strategic planning, RTA (initial 2002 work with Kilsby Australia), 2002–04
- *Contracts Summary, Westlink M7 Motorway (Western Sydney Orbital)*, RTA and NSW Audit Office, 2003
- *Contracts Summary, Cross City Tunnel*, RTA and NSW Audit Office, 2002–03
- *Lane Cove Tunnel Traffic Forecasts*: reports for the Lane Cove Motorway consortium, 2002–03
- *Contracts Summary, M5 Motorway (1991, 1993, 1994, 1997, 1998, 2000 and 2002)*, RTA 2002–03
- *F3 to Sydney Orbital Link Study* Stage 2 and final reports and public consultation documents, Sinclair Knight Merz for Commonwealth Department of Transport and Regional Services and RTA, 2002
- *Sydney Roads Plan 2020* mapping and concepts presentations, Sinclair Knight Merz for RTA, 2002

- *Policies and legal requirements for the integration of transport and land-use planning*, chapters in new *Transport Assessment Guide* (manual for developers and councils), RTA 2001
- *Murray Bridges Strategy*, RTA and VicRoads 2001–02
- *Timber Bridges Management Strategy*, RTA 2000–02
- *Contracts Summary, M2 Motorway*, RTA 2001
- *Environmental Noise Management Manual*, RTA 2000–01
- *Princes Highway and F6 Development Strategies*, RTA 2000–02
- *Urban Design Practice Note* on pedestrian bridges, RTA 2000–01
- *Beyond the Pavement: RTA Urban and Regional Design Practice Notes* (manual), RTA 1999
- *New England Highway Development Strategies*, RTA 1999
- *Main Road 65 Development Strategies*, RTA 1999
- *Contracts Summary* for the Eastern Distributor BOOT motorway project, RTA and NSW Audit Office 1997–99
- *State Road Network Strategy*, initial draft revised 1997–98 version, RTA 1997
- *RTA Environment Plan*, 1997
- *RTA Road Freight Strategy*, 1997
- *RTA Road Network Infrastructure Strategic Plan 1996–2001*, 1996
- *RTA Western Sydney Roads and Transport Improvement Program*, 1995–96
- *Bus priority schemes in the Sydney CBD*, State Transit 1995
- *State Road Network Strategy* and *State Road Network Strategy Technical Report*, RTA 1994–95
- *Travel Impacts of Teleworking*, Transport Study Group and RTA 1995
- *RTA Capital Investment Strategic Plan 1994*
- *Motorway Pacific Feasibility*, RTA 1993
- *RTA North Coast Road Strategy*, 1993.

3 Transport strategies and miscellaneous other transport issues

- Independent Public Inquiry, Long-Term Public Transport Plan for Sydney, *Final Report*, 26 May 2010
- Independent Public Inquiry, Long-Term Public Transport Plan for Sydney, *Preliminary Report*, 5 February 2010
- Reviews of Sydney transport needs, strategies and planning, Infrastructure Australia, 2009–10
- Submission on East–West Link road and rail transport proposals for Melbourne, Leighton Contractors, 2008
- Review of *TransLink Network Strategy* (ten-year public transport strategy for South East Queensland), TransLink/Queensland Department of Transport, 2007
- *Metropolitan Transport Strategy for Sydney*, NSW Department of Infrastructure, Planning and Natural Resources, RailCorp, RTA and NSW Department of Transport, 2005
- Road network development strategic planning, RTA (initial 2002 work with Kilsby Australia), 2002–04
- *Long-Term Strategic Plan for Rail* (revised versions) (Transport NSW, 2002)
- *Long-Term Strategic Plan for Rail* (drafting, editing, mapping and production of the ‘Christie Report’) (Office of the Coordinator-General of Rail, 2001)
- *Introducing rational, transparent funding for a more efficient State Transit*, submission for State Transit, 2000
- *Penrith–Orange Transport Strategies*, RTA and others 1999
- Draft 25-year *NSW Rail Infrastructure Strategy*, RAC 1998–99
- Manly bus–ferry interchange, NSW Department of Transport 1998
- *Action for Transport 2010* (initial development of concepts, core principles and strategic priorities), NSW Department of Transport and RTA 1997–98
- *State Road Network Strategy*, initial draft revised 1997–98 version, RTA 1997

- *1997–99 Corporate Plan*, NSW Department of Transport 1997–98
- *Vehicle Transport Policy Manual*, NSW Department of Transport 1995
- Tow Truck Industry Council communications strategies, 1995
- *Making the Connection: Public Transport Integration Policy*, NSW Department of Transport 1995
- *Integrated Transport Strategy for the Greater Metropolitan Region*, NSW Department of Transport 1995
- *State Road Network Strategy* and *State Road Network Strategy Technical Report*, RTA 1994–95
- *NSW Transport News* (monthly Department of Transport newsletter, 1994–95)
- Handbook on local government facilitation of local bus services, NSW Department of Transport 1994
- *Evaluation of the National Energy Management Program* (as part of a joint evaluation of the Commonwealth’s energy-efficiency and greenhouse gas emission reduction programs, including programs in transport areas), Department of Primary Industry and Energy, 1993
- *Infrastructure Financing* (discussion paper on more equitable cost-sharing and benefit-sharing mechanisms for new transport infrastructure), NSW Department of Transport 1993
- Issues management strategies for the introduction of the Parking Space Levy in Sydney/North Sydney, NSW Department of Transport 1992
- *Transport Study*, Northern Area Regional Organisation of Councils 1991
- Numerous advisings, small publications (brochures, booklets and on-line services), displays and presentation aids on NSW Transport Data Centre, school bus safety, ‘accessible transport’ services and policies, light rail projects and concepts, rail safety, urban planning designs for increased capabilities and use of public transport and for improved streetscapes not dominated by private motor vehicles, the ‘integration’ of transport and land-use planning more generally, philosophies and programs for ‘balanced’ transport, bus and heavy vehicle driving hours, the half-fare bus subsidy scheme and hire car policies, NSW Department of Transport 1993–96.

4 Cultural, occupational health and safety, environmental protection, water, energy efficiency and scientific and engineering community relations projects

- Editing of National Occupational Health and Safety Commission *National Standards*, *National Codes of Practice* and *Learning Guides* on workplace asbestos management, asbestos removal, construction work, the prevention of falls from heights, manual handling, the prevention of musculoskeletal disorders and the safe operation of front-end loaders and excavators, forklift trucks and elevating work platforms, 2004–05
- Editing of *Expectant and New Mothers in ACT Workplaces: Guidelines for Employers and Employees*, Chief Minister’s Department, ACT Government, 2004
- Writing and production of submission documents and summaries for the then-proposed Kimberley Canal for the supply of potable water from the Kimberley region to Perth, Tenix, 2004
- *Status Report* and *Business Case* for a new Utzon-designed Opera Theatre in Sydney Opera House, Sydney Opera House Trust, 2003 and 2004
- *Project Summary Report* to EPA on hazardous chemical waste treatment at Sydney Olympic Park, Sydney Olympic Park Authority 2003
- Energy efficiency program communications, URS Australia for Department of Defence, 2000
- Research, design, consumer and industry testing and refinement of new energy efficiency consumer product labels, now widely used for almost all refrigerators, freezers, dishwashers, washing machines, clothes dryers and air-conditioners sold in Australia, Australian Greenhouse Office and others, 1998–2000
- Public consultation documents and strategic and tactical advice for Northside sewage storage tunnel project amendments, Sydney Water, 1999
- ‘Public involvement’ and public information strategies for the Australian Nuclear Science and Technology Organisation (ANSTO), 1994
- Review of the communications aspects of the *National Energy Management Program*, Commonwealth Department of Primary Industries and Energy, 1993
- Communication program on the need for a new Australian nuclear research reactor, ANSTO, 1992–93
- Safety and flood protection at Warragamba Dam (announcement publicity, community consultation approaches and materials, communications strategy for emergency measures, etc), Sydney Water Board, 1987–88.

5 Legal aspects of specific infrastructure development and O&M projects, including summaries of contracts for major physical and social infrastructure PPP projects

- *Updated Contracts Summary* for the Sydney desalination project's Kurnell desalination plant, reflecting contract amendments in June and November 2009, Sydney Water Corporation, 2009
- *Updated Contracts Summary* for the Westlink M7 motorway, incorporating contract amendments since 2003, NSW Roads and Traffic Authority and NSW Audit Office, 2009
- *Contracts Summary* for PPP student housing projects, University of New South Wales, 2008
- *Updated Contracts Summary* for the Sydney desalination project's Kurnell desalination plant, reflecting contract amendments in October 2008, Sydney Water Corporation, 2008
- *Contracts Summary* for the Sydney desalination project's renewable energy supplies, Sydney Water Corporation, 2008
- *Updated Contracts Summary* for the Cross City Tunnel, incorporating major contract amendments since 2003, RTA and NSW Audit Office, 2008
- *Contracts Summary* for the Colongra gas pipeline project, Delta Electricity and NSW Audit Office, 2008
- *Contracts Summary* for the Sydney desalination project's Kurnell–Erskineville pipeline and associated water delivery infrastructure, Sydney Water Corporation, 2008
- *Contracts Summary* for the Port Botany Expansion project, Sydney Ports Corporation, 2008
- *Contracts Summary* for the Sydney desalination project's Kurnell desalination plant, Sydney Water Corporation, 2007 (updated in 2008)
- *Contracts Summary* and *Updated Contracts Summary* for the Bonnyrigg 'Living Communities' public housing and property development PPP project, NSW Housing and NSW Audit Office, 2007 and 2008
- *Updated Contracts Summary* for the Lane Cove Tunnel, incorporating major contract amendments in 2007, NSW Roads and Traffic Authority and NSW Audit Office, 2007
- *Contracts Summary* for the \$3.6 billion RailCorp Rollingstock PPP project for the supply and long-term availability and maintenance of 78 new CityRail trains, RailCorp and NSW Audit Office, 2006–07
- Advice on PPP contracts summaries to accompany public release of future PPP project contracts, NSW Treasury 2006
- *Contracts Summary* for the Long Bay forensic and prison hospitals PPP project, Justice Health, NSW Health, NSW Department of Corrective Services and NSW Audit Office, 2006
- *Contracts Summary* for the second 'New Schools' Privately Financed Project, NSW Department of Education and Training and NSW Audit Office, 2006
- *Contracts Summary* for the Newcastle Mater Hospital PPP project, NSW Health and NSW Audit Office, 2006
- *Contracts Summary* for NSW Department of Education and Training long-term school asset maintenance contracts, 2005
- *Contracts Summary, Lane Cove Tunnel*, RTA and NSW Audit Office, 2004
- *Contracts Summary, Westlink M7 Motorway (Western Sydney Orbital)* RTA and NSW Audit Office, 2003
- *Contracts Summary* for the initial 'New Schools' Privately Financed Project, NSW Department of Education and Training and NSW Audit Office, 2003
- *Contracts Summary, Cross City Tunnel*, RTA and NSW Audit Office, 2002–03
- *Contracts Summary, M5 Motorway (1991, 1993, 1994, 1997, 1998, 2000 and 2002)*, RTA 2002–03
- *Contracts Summary* for the Stadium Australia project (incorporating post-1997 amendments and additional contracts), Sydney Olympic Park Authority, 2002
- *Parramatta Rail Link Stage 1 RIC Interface works*: scan and detailed documentation of complex process requirements in draft contracts (Rail Infrastructure Corporation (RIC), 2002)
- *Policies and legal requirements for the integration of transport and land-use planning*, chapters in new *Transport Assessment Guide* (manual for developers and councils), RTA 2001
- *Contracts Summary, M2 Motorway*, RTA 2001

- *Contracts Summary* for the Eastern Distributor BOOT motorway project, RTA and NSW Audit Office, 1997–99
- *Contracts Summary* on the Basslink Victoria–Tasmania undersea electricity cable BOO project, Basslink Development Board 2000–01
- *Contracts Summary* for the Olympic Park, Homebush Bay Novotel and Ibis hotel development, OCA 1998–99
- *Contracts Summary* for the Sydney SuperDome (multi-use Olympics arena) BOOT project, OCA and Audit Office 1997–99
- *Contracts Summary* for the Olympic Village project, OCA and Audit Office 1997–99
- 400-page report assembling and detailing all OCA operational and financial responsibilities, tasks and liabilities under the contracts for all Olympics 2000 venues, OCA 1998
- *Contracts Summary* for the Stadium Australia (Olympic stadium) BOOT project, OCA and Audit Office 1996–97
- *Ultimo–Pyrmont Light Rail Project: Contract Summary*, NSW Department of Transport, 1995–96
- *New Southern Railway: Contract Summary*, State Rail Authority 1995, and report on possible restructuring of New Southern Railway BOOT contracts, Rail Access Corporation, 1996.

6 Infrastructure financing, development and construction law issues more generally

Catalyst Communications’ Managing Director, Sandy Thomas, has written extensively on these issues over the last 20 years. This has included the ‘ghosting’ for a leading national law firm of a regular column in a well-known monthly construction industry publication. Issues addressed have included:

- Reform of tendering practices
- The pros and cons of various BOOT, PPP, corporatisation and privatisation structures
- PPP opportunities and risks
- Extending PPP beyond PFIs and other privately financed projects
- Risk management in BOOT projects
- Project financing issues and interactions with contract structures
- Project financing under traditional and capital markets approaches
- Taxation obstacles to private sector investment in infrastructure
- New models for joint infrastructure development
- Initiation and tendering of private infrastructure
- Infrastructure opportunities and risks in Asia
- Opportunities and risks in fast-tracking major infrastructure projects
- Assessments of ‘value for money’ and ‘price’
- ‘Costs’ in ‘cost plus’ contracts
- The value of bank guarantees
- ‘Good faith’ in Australian and SE Asian construction contracting
- Fairness standards in public sector tenders
- New approaches to project-specific construction contracting
- Contract structures adopted by the Department of Defence
- Future development of standard form construction industry contracts
- EPC/EPCM contract structures
- Certainty issues arising from the ‘corporatisation’ of government agencies
- Tenders for outsourcing
- Insurance issues in construction contracting
- Risk management through capital market mechanisms
- Infrastructure financing risk management

- Equitable setting off
- Trends in risks for professionals in the construction industry
- Trends in professional liability
- Liabilities for purely economic losses
- The capping of professional liabilities
- Unintended consequences of ‘side agreements’
- Techniques for the protection of financiers against owner and builder failures
- Current barriers to cost and dispute reduction
- Contractor and subcontractor accreditation
- Contractual and tort issues for cascading liabilities for defective work
- ‘Pay when paid’ clauses
- The ‘matching’ of head contract and subcontract obligations and liabilities
- ‘Preventive acts’ and extensions of time
- New approaches to ‘relationship’ contracting in general
- Interactions between ‘partnering’ and contracts
- ‘Alliance’ contracting approaches, issues and pitfalls
- DC&M contracting approaches
- Partnering approaches and securities
- Ethical values in the construction industry
- Impacts of legal ethics on construction industry delays and expense
- Legal professional privilege in the construction and projects industry
- Discovery and admissibility of documents
- Intellectual property issues in tenders and contracts
- Moral rights and copyright in the construction industry
- Environmental risks for owners and councils
- Native title and major projects
- The enforceability of ADR clauses
- ADR trends, pros and cons
- Options for simplified arbitration
- Arbitration and bias issues
- The ‘clogging’ of ADR
- The comparative merits of arbitration and binding expert determination
- Misleading statements during mediation
- The profitability impacts of efficient use of legal resources: comparisons between Australian and overseas practices.

7 Other (and generally earlier) projects on employment/unemployment, labour market, higher education, training, urban planning, public health, aged care, social security, administrative law and taxation/child support issues

In recent years, primarily as a result of the dominance of ‘repeat business’ but also as a matter of deliberate choice, Catalyst Communications has focussed strongly on infrastructure development and transport issues.

In earlier years, especially between 1989 and 1994, the focus of Catalyst Communications was more on employment/unemployment, labour market, higher education, training, urban planning, energy efficiency, environmental, public health, aged care, social security, administrative law and taxation/child support issues.

Since 1994 a few projects of these types—many of which cannot be disclosed—have continued to be carried out each year, and following changes in government philosophies and policies at the federal level Catalyst Communications is now once again actively pursuing its interests in these fields, while also continuing its work in infrastructure fields.

Examples of projects of these types, for public sector clients, have included, in addition to projects in these fields already mentioned in sections 4 and 5 above,

- Editing of new *Australian Capital Territory Housing Strategy* (ACT Department of Urban Services, 1998)
- Editing and assistance in drafting of new *Australian Capital Territory Strategic Plan* (Chief Minister's Department, ACT Government, 1996)
- *Review of Commonwealth merits review tribunals*: Design, development, implementation and reporting of a major qualitative survey of clients, advocates, interest groups, members and staff of Commonwealth agencies, departments, tribunals and courts involved in administrative law 'merits review' of agency and department decisions, from internal review processes to the Administrative Appeals Tribunal, specialist tribunals (especially in the immigration, refugee and veterans' arenas) and the Federal Court (for Artcraft Research and the Administrative Review Council, 1994–95)
- *Promotion of 'Working Nation' initiatives*: with Artcraft Research, an evaluation of and strategic guidance on proposals for advertising 'Working Nation' (Employment White Paper) initiatives to employers, coupled with an evaluation of contemporary employer, long-term unemployed and general public attitudes on economic and employment issues and the former Commonwealth Employment Service (CES) (Commonwealth Department of Employment, Education and Training (DEET), 1994)
- Local government administrative reforms: Administrative services coordination and management for Waverley City Council in response to changed operations and responsibilities under a new NSW Local Government Act (Waverley City Council, 1994)
- CES environmental, program and performance reporting: extensive database analyses and development of new monthly reporting mechanisms and formats on Commonwealth Employment Service (CES) client characteristics, numbers and trends and trends in CES performance (job placements and labour market program commencements and outcomes), plus analysis of the implications of performance findings for new programs directed at reducing long-term unemployment (DEET, 1993)
- Competency-based training in community services and health: drafting and preparation of introductory print materials for employees in the community services and health industries, promoting the introduction of competency-based training and explaining its key concepts and modes of implementation (National Community Services and Health Industry Training Advisory Board, 1993–94)
- *The Job Report*: concept development, research, writing and production of the first ten of a new series of monthly reports on the nature, performance and outcomes of CES services for jobseekers and employers, labour market programs, student financial assistance programs, industry training programs and higher education services, plus analyses of CES and other DEET data for the following six editions and strategic advice and assistance on disseminating and promoting the availability of this information (DEET, 1992–94)
- Development of client and staff communications strategies for 'benefits control' activities and client responsibilities under the AUSTUDY and ABSTUDY and Assistance for Isolated Children student assistance schemes (DEET, 1993)
- Concept development, research, writing and production of a *Job search kit* of leaflets, booklets and a video for distribution to all persons registering for employment with the Commonwealth Employment Service, to improve 'self help' job search skills and awareness and use of CES services, plus consumer research, revision, expansion, pre-testing and production of an upgraded version of this kit, 1.5 million copies of which were distributed (DEET, 1991–92)
- Review of DEET public communications services (DEET, January–February 1992)
- Design and conduct of a survey of internal staff and client attitudes to the services of DEET's Management Division, and subsequent mediation and facilitation in development and implementation of responses to the survey's findings (DEET, 1991–92)
- Review of DEET communication strategies on higher education issues and data access services for university and other academics, students, industry groupings and others (DEET, 1991–92)
- 'Disability Reform Package': development of a major, baseline study by Artcraft Research among people with disabilities, parents and carers, welfare agencies, health professionals and employers and employees, and analysis of the strategic implications of the study's findings (Department of Social Security (DSS), Department of Health, Housing and Community Services and DEET, 1991)

- Strategic planning for the future design, implementation, monitoring and evaluation of labour market programs for disadvantaged and long-term unemployed clients of the CES and related SkillShare, self-employment, Aboriginal employment and Aboriginal education programs (DEET, 1991)
- Design, development and implementation of staff communications and training strategies and programs associated with the introduction of new staffing systems within the CES, in an extremely sensitive industrial relations climate (DEET, 1991)
- Case study reviews of Youth Access Centres and DEET youth services (DEET, with Artcraft Research, 1991)
- Review of the marketing (to clients, other external targets and staff) of labour market programs aimed at assisting both employers and unemployed people (DEET, 1990)
- Advice on external and internal communications to facilitate the introduction (in July 1991) and further development of the ‘Newstart’ Strategy, under which the unemployment benefit was replaced by income support measures tied to job search and training program requirements for unemployed people (DEET, 1990–91)
- Evaluation of service-provider attitudes to and services for people with disabilities (with Artcraft Research, for DSS, DEET and Department of Community Services and Health, 1990)
- Review of the ‘JOBTRAIN’ program of pre-vocational and vocational training for unemployed persons, administered by the CES (with Artcraft Research, for DEET, 1990)
- National Better Health Program, Stage 1: communications assistance and advice to Commonwealth and State/Territory participants, including the establishment of an agreed broad communications strategy and the commencement of projects within this strategy (Department of Community Services and Health, 1989–90)
- Preparation of a paper proposing, explaining and arguing (in principle and in detail) for proposed national competency standards under a new Metal and Engineering Industry Award, as a follow-up to earlier work in related but wider workplace restructuring fields for private sector clients (Australian Committee on TAFE Curriculum, for the Metal Trades Industry Association and the Metal Trades Federation of Unions, 1989)
- *Child Support Scheme – Stage 1 Handbook*: Research, consulting, drafting and final preparation of a handbook with detailed advice for social workers, welfare advisers, DSS and Child Support Agency staff, lawyers, etc on the operation of Stage 1 of the Child Support Scheme, designed to minimise operational difficulties inherent in the Stage 1 scheme and improve client servicing by DSS/CSA staff (DSS, 1989)
- Review of strategies for improved community awareness and appreciation of Commonwealth Government housing assistance, including the First Home Owners Scheme and the Commonwealth-State Housing Agreement, and the likely impacts of then-contemplated changes to Commonwealth schemes. (Department of Community Services and Health, Housing Review Secretariat, 1989)
- Communications strategies on aged persons’ care, services and rights: Community, resident and operator consultations and a review of Commonwealth communications programs aimed at reaching current and possible future residents of hostels and nursing homes and their relatives, leading to a report with strategic recommendations for subsequently implemented programs (Department of Community Services and Health, 1989)
- Rights of residents in nursing homes and hostels: assistance in drafting a report by consultant Chris Ronalds, *I’m Still an Individual: a blueprint for the rights of residents in nursing homes and hostels*, and national publicity for the launch and follow-up round of community consultations on this report, which ultimately led to wide-ranging new protections of residents’ rights (Department of Community Services and Health, 1989)
- Publicity for new protections of hostel residents’ financial rights and hostel funding arrangements (Department of Community Services and Health, 1988)
- Nursing home funding changes: Initially a fire-fighting exercise in the face of a wave of adverse publicity about new funding arrangements, especially in Victoria and South Australia; successfully turned around to favourable publicity and widespread acceptance of the new arrangements, through a combination of media, consultation, publicity and lobbying techniques (Department of Community Services and Health, 1988)
- *Child Support Scheme – Stage 1*: National program aimed at facilitating and maximising ultimate support for the introduction of Stage 1 of the Child Support Scheme, including a report on inherent and avoidable problems with the scheme and its implementation, and recommended alternatives for the introduction of Stage 2. (Australian Taxation Office/DSS/Attorney-General’s Department, 1988).



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