



## CONTRACT DOCUMENTS

Sunshine Coast Mass Transit Project – Business Case  
Adviser and Economic and Financial Analyses  
Contract No. ITT1878

The attached documents listed as follows shall together constitute the contract.

Attachment A	<p>Letter of Acceptance and Post Tender Correspondence:</p> <ul style="list-style-type: none"> <li>➤ Sunshine Coast Regional Council Letter of Acceptance dated 11 July 2019</li> <li>➤ Council email to PricewaterhouseCoopers dated 26 June 2019</li> <li>➤ PricewaterhouseCoopers email to Council dated 27 June 2019</li> <li>➤ Council email to PricewaterhouseCoopers dated 27 June 2019</li> <li>➤ PricewaterhouseCoopers email to Council dated 28 June 2019</li> <li>➤ Council email to PricewaterhouseCoopers dated 28 June 2019</li> <li>➤ PricewaterhouseCoopers email to Council dated 28 June 2019</li> </ul>
Attachment B	<p>Invitation to Tender:</p> <ul style="list-style-type: none"> <li>➤ Pre Closing Date Notice to Respondents One (1) dated 21 May 2019</li> <li>➤ Pre Closing Date Notice to Respondents Two (2) dated 28 May 2019</li> <li>➤ Pre Closing Date Notice to Respondents Three (3) dated 4 June 2019</li> <li>➤ Pre Closing Date Notice to Respondents Four (4) dated 5 June 2019</li> <li>➤ Pre Closing Date Notice to Respondents Five (5) dated 13 June 2019</li> <li>➤ Invitation to Tender including Tender Process Terms, General Terms and Conditions and Attachments</li> <li>➤ Sunshine Coast Regional Council Tender Response Form</li> </ul>
Attachment C	<p>Respondent's Tender:</p> <ul style="list-style-type: none"> <li>➤ PricewaterhouseCooper Tender Submission dated 11 June 2019</li> </ul>

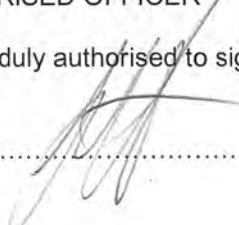
This contract is signed for and on behalf of SUNSHINE COAST REGIONAL COUNCIL by

Signature: 

Name: A. RATCLIFFE

Position: ACTING MANAGER BUSINESS AND INNOVATION  
AUTHORISED OFFICER

Who warrants that he is duly authorised to sign for Sunshine Coast Regional Council

In the presence of: 



## ATTACHMENT A

Letter of Acceptance and Post Tender Correspondence



Sunshine Coast Regional Council ABN 37 876 973 913  
Locked Bag 72 Sunshine Coast Mail Centre Qld 4560  
T 07 5475 7272 F 07 5475 7277 mail@sunshinecoast.qld.gov.au  
[www.sunshinecoast.qld.gov.au](http://www.sunshinecoast.qld.gov.au)

Contract Administrator: Ken Deutscher  
Direct telephone: 07 5420 8938  
Email: ken.deutscher2@sunshinecoast.qld.gov.au  
Our reference: Contract No. ITT1878

11 July 2019

Mr Sean O'Meara  
PricewaterhouseCoopers  
GPO Box 150  
Brisbane QLD 4001

Dear Mr Sean O'Meara

**Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses**  
**Contract No. ITT1878**

Sunshine Coast Regional Council accepts your firm's Tender for both Separable Portions, subject to the conditions outlined below, to undertake the abovementioned consultancy works in the sum of \$398,685.44 plus GST of \$39,868.54 for a total contract sum of \$438,553.98.

**Conditions of Acceptance**

Acceptance is subject to the following:

1. Your Tender has been accepted for:
  - a. Separable Portion A – Business Case Adviser; and
  - b. Separable Portion B – Economics and Financial Analyses.
2. Post Tender correspondence as outlined in the order of precedence below.
3. The Contract is to commence on 11 July 2019 with Separable Portion A - deliverable 1.1 to be completed by 20 December 2019 and Separable Portion B - deliverable 2.1 and deliverable 2.2 to be completed by 30 November 2019. Should Council approve the continuation past these Hold Points, the commencement and completion date for the remaining deliverables shall be confirmed by Council.
4. Any option to extend beyond the Hold Points outlined in the Invitation Tender documentation shall be at Council's sole discretion and direction.
5. Copyright in all material produced under the Contract shall be vested with Council and all material produced during the course of the Contract shall remain confidential.
6. All relevant insurance policies are to be renewed prior to their respective expiry dates. Certificates of currency, with respect to those insurance policies are to be supplied at the time of renewal, to Council's Contract Administrator.



Contract: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
Contract No.: ITT1878

7. The professional indemnity insurance shall be maintained for a period of seven (7) years after the date of completion of the Services in accordance with Item 27 of Australian Standard 4122-2010 General Conditions of Contract for Consultants Annexure Part A of the Invitation to Tender.

### **Contract Commencement Information**

Payment of invoices will be made in accordance with the Contract. Invoices for work carried out under this Contract must clearly state the Contract Name, Contract Number and Council's Purchase Order number, which will be issued by the Contract Administrator.

### **Contract Documents and Order of Precedence**

The following documents comprise the Contract in the following order of precedence:

1. This Letter of Acceptance and any qualifications contained herein;
2. Post Tender correspondence between your company and Council:
  - Council email to PricewaterhouseCoopers dated 26 June 2019;
  - PricewaterhouseCoopers email to Council dated 27 June 2019;
  - Council email to PricewaterhouseCoopers dated 27 June 2019;
  - PricewaterhouseCoopers email to Council dated 28 June 2019;
  - Council email to PricewaterhouseCoopers dated 28 June 2019;
  - PricewaterhouseCoopers email to Council dated 28 June 2019;
3. Notices to Respondents:
  - Notice to Respondents One dated 21 May 2019;
  - Notice to Respondents Two dated 28 May 2019;
  - Notice to Respondents Three dated 4 June 2019;
  - Notice to Respondents Four dated 5 June 2019;
  - Notice to Respondents Five dated 13 June 2019;
4. Australian Standard 4122-2010 General Conditions of Contract for Consultants including Annexure Part A, Part B and Part C;
5. The Invitation to Tender;
6. Attachments as listed in the Invitation to Tender;
7. Your Tender dated 11 June 2019.

A complete copy of the Contract will be issued electronically to your firm.

Please acknowledge receipt of this letter and Contract Documents by signing the attached duplicate copy of this letter, and returning to Council's Contracts Coordinator via email to [contracts@sunshinecoast.qld.gov.au](mailto:contracts@sunshinecoast.qld.gov.au) within ten (10) business days from the date of this letter.

All enquiries regarding contract matters and operational aspects of the Contract should be directed to the Contract Administrator.

Yours sincerely



A. Ratcliffe  
**ACTING MANAGER BUSINESS AND INNOVATION  
AUTHORISED OFFICER**

Contract: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial  
Analyses  
Contract No.: ITT1878

I, \_\_\_\_\_ duly authorised on behalf of  
PricewaterhouseCoopers, do hereby acknowledge receipt of this acceptance letter and  
associated Contract Documents for Contract No. ITT1878 - Sunshine Coast Mass Transit  
Project - Business Case Adviser and Economic and Financial Analyses.

Signature: .....

Dated this                      day of                      2019.

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**From:** Internet Mailbox Tender Enquiries  
**Sent:** Wednesday, 26 June 2019 4:32 PM  
**To:** 'sean.omeara@pwc.com'  
**Subject:** ITT1878 - SCMTP - Business Case Adviser and Economic and Financial Analyses

Good Afternoon Sean,

RE: Sunshine Coast Mass Transit Project – Business Case Adviser and Economic and Financial Analyses  
(Contract No. ITT1878)

Thank you for your tender for the abovementioned contract.

Please provide details of a contract and the referee contact details relating to that contract, that s.47(3)(b) has worked on.

Please confirm that if successful, the hours tendered for both Portions, as outlined in your *Schedule 6 - Appendix 2 – Pricing Schedule* for all personnel and sub-consultants are and will remain committed.

As indicated in your *Tender Response Form* and cover letter, please provide a copy of any amendments you want to propose to the General Terms and Conditions, including the specific clause references.

Kind Regards,  
**Sarah Wood | Procurement Specialist**  
Business & Innovation | Business Performance  
Sunshine Coast Regional Council

Email: [tenderenquiries@sunshinecoast.qld.gov.au](mailto:tenderenquiries@sunshinecoast.qld.gov.au)  
Website: [www.sunshinecoast.qld.gov.au](http://www.sunshinecoast.qld.gov.au)  
Mail: Locked Bag 72 Sunshine Coast Mail Centre Qld 4560

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**From:** Sean O'Meara (AU) <sean.omeara@pwc.com>  
**Sent:** Thursday, 27 June 2019 12:07 PM  
**To:** Internet Mailbox Tender Enquiries  
**Cc:** [REDACTED] s.47(3)(b) Darren Black (AU)  
**Subject:** Re: ITT1878 - SCMTP - Business Case Adviser and Economic and Financial Analyses  
**Attachments:** PwC Response to Clarification\_ITT1878 - SCMTP.pdf

**[SCC External Email: Use caution with links and attachments]**

Good afternoon Sarah

Please find attached our response to your clarification questions.

Please let me know if you require anything further.

Regards

Sean

--

**Sean O'Meara**  
Partner  
PricewaterhouseCoopers Australia

Direct: +61 (7) 3257 5647

Mobile: +61 [REDACTED] s.47(3)(b)

Email: [sean.omeara@pwc.com](mailto:sean.omeara@pwc.com)

480 Queen Street Brisbane QLD 4000

[www.pwc.com.au](http://www.pwc.com.au)

[twitter.com/PwC\\_AU](https://twitter.com/PwC_AU)

Executive Assistant: [REDACTED] s.47(3)(b)

Phone: [REDACTED]

Email: [REDACTED] s.47(3)(b)

Open for business, your way - 480 Queen Street. [Find out more.](#)






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## Memo

Date: 27 June 2019

Subject: ITT1878 - SCMTP - Business Case Adviser and Economic and Financial Analyses / Response to Clarification 1

**Please provide details of a contract and the referee contact details relating to that contract, that [REDACTED] has worked on.**

### City of Gold Coast – Oceanside Cruise Ship Terminal

PwC was engaged to develop a Building Queensland and PAF compliant suite of business cases, from Strategic Business Case, Preliminary Business Case to Detailed Business Case for the proposed Oceanside Cruise Ship Terminal on the Gold Coast. [REDACTED] was a key author on all three business cases and the financial and commercial analyst. [REDACTED] key activities included:

- Leading PwC's drafting of the business cases
- Developing business case drafting processes and reporting structures
- Coordinating inputs from all work streams, including from Macroplan, AECOM and PwC Legal
- Drafting the Strategic Rationale chapter, leveraging the outcomes of the Investment Logic Mapping Workshop
- Reviewing and editing technical inputs from AECOM including the Reference Design, Base Case, Costs and Environmental Analysis and coordinating them into the full business case
- Drafting the Options Assessment chapter, based on the Multi Criteria Analysis Workshop and leveraging AECOM technical inputs
- Drafting the Risk Analysis chapter, working with PwC's internal risk experts
- Participating in all Market Sounding meetings, summarising inputs for the Market Sounding Report
- Drafting the Demand Analysis chapter, leveraging outcomes from the Market Sounding process and ongoing consultation with industry bodies
- Reviewing and editing the Economic Analysis inputs from Macroplan and coordinating them into the full business case
- Developing the Financial Model and drafting the Financial Analysis and Affordability

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**PricewaterhouseCoopers, ABN 52 780 433 757**

480 Queen Street, BRISBANE QLD 4000, GPO Box 150, BRISBANE QLD 4001

T: +61 7 3257 5000, F: +61 7 3257 5999, [www.pwc.com.au](http://www.pwc.com.au)

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#### Analysis chapters

- Drafting the Delivery Model chapter, working closely with PwC Legal to integrate any regulatory considerations
- Drafting the Social Impact Analysis and Public Interest Considerations chapter, leveraging inputs from Macroplan and AECOM
- Reviewing and editing inputs from PwC Legal regarding the Legal and Regulatory Considerations chapter and coordinating them into the full business case
- Coordinating Partner reviews and changes based on client feedback.

s.47(3)(b) worked closely with the City of Gold Coast's Project Manager, Luke Adair. His contact details are as follows:

Luke Adair, Coordinator of Major Projects

M: s.47(3)(b)

E: [ladair@goldcoast.qld.gov.au](mailto:ladair@goldcoast.qld.gov.au)

In addition, s.47(3)(b) has worked on a range of business cases over the last three years with PwC's Infrastructure Advisory team, including:

- Unmanned Aerial Systems Test, Trial and Evaluation Site Preliminary and Detailed Business Cases for the Department of State Development, Manufacturing, Infrastructure and Planning
- Kuraby to Beenleigh Rail Capacity Improvement Preliminary Evaluation for the Department of Transport and Main Roads
- Ipswich Hospital Redevelopment Preliminary Business Case for West Moreton Hospital and Health Service
- Tablelands Irrigation Project Preliminary Business Case for Tablelands Regional Council
- Gold Coast Light Rail Stage 3A Preliminary Business Case for the City of Gold Coast
- Transport Coordination Centre Business Case for the Department of Transport and Main Roads
- Urannah Dam Feasibility Study for Bowen Collinsville Enterprise
- Realignment of National East West Railway Line Preliminary Business Case for the City of Kalgoorlie-Boulder
- Whitsunday Island Trail Feasibility Study for the Department of Environment and Science



- 
- Wangetti Trail Feasibility Study for the Department of Innovation, Tourism, Industry Development and the Commonwealth Games
  - Global Tourism Hub Preliminary Evaluation for the Department of Innovation, Tourism, Industry Development and the Commonwealth Games

Prior to PwC, s.47(3)(b) worked on a range of business cases in her role at Queensland Treasury Corporation, including:

- Emu Swamp Dam Feasibility Study for the Department of Local Government, Infrastructure and Planning
- Sustainable Electricity Feasibility Study for the University of Southern Queensland
- Student Housing Business Case at the University of Queensland for the Department of Education and Training.

**Please confirm that if successful, the hours tendered for both Portions, as outlined in your *Schedule 6 - Appendix 2 – Pricing Schedule* for all personnel and sub-consultants are and will remain committed.**

Yes, we confirm our commitment to these hours and to the project.

**As indicated in your *Tender Response Form* and cover letter, please provide a copy of any amendments you want to propose to the General Terms and Conditions, including the specific clause references.**

#### **Item 24 (Clause 29.1)**

PwC is seeking to amend Item 24 of the Australian Standard 4122-2010 Contract by deleting the words "The limit under clause 29.1 is s.47(3)(b) for each and every claim, but not in the aggregate" and inserting:

"The liability for PwC in the performance of the Services (including any claim under an indemnity in this Contract ITT1878 is limited in accordance with the Institute of Chartered Accountants in Australia (Qld) Scheme approved under the Professional Standards Act 2004 (Qld) and legislation providing for apportionment of liability may also apply."

#### **Additional Clause 29.3**

Due to the in the above amendment to Item 24, PwC requests the **deletion** of Additional Clause 29.3 as this clause is inappropriate given the operation of the Chartered Accountants ANZ Scheme.

**From:** [Internet Mailbox Tender Enquiries](#)  
**To:** "Sean O'Meara (AU)"  
**Cc:** [s.47\(3\)\(b\)](#) [Darren Black \(AU\)](#)  
**Bcc:** [Ken Deutscher](#); [Leah Bancroft](#)  
**Subject:** RE: HPE CM: Re: ITT1878 - SCMTP - Business Case Adviser and Economic and Financial Analyses  
**Date:** Thursday, 27 June 2019 2:56:00 PM

Good Afternoon Sean,

Your tender included a Workcover certificate for a different legal entity than outlined in the Respondent's Details. Please provide a Workcover Certificate for PricewaterhouseCoopers ABN 52 780 433 757, or confirm that this legal entity does not have any employees.

You also provided a Verification of Professional Indemnity Insurance Cover, in the amount no less than the [s.47\(3\)\(b\)](#) at the inception of the Policy. Council required \$5 million for each and every claim and the proposed aggregate of [s.47\(3\)\(b\)](#) is not acceptable to Council. Please provide evidence of insurance that is not in the aggregate, alternatively, Council may consider an aggregated amount that is sufficiently higher than the per claim amount.

Below outlines Council's position on your Departures to the General Terms and Conditions. Please confirm your agreement to this position:

Clause	PwC Position	Council's Position
<b>Item 24 (clause 29.1)</b>	<p>PwC is seeking to amend Item 24 of the Australian Standard 4122-2010 Contract by deleting the words "The limit under clause 29.1 is <a href="#">s.47(3)(b)</a> for each and every claim, but not in the aggregate" and inserting:</p> <p><i>The liability of the Supplier in the performance of the Services (including any claim under an indemnity in this Contract is limited by the amount specified in the Chartered Accountants in Australia (Qld) Scheme approved under the Professional Standards Act 2004 (Qld) and legislation providing for apportionment of liability may also apply."</i></p>	<p>The liability of the Supplier in the performance of the Services (including any claim under an indemnity in this Contract is limited by the amount specified in the Chartered Accountants in Australia and <b>New Zealand</b> (Qld) Scheme approved under the Professional Standards Act 2004 (Qld) and legislation providing for apportionment of liability may also apply."</p>
<b>29.3</b>	<p>Due to the in the above amendment to Item 24, PwC requests the <b>deletion</b> of Additional Clause 29.3 as this clause is inappropriate given the operation of the Chartered Accountants ANZ Scheme.</p>	Agreed

Kind Regards,  
**Sarah Wood | Procurement Specialist**  
 Business & Innovation | Business Performance  
 Sunshine Coast Regional Council

Email: [tenderenquiries@sunshinecoast.qld.gov.au](mailto:tenderenquiries@sunshinecoast.qld.gov.au)  
 Website: [www.sunshinecoast.qld.gov.au](http://www.sunshinecoast.qld.gov.au)  
 Mail: Locked Bag 72 Sunshine Coast Mail Centre Qld 4560

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**From:** [REDACTED] s.47(3)(b)  
**Sent:** Friday, 28 June 2019 10:55 AM  
**To:** Internet Mailbox Tender Enquiries  
**Cc:** Sean O'Meara (AU); [REDACTED] s.47(3)(b) Darren Black (AU)  
**Subject:** Re: HPE CM: Re: ITT1878 - SCMTP - Business Case Adviser and Economic and Financial Analyses  
**Attachments:** PwC Response to Clarification 2\_ITT1878 - SCMTP.pdf; PwC PI - \$20m FY20.pdf

**[SCC External Email: Use caution with links and attachments]**

Hi Sarah,

I'm responding on behalf of Sean O'Meara and PwC.

Thanks for your clarification request. We've attached a clarification response and our certificate of currency for our PI Cover.

Please let us know if you have any further questions.

Cheers

[REDACTED] s.47(3)(b)

[REDACTED] s.47(3)(b)

PwC | Director  
Infrastructure and Urban Renewal

Direct: +61 [REDACTED] s.47(3)(b)  
Mobile: +61 [REDACTED] s.47(3)(b)

Email: [REDACTED] s.47(3)(b)

PricewaterhouseCoopers  
480 Queen Street Brisbane QLD 4000  
[www.pwc.com.au](http://www.pwc.com.au)  
[twitter.com/PwC\\_AU](https://twitter.com/PwC_AU)





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## ***Memo***

Date: 28 June 2019

Subject: ITT1878 - SCMTP - Business Case Adviser and Economic and Financial Analyses / Response to Clarification 2

We refer to your request for clarifications in relation to our proposal for the ITT1878 – Sunshine Coast Mass Transit Project – Business Case Advisor and Economic and Financial Analysis, and provide the following responses to your clarifications:

**Question 1 - Your tender included a WorkCover certificate for a different legal entity than outlined in the Respondent's Details. Please provide a WorkCover Certificate for PricewaterhouseCoopers ABN 52 780 433 757, or confirm that this legal entity does not have any employees.**

PricewaterhouseCoopers is a partnership and therefore does not directly employ staff. All staff are employed under PricewaterhouseCoopers Services Pty Ltd.

**Question 2 - You also provided a Verification of Professional Indemnity Insurance Cover, in the amount no less than the equivalent of \$5,000,000 at the inception of the Policy. Council required \$5 million for each and every claim and the proposed aggregate of \$5 million is not acceptable to Council. Please provide evidence of insurance that is not in the aggregate, alternatively, Council may consider an aggregated amount that is sufficiently higher than the per claim amount.**

s.47(3)(b)

**Question 3 – Please confirm your agreement to Council's position on PwC Departures to the General Terms and Conditions.**

PwC confirm acceptance of Council's Position in relation to Item 24 (clause 29.1) and clause 29.3.

Thank you for considering our responses and look forward to hearing from you in the near future.

---

**PricewaterhouseCoopers, ABN 52 780 433 757**  
480 Queen Street, BRISBANE QLD 4000, GPO Box 150, BRISBANE QLD 4001  
T: +61 7 3257 5000, F: +61 7 3257 5999, [www.pwc.com.au](http://www.pwc.com.au)

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Page 15 redacted for the following reason:

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s.47(3)(b)

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**From:** Internet Mailbox Tender Enquiries  
**Sent:** Friday, 28 June 2019 12:04 PM  
**To:** [REDACTED] s.47(3)(b)  
**Cc:** Sean O'Meara (AU); [REDACTED] s.47(3)(b); Darren Black (AU)  
**Subject:** RE: HPE CM: Re: ITT1878 - SCMTP - Business Case Adviser and Economic and Financial Analyses

Hi [REDACTED] s.47(3)(b)

Thank you for your response. Council have a further query as follows.

If successful for both portions, would your Tendered discount also apply to your hourly rates in *Schedule 6 – Appendix 2 – Pricing Schedule* in the event of any contract variation?

Kind Regards,

**Sarah Wood | Procurement Specialist**

Business & Innovation | Business Performance  
Sunshine Coast Regional Council

Email: [tenderenquiries@sunshinecoast.qld.gov.au](mailto:tenderenquiries@sunshinecoast.qld.gov.au)

Website: [www.sunshinecoast.qld.gov.au](http://www.sunshinecoast.qld.gov.au)

Mail: Locked Bag 72 Sunshine Coast Mail Centre Qld 4560

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Page 17 redacted for the following reason:

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s.47(3)(b)



## ATTACHMENT C

### Respondent's Tender





## *Confidentiality Deed*

PRICEWATERHOUSECOOPERS ABN 52 780 433 757

Recipient

Sunshine Coast Regional Council

Disclosing Party

Sunshine Coast Regional Council  
Locked Bag 72  
Sunshine Coast Mail Centre 4560  
Tel. 5475 7570

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**CONFIDENTIALITY DEED** made this 21<sup>st</sup> day of May 2016 2019

**Parties**

**PRICEWATERHOUSECOOPERS ABN 52 780 433 757** of 480  
Queen Street, Brisbane in the State of Queensland

("Recipient")

**SUNSHINE COAST REGIONAL COUNCIL** of Corner Currie  
and Bury Streets, Nambour in the State of Queensland

("Disclosing Party")

## Background

- A. The Disclosing Party proposes to provide the Recipient, or has recently provided to the Recipient, certain Confidential Information in relation to the Sunshine Coast Mass Transit Project for the purpose of any work relating to a contract for the preparation of a Business Case ("the Project").
- B. As a condition of provision of the Confidential Information, the Disclosing Party requires the Recipient to execute this Deed.

## Operative provisions

### 1. Definitions and interpretation

#### 1.1 Definitions

In this Deed:

**"Confidential Information"** means any Information in any way relating or pertaining to, or connected or associated with, or incidental to, the Project which is or has been obtained (in writing, orally or in any other form) from, or pursuant to discussions with the Disclosing Party or any employee, adviser or agent of the Disclosing Party.

**"Government Authority"** means any government or any governmental or semi-governmental entity, authority, agency, commission, corporation or body (including those constituted or formed under any Statute), local government authority, stock exchange, administrative or judicial body or tribunal.

**"Information"** means information, correspondence, data, reports, interpretations, forecasts, processes, formulae, procedures, techniques, computer programs, records, analysis, compilation, business plans, studies or other documents or material of whatever nature and embodied, contained, exhibited, displayed or conveyed in any form or manner (including in writing, orally, or in machine readable form, recorded or stored by or in any computer or information retrieval system, or recorded or stored by any electronic magnetic, electromagnetic or other means).

**"Investigations"** means any investigation or assessment by the Recipient in relation to the Project.

**"Permitted Person"** means any officer, employee or professional adviser of the Recipient dealing with the Investigations if that person has been nominated by the Recipient in writing to the Disclosing Party prior to

disclosure as a person who requires access to the Confidential Information on a need to know basis for the purpose of the Investigations.

**"Statute"** means any legislation of the Parliament of the Commonwealth of Australia or of any State or Territory of the Commonwealth of Australia in force at any time, and any rule, regulation, ordinance, by-law, statutory instrument, order or notice at any time made under that legislation.

## 1.2 Interpretation

In this Deed:

- (a) headings are for convenience only and do not affect interpretation;

and unless the context indicates a contrary intention:

- (b) if more than one person is identified as the Recipient, that expression refers to them, and the obligations of the Recipient under this Deed bind them, jointly and severally;
- (c) **"person"** includes an individual, the estate of an individual, a corporation, a Government Authority, an association or a joint venture (whether incorporated or unincorporated), a partnership and a trust;
- (d) a reference to a party includes that party's executors, administrators, successors and permitted assigns, including persons taking by way of novation and in the case of a trustee, includes a substituted or an additional trustee;
- (e) a reference to a document (including this Deed) is to that document as varied, novated, ratified or replaced from time to time;
- (f) a reference to a Statute includes its delegated legislation and a reference to a Statute or delegated legislation or a provision of either includes consolidations, amendments, re-enactments and replacements;
- (g) a word importing the singular includes the plural (and vice versa), and a word indicating a gender includes every other gender;
- (h) **"includes"** in any form is not a word of limitation;
- (i) a reference to **"\$"** or **"dollar"** is to Australian currency;
- (j) a reference to a party, clause, schedule, exhibit, attachment or annexure is a reference to a party, clause, schedule, exhibit, attachment or annexure to or of this Deed, and a reference to this Deed includes all schedules, exhibits, attachments and annexures to it; and
- (k) if a word or phrase is given a defined meaning, any other part of speech or grammatical form of that word or phrase has a corresponding meaning.



## **2. Confidentiality**

### **2.1 Undertakings by the Recipient**

In consideration of the Disclosing Party providing Confidential Information to the Recipient, the Recipient will:

- (a) keep the Confidential Information confidential;
- (b) without limiting clause 2.1(a), ensure that:
  - (i) the Confidential Information is not disclosed to any person other than a Permitted Person without the Disclosing Party's prior written approval (which the Disclosing Party may give or withhold in its absolute discretion); and
  - (ii) all Permitted Persons are made aware of the terms upon which the Confidential Information has been disclosed to the Recipient and that all Permitted Persons do not use or permit the use of the Confidential Information except for the purpose of conducting the Investigations. The Recipient will use its best endeavours to ensure that all Permitted Persons abide by the terms set out in this Deed as if all references to the Recipient were references to the Permitted Person;
- (c) do everything reasonably necessary to protect and maintain the confidentiality of the Confidential Information;
- (d) not use or allow the use of, for any purpose, any portion of the Confidential Information except for the purpose of conducting the Investigations;
- (e) not make copies or allow copies to be made of any part of the Confidential Information except for the purpose of internal corporate decision procedures or for the evaluation by a Permitted Person under clause 2.1(b);
- (f) not, without the Disclosing Party's prior written consent, disclose to any person, other than as provided in clause 2.1(b), the fact that the Confidential Information has been made available to the Recipient or that discussions or negotiations are taking place concerning the Investigations;
- (g) not use or appropriate any of the Confidential Information for the Recipient's own benefit or gain for any purpose or in any manner which is, or may prove to be, detrimental to the Disclosing Party or which will or may give rise to a conflict of the Recipient's obligation to the Disclosing Party;
- (h) at termination of the investigation, or no later than 31 July 2019, the recipient must erase all copies of the Confidential Information.

### **2.2 Continuing Obligations**



The obligations of confidentiality under this Deed continue to apply to the parties to this Deed (in addition to any permitted assignee) after assignment or termination of this Deed.

## **2.3 Limitations**

Clause 2.1 does not apply to any part of the Confidential Information which:

- (a) the Recipient establishes was information in its possession before disclosure by the Disclosing Party, or information which is in the public domain other than as a result of:
  - (i) disclosure by the Recipient or a person receiving the information from the Recipient; or
  - (ii) a breach by the Recipient of the terms and conditions of this Deed; or
- (b) becomes available to the Recipient on a non-confidential basis, from a person who is entitled to disclose it.

## **2.4 Equitable remedies**

The Recipient acknowledges that damages may be an inadequate remedy for any breach by the Recipient of an obligation under this Deed and that the Disclosing Party is entitled to seek an injunction or other equitable relief.

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# **3. Permitted disclosure & legal compulsion**

## **3.1 Permitted disclosure**

For the avoidance of doubt, the following disclosures will not result in a breach of this Deed:

- (a) any disclosure required by any Government Authority, by law or by court order;
- (b) any other disclosure approved in writing by the Disclosing Party.

## **3.2 Legal compulsion**

In the event that the Recipient, or any person to whom the Recipient has disclosed the Confidential Information under this Deed, becomes legally compelled to disclose any part of the Confidential Information, the Recipient will immediately notify the Disclosing Party so that the Disclosing Party may seek a protective order or other appropriate remedy or waive compliance with the provisions of this Deed.

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# **4. Liability and Indemnity**

## **4.1 Acknowledgments and Indemnity**

- (a) The Recipient acknowledges that it is aware that any breach of this Deed may result in the Disclosing Party suffering damage.

- (b) The Recipient indemnifies the Disclosing Party against all losses, damages, expenses and legal costs (on a solicitor and own client basis and whether incurred by or awarded against the Disclosing Party) that the Disclosing Party may sustain or incur (directly or indirectly) as a result of any breach by the Recipient of this Deed, or any breach by a person to whom the Recipient has disclosed the Confidential Information.

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## **5. Governing law**

This Deed is governed by and must be construed according to the law applying in Queensland.

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## **6. Jurisdiction**

Each party irrevocably:

- (a) submits to the nonexclusive jurisdiction of the courts of Queensland, and the courts competent to determine appeals from those courts, with respect to any proceedings which may be brought at any time relating to this Deed; and
- (a) waives any objection it may now or in the future have to the venue of any proceedings, and any claim it may now or in the future have that any proceedings have been brought in an inconvenient forum, if that venue falls within clause 6(a).

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## **7. General**

### **7.1 Waiver**

- (a) Failure to exercise or enforce, or a delay in exercising or enforcing, or the partial exercise or enforcement of, a right, power or remedy provided by law or under this Deed by a party does not preclude, or operate as a waiver of, the exercise or enforcement, or further exercise or enforcement, of that or any other right, power or remedy provided by law or under this Deed.
- (b) A waiver or consent given by a party under this Deed is only effective and binding on that party if it is given or confirmed in writing.
- (c) No waiver of a breach of a term of this Deed operates as a waiver of another breach of that term or of a breach of any other term of this Deed.

### **7.2 Assignment**

The Recipient cannot assign any of its rights under this Deed without the Disclosing Party's prior written consent.

### **7.3 Counterparts**

This Deed may be executed in any number of counterparts and by the parties on separate counterparts. Each counterpart constitutes the Deed of each party who has executed and delivered that counterpart.

**EXECUTED AS A DEED**

**SIGNED SEALED AND DELIVERED** by its  
duly authorised officer for and on behalf of the  
**SUNSHINE COAST REGIONAL COUNCIL** in  
the presence of:



[Signature of Witness]



[Signature of Delegated Officer]

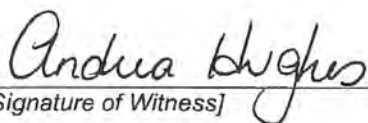
Paul Skillen  
Chief Procurement Officer  
Authorised Officer  
Sunshine Coast Council

[Name of Delegated Officer]

Emma Lee Brock.

[Name of Witness]

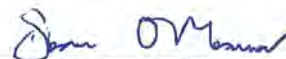
**EXECUTED by**  
**PRICEWATERHOUSECOOPERS ABN 52**  
**780 433 757** in the presence of:



[Signature of Witness]

Andrea Hughes

[Name of Witness]



[Signature of Partner/s]

Sean O'Meara

[Name of Partner/s]



## Schedule 6 - Appendix 1 Tender Response Form

**Contract Name:** Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
**Contract Number:** ITT1878

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Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
 Contract Number: IT1878

## Part 1 Respondent's Details

The Respondent must complete this Tender Response Form in its entirety, including every Part, to ensure the Tender is a Conforming Tender. Failure to provide the information may make the Tender a Non-Conforming Tender.

If the Respondent wishes to include further information than that requested in the Tender Response Form, they must complete the acknowledgement and table at the end of the relevant Part, before attaching the extra information.

The Respondent must first submit a Conforming Tender, before submitting an Alternative Tender. Alternative Tenders must be clearly and fully described.

### The Respondent submits this Tender as a:

- ☒ Conforming Tender; or  
☐ Alternative Tender (only if Conforming Tender also submitted).

### Date of submission:

11 June 2019

Information Required	Details
LEGAL ENTITY NAME of Respondent <i>If Respondent is a company – specify the full company name and full name of all directors and secretaries.</i>	PricewaterhouseCoopers
Respondent's Australian Company Number (ACN) (if applicable)	Not applicable
Respondent's Australian Business Number (ABN)	52 780 433 757
Respondent's Registered Business Name or Trading Name	PwC
State or Territory in which Business / Corporation / Individual is registered	PricewaterhouseCoopers is a partnership, not a company so is not incorporated and does not have a state of incorporation.
Name of Holding Company / Corporate Group (if applicable)	Not applicable
Is the Respondent registered for GST?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address/es for the service of notices	Postal Address: GPO Box 150 Brisbane Qld 4001 Email Address: sean.omeara@pwc.com
Street address (registered office address of the Respondent, only if different from Postal Address)	480 Queen Street Brisbane Qld 4000
Branch responsible for servicing this Contract	Brisbane
Contact name	Sean O'Meara
Contact email	sean.omeara@pwc.com
Contact telephone	s.47(3)(b)

Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
 Contract Number: IT1878

## Part 2 Evaluation Criteria

### 2.1 Price

RESPONDENT'S NAME: PricewaterhouseCoopers

#### LUMP SUM

This is a lump sum Contract.

Separable Portion A - Lump sum price (excluding GST)	s.47(3)(b)	
Separable Portion B – Lump sum price (excluding GST)		
GST		
Lump sum price (including GST)		

#### PRICING SCHEDULE

The Respondent must provide a unit rate for each item in the attached Schedule 6 – Appendix 2 – Pricing Schedule – Part 2.1 (MS Excel) of this Tender Response Form.

The completed Pricing Schedule (MS Excel) must be uploaded as an MS Excel file and not be password protected.

**This is a lump sum contract and is not a schedule of rates contract. When submitting their lump sum price, the Respondent is obliged to price the entire works required for successful completion of this Contract. The purpose of this Pricing Schedule is to provide a guide for progress payments and will be relied upon in the event of any contract variations.**

#### MULTIPLE PORTION DISCOUNT

Where a Tender is submitted for more than one (1) Separable Portion, the Respondent is to nominate a percentage discount that will apply to their Pricing Schedules/Schedule of Rates should they be awarded more than one (1) separable portion.

Combinations of Separable Portions	Percentage Discount
Separable Portion A – Business Case Adviser, AND Separable Portion B – Economics and Financial Analyses	s.47(3)(b)

Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
 Contract Number: IT1878

## 2.2 Capability and Experience

RESPONDENT'S NAME: PricewaterhouseCoopers

### Contract Experience

Provide details of recent and/or current contracts of a similar nature to those required in this Contract (See Specification and scope document) which have been undertaken in the last 12 to 24 months, where key personnel nominated in the "Resources" section of Part 2.3 of this Tender Response Form have been/are involved.

**At least one example must be for development of a business case for a key transport infrastructure project (e.g. regional rail, metro rail, light rail or rapid bus transit)**

CONTRACT 1	
Contract Name	Gold Coast Light Rail Stage 3 - Business Case Advice
Organisation work undertaken for	Department of Transport and Main Road
Description of Contract work	<p>PwC were engaged to:</p> <ul style="list-style-type: none"> <li>- Lead the development of the Stage 3A Detailed Business Case (including financial and commercial advice, risk analysis, and engaging with other advisors to confirm scope and packaging) for the light rail extension from Broadbeach to Burleigh</li> <li>- Draft the DBC documentation with TMR and Building Queensland</li> <li>- Lead the transport modelling including traffic forecasting for the entire Gold Coast</li> <li>- Provide detailed cost benefit analysis (CBA) and value creation analysis including wider economic benefits (WEBs) analysis on the project's projected impact on region's economic growth and productivity</li> <li>- Lead the engagement with key State and Commonwealth agencies including Queensland Treasury, Department of Local Government Infrastructure and Planning, Department of Infrastructure and Regional Development, Building Queensland and Infrastructure Australia.</li> </ul>
Contract start date	26 March 2018
Contract completion date	28 June 2019
Key personnel nominated in Part 2.3 "Resources"	Sean O'Meara, s.47(3)(b) Darren Black, s.47(3)(b)
Any delays and reasons	A Contract Variation was granted due to additional scope of works requested by the client.
Your initial Contract amount	\$1.6 million
Your Contract amount at completion	s.47(3)(b)
Reasons for variations (if any)	<p>Additional scope of services requested by client to undertake:</p> <ul style="list-style-type: none"> <li>- Second reference project to DBC analysis</li> <li>- Variation to Base Case Charter</li> <li>- OF-Modification analysis paper</li> <li>- Engagement of LUTI consultants</li> <li>- Project management and transaction support</li> <li>- Cost estimate and risk management</li> <li>- Financial / Commercial analysis, funding and affordability</li> <li>- PSR and returnable Schedules</li> <li>- Strategic Transport Modelling.</li> </ul>
Referee Contact Name:	Julian Zorzo
Contact Number:	s.47(3)(b)
Contact Email:	julian.d.zorzo@tmr.qld.gov.au

CONTRACT 2



Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
 Contract Number: IT1878

Contract Name	M1 Loganholme to Nerang and Coomera Connector
Organisation work undertaken for	Department of Transport and Main Roads
Description of Contract work	<p>PwC completed the Strategic Assessment of Service Requirements (SASR) of the M1 Loganholme to Nerang and Coomera Connector transport corridors in October 2018. The SASR was in response to the service needs and service requirements to explore options to reduce congestion and improve efficiency, resilience and safety on the M1 and the wider Gold Coast road network.</p> <p>Subsequent to the delivery and endorsement of the SASR by the Department of Transport and Main Roads (TMR) PwC were re-engaged to provide ongoing support through the delivery of the options assessment stage of the Preliminary Evaluation (PE) and master planning stage of the project.</p> <p>This support role includes the development of a best practice options assessment and assurance framework to assess the greater than 50 options developed. The framework will:</p> <ul style="list-style-type: none"> <li>- Establish the criteria to be used for the assessment of the long list of options and refine them to a short list and subsequently select preferred option(s) or packages of options</li> <li>- Define an assessment methodology that will include quantitative and qualitative information to assess the options</li> <li>- Enable the assessment and consideration of options across different modes and enable the comparison of outputs and results</li> <li>- Align with appropriate best practice assessment frameworks and guidelines including Queensland Treasury's Project Assessment Framework (PAF), Building Queensland's (BQ) Business Case Development Framework and Infrastructure Australia's (IA) Assessment Framework.</li> </ul> <p>During this phase PwC is also supporting TMR by assisting in the development of detailed project management and governance documentation to assist in the progression of the highly complex and high priority project for TMR.</p>
Contract start date	March 2018
Contract completion date	June 2019
Key personnel nominated in Part 2.3 "Resources"	Sean O'Meara, s.47(3)(b)
Any delays and reasons	A Contract Variation was granted due to additional scope of works requested by the client.
Your initial Contract amount	\$80,000
Your Contract amount at completion	s.47(3)(b)
Reasons for variations (if any)	<p>Additional scope of services requested by client to undertake:</p> <ul style="list-style-type: none"> <li>- Ongoing support through the delivery of the Options Assessment stage of the Preliminary Evaluation and Master planning stage</li> <li>- Assistance with early development of tranche 1 chapters of the Preliminary Evaluation</li> <li>- Stage 1 - Preliminary Evaluation</li> <li>- Project management and governance support.</li> </ul>
Referee	<p>Contact Name: Wade Arthur</p> <p>Contact Number: s.47(3)(b)</p> <p>Contact Email: wade.m.arthur@tmr.qld.gov.au</p>

Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
 Contract Number: IT1878

<b>CONTRACT 3</b>	
Contract Name	Gold Coast Ocean-side Cruise Ship Terminal Project
Organisation work undertaken for	City of Gold Coast
Description of Contract work	<p>A dedicated cruise ship terminal on the Gold Coast has long been identified as offering considerable potential to contribute to Queensland and Gold Coast tourism growth with plans dating back to at least 2001.</p> <p>PwC led the development Gold Coast Ocean-side Cruise Ship Terminal Project including feasibility study, business case development and initial project implementation planning. PwC led the needs assessment analysis, market engagement, definition of requirements for engineering design, commercial and financial analysis, economic analysis, and delivery strategy as a part of the feasibility study and business case.</p> <p>In phase 2 of this project, PwC led the initial project implementation planning including initiation of environmental approvals assessment of land tenure requirements, strategies for port authority set-up, market engagement with potential users and strategy for fuel supply.</p> <p>The Strategic and Preliminary Business Case reports were completed in December 2016 and February 2017, and the Detailed Business Case was delivered in May 2017. The preliminary implementation planning phase was completed in December 2017.</p> <p>The Detailed Business Case determined that an infrastructure solution of an ocean-side cruise ship terminal was the most economically viable option to pursue economic growth in the Gold Coast region. The project subsequently underwent various environmental applications and submitted to Infrastructure Australia.</p>
Contract start date	16 August 2016 2016
Contract completion date	2018
Key personnel nominated in Part 2.3 "Resources"	Darren Black, s.47(3)(b)
Any delays and reasons	A contract variation was granted by the client to undertake additional scope of works.
Your initial Contract amount	\$499,000 (excl. GST)
Your Contract amount at completion	s.47(3)(b)
Reasons for variations (if any)	Additional detailed market sounding and preparation of a submission for lodgement to the federal environment agency for referral against the Environmental Protection and Biodiversity Conservation Act.
Referee Contact Name:	Luke Adair, Coordinator of Major Projects
Contact Number:	s.47(3)(b)
Contact Email:	ladair@goldcoast.qld.gov.au

### Commitments during contract period

The Respondent is committed to the following contracts during the nominated contract period:

Organisation	Description of Contract	Completion Date	Referee
Department of Transport and Main Roads	Gold Coast Light Rail Stage 3A - Transaction and Commercial advisory	June 2019	Contact Name: Julian Zorzo Number: s.47(3)(b) Email: julian.d.zorzo@tmr.qld.gov.au
Department of Transport and Main Roads	M1 Loganholme to Nerang and Coomera Connector	June 2019	Contact Name: Wade Arthur Number: s.47(3)(b) Email: wade.m.arthur@tmr.qld.gov.au
Department of Transport and Main Roads	Mooloolah River Interchange Project	December 2019	Contact Name: Moshin Khan Number: 07 54517034 s.47(3)(b) Email: moshin.z.khan@tmr.qld.gov.au

Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
Contract Number: IT1878

Please provide an explanation as to how you would coordinate projects to ensure that there is no impact on the delivery of this Contract.

PwC undertakes regular internal resource meetings to identify, monitor and manage engagement teams. Any issues identified are managed within the local team, and if required, resources can be allocated from the wider PwC team.

We would discuss any changes to our proposed engagement team with Council.

### Additional Information

List all attached documents in the table below and describe their relevance to this Part. Any attachments not referenced to the relevant Part will not be considered.

Attachment No.	Attachment Description
1	Schedule 6 - Appendix 2 - Pricing Schedule sets out the requested unit rate for each item.
2	Appendix A of PwC's response to ITT1878 provides an overview of the proposed teams capability and experience.

Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
 Contract Number: IT1878

## 2.3 Methodology

RESPONDENT'S NAME: PricewaterhouseCoopers

### Methodology for delivery of Specification

The Respondent must attach a Project Proposal, of <b>no more than 20 pages</b> , outlining: <ul style="list-style-type: none"> <li>• Understanding of scope of works and Sunshine Coast context;</li> <li>• Details of key personnel, and their availability with reference to the project; and</li> <li>• Breakdown of methodology for each component of the project, including identification of other key tasks or refinement of the key tasks nominated in the Project Brief to best achieve the objectives of the Preliminary Business Case, and ensure that the preparation of the Preliminary Business Case is subject to appropriate consultation.</li> </ul>	Attached <input checked="" type="checkbox"/>
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The Respondent's proposed Date for Completion (assuming contract award date of 22 June 2019).	Completion date: 7 May 2020
The Respondent must attach a Gantt Chart of the proposed program aligned to the identified Date for Completion.	<input checked="" type="checkbox"/> Attached
If the Respondent's proposed Date for Completion differs from Council's nominated Date for Completion, the Respondent shall detail the reasons for the difference.	

### Skills and Resources of the team offered

NOMINATED KEY PERSONNEL				
Role in this Contract	Nominated Key Personnel	Service period with your business	Years in Industry	Key Skills
Consultant's Representative	Darren Black	7 years	26 years	Strategic leadership and business strategy Project management Stakeholder management
Engagement Director	s.47(3)(b)	3 years	21 years	Business Case development Stakeholder management Risk analysis Civil Engineering
Business Case Author	s.47(3)(b)	3 years	5 years	Commercial advisory and business case development Financial Modelling
Financial / Commercial Lead	s.47(3)(b)	15 years	20 years	Financial and commercial feasibility analysis Economic cost-benefit assessments Business Case development Project procurement Financing and project risk assessment and quantification
Economics Partner	s.47(3)(b)	12 years	14 years	Economic appraisals Business Case development
Review Partner	Sean O'Meara	4 years	21 years	Strategic leadership and business strategy Business Case development Stakeholder management

Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
 Contract Number: IT1878

SUB-CONSULTANTS				
If sub-consulting any work under the Contract, please provide details of proposed sub-contractors.				
Name of Sub-Consultant	Role of Sub-Consultant	Location of Sub-Consultant	Period of association with your business	Referee
SNC Lavalin	Light Rail and Bus Rapid Transit technical advisory support	Brisbane	3 years	Contact Name: Matt Hinchcliffe Number: s.47(3)(b) Email: matthew.hinchcliffe@snclavalin.com
Fission	Business Case Capital Cost and Risk	Brisbane	10 years	Contact Name: Daffyd Griffiths Number: s.47(3)(b) Email: dafydd.griffiths@fission.net.au
				Contact Name: Number: Email:
				Contact Name: Number: Email:

An organisation chart specific to the nominated project team, together with 1 page CVs for the project team is to be included	Organisation Chart <input checked="" type="checkbox"/> Attached Resumes <input checked="" type="checkbox"/> Attached
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## Quality Assurance

Does your business have a quality assurance policy? If yes, attach a copy of the policy.	<input type="checkbox"/> Attached
Is your business accredited to ISO 9001? If yes, attach a copy of the accreditation certificate.	<input type="checkbox"/> Attached

Provide details of what systems, processes and procedures are in place to ensure quality of the goods and services supplied by your business, and how this will be applied in delivering this Contract.

Refer to Appendix C of PwC's response.

## Health and Safety

Council is dedicated to promoting and improving standards of Health and Safety to ensure a safe and healthy working environment for all of its workers, contractors, visitors, customers/clients and the public in general.

Provide copies of each of the following essential items:	• Safety Policy	<input type="checkbox"/> Attached
	• WHS Incident Report Form and Procedures	<input type="checkbox"/> Attached

Is your business certified to AS 4801 (Occupational Health & Safety Management Systems)? If yes, a copy of the accreditation certificate and safety policy must be attached.	<input checked="" type="checkbox"/> Yes   No <input type="checkbox"/> <input type="checkbox"/> Attached
<b>OR</b> Does your business have a Work Health and Safety Management System? If yes, please attach key details about the system and how your business maintains a safe system of work.	
Has your business ever received a work improvement, prohibition notice or other fine or offence under any work health and safety legislation? If yes, Council is interested in the steps taken following the event to improve your work practices and the improvements implemented since the event.	<input type="checkbox"/> Yes   No <input checked="" type="checkbox"/>

Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
 Contract Number: IT1878

## Environment and Sustainability

Outline any initiatives being implemented by your business to ensure and continually improve:

- the overall sustainability of your business and its products.
- management of environmental impacts.

e.g. any energy, water, waste, packaging, transport and community initiatives that improve sustainability.

Appendix C of PwC's response outlines how PwC globally is managing its impact on the environment.

Outline any environmental or sustainability initiatives that:

- your business will enforce during the term of this Contract.
- could possibly enhance the future efficiency of the final asset.

Appendix C of PwC's response outlines our PwC manages our environmental footprint within our offices and this will be maintained throughout the term of this Contract.

Does your business have an environment and sustainability policy and/or environmental and sustainability performance targets? If yes, attach a copy of the environmental policy.

☒ Yes No ☐  
☐ Attached

Is your business accredited to ISO 14001? If yes, attach a copy of the accreditation certificate.

☐ Yes No ☒  
☐ Attached

Has your business participated in an environmental management or sustainability program?

e.g. Queensland State Government's ecoBiz Queensland program link: [www.ecobiz.cciq.com.au](http://www.ecobiz.cciq.com.au)

If you are currently participating in any such programs, please provide any certification or documentation relating to the program and your involvement.

☒ Yes No ☐  
☐ Attached

## Additional Information

List all attached documents in the table below and describe their relevance to this Part. Any attachments not referenced to the relevant Part will not be considered.

Attachment No.	Attachment Description
2	Appendix C sets out how PwC manages quality, health and safety and environment and sustainability matters both globally and at local levels.



Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
 Contract Number: IT1878

## 2.4 Contribution to Local Economy

RESPONDENT'S NAME: PricewaterhouseCoopers

Council aims to encourage the development, growth and sustainability of the local economy within the Sunshine Coast local government area (LGA). Refer to [this map](#) for the boundary of the Sunshine Coast LGA. Council will evaluate this criterion by considering the financial and social contributions made by your business to the local economy. Please refer to Council's [Social Strategy](#), [Regional Economic Development Strategy](#) and Local Preference in Procurement Guideline for more information.

Respondents are to confirm if they identify as one of the following:	
(a) Locally owned and operated (primary office within the Sunshine Coast LGA, as well as any employees); or	<input type="checkbox"/> Yes
(b) Are not locally owned, but have a local operation/office in the Sunshine Coast LGA with local employees; or	<input checked="" type="checkbox"/> Yes
(c) Are not locally owned, or have a local operation/office, but have employees who reside within the Sunshine Coast LGA; or	<input type="checkbox"/> Yes
(d) Have no operation or employees based within the Sunshine Coast LGA.	<input type="checkbox"/> Yes
Respondents who identify as either (a), (b), or (c) above, must provide details below to demonstrate their local presence within the Sunshine Coast LGA:	
Address of local operation/office (if applicable):	Not applicable
Function of local operation/office (if applicable):	Not applicable
No. of employees performing in local operation and/or residing in Sunshine Coast LGA:	8
Business activities, and proportion of services performed in the Sunshine Coast LGA:	Refer to Appendix D of PwC's response provides a list of engagements which PwC is either currently engaged on or has recently completed within the last three years.

Provide details of how your business currently contributes, or will contribute, to employment generation and future growth within the Sunshine Coast LGA.

This may include but is not limited to:

- New employees required for the Contract;
- Temporary labour hire arrangements;
- Incorporation of employment opportunities for vulnerable groups (for example Indigenous, long term unemployed, people with a disability or mental illness, disengaged youth and the aged) within the community;
- Training and skills development initiatives, apprenticeships, school based apprenticeships and or Cadet placements, work experience etc;
- Partnerships with TAFE, Universities.

PwC's Skills for Australia was appointed by the Federal Government to help ensure the nation's Vocational Education and Training (VET) system providing Australians with the skills they need to obtain lifelong, meaningful employment.

As a Skills Service Organisation, our role is to work directly with industry to identify skills and knowledge needs in the workforce and translate these into learning requirements in training products. By putting employers at the heart of the nation's qualifications and training system, we are helping to support Australia's continued global prosperity.

Provide details of how your business currently contributes, or will contribute, to local economic growth and provide sustainable economic benefits within the Sunshine Coast LGA.

PwC is committed to seeing Light Rail on the Sunshine Coast come to fruition. Through our past project experience, PwC knows firsthand, the economic development and growth that can occur as a result of implementing Light Rail, especially in a region which has strong population growth and amenity offering. We believe that delivery of an effective Business Case is best achieved with a relatively small advisory team that can build and foster relationships with relevant stakeholders. Due to the specialist skills required to deliver a defensible Business Case, PwC has selected a team with significant experience and existing working relationships which are not available within the Sunshine Coast LGA.

Through our international PwC network, we have access to the best practice methodologies and exposure to new trends supported through recognised research avenues and access to subject matter experts both nationally and globally. Accordingly, we will leverage this knowledge to assist Sunshine Coast Council realise its potential and identify the areas where opportunities may exist to provide a program for economic growth and the associated economic and financial benefits.

Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
 Contract Number: IT1878

Provide details of sub-contractors/suppliers within the Sunshine Coast LGA from whom you will/or currently source services/goods/materials if awarded this Contract, and the type of services/goods/materials sourced. (i.e. fuel, office supplies, plant and equipment etc.)

Name of local Sub-Contractor / Supplier	Role of local Sub-Contractor / Supplier and period of association with your business	Estimated value of expenditure with this local supplier / subcontractor for previous 12 months	Referee contact details (provide name and contact number)

Provide details and supporting evidence of any social contribution activities your business undertakes, or will undertake, which enhance the Sunshine Coast community.

This may include, but is not limited:

- support/partner with local community groups/not-for profit organisations to build their capacity (including sporting and recreational clubs)
- volunteering activities that strengthen the community (for example delivery of a solution to a local issue, providing pathways to training and employment for volunteers, building capacity of volunteers)
- support or undertake initiatives or events that contribute to the personal health and wellbeing and safety of locals
- contribution towards affordable and appropriate living
- supporting or understanding initiatives or events that contribute to an inclusive community and opportunities for all.

PwC is a socially conscious organisation and is an active supporter of local charities and community benefit organisations through donations and participation in fundraising events.

Appendix E of PwC's response provides an overview of PwC's social impact and opportunities to assist local charities and community groups.

### Additional Information

List all attached documents in the table below and describe their relevance to this Part. Any attachments not referenced to the relevant Part will not be considered.

Attachment No.	Attachment Description
2	Appendix E of PwC's response provides an overview of PwC's social impact initiatives.



Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
 Contract Number: IT1878

## 2.5 Social Benefit and Indigenous Engagement

RESPONDENT'S NAME: PricewaterhouseCoopers

### Social Benefit Engagement

Please refer to Council's [Social Strategy](#) and [Social Benefit Procurement Guideline](#) for more information.

Is your business a Social Benefit Supplier, including:	
• Community Organisation, including not-for-profit entities; or	<input type="checkbox"/> Yes
• Australia disability enterprise; or	<input type="checkbox"/> Yes
• Charitable business venture; or	<input type="checkbox"/> Yes
• Community development finance institution; or	<input type="checkbox"/> Yes
• Worker or community owned co-operative; or	<input type="checkbox"/> Yes
• Fair trade social enterprise; or	<input type="checkbox"/> Yes
• Intermediate labour market companies; or	<input type="checkbox"/> Yes
• Social Enterprise.	<input type="checkbox"/> Yes
If yes to any of the above items, please provide supporting documentation.	<input type="checkbox"/> Attached

Is your business engaging any Social Benefit Suppliers in your supply chain? If yes, please provide details.

Appendix F of PwC's response sets out how PwC is addressing its social benefit initiatives.

### Indigenous (Aboriginal and Torres Strait Islander) Engagement

Please refer to Council's [Reconciliation Action Plan 2017-2019 \(RAP\)](#) and [Indigenous \(Aboriginal and Torres Strait Islander\) Procurement Guideline](#) for more information.

Is your business:	
• 50 % or majority owned by Aboriginal or Torres Strait Islander people; or	<input type="checkbox"/> Yes
• A non-Indigenous business that employs at least 25% of Aboriginal or Torres Strait Islander workers; or	<input type="checkbox"/> Yes
• An equal Joint Venture agreement with a majority owned Aboriginal or Torres Strait Islander business entity; or	<input checked="" type="checkbox"/> Yes
• Registered as an Indigenous Business with the <a href="#">Black Business Finder</a> or with <a href="#">Supply Nation</a> .	<input type="checkbox"/> Yes
If yes to any of the above items, please provide supporting documentation.	<input type="checkbox"/> Attached

Does or will your business engage Indigenous Business in its supply chain, or employing Indigenous people in the delivery of this contract? If yes, please provide details.

Refer to Appendix F of PwC's response.

### Additional Information

List all attached documents in the table below and describe their relevance to this Part. Any attachments not referenced to the relevant Part will not be considered.

Attachment No.	Attachment Description
2	Appendix E and F of PwC's response outlines PwC's initiatives in relation the social benefits and Indigenous engagement.

Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
Contract Number: IT1878

## Part 3 Respondent Compliance

RESPONDENT'S NAME: PricewaterhouseCoopers

### Insurance and Licences

All Insurance Certificates of Currency must be in the Respondent's correct legal entity name.

Note: Council does *not* accept insurance policies with aggregated total limits.

Copies of the following relevant Insurance Certificates of Currency must be attached:

Insurance Type	Copy of insurance attached.
Workers Compensation (Workcover)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Public Liability (Minimum required \$20 Million/occurrence)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Professional Indemnity (Minimum required \$5 Million/occurrence)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
 Contract Number: IT1878

RESPONDENT'S NAME: PricewaterhouseCoopers

### Contract Terms and Conditions

Council will not agree to any Respondent proposed variations or departures to any of the clauses, conditions and requirements of the Invitation to Tender documents.

☒ I/We have read, understood and accept all of the clauses, conditions and requirements of the Invitation to Tender documentation and make this Tender accordingly.

The documentation referred to in this Part includes all Invitation to Tender documentation and any and all schedules and attachments.

### Notices to Respondents

If Council has provided Notices to Respondents prior to the Closing Date, please acknowledge.

The following Notices to Respondents have been received and are acknowledged by the Respondent:

Notice to Respondents No.	Date Issued
Notice to Respondents One	21 May 2019
Notice to Respondents Two	28 May 2019
Notice to Respondents Three	4 June 2019
Notice to Respondents Four	5 June 2019
Notice to Respondents Five	13 June 2019

### Conflict of Interest

The following information is disclosed for the purposes of this Tender. The Respondent must provide details of any actual, perceived or potential Conflicts of Interest that exist or may arise in connection with the making and/or formation of any Contract.

If there is nothing to declare, the Respondent *must* insert "None" in the space below.

*In submitting a Tender in response to this Invitation to Tender, the Respondent acknowledges and warrants that to the best of my/our knowledge and belief and subject to any disclosures detailed below:*

- (a) no family, business or pecuniary relationships exist between the Parties to this Tender;
- (b) neither the Respondent nor its officers, employees, contractors or family members have:
  - (i) engaged in any unethical behaviour or sought and/or obtained an unfair advantage; or
  - (ii) received or will receive any pecuniary or in-kind advantage from any other Respondent.

*In relation to this Tender Process;*

- (c) no officer, employee, contractor or family member associated with the Respondent is or has been engaged by Council in a position or role that in any way relates to the Respondent's Tender or this Tender Response Form;
- (d) no officer, employee, contractor or family member associated with Council has been offered any benefit or inducement associated with this Tender, including any offer relating to employment; and
- (e) other than specified below, neither the Respondent nor any of its officers, employees, contractors or family members have or are likely to have any Conflict of Interest.

*The Respondent further undertakes to immediately notify the Contract Administrator for Council in writing if any warranty contained in this Tender Response Form becomes, or may become incorrect.*

None

Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
 Contract Number: IT1878

## Respondent Declaration

RESPONDENT'S NAME: PricewaterhouseCoopers

*Respondents are to note that the Respondent Declaration Part of the Tender Response Form must be signed and submitted with your Tender. Respondents may print, sign and scan this Part of the Tender Response Form as a separate attachment and attach it with their Tender submission.*

### Tender Response Form Declaration

The Respondent offers to provide the relevant Goods and/or Service to the Council in accordance with the information, standards, warranties and representations in the Respondent's submission (including this Tender Response Form) and the terms of the Contract.

The Respondent agrees that, by submitting this Tender Response Form, it is bound by the terms and conditions of, and gives all representations, warranties and acknowledgements required by, the Invitation to Tender and attached documents.

The Respondent agrees that its submission will remain open for acceptance by the Council and will be valid and irrevocable for the Validity Period.

The Respondent acknowledges that unless otherwise expressly stated, all terms used in this Tender Response Form have the meaning assigned to them in the Tender Process Terms or associated documents.

The signatories below represent and warrant that they are authorised to execute this Tender Response Form for and on behalf of the Respondent.

If this Tender Response Form is executed under power of attorney for and on behalf of the Respondent, the attorney warrants that it is duly authorised to execute this Tender Response Form for and on behalf of the Respondent and that the attorney's authority is derived under a deed.

Executed as a deed poll in favour of Council.

[Execution clause for execution of this deed poll by a company]

Executed by )  
 )  
 )

.....  
 [Insert full name of Respondent]

.....  
 [Insert ACN of Respondent]

.....  
 [Signature Secretary/Director/Authorised Representative]

.....  
 [Signature of Director]

.....  
 [Insert name of Secretary/Director/Authorised Representative] [Insert name of Director]

Date: ..... / ..... / .....

[Execution clause for execution of this deed poll by an individual]

Signed sealed and delivered by )  
 )  
 )

.....  
 [Insert full name of Respondent]

.....  
 [Signature of Respondent]

in the presence of:

.....  
 [Signature of witness]

.....  
 [Insert name of witness]

Date: ..... / ..... / .....

Contract Name: Sunshine Coast Mass Transit Project - Business Case Adviser and Economic and Financial Analyses  
 Contract Number: IT1878

[Execution clause for execution of this deed poll by a Partnership]

Executed by

)

)

)

Darren Black

s.47(3)(b)

[Insert full name of Partner/s]

[Signature of Partner/s]

s.47(3)(b)

s.47(3)(b)

[Signature of Witness]

[Insert name of witness]

Date:

13 / 6 / 2019

\* This offer is subject to acceptance of our terms around scheme Liability outlined in the attached cover letter.



# Sunshine Coast Mass Transit Project - Business Case Advisor and Economic and Financial Analyses

Sunshine Coast Regional Council  
ITT1878

June 2019





**Private & confidential**

Project Manager  
 Liveability and Natural Assets  
 Sunshine Coast Regional Council  
 Locked Bag 72  
 Sunshine Coast Mail Centre Qld 4560

18 June 2019

Dear Ken

**Invitation to Tender - Sunshine Coast Mass Transit Project - Business Case Advisor and Economic and Financial Analyses (ITT1878)**

We are delighted to submit our proposal to the Sunshine Coast Regional Council (SCRC or Council) to deliver the Sunshine Coast Mass Transit Project - Business Case Advisor and Economic and Financial Analyses.

We have prepared this proposal to fully integrate Separable Portions A and B of the brief into a combined service which offers substantial efficiency and risk management benefits to the Council. Our fee proposal for the integrated offer (Separable Portions A and B) represents a discount of s.47(3)(b) compared to separately delivering Portions A and B.

Our combined approach demonstrates the strategic importance of this project to PwC, as evidenced by the substantial fee discount.

PwC is proud of our record in supporting Governments to deliver city-changing outcomes and to improve our transport networks. We have been at the forefront of developing and/or delivering major transport projects, including the Gold Coast, Sydney and Parramatta light rail projects, and we are excited by the opportunity to support Council to plan the next phase of its land use and transport development.

Our team fundamentally understand the task of developing a compelling Preliminary Business Case for the Sunshine Coast Mass Transit Project and have advised the State and Gold Coast City Council on every previous stage of Gold Coast Light Rail. Of particular relevance to Sunshine Coast, our team members understand the importance of making the best mode choice to support city building and transport outcomes.

*\*PricewaterhouseCoopers is a practice entity member of the Chartered Accountants Australia and New Zealand (CA ANZ), and accordingly is subject to the CA ANZ Scheme for limitation of liability approved under professional standards legislation, which the parties cannot contract out of. The liability of the Consultant in the performance of the Services (including any claim under an indemnity in this Contract) is limited by the amount specified in the Chartered Accountants in Australia and New Zealand (Qld) Scheme approved under the Professional Standards Act 2004 (Qld) and legislation providing for apportionment of liability may also apply.*



Our team will be led by Darren Black s.47(3)(b) who will combine industry leading infrastructure advisory services with local knowledge having previously advised on the Sunshine Coast Hospital Project, the Sunshine Coast Transport Project, and Coast Connect. s.47(3)(b) is also currently leading the development of the Detailed Business Case for the Mooloolah River Interchange Project for TMR.

In structuring our proposal we have carefully considered your needs through the options assessment and have included industry leaders Fission Pty Ltd and SNC Lavalin in our team to provide capital and operating cost estimates respectively.

Our team members are experienced at integrating with and leading multi-disciplinary teams and we have formed strong working relationships with your existing advisors Luti Consulting and VLC through current and previous roles. We will work with the chosen engineering advisors to develop a similarly strong relationship.

Once you have reviewed the proposal, we would welcome the opportunity to discuss any aspect of it with you. Please do not hesitate to call me on s.47(3)(b) to discuss further.

Yours Sincerely

Darren Black  
 Partner, Infrastructure and Urban Renewal

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# 1

## Understanding

# Our Understanding

## Understanding the PBC requirements and Sunshine Coast

### Understanding the Sunshine Coast

The Sunshine Coast region is one of the most diverse major population areas in Australia, with a mix of dense urban areas along the coastal strip, smaller regional towns and rural communities in the hinterland. The region is known both for its pristine beaches and stunning hinterland region.

The Sunshine Coast offers its residents and workers an enviable mix of lifestyle and amenity. This is reflected in very high levels of self-containment, currently over 70% of employed residents in the region work within the Sunshine Coast Regional Council area, and 90% of people who work on the Sunshine Coast live there.

Maintaining this lifestyle attraction, high self containment and achieving the Sunshine Coast's vision as 'Australia's most sustainable region - healthy smart and create' will become an increasing challenge as the region continues to experience strong population growth.

The region has experienced sustained population growth, growing at over 2.6% per year as compared to Queensland growth of 1.5%. *ShapingSEQ* forecasts that this high level of population growth will continue. Population in the region is forecast to grow from 303,000 in 2016 to 518,000 by 2041, growth of 2.2% per annum. This compares to broader Queensland growth of 1.6% across the same period.

The pressures and challenges of this population growth is further enhanced by *ShapingSEQ*'s focus on urban consolidation, setting a target of 63 per cent infill development for the Sunshine Coast.

Population growth poses a challenge for cities to ensure that the transport network has the capacity and capability to continue to move people where they want to go, without causing significant congestion increases. The high car dependency on the Sunshine Coast means that as this population increases there will continue to be a high road demand.

Ensuring that the Sunshine Coast maintains its high amenity lifestyle, while providing a sustainable accessible transport network that promotes infill growth requires the city to consider the transport solutions available that supports achieving these goals.

### Need for the Sunshine Coast Mass Transit project

Our team is currently engaged to provide business case advisory services to TMR on the Mooloolah River Interchange Detailed Business Case, and we have contemporary understanding of the Sunshine Coast and the current service needs in the region. We understand the interdependency of road and transport infrastructure projects in the region, as well as the criticality in delivering these services. We understand that the MRI project will free up space in the road corridor to make room for light rail and that this has been included in some of their project designs.

There has been a range of planning and feasibility studies for road and public transport infrastructure on the Sunshine Coast in the last decade that have culminated in two current studies:

- The Sunshine Coast Mass Transit Project (this study)
- The Mooloolah River Interchange Detailed Business Case.

PwC are currently engaged as Business Case writers and economic advisors for the Mooloolah River Interchange Detailed Business Case.

The previous public transport projects (CoastConnect, Sunshine Coast Quality Bus Corridor, and Sunshine Coast Transport Project) identified the need to improve public transport provision to better connect Maroochydore to Kawana and Caloundra to respond to jobs and population growth, and to improve PT mode share across the region. These projects were succeeded by the Sunshine Coast Light Rail Project that was established in 2012 following the recommendations of a task force comprised of business and community interests, through its "A Line in the Sand" report (a pre-feasibility and rapid economic assessment).

The need for a mass transit solution in the coastal corridor is reinforced by the infill growth targets for the corridor, and to connect the population growth centres at Caloundra South and Beerwah East.

Finally, the Strategic Business Case concludes that the SCMT Project is an integrated land use and transport project and that the PBC should focus on a mass transit solution - Light Rail Transit (LRT) or Bus Rapid Transit (BRT) in the corridor from Maroochydore to Kawana while safeguarding future network connections.

# Our Understanding

## Understanding the requirements of the Preliminary Business Case

The PBC stage of the project development process is an options assessment phase. The PBC needs to confirm the service need and requirements of potential solutions, identify the full range of initiatives that could address these and then deliver a rigorous options process to determine the best option/s for progression to a Detailed Business Case (DBC).

### Key issues for the Business Case advisor

As the Business Case advisor, we understand the need for the PBC to effectively communicate the opportunity that the development of a mass transit system provides to the Sunshine Coast region, its residents, workers, industry and businesses.

The development of a mass transit system on the Sunshine Coast provides the city with the opportunity to:

- **Connect key centres** (including: Sunshine Coast Airport, Maroochydore, Kawana, Caloundra, Aura and Planned Beerwah East development) with a strong and reliable public transport link.
- **Increase mode share** on the Sunshine Coast as population grows, reducing volumes on the road network and reducing growth in congestion.
- Develop a transport system which helps **catalyse urban development** and infill growth, while **maintaining amenity and accessibility** to services, employment and lifestyle attractions. This would support the Sunshine Coast achieving the targets established by *ShapingSEQ*.
- Develop a transport network that promotes **sustainable economic and productivity growth** in the Sunshine Coast region.

The graphic outlines and illustrates the benefits relationships from the delivery of a sustainable mass transit system. The message and connection between these factors is critical for the narrative that needs to be present throughout the PBC document.

Through our extensive experience in the development and delivery of business cases for infrastructure projects, and our experience on Gold Coast Light Rail (GCLR) we understand the key focus points and activities that as the Business Case advisor will help establish and communicate the narrative through the PBC.

Sunshine Coast Mass Transit Project - Business Case Advisor and Economic and Financial analyses  
PwC



In our experience, critical factors to the success of the SCMT PBC include:

- **Project advocacy** - It is important to create advocacy and support for the project, and its narrative, within Council, the State, resident and business community. One of the key successes of GCLR has been the Business Advisory Group of local business leaders that have become advocates and spokespeople for the project.
- **Service need and service requirements** - Ensuring that the service need and requirements are well understood across the project team from the outset of the PBC development. This brings consistency in messaging and tone in the PBC. The combination of the land use case, and a clear service need will be critical to justifying the need for a transport project to catalyse urban renewal and infill development.
- **Land use case** - Establishing a land use case, that is clearly communicated, realistic and defensible is the underpinning of a project with the objectives of the SCMT. We understand the importance of constructing the appropriate narrative around the land use case. Its importance drives early inclusion in the document structure of the PBC.
- **Business Case Reference Group (BCRG)** - The PBC and DBC development for GCLR demonstrate the importance of a well run BCRG. Effective use of this group can make a critical difference to the factors listed above with key stakeholders from Transport and Main Roads (TMR), Building Queensland (BQ), Infrastructure Australia (IA) and Department of Infrastructure, Transport, Cities and Regional Development (DITCRD).

# Our Understanding

## Understanding the requirements of the PBC

### Key Issues for Financial and Economics advisor

The team we have proposed is highly experienced in the delivery of financial and economics advice and analysis on infrastructure projects across the project appraisal lifecycle. Our transport infrastructure experience includes GCLR Stages 1-3, Sydney Metro, Sydney Metro West, Mooloolah River Interchange, Kuraby to Beenleigh Capacity Improvement (K2B) and the M1 Loganholme to Nerang project.

Our experience on these, and across a broader range of city building related projects provides us with a differentiated and unique understanding of our role on this project.

Critical to the PBC, and the determination of the most appropriate mode for the SCMT project, will be the comparison between LRT and BRT. Producing a comparison that is rigorous and defensible will rely on ensuring that the level of detail developed for each of the modes is equivalent. This means that the analysis and assessment of design, construction and operating costs, land use response, economic benefits etc. is undertaken with the same rigour and quality for both modes.

This issue of equivalent quality of comparison is a key learning from Stage 3A of GCLR and our experience working with IA across a range of projects. Ensuring that the PBC economic assessment for the SCMT rigorously compares the LRT and BRT modes should reduce re-work required in the DBC phase, as well as enable business cases for future stages to refer back to the analysis in this PBC on the relative merits of each mode.

We are well placed to deliver this comparative analysis, and the construction of the narrative and discussion around it. Members of our team delivered this for Stage 1 of GCLR, and we recently undertook a comparative rapid Cost Benefit Analysis (CBA) of the two modes for Stage 3A. We are aware of the key points of comparison between BRT and LRT, namely operating costs driven by differing driver numbers and headways, pavement requirements for BRT, and the greater land use response to LRT as compared to BRT.

The economic analysis will also have to compare other options in the PBC, however the comparison between LRT and BRT will be a key focus point for stakeholders, particularly IA and BQ.

### Staging an integrated transport network for the Sunshine Coast

We understand the importance of the SCMT project in establishing the spine of a public transport network that will ultimately connect the Sunshine Coast Airport to Maroochydore, Kawana, Caloundra, and the existing heavy rail at Beerwah.

We also understand the need for the SCMT project to be delivered in stages that match funding constraints and that will deliver economic benefits that outweigh the cost of the stage.

The first stage of SCMT will set the strategic direction for public transport on the Sunshine Coast including the primary mode, and timing and sequencing of future stages. The PBC will need to determine the optimal scope of the first stage including the length of the stage, the locations of the terminus', and the locations of interchanges with other transport modes.

The first stage of SCMT will need to seamlessly integrate with other public transport services that connect the first stage to destinations outside of the coastal corridor. If the first stage is from Maroochydore to Kawana, there will be interchanges with bus services that connect to Caloundra, Caloundra South, the University, and the Airport.

The PBC will need to consider the findings of the North Coast Connect Project Business Case, particularly the role that a heavy rail extension from Beerwah may play in the future public transport network.



# Why PwC

## 01 Business case development experts

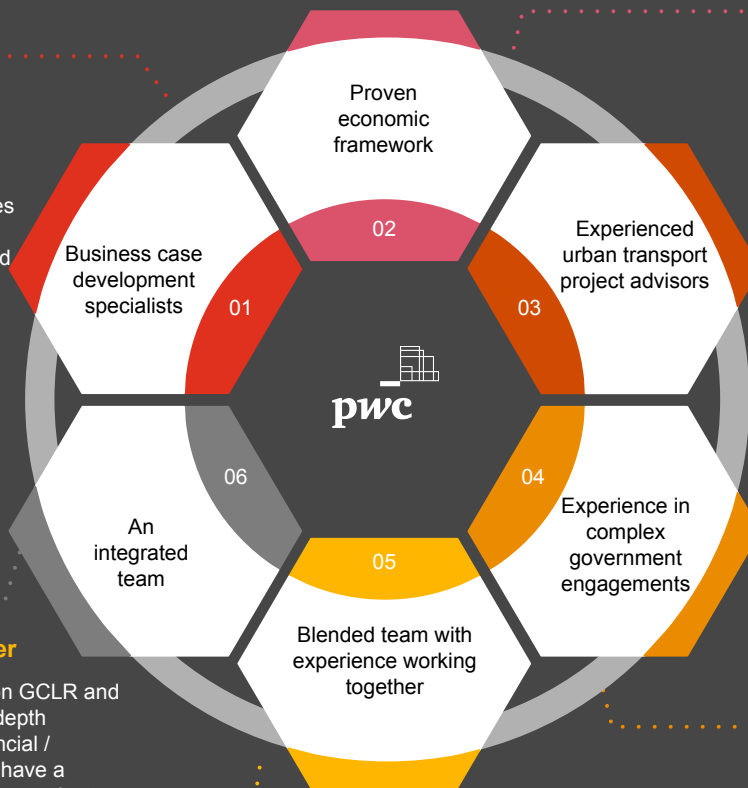
Our team's combined business case experience is market-tested and unparalleled. We bring contemporary and innovative approaches to ensuring the deliverables are in a manner that gives decision makers confidence that the outcomes presented are of a high standard and can withstand scrutiny.

## 06 An integrated team to reduce risk

Our integrated service offering combines Business Case advisory and Financial and Economics assessment into a single combined offering. In this combined offering we will take responsibility for drafting the PBC and for coordinating all technical inputs to reduce the interface risk for the Council.

## 05 - Proven experience of working together

Our team's experience of working collaboratively on GCLR and Parramatta Light Rail projects provides us with in depth understanding of the technical, economic and financial / commercial insights for a mass transit project. We have a proven history of working with Luti Consulting on key projects including GCLR.



## 02 - Economics and Policy

Our Economics & Policy team is one of the largest and most diverse economics consultancies in Australia. We have developed a seamless economic framework which can include transport, WEBs, urban development benefits. PwC's team has previous experience with the Zenith model on major complex economic analysis.

## 03 Leading technical advisor

Our partners, SNC-Lavalin, provide a comprehensive range of strategic, technical, transaction and operational services to assist with planning and delivering the right outcomes for Urban Transport Projects.

## 04 Trusted advisors in complex environments

Critical to large infrastructure projects such as this is effective stakeholder engagement. This is relevant to both public sector decision makers and to the local community. Our team is experienced working in high-pressure and complex environments, working closely with senior council and government representatives across all levels of government.

# 2

## Key Personnel

# Key personnel

## The PwC Team

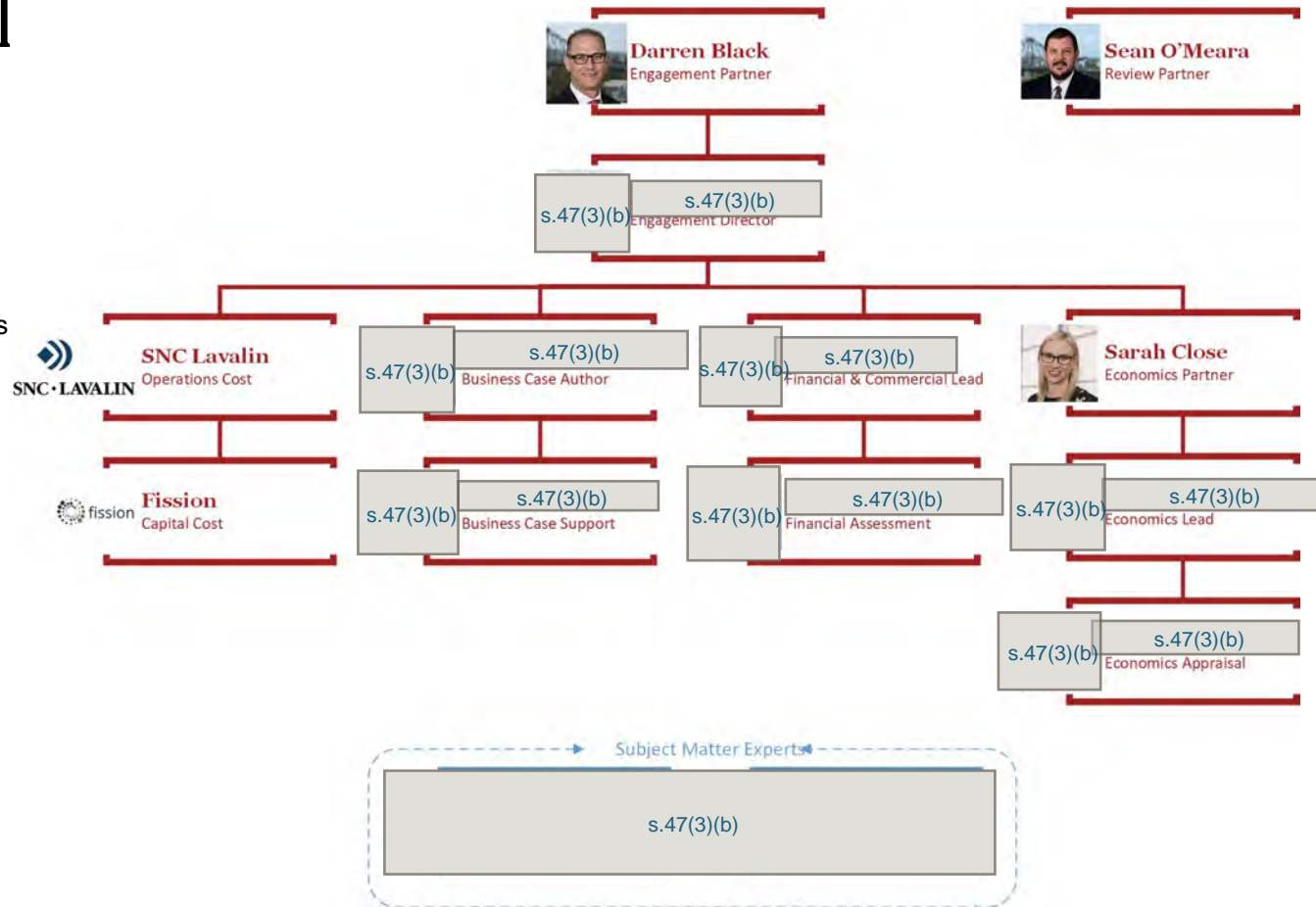
### Sunshine Coast experience

Our core team for this engagement has significant experience in developing Business Cases for complex transport projects, and have a legacy of involvement in projects on the Sunshine Coast.

Our leadership team of Darren Black, Sarah Close, and s.47(3)(b) were all team members and advisors on the Sunshine Coast Transport Project, and s.47(3)(b) was the commercial and financial advisor on Coast Connect.

Darren was the Commercial Director for the Sunshine Coast University Hospital Business Case and s.47(3)(b) was the commercial and financial advisor with the Deloitte team.

s.47(3)(b) are currently leading the development of the Detailed Business Case for TMR on the Mooloolah River Interchange Project.



### A committed team

Our team is committed to delivering the best outcomes for the Council. The team that we have nominated will be the team that delivers the PBC for you.

### Subject matter experts

In addition to our core team, we have nominated three key subject matter experts to draw on at key points during the PBC phase - s.47(3)(b) for light rail transport modelling, s.47(3)(b) for cities and employment creation, and Sean O'Meara for strategic peer review.

# Team member summary



**Darren Black**  
Engagement Partner

Darren is a commercial advisor with 20 years' experience in social and economic infrastructure projects and small business, providing project direction, management and strategic advice to a variety of stakeholders and staff. Darren has experience as both a project director and manager, leading and working with teams to ensure that effective project goals can be achieved within limited timeframes and budgets. A highly motivated leader, Darren has contributed to the successful outcomes of many projects as a leader, team member and consultant, demonstrating that he has a high level of flexibility in his approach and is extremely dynamic in his thinking.

*Darren will assume the role of Engagement Partner and will provide oversight to the engagement.*



s.47(3)(b)

s.47(3)(b)

Engagement Director / Financial & Commercial Lead

s.47(3)(b) is a commercial project advisor with 20 years of experience in the infrastructure industry, holding roles within both the public and private sector. His industry sector experience covers Public-Private Partnerships (PPP) and project finance, rail, public transport, roads, social infrastructure, water supply, and supporting infrastructure for resource projects. s.47(3)(b) as recently lead the PwC team for PBC and DBC phases of GCLR and is currently overseeing the development of the DBC for the Mooloolah River Interchange Project.

s.47(3)(b) will be responsible for managing all elements of the engagement and will be your single point of contact throughout the PBC.



**Sarah Close**  
Economics Partner

Sarah has more than 14 years' experience providing economic advice in the infrastructure sector, particularly relating to rail infrastructure, and increasingly rail infrastructure connected with city shaping outcomes. Sarah has extensive experience providing economic and business case advisory services for major infrastructure projects. She has led a number of multi-disciplinary projects requiring input from numerous technical parties. This included developing the business case and economic appraisal of the Rail Operating Centre for Sydney Trains.

*Sarah will lead the economic analysis and work with the project team to develop an economic strategy for the engagement.*



**Sean O'Meara**  
Review Partner

Sean is the Partner leading PwC's Infrastructure Advisory team in Queensland and a leader in PwC's national Infrastructure and Urban Renewal (IUR) practice. With over 15 years' of professional experience he has significant experience in infrastructure project planning, evaluation and implementation and major project governance, strategy and execution. Sean delivered the GCLR Stage 2 Business Case and was the Business Case and Stakeholder Director for the GCLR Stage 3 Detailed Business Case.

*Sean will be the review partner for this engagement.*

# Team member summary

s.47(3)(b)

s.47(3)(b)

Financial &amp; Commercial Lead

s.47(3)(b) is a project feasibility and financial analysis specialist in our Economics practice. He has been an advisor with PwC for more than 15 years and has advised a range of public and private clients on major projects in Queensland, New South Wales, Victoria and the Northern Territory.

His key areas of expertise include financial and commercial feasibility analysis, economic cost-benefit assessments; business case development; project procurement and financing and project risk assessment and quantification.

s.47(3)(b) *will lead the financial and commercial analysis of the engagement.*

s.47(3)(b)

s.47(3)(b)

Economics Lead

s.47(3)(b) has over 10 years' experience in commercial, economic and financial advisory in both private and public sectors and leverages skills in financial and economic modelling, economic regulation, and investment evaluation.

s.47(3)(b) has been responsible for undertaking economic and financial assessment of significant infrastructure investments and has assisted various government departments with business cases for capital investments, including GCLR Stage 3A, the Transport Coordination Centre and reviewing the Cross River Rail Business Case for Building Queensland. He has an in depth understanding of what the Government requires to make investment decisions.

s.47(3)(b) *will guide the economic analysis on a day-to-day basis alongside Sarah.*

s.47(3)(b)

s.47(3)(b)

Business Case Author

As an experienced commercial advisor, s.47(3)(b) has developed several investment-grade business cases for public and private sector clients, which have all been submitted in accordance with State Government guidelines. Having joined PwC from Queensland Treasury Corporation, s.47(3)(b) thoroughly understands the requirements for business cases to pass stakeholder scrutiny and the processes to receive endorsement and funding. s.47(3)(b) works collaboratively with clients and project advisors to drive internal strategy by applying well-structured business processes and implementation frameworks to improve efficiency and clarity of operations.

s.47(3)(b) *will be responsible for drafting and writing the final Business Case and ensure a cohesive, robust document is delivered.*

s.47(3)(b)

s.47(3)(b)

Economic Appraisal

s.47(3)(b) has experience undertaking consulting work in the following transport/public sector industries: Rail, Road, Health, Freight, and Logistics (ports). s.47(3)(b) previously worked for Brisbane City Council as a project officer and support analyst in the Economic Development Unit, undertaking: Project management, city benchmarking, regional economic analysis, and land use analysis.

s.47(3)(b) is experienced in undertaking technical economic analyses for transport and infrastructure projects. Recently, s.47(3)(b) provided support in modelling, analysis and developing the economic narrative for the Sydney Metro West Strategic and Final Business Case, Gold Coast Rapid Transit – Stage 3A Preliminary Business Case, the Regional Rail Project Final Business Case, and the Parramatta Light Rail Project.

s.47(3)(b) *will undertake the detailed economic appraisal for this engagement.*

# Team member summary

s.47(3)(b)

s.47(3)(b)

Financial Assessment

s.47(3)(b) is a senior consultant in PwC's Infrastructure and Urban Renewal Practice. Her project experience includes preliminary and detailed business case development, financial and commercial advisory, financial modelling, market engagement, transaction and procurement process support, and assisting in funding applications. s.47(3)(b) has worked closely with clients across several industries, including transport, roads and rail, tourism, renewables and health,. She has experience working in complex multi-agency environments, and has experience performing audit, transaction services and valuations.

s.47(3)(b) *will complete the financial assessment for this engagement.*

s.47(3)(b)

s.47(3)(b)

Cities SME

s.47(3)(b) has over 10 years of experience in economic policy and strategy, specialising in economic infrastructure appraisal, business cases, and growth strategies. She has worked with a range of cities and regions to create compelling visions and investment cases for some of the largest infrastructure projects across the UK and Australia.

s.47(3)(b) *will provide subject matter expertise relating to urban renewal economics and city building, employment strategies and economic development.*

s.47(3)(b)

s.47(3)(b)

Business Case Support

s.47(3)(b) is a Consultant in PwC's Infrastructure and Urban Renewal team. Her project experience includes project and program management support, business case development and advisory for public sector clients. s.47(3)(b) has frequently been involved in the facilitation of workshops, market engagement and economic analysis.

s.47(3)(b) *will support the development of the PBC.*

s.47(3)(b)

s.47(3)(b)

Transport Analysis SME

s.47(3)(b) has over 15 years of experience in transport and traffic modelling. He has significant expertise in multi-modal, mode and toll choice transport modelling and business case development throughout his career and is a recognised expert in Australasia. He has advised on a range of project evaluations and business cases for major infrastructure projects and proposals throughout Australia, New Zealand and the United Kingdom.

s.47(3)(b) *will provide subject matter expertise relating to the transport modelling outputs and analysis and provide support to the economics team in the integration of these outputs into the economic analysis.*



# Team member summary

s.47(3)(b)

Operations Team Lead

s.47(3)(b) is a rolling stock specialist with wide ranging expertise. s.47(3)(b) is skilled at liaising with key stakeholders and managing multi-functional teams.

s.47(3)(b) has worked across the full rolling stock lifecycle, from procurement and tendering through to test and commissioning of new fleets and performance and reliability improvement for trains in passenger service. He has developed maintenance and depots proposals covering high speed, commuter and metro rail in the United Kingdom.

s.47(3)(b) will provide light rail and bus rapid transit cost estimates.

s.47(3)(b)

Light Rail Operations SME

s.47(3)(b) is a Chartered Mechanical Engineer and RPEQ with expertise in light rail spans operations, design, construction, testing and commissioning, safety, ticketing, commercial opportunities, performance regimes and contract management.

On Gold Coast light rails s.47(3)(b) led the development of the OPEX for the Stage 2 business case and the negotiation of the O&M pricing submission for DTMR. s.47(3)(b) worked with City of Gold Coast on the preparation of the OPEX for GCLR Stage 3 for the preliminary business case and subsequently the full OPEX for the Detailed Business for DTMR. s.47(3)(b) is currently the Technical and Operations Manager for GCLR Stage 3, her responsibilities include supporting the State O&M management team pricing negotiations with the GCLR operator

s.47(3)(b) will provide light rail operations expertise, O&M costing input and review.

s.47(3)(b)

Bus and BRT Operations SME

s.47(3)(b) is a Chartered Engineer and Chartered Professional Engineer with extensive experience in a variety of bus projects, including preparing technical specifications, tender evaluations, fleet inspections and reports, incident investigations, inspection of supplier facilities and Bus Rapid Transit investigations and proposals. He is currently the vehicle Subject Matter Expert for the Brisbane Metro project.

s.47(3)(b) will provide bus and BRT expertise, O&M costing input and review.

s.47(3)(b)

Capital Cost Estimator

He has a forensic eye and is sought-after for his detailed focus in complex situations. He is uniquely skilled at the preparation and review of complex programs and costings and can be trusted to bring clarity when it counts. He is thorough, diligent, and has an in-depth knowledge of civil techniques in everything from tunnels, rail, road, water, resources and heavy earthworks. s.47(3)(b) is an expert in the analysis of delay and disruption, and clients from all industries turn to him when they seek reliable advice on potential issues and appropriate remedies.

s.47(3)(b) will lead the development of the Capex estimates to support the options assessment.

# Relevant Project Experience

	Mass transit project	Business Case development	Sunshine Coast experience	Financial & Commercial	Economics	Service need	Team
1 Gold Coast Light Rail	✓	✓		✓	✓	✓	s.47(3)(b)
2 Metronet	✓	✓		✓	✓	✓	s.47(3)(b)
3 Sydney Metro West	✓	✓		✓	✓	✓	s.47(3)(b)
4 Mooloolah River Interchange		✓	✓	✓	✓	✓	s.47(3)(b)
5 M1L2N SASR and Options Assessment		✓		✓	✓	✓	s.47(3)(b)
6 Unmanned Aerial Systems Test, Trial & Evaluation Facility		✓		✓		✓	s.47(3)(b)
7 Sunshine Coast Transport Project	✓		✓	✓	✓	✓	s.47(3)(b)
8 K2B Capacity Improvement PE	✓			✓	✓		s.47(3)(b)

# 3

## Methodology - Overview

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# 4

Methodology -  
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Portion A -  
Business Case  
Advisor



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# 5

Methodology -  
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Portion B -  
Economic and  
Financial Advisor

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# 6

## Methodology - Detailed Gantt Chart

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# A

## Section 2.2 Additional Information - Capability and Experience

## Gold Coast Light Rail Stage 3A - Preliminary Business Case

### City of Gold Coast

Project Description	The Gold Coast Light Rail project is an 18-year public private partnership (PPP) to design, build, finance, operate and maintain a new light rail system, servicing a 13km route with 16 stations. Stage 2, a \$0.5b (7km) extension to the existing system, was delivered as an Operator Franchisee Modification (OF Mod). Stage 3A was progressed through the PBC phase by the City of Gold Coast.
Nature and extent of involvement	<ul style="list-style-type: none"> <li>• PwC led the development of the Stage 3 preliminary business case (including financial and commercial advice, risk analysis, and engaging with other advisors to confirm scope and packaging) for the light rail extension from Broadbeach to Burleigh</li> <li>• Drafted the PBC document on behalf of the City</li> <li>• Led the transport modelling including traffic forecasting for the entire Gold Coast</li> <li>• Provided detailed cost benefit analysis (CBA) and value creation analysis including wider economic benefits (WEBs) analysis on the project's projected impact on region's economic growth and productivity</li> <li>• Led the engagement with State and Commonwealth agencies including Queensland Treasury, Department of Local Government Infrastructure and Planning, Department of Infrastructure and Regional Development and Infrastructure Australia.</li> </ul>
Achievements and lessons learned	<ul style="list-style-type: none"> <li>• Engagement within the advisory team to define the scope and assumptions that underpin the analysis</li> <li>• Effective identification of delivery models that mitigate the identified risks</li> <li>• Consideration of funding and financing in conjunction with delivery and procurement options</li> <li>• Development of commercial principles to underpin effective procurement and delivery</li> <li>• Financial analysis that included scenarios to demonstrate the potential upside and downside risk to inform decision making</li> <li>• Challenging cost and risks and identifying appropriate escalation and discount rates to develop a comparative scope to the market</li> <li>• Thorough understanding of the Gold Coast Light rail project and its impacts over the years to Gold Coast communities</li> <li>• Understanding the traffic and transport outcomes for light rail on the Gold Coast</li> <li>• Understanding of the positive effects of land value uplift within the Gold Coast Light Rail Corridor and the benefits that accrue to land owners.</li> </ul>
Team Members	Darren Black, Sean O'Meara, s.47(3)(b)
Client contact	Ian Gordon, Project Manager, Light Rail Stage 3, City of Gold Coast. M: s.47(3)(b) E: igordon@goldcoast.qld.gov.au
Date of completion	2017

## Gold Coast Light Rail Stage 3A - Detailed Business Case

### Department of Transport and Main Roads

Project Description	The Gold Coast Light Rail project is an 18-year public private partnership (PPP) to design, build, finance, operate and maintain a new light rail system, servicing a 13km route with 16 stations. Stage 2, a \$0.5b (7km) extension to the existing system, was delivered as an Operator Franchisee Modification (OF Mod). City of Gold Coast progressed the preliminary business case and TMR are responsible for the development of the detailed business case.
Nature and extent of involvement	<ul style="list-style-type: none"> <li>Leading the development of the Stage 3A detailed business case (including financial and commercial advice, risk analysis, and engaging with other advisors to confirm scope and packaging) for the light rail extension from Broadbeach to Burleigh</li> <li>Drafting the DBC documentation with TMR and Building Queensland</li> <li>Leading the transport modelling including traffic forecasting for the entire Gold Coast</li> <li>Providing detailed cost benefit analysis (CBA) and value creation analysis including wider economic benefits (WEBs) analysis on the project's projected impact on region's economic growth and productivity</li> <li>Leading the engagement with key State and Commonwealth agencies including Queensland Treasury, Department of Local Government Infrastructure and Planning, Department of Infrastructure and Regional Development, Building Queensland and Infrastructure Australia.</li> </ul>
Achievements and lessons learned	<ul style="list-style-type: none"> <li>Engagement within the advisory team to define the scope and assumptions that underpin the analysis</li> <li>Effective identification of delivery models that mitigate the identified risks</li> <li>Consideration of funding and financing in conjunction with delivery and procurement options</li> <li>Development of commercial principles to underpin effective procurement and delivery</li> <li>Financial analysis that includes scenarios to demonstrate the potential upside and downside risk to inform decision making</li> <li>Challenging cost and risks and identifying appropriate escalation and discount rates to develop a comparative scope to the market</li> <li>Thorough understanding of the Gold Coast Light rail project and its impacts over the years to Gold Coast communities</li> <li>Understanding the traffic and transport outcomes for light rail on the Gold Coast</li> <li>Understanding of the positive effects of land value uplift within the Gold Coast Light Rail Corridor and the benefits that accrue to land owners.</li> </ul>
Team Members	Darren Black, Sean O'Meara, <span style="background-color: #cccccc;">s.47(3)(b)</span> , Sarah Close,
Client contact	Julian Zorzo, Project Manager, Department of Transport and Main Roads. M: <span style="background-color: #cccccc;">s.47(3)(b)</span> E: julian.d.zorzo@tmr.qld.gov.au
Date of completion	Ongoing



## Sydney Metro West Strategic and Final Business Case

### Sydney Metro / Transport for NSW

Project Description	Sydney Metro West is the largest urban rail project in Australia, connecting the Parramatta and Sydney CBDs. Identified as the next major metro rail project in Sydney's Rail Future, the project will transform the shape and location of future land use development in Sydney.
Nature and extent of involvement	<p>PwC were engaged as the business case, economic and financial advisors for the Sydney Metro West (SMW) Strategic Business Case (SBC) and economic advisors and value sharing advisors for the Final Business Case (FBC) of the SMW proposal.</p> <p><b>Economics</b></p> <ul style="list-style-type: none"> <li>Applied innovative and leading techniques reflective of the city shaping nature of the Project and included the development of a sector-leading methodology to merge transport, urban renewal and wider economic benefits</li> <li>Critical to this methodology was research and documentation to ensure that double-counting of benefits was avoided.</li> <li>The economic appraisals conducted through the SBC, INSW Health Check and FBC phases assessed a range of alignments and a number of scenarios including multiple alignments, numbers of stations, variations in service offering (frequency, speed), alternative modes (including light rail and bus rapid transit), and potential extensions.</li> </ul> <p><b>Financial / Commercial</b></p> <ul style="list-style-type: none"> <li>Development of a detailed cost model to perform the financial analysis, including performing multi-criteria analysis to shortlist funding mechanisms, detailed analysis of implementation issues, and modelling the magnitude of funds that could be realised from alternate mechanisms. The insights from analysing the strategic options provided a detailed base from which to develop a public sector comparator and shadow bid model.</li> <li>Analysis on the FBC involved modelling passive and active value sharing mechanisms as well as region-wide levies. The work rendered by PwC/LUTI Consulting included the derivation of land and property value uplift over various time periods and the development of a value sharing financial model. The results included the potential maximum revenue (nominal and NPV terms) for each mechanism and each considered station.</li> </ul>
Team Members	Sarah Close, <span style="border: 1px solid black; padding: 2px;">s.47(3)(b)</span>
Client contact	Confidential, please contact us if required.
Date of completion	December 2018

## Regional Rail Project Final Business Case

### Transport for NSW

Project Description	The Regional Rail project considers investment options for new fleet to support the continued delivery of Regional Rail and intercity non-electric services in NSW. The Project included consideration for the procurement (via a Design, Build, Finance, Maintain approach) replacement fleet for the existing Express Passenger Train (XPT), Xplorer and Endeavour diesel fleets, a new regional NSW maintenance facility, upgrades to existing maintenance facilities, including Sydenham (Meeks Road and ongoing maintenance of the new fleet and how the new fleet would link in to the broader NSW Trains and Sydney Trains networks.
Nature and extent of involvement	<ul style="list-style-type: none"> <li>• PwC's integrated business case, economic, financial and commercial team were responsible for business case development, economic assessment and commercial and financial advisory for the Regional Rail Project. Our (on-going) role has included the following to date:</li> <li>• Identification of options for new fleet, including fleet type, fleet numbers and maintenance arrangements</li> <li>• Multi-criteria assessment to determine the location of regional maintenance facilities, considering technical, operational, social and economic drivers</li> <li>• Identification and evaluation of procurement options, including extensive stakeholder engagement and consideration of market precedents</li> <li>• Economic appraisal of the project and assessment of regional output and jobs</li> <li>• Financial analysis, including a financial (investment) appraisal and a preliminary Public Sector Comparator and Shadow Bid Model and Funding Strategy</li> <li>• Final Business Case drafting and drafting and coordination of appendices and inputs</li> <li>• Engagement with key stakeholders including TfNSW FID, Department of Premier and Cabinet, NSW Treasury, NSW Trains, Sydney Trains and Infrastructure NSW, plus external cost advisors, and</li> <li>• Guidance of the project through internal, NSW Treasury and INSW assurance processes.</li> <li>• PwC is also the financial and commercial advisor for the procurement process. Three Proponents were shortlisted from the EOI stage. Additionally, PwC prepared a Scoping Study for Cabinet consideration, which informed options and scope for the business case as well as procurement.</li> </ul>
Team Members	Sarah Close, <span>s.47(3)(b)</span>
Client contact	Guy Collishaw Project Director, Infrastructure and Places, Transport for NSW. M: <span>s.47(3)(b)</span>
Date of completion	Final Business Case: November 2017; Project procurement: March 2019

# M1 Loganholme to Nerang and Coomera Connector

## Department of Transport and Main Roads

Project Description	The M1 Pacific Motorway Loganholme to Nerang (formerly called Coomera Connector) initiative was developed in response to existing and emerging capacity issues on the M1. A corridor that extends 40 kilometre between Loganholme and Nerang has been gazetted to provide an alternate corridor to alleviate transport capacity issues and reduce trips on the M1.
Nature and extent of involvement	<p>PwC were engaged to complete a Strategic Assessment of Service Requirements (SASR) in response to the service needs and service requirements and to explore options to reduce congestion and improve efficiency, resilience and safety on M1 and the wider Gold Coast road network. This project is envisaged to assist with delivering the directions sought after within Shaping SEQ – South East Queensland Regional Plan 2017.</p> <p>The purpose of the SASR pre-project stage is to assist in making an informed decision whether to initiate a project to meet an identified service need. PwC assisted TMR in the preparation of the SASR and the key activities undertaken during its development included:</p> <ul style="list-style-type: none"> <li>• Provided an overview of the background of the initiative</li> <li>• Confirmed the alignment this initiative has with strategic objectives</li> <li>• Facilitated an Investment Logic Mapping (ILM) Workshop to: <ul style="list-style-type: none"> <li>○ Identify the problem needing to be addressed</li> <li>○ Identify what outcomes are being sought</li> <li>○ Identify a range of potential options to achieve the outcome</li> </ul> </li> <li>• Determined readiness to process to the next phase.</li> </ul>
Achievements and lessons learned	<ul style="list-style-type: none"> <li>• The criticality of the M1 to serve as a national route for freight, commercial, tourist and commuter traffic.</li> <li>• Detailed understanding of the existing situation on the M1 and the consequential impact that congestion and low public transport utilisation will create if nothing is done.</li> <li>• Detailed insights into the demographic projections in the Northern Gold Coast up to 2041 and the impact the growing population will have on the transport network and employment.</li> <li>• An understanding of the key government policies and strategies that underpin this project.</li> </ul>
Team Members	Sean O'Meara, <span style="background-color: #d3d3d3; padding: 2px;">s.47(3)(b)</span>
Client contact	Wade Arthur, Project Manager, Department of Transport and Main Roads. E: wade.m.arthur@tmr.qld.gov.au
Date of completion	SASR November 2018; Phase 1 - Preliminary Evaluation June 2019

## Unmanned Aerial Systems Test, Trial and Evaluation Facility

### Department of State Development

Project Description	The Queensland Government has a stated aim of establishing Queensland as an international hub for Unmanned Aerial System (UAS) capability. This presents an opportunity for Queensland to capitalise on its competitive advantages to develop a world-class UAS industry locally.
Nature and extent of involvement	<p>The Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP) engaged PwC to develop a Preliminary and Detailed Business Cases (PBC and DBC) for a proposed UAS Test, Trial and Evaluation (TT&amp;E) Facility.</p> <p>The PBC assisted in determining the need for a TT&amp;E Facility in Queensland and the most suitable location for large-scale UAS activities. The PBC refined the options generation and assessment process to progress the preferred site option(s) for analysis within the DBC. PwC led a multidisciplinary team, utilising our Legal and Consulting teams for legal and economics advisory, providing a centralised point of reference. PwC also worked closely with external technical and environmental advisors and other UAS industry subject matter experts.</p> <p>Our role included:</p> <ul style="list-style-type: none"> <li>• Leading the development of the PBC and DBC, drawing upon the necessary expertise to deliver a compelling business case on specialised subject matter</li> <li>• Undertaking market sounding of potential users of the facility as well as delivery partners to understand their views on the market appetite, utilisation and potential delivery models</li> <li>• Completing a robust cost benefit analysis and financial analysis in accordance with BQ guidelines, supporting options analysis and identification of a preferred option</li> <li>• Completing public interest, sustainability and environmental assessments for the Project</li> <li>• Assessing delivery models focusing on achieving whole of Project objectives while at the same time recommending a commercially viable and flexible model to accommodate existing and future stages</li> <li>• Identifying key legal and regulatory considerations and risks associated with Project options</li> <li>• Undertaking a risk analysis, including facilitating a risk workshop, completing a risk register and quantifying risks to produce risk-adjusted project costs</li> <li>• Developing a comprehensive implementation plan and recommendation for progressing the Project to completion in the DBC.</li> </ul>
Team Members	Sean O'Meara, <span style="background-color: #d3d3d3; padding: 2px;">s.47(3)(b)</span>
Client contact	Martina Redmond, Director Project Management, Department of State Development, Infrastructure, Manufacturing and Planning. E: <a href="mailto:martina.Redmond@dsdmip.qld.gov.au">martina.Redmond@dsdmip.qld.gov.au</a>
Date of completion	Preliminary Business Case May 2018; Detailed Business Case June 2018.

## Satellite Park and Space Launch Facility

Department of State Development, Manufacturing, Infrastructure and Planning

Project Description	The Queensland Government has committed to undertake a feasibility study to identify available sites and suitable regions in Queensland for a satellite park and launch facility. This study will investigate environmental, economic and infrastructure requirements.
Nature and extent of involvement	<p>PwC was engaged by the Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP) to provide a Site Suitability Assessment for both a satellite park and space launch facility in Queensland. The sites were not required to be co-located, and had substantially different considerations for their siting.</p> <p>The process for each assessment involved:</p> <ul style="list-style-type: none"> <li>Identifying the key considerations for each facility through market engagement with key stakeholders, including regulators, users, operators and proponents</li> <li>Developing of a longlist of options through application of the key considerations to Queensland, including potential operational requirements and environmental impacts</li> <li>Providing a detailed analysis of each locality, focusing on the various aspects to inform an analysis of potential options</li> <li>Conducting a briefing workshop with key stakeholders to inform them of the project, gain their views on the longlist of options and gather any potential risks, issues and opportunities previously unforeseen</li> <li>Performing an internal Multi-Criteria Analysis (MCA) whereby each option is assessed against the weighted criteria to determine the preferred ranking of options</li> <li>Identifying a shortlist of options for the State to investigate further</li> <li>Providing recommendations of clear and effective next steps.</li> </ul> <p>The requirements of the satellite park and space launch facility were vastly different, and resulted in nearly opposite outcomes. The project team used a balance of technical, commercial and strategic skills to make robust recommendations and clearly outline the potential next steps of the State Government. This project is currently in the process of analysing those next steps and progressing the most appropriate ones to achieve the State's objectives.</p>
Team Members	Sean O'Meara, <span style="border: 1px solid black; padding: 0 2px;">s.47(3)(b)</span>
Client contact	
Date of completion	2018

## Gold Coast Ocean-side Cruise Ship Terminal

### City of Gold Coast

Project Description	The City of Gold Coast is undertaking a feasibility study and business case for a cruise ship terminal on the Gold Coast. A dedicated cruise ship terminal on the Gold Coast has long been identified as offering considerable potential to contribute to Queensland and Gold Coast tourism growth with plans dating back to at least 2001.
Nature and extent of involvement	<p>PwC led the development Gold Coast Ocean-side Cruise Ship Terminal Project including feasibility study, business case development and initial project implementation planning. PwC led the needs assessment analysis, market engagement, definition of requirements for engineering design, commercial and financial analysis, economic analysis, and delivery strategy as a part of the feasibility study and Business Case.</p> <p>In phase 2 of this project, PwC led the initial project implementation planning including initiation of environmental approvals assessment of land tenure requirements, strategies for port authority set-up, market engagement with potential users and strategy for fuel supply.</p> <p>The Strategic and Preliminary Business Case reports were completed in December 2016 and February 2017, and the Detailed Business Case was delivered in May 2017. The preliminary implementation planning phase was completed in December 2017.</p> <p>The Detailed Business Case determined that an infrastructure solution of an ocean-side cruise ship terminal was the most economically viable option to pursue economic growth in the Gold Coast region. The project subsequently underwent various environmental applications and submitted to Infrastructure Australia.</p>
Team Members	Darren Black, <span style="background-color: #d3d3d3;">s.47(3)(b)</span>
Client contact	Luke Adair, Coordinator of Major Projects, City of Gold Coast. M: <span style="background-color: #d3d3d3;">s.47(3)(b)</span> E: ladair@goldcoast.qld.gov.au
Date of completion	2018

## Tableland Irrigation Project

### Tablelands Regional Council

Project Description	Tablelands Regional Council (TRC) has commenced the Tablelands Irrigation Project (TIP) which examines the viability of multi-purpose water use options as a vehicle to drive regional economic growth and achieve industry development and community benefit. Funded under the Federal Government's National Water Infrastructure Development Fund, the TIP is being delivered with a Preliminary Business Case, through two phases.
Nature and extent of involvement	<p>PwC was engaged to provide financial and commercial advice on the Tablelands Irrigation Project. The first phase of the Preliminary Business Case focused on the Strategic Rationale and Options Assessment for the Project, aligning with Queensland Government business case development frameworks. PwC's role included:</p> <ul style="list-style-type: none"> <li>Facilitating an Investment Logic Mapping Workshop to identify the problems, opportunities, strategic interventions and potential solutions</li> <li>Facilitating an Options Assessment Workshop to prioritise the potential solutions against a set of criteria, ranging from reform solutions and strategic initiatives to asset-based solutions</li> <li>Conducting various analyses for input into the Preliminary Business Case, including the financial analysis and affordability analysis to test the shortlisted options feasibility, and the delivery model analysis and the funding and financing options analysis to recommend approaches to implement the preferred options. This included identifying the risks and opportunities associated with these analyses.</li> </ul>
Achievements and lessons learned	<p>Key learnings during this engagement included:</p> <ul style="list-style-type: none"> <li>An ability to work collaboratively in a multi-disciplinary team and closely with State Departments and project sponsors</li> <li>An ability to adapt to changing work environments, ensuring project objectives are met with continued government endorsement.</li> </ul>
Team Members	Sean O'Meara, <span style="background-color: #d3d3d3;">s.47(3)(b)</span>
Client contact	Stirling Tavener, Project Manager, Tablelands Irrigation Project. M: <span style="background-color: #d3d3d3;">s.47(3)(b)</span> , E: <a href="mailto:stirlingt@trc.qld.gov.au">stirlingt@trc.qld.gov.au</a>
Date of completion	2018



## Gold Coast Light Rail

Department of Transport and Main Roads



Project Description	The Queensland Government appointed SNC-Lavalin in 2009 to provide Operations Advisory Services to its Stage 1 project team during both the planning and procurement phases for the light rail system. SNC-Lavalin was retained as Light Rail Advisors providing technical support during the delivery phase of the GCRT. SNC-Lavalin developed the operational requirements for the GCRT and were involved from Expression of Interest (EOI), through financial close, design, commissioning, mobilisation and commencement of operations.
Nature and extent of involvement	<p>SNC-Lavalin contributed to the development of the Public Sector Comparator (PSC) OPEX model, liaised with key stakeholders from the local council, traffic management authorities and public transport operators ensuring their requirements were incorporated in the Project Scope Requirements.</p> <p>SNC-Lavalin has provided advice on safety and accreditation matters in relation to light rail operations, developed an operating and maintenance strategy for the system, led the development of the customer service strategy, and provided advice on the procurement and management of the selected consortium. SNC-Lavalin also carried out an operations-based review of the existing reference project (Concept Design and Impact Management Plan), and contributed to further refinement and optimisation of the intended operations of the system.</p> <p>SNC-Lavalin developed an operating and maintenance strategy for the system, led the development of the customer experience strategy, worked closely with the commercial advisors on the performance management system, provided advice on the procurement and management of the selected consortium and has provided advice on safety and accreditation.</p>
Achievements and lessons learned	SNC-Lavalin's extensive light rail experience and business consultancy skills have enabled us to provide a balanced blend of management and technical capability delivering benefits for our client and ensuring a seamless introduction into operation.
Team Members	s.47(3)(b)
Client contact	Julian Zorzo, Project Manager, Department of Transport and Main Roads. M: s.47(3)(b) E: julian.d.zorzo@tmr.qld.gov.au
Date of completion	Ongoing

## South East Hampshire BRT Study *Hampshire County Council*

Atkins undertook a major study into the development of the BRT network to serve South East Hampshire. The study had three main elements:

- Full feasibility design development and costing of the A27, Fareham to Queen Alexandra Hospital corridor;
- Outline Feasibility Design and Costing, and transport/economic assessment of a number of potential BRT corridors serving Portsmouth, Havant, Gosport, Fareham and key trip attractors and development sites in SE Hampshire, culminating in a Wider BRT Network Proposition;
- Development of a Funding, Economic and Delivery Strategy for the Wider BRT Network Proposition.

The study involved review of potential routes, BRT operational network planning and specification, design and costing of BRT options focused on on-road priority measures for buses, assessment of potential traffic impact, market analysis and forecasting, assessment of demand and economic potential of options, consultation with stakeholders and operators, and analysis and assessment of funding and delivery potential.

The study shaped the strategy for progressing BRT proposals in South East Hampshire and a basis for bidding for investment in BRT looking forward.

Atkins subsequently developed design proposals and undertook more detailed business case analysis to support preparation of a Local Transport Board submission for funding prioritisation for a BRT and Highway Network Improvements Package, and the development of a South Hampshire BRT and Highway Network Improvements Programme Business Case.

More recently (2017) Atkins undertook a high-level review of potential schemes and BRT services and provided advice on possible funding bids. In 2018 Atkins undertook a partial refresh of the Outline Business Case. This centred on the strategic development and transport cases for Rapid Transit, assessing the choice of Rapid Transit mode, and developing a programme for development of the BRT network by developing a multi-criteria framework assessment of the contribution of individual transit schemes.



## Greater Bristol BRT - North Fringe to Hengrove (NFH) Package *Bristol City and South Gloucestershire Councils*

Atkins was appointed to prepare Major Scheme Business Case submissions for the Department for Transport funding for the North Fringe to Hengrove (NFH), Ashton Vale Package and South Bristol Link.

The Major Scheme proposals include Rapid Transit infrastructure on three key routes in the Bristol urban area as well as infrastructure in the City Centre, and three Park and Ride sites with a new highway link. Total cost £195m.

A core element of Atkins commission was to set out proposals for the Rapid Transit service operating pattern and identify how the existing bus network might be revised to integrate with the new services.

Atkins provided the following services: Policy review of service specification against objectives; Service scheduling and network design to integrate existing bus services; Costs using Atkins' Public Transport Operating Cost Model; Operating cost estimates; and Fares policy, drawing on the Transport Act 2000 and Local Transport Act 2008.

Metrobus services using the BRT infrastructure commenced operation in 2018.

## INTRODUCTION

Good Urban Transport is a critical attribute which differentiates great cities from good cities.

A successful Urban Transport system seamlessly integrates different modes, Rail, LRT, Metro, Buses and Ferry, with active transport options – walking and cycling. An integrated network is achieved using passive and active measures including timetabling, way-finding, branding and service levels

to contribute to achieving greater mobility and a positive customer experience.

SNC-Lavalin provides a comprehensive range of strategic, technical, transactional and operational services to assist

with planning and delivering the right outcomes for Urban Transport Projects.

Customer focus is a key driving force for the development of Urban Transport Project objectives. This focus comes

about by specifying the desired customer experience and then developing an operating plan to meet this requirement.

SNC-Lavalin are capable of providing expertise, analysis and/or independent review to meet the objectives of complex Urban Transport projects. An indication of the range of our services and capability is outlined below; please contact us to discuss your needs.

## OPERATIONAL COST MODELLING

Operational Costs form a significant proportion of a project lifecycle budget. SNC-Lavalin led the development of the operational cost model and operational aspects of the Public Sector Comparator (PSC) for the Gold Coast Rapid Transit (GCRT) and also the Sydney Light Rail (SLR) project.

Based on the project metrics and local conditions SNC-Lavalin validated the cost models with benchmarking information of light rail systems in Australia and internationally, to ensure coverage of the operating, maintenance, sustaining capital costs, risks and contingencies over the Contract term.

## PAYMENT MECHANISM & KPIs

SNC-Lavalin has experience in the implementation of payment mechanism and KPI regimes on operational light rail systems. For both the GCRT and SLR SNC-Lavalin were instrumental in the development of the payment mechanisms, KPIs and RfP documents to support the intended project and customer outcomes by:

- Incentivising OpCo to meet or exceed best practice performance levels for operations, customer service and asset management
- Ensuring optimal risk transfer to OpCo is achieved
- Ensuring commercial principles were bankable by the OpCo's investors and financiers
- Achieving value for money for the State
- Maximising innovation by Proponents by minimising mandated requirements for a conforming Proposal
- Allowing scope for innovation by Proponents.

## SAFETY IN A LIGHT RAIL ENVIRONMENT

### Pedestrian Interface, Road & Rail Interface

SNC-Lavalin has strong safety and assurance capability in the light rail environment from experience working on both the client and the supplier side of major projects. Light rail systems present a unique set of risks with operation occurring in both dedicated reserves and in on-street environments, often on the same network. Safety concerns tend to be predominated by incidents involving collisions with people or road traffic. SNC-Lavalin understands these risks and the benefits that can be derived from design of light rail vehicles, infrastructure and streetscape, and from their integration and operation. We have the capacity to provide expertise in these key safety risk areas and to support legislative compliance (accreditation).

SNC-Lavalin has recently been involved in the following projects:

- Providing a Safety Advisor to DTMR for the Gold Coast Rapid Transit project
- Providing Safety Assurance expertise as well as assisting with the variation to accreditation application on the Sydney
- Light Rail – Inner West Extension project
- Independent Safety Assessor bringing into service the E'Class trams

### **TECHNICAL ELEMENTS**

#### **Rolling Stock, Depot Design, Stray Current, Systems**

SNC-Lavalin's depth and breadth of expertise in transport projects and light rail in particular, provides one-stop value to help clients select the optimal system configuration and technical elements to meet the customer and operational objectives.

We provide our expertise in areas such as:

- Route alignment, track and power supply
- Stations, stops, termini and interchanges
- Rolling stock configuration and fleet sizing
- Operational systems technology and interfaces, signalling and communications
- Stabling and maintenance requirements
- Asset management requirements
- Safety and system assurance

### **ROAD TRAFFIC INTERFACES**

Modern on-street light railway systems must compete with other road traffic movements to attain priority, which in turn determines the predictability of journey time and reliability of service. These are the key determinants of a successful light railway system.

The end-to-end journey time has a significant influence on the operating costs over the project life-cycle which in many cases can outweighs the costs of project implementation.

Our experienced professionals have applied their skills to light rail projects in dense urban environments and know what it takes to achieve a competitive journey time, from allocation of road space to means for achieving priority at road intersections.

### **CONCEPT OF OPERATIONS**

SNC-Lavalin's shadow operations expertise and experience can help clients plan for how the Operator will provide for the safe and efficient operation of the total system.

Through the concept design phase SNC- Lavalin will develop service plans, an organisational structure with staffing requirements, define operational systems technology and determine journey times, fleet configuration, size and performance.

The resulting operational plans and procedures would address:

- Normal operations
- Special event operations
- Degraded operations
- Emergencies

Although the ultimate Operator will have responsibility, SNC-Lavalin can produce a draft suite of operational rules and procedures, describing how the system would be operated and maintained, that would demonstrate how the client objectives and regulator requirements can be met.

### **PROJECT LIFECYCLE SUPPORT**

SNC-Lavalin's collective technical, operational and commercial skills provide the ability to develop validated cost and operational models to assure a wide range of transport projects throughout the project life cycle.

SNC-Lavalin contributes value to the design process from feasibility to concept to detailed and the resulting the business case and environmental impact study used for planning approval.

SNC-Lavalin's deep rail expertise was instrumental in the development of the designs and resulting tender documentation on Sydney Metro, GCRT and SLR. SNC-Lavalin also has extensive experience in the assurance and project management of the project delivery as well as testing, commissioning and acceptance of transport projects.

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Section 2.3  
Additional  
Information -  
Curriculum Vitae



## Darren Black

### Partner



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### Professional experience

Darren is a Commercial Advisor with 20 years' experience in social and economic infrastructure projects and small business, providing project direction, management and strategic advice to a variety of stakeholders and staff.

Darren has experience as both a project director and manager, leading and working with teams to ensure that effective project goals can be achieved within limited timeframes and budgets. A highly motivated leader, Darren has contributed to the successful outcomes of many projects as a leader, team member and consultant, demonstrating that he has a high level of flexibility in his approach and is extremely dynamic in his thinking.

### Key Projects

#### **Gold Coast Light Rail Stage 3A – Detailed Business Case, Department of Transport and Main Roads**

Darren is the Engagement Partner responsible for providing strategic leadership, oversight and direction of the PwC project team, including financial / commercial, economic and strategic transport modelling ensuring the quality and delivery of the Detailed Business Case for Stage 3A were delivered to a final investment-grade business case complying with Building Queensland and Infrastructure Australia frameworks within a compressed timeframe.

The Detailed Business Case was endorsed by Building Queensland in December 2018.

#### **Gold Coast Light Rail Stage 2, Department of Transport and Main Roads**

Stage 2 of the Gold Coast Light Rail Project is the section of the \$A1 billion light rail project on the Gold Coast in Queensland. This stage connected the heavy rail line from Helensvale to the new light rail line on the Gold Coast.

Darren was the Engagement Partner for the Preliminary Evaluation and Business Case Stages of this project and was integrally involved in the selection of Delivery Options, Financial Analysis, Market Sounding and Affordability analysis.

Darren's team also provided the Financial and Commercial advice for the transaction phase, working closely with the National IA team to deliver under extremely tight timeframes.

#### **Gold Coast Rapid Transit Stage 1, Queensland Department of Transport and Main Roads**

Stage 1 of the Gold Coast Rapid Transit project was a \$A1 billion light rail project running initially from Parkwood to Broadbeach on the Gold Coast in Queensland.

Darren was the commercial director and key departmental liaison through the Preliminary Evaluation stage and the initial stages of the Business Case. Darren also provided strategic commercial and PPP advice to the Department during the procurement stage of the process.

#### **Inland Rail Business Case, Australian Rail Track Corporation**

This project is an approximately \$10billion rail line down the east coast of Australia.

Darren led the team that developed the programme business case for the full Inland Rail from Melbourne to Brisbane. This involved development of the initial Project Proposal Report for the Federal Government and followed up with an investment grade Business Case that used for the decision on overall funding for the 10 year program. Darren was integrally involved in all aspects of the engagement and led the team across all work streams



**Sean O'Meara**  
Partner



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## Professional experience

Sean is the Partner leading PwC's Infrastructure Advisory team in Queensland. He works with public and private sector clients to deliver complex projects and initiatives. His specific experience includes:

- project governance, strategy and execution
- provision of commercial and strategic advice
- infrastructure project planning, evaluation and implementation
- management of complex transactions and procurements
- leadership and management of specialist professionals and integrated teams.

Sean has a reputation for working closely with his clients to deliver the outcomes they require.

## Key Projects

### ***Gold Coast Light Rail Stage 3A – Detailed Business Case, Department of Transport and Main Roads***

Sean provided strategic advice to the Project Manager and direction to the PwC team in the development of the Detailed Business Case for Stage 3A of the Gold Coast Light Rail Project. This involved focusing on the strategic context, options development, project need, financial analysis, economic analysis, transport modelling, reference project and output specification and benefits management and realisation chapters. This Detailed Business Case was developed in a compressed timeframe and required a significant degree of strategic perspective and attention to detail to ensure that the final investment-grade business case was robust and defensible, and complied with Building Queensland and Infrastructure Australia frameworks.

### ***Gold Coast Light Rail Stage 2, Department of Transport and Main Roads***

Sean provided support to the Business Case Manager in the development of the final Business Case for Stage 2 of the Gold Coast Light Rail Project. This involved a comprehensive review of the Preliminary Business Case, Preliminary Evaluation, and Strategic Assessment of Service Requirement and associated Commonwealth Government submissions. In addition it involved a review and update of all chapters of the business case with a focus on the strategic context, options development, project need, financial analysis, economic analysis, transport modelling, reference project and output specification and benefits management and realisation chapters. This update was developed in a compressed timeframe and required a significant degree of strategic perspective and attention to detail to ensure that the final investment-grade business case was robust and defensible and complied with government frameworks.

### ***M1 Loganholme to Nerang and Coomera Connector, Department of Transport and Main Roads***

PwC was engaged by the Department of Transport and Main Roads (TMR) to develop the Strategic Assessment of Service Requirements (SASR) for the M1 Loganholme to Nerang and Coomera Connector Project. Sean is the Engagement Partner leading and providing strategic direction to the project team leading the development of the SASR. Sean ensured the deliverables were delivered within the nominated timeframes and were of a high standard. The SASR was endorsed by TMR on 14 November 2018, allowing the project to progress to the Preliminary Evaluation phase.

Subsequently, PwC has been re-engaged by TMR to complete an Options Assessment process, from the findings from the SASR. PwC assessed a long list of potential options in collaboration with TMR and their technical advisors on the M1, the Coomera Connector or a combination of both, which could address the service requirements for the project. PwC are also providing ongoing project management and assurance support, including developing the project plan, risk register and briefing papers to the Project Partnering Committee as required.



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**Director**

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## Professional experience

s.47(3)(b) is a commercial project advisor with over 20 years experience in the infrastructure industry. During which time, he has held both public and private sector roles with industry sector experience covering Public-Private Partnerships (PPP) and project finance, rail, public transport, roads, social infrastructure, water supply, and supporting infrastructure for resource projects.

s.47(3)(b) has experience at all stages of the project development lifecycle including strategic planning and prefeasibility analysis, business cases and investment decisions, procurement, construction, and ongoing maintenance and improvement of existing assets through performance based contracts.

## Key Projects

### **Gold Coast Light Rail Stage 3A – Detailed Business Case, Department of Transport and Main Roads**

s.47(3)(b) was PwC's engagement lead for the Detailed Business Case for Gold Coast Light Stage 3A. This role involves the management of the various workstreams, and internal and external stakeholders to ensure alignment of the outcomes and timeframes. s.47(3)(b) continues to lead the Business Case Reference Group, while being responsible for the day to day delivery of the project. The Detailed Business Case was developed to comply with Building Queensland and Infrastructure Australia frameworks and was approved by BQ in December 2018.

### **M1 Pacific Motorway Loganholme to Nerang Project, Department of Transport and Main Roads**

s.47(3)(b) is PwC's engagement lead on the M1 Pacific Motorway Loganholme to Nerang Project developing the Strategic Assessment of Service Requirements (SASR). The PwC team led the development of the SASR which addresses inter regional, intra-regional and local transport functions for south east Queensland and used the findings of the SASR to develop the IA Stage 1 template.

Subsequently, PwC has been re-engaged by TMR to complete an Options Assessment process, from the findings from the SASR. PwC assessed a long list of potential options in collaboration with TMR and their technical advisors on the M1, the Coomera Connector or a combination of both, which could address the service requirements for the project.

### **Gold Coast Ocean-side Cruise Ship Terminal Feasibility Study, Council of the City of Gold Coast**

s.47(3)(b) was PwC's engagement lead for the Feasibility Study, Business Case and ongoing Project Development Activities for the Gold Coast Ocean Side Cruise Ship Terminal Project. In this role s.47(3)(b) coordinated all aspects of the technical, financial and commercial, and economic analysis for the Project and lead the development of a SASR, a Preliminary Business Case, and a Detailed Business. s.47(3)(b) also led the consultations between the cruise industry and Council executives and has played an integral role in advocating the cruise ship terminal to external stakeholders.

### **Gold Coast Light Rail Stage 3 Preliminary Business Case, City of Gold Coast**

s.47(3)(b) was PwC's engagement lead for the Gold Coast Light Rail Stage 3A Preliminary Business Case. This involved managing several work streams with both internal and external stakeholders. s.47(3)(b) guided the project day to day and was responsible for the overall delivery of the project. s.47(3)(b) established and led the Business Case Reference Group throughout the development of the Preliminary Business Case.





## Sarah Close

### Lead Partner - Economics



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## Professional experience

Sarah has more than 14 years' experience providing economic advice in the infrastructure sector, particularly relating to rail infrastructure, and increasingly rail infrastructure connected with city shaping outcomes. Sarah is passionate about assisting government decisions in major infrastructure and land use decisions by providing robust yet clear economic advice and collaborating across technical disciplines to create comprehensive business cases.

Sarah has extensive experience providing economic advice for major infrastructure projects. Her experience developing the Final Business Case, Strategic Business Case and economic appraisal for Sydney Metro West means that she is familiar with the latest methodologies and techniques for evaluating city-shaping projects. She has applied leading economic methodologies for some of the most significant projects nationally: Melbourne Suburban Rail Loop, Gold Coast Light Rail Stage 3a, Cross River Rail, and Metronet. Since 2008 she has been a key economic advisor to Infrastructure Australia reviewing Infrastructure Priority List Submissions, as well as assisting four projects through the IA assessment processes.

## Key Projects

### **Sydney Metro – Greater West Strategic and Final Business Case**

Currently acting as Engagement Partner for the economic appraisal of a Sydney Metro Greater West, a city-shaping project linking western portion of Greater Sydney to the new Western Sydney Airport and Aerotropolis. This includes for cost-benefit analysis modelling of multiple project scenarios using PwC's Total Appraisal Framework alongside LUTI Consulting.

### **Sydney Metro West Final Business Case, Transport for NSW**

Sarah acted as the Engagement Partner and Economic Appraisal Lead, responsible for developing the economic appraisal and addressing feedback, updates, and additional components required following the successful completion of the Sydney Metro West Strategic Business Case.

Sunshine Coast Mass Transit Project - Business Case Advisor and Economic and Financial analyses

PwC

### **Gold Coast Light Rail (GCLR) Stage 3A, Gold Coast City Council,**

Sarah led the economic analysis for the GCLR Stage 3a, applying PwC's Total Appraisal framework to estimate transport benefits and incorporate Urban Renewal and Wider Economic Benefits. Reflecting the innovative approach for QLD, Sarah led multiple workshops with senior government executives to outline the approach and findings. This included DIRD and Infrastructure Australia.

### **Sydney Metro West Strategic Business Case, Transport for NSW**

Sarah was the Project Director Economic Appraisal Lead, responsible for developing the economic appraisal.

### **Melbourne Suburban Rail Loop Appraisal**

PwC was engaged to develop the economic appraisal of the Melbourne Suburban Rail Loop, a new rail line linking the existing radial network in Melbourne with up to 12 additional stations.

### **Circular Quay Precinct Renewal Strategic Business Case NSW, Transport for NSW**

PwC was engaged by TfNSW to develop a strategic business case to support the redevelopment of the Circular Quay Precinct. Circular Quay is Sydney's busiest ferry hub and an important transport interchange. In addition it also serves as the gateway to the Sydney Opera House, making it an important destination for tourists. Sarah was the Engagement Lead and oversaw the development of the Strategic Business Case and supporting economic analysis. Sarah also assisted with the INSW Gate 1 Review.

### **Transport for NSW, Regional Rail Project Final Business Case**

Sarah was the Business Case and Economic Appraisal Lead, developing a clear narrative in the business case and guiding the economic appraisal. She presented and participated in key stakeholder meetings to update on key business case and economic appraisal assumptions with a focus on benefits realisation.

June 2019

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## Professional experience

s.47(3)(b) is a project feasibility and financial analysis specialist in our Economics practice. He has been an advisor with PwC for more than 15 years and has advised a range of public and private clients on major projects in Queensland, New South Wales, Victoria and the Northern Territory.

His key areas of expertise include financial and commercial feasibility analysis, economic cost-benefit assessments; business case development; project procurement and financing and project risk assessment and quantification.

## Key Projects

### **Gold Coast Light Rail Stage 3A Detailed Business Case, Department of Transport and Main Roads**

s.47(3)(b) advised the Department on the demonstration of the Service Need for the project (including chapter drafting), and on financial analysis and drafting for the Public Sector Comparator and Affordability sections of the business case. He has subsequently advised the Department on associated commercial matters, including potential private financing scenarios.

### **Gold Coast Light Rail Stage 2, Department of Transport and Main Roads**

s.47(3)(b) advised the Department on structuring, feasibility, contracting and delivery of Stage 2 of the Gold Coast Light Rail project, including:

- development of the Preliminary and Detailed business cases, including delivery and financing strategies, and risk assessment
- procurement and evaluation processes
- Council and Federal funding arrangements
- Financial Close and contract negotiation, and
- contract management issues during delivery (e.g. modifications).

### **Gold Coast Light Rail Stage 1, Department of Transport and Main Roads**

s.47(3)(b) advised the Department on the feasibility and procurement of the Gold Coast Rapid Transit Project (which became Gold Coast Light Rail Stage 1). The areas of advice included:

- analysis of the affordability and value for money implications of alternative government and private sector delivery and funding strategies
- coordinating development of a new PSC and Partnership Model to support Queensland Treasury funding decisions, including developing a detailed discount rate strategy and assessment, and
- leading analysis of 'value capture' opportunities for government, particularly in assessing the scope for Federal Government funding contributions to be injected as 'equity'.

### **Border Rail Project, Australian Transport and Energy Corridor**

s.47(3)(b) advised the Australian Transport and Energy Corridor joint venture on the financial feasibility of various alternatives for the development of the 350km Border Rail project between Moree (NSW) and Charlton (Qld). This included a detailed financial feasibility and financing model and risk analysis exercise, for submission to the Queensland and New South Wales State Governments as an unsolicited proposal.

### **New Generation Rollingstock PPP, Projects Queensland**

s.47(3)(b) was part of the team advising on the business case and procurement of 75 new six-car passenger train sets for Queensland. s.47(3)(b) developed a financial feasibility model for Projects Queensland to assess the risk-adjusted whole-of-life financial projections for procurement and maintenance, and advised on value for money benchmarks for assessment of proponent offers.

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Manager



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## Professional experience

s.47(3)(b) is a Manager in PwC's Infrastructure and Urban Renewal practice with experience in commercial advisory and business case development, providing financial modelling and market-based solutions to private and public sector clients across various industries including transport infrastructure, renewable energy and storage, utilities, education, and telecommunications. s.47(3)(b) has experience working collaboratively with clients to drive internal strategy and strategic change. She has developed business processes and implementation frameworks that's helped improve efficiency and clarity of operations.

## Key Projects

### **Gold Coast Light Rail Stage 3A Preliminary & Detailed Business Case, City of Gold Coast**

s.47(3)(b) led the delivery of the public interest considerations and sustainability analysis chapters for input into the Preliminary Business Case for Gold Coast Light Rail Stage 3A. As part of this process, s.47(3)(b) liaised with the community engagement consultants and was involved in the interpretation and analysis of the project's community engagement and consultation campaign results.

s.47(3)(b) was also heavily involved in developing the delivery model analysis. This involved considering the incumbent Stage 2 commercial arrangements and the financial implications of changing delivery model options in Stage 3. s.47(3)(b) completed the chapters in alignment with Building Queensland Preliminary Business Case development guidelines.

### **Ipswich Hospital Redevelopment Preliminary Business Case, Destravis Group / West Moreton Hospital and Health Service**

s.47(3)(b) led the economic analysis for the Preliminary Business Case for a redevelopment of the Ipswich Hospital Precinct. s.47(3)(b) conducted the cost benefit analysis of four redevelopment options compared to the base case. She was actively involved in developing a framework to map cost categories to hospital service lines in order to provide a logical and transparent breakdown of costs for input into the financial analysis.

### **Tablelands Irrigation Project Preliminary Business Case, Aurecon Australasia Pty Ltd / Tablelands Regional Council**

s.47(3)(b) played a critical role in two key inputs into the Preliminary Business Case for Tablelands Irrigation Project. The feasibility study, fully funded by the National Water Infrastructure Development Fund, was targeted at assessing the viability of multi-purpose water use options as a vehicle to drive economic growth and achieve industry development and community benefit. s.47(3)(b) contributed to the delivery of the Strategic Rationale and Service Needs Assessment, options generation process and also completed the financial analysis, affordability analysis.

### **Unmanned Aerial Systems Test, Trial and Evaluation Facility – Business Case, Department of State Development, Manufacturing, Infrastructure and Planning**

In 2018 the Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP) engaged PwC to develop a Preliminary and Detailed Business Case (DBC) for a proposed UAS Test, Trial and Evaluation (TT&E) Facility. As the Financial and Commercial analyst, s.47(3)(b) developed a robust financial model for the various options, assisting to determine required demand and pricing for the potential facility. s.47(3)(b) conducted a comprehensive market sounding of relevant industry stakeholders, delivery specialists and operators to provide accurate assumptions for the input of the financial model. s.47(3)(b) was also responsible for the Demand and Affordability sections of the PBC and the DBC.

### **Ocean-side Cruise Ship Terminal Feasibility Study, City of Gold Coast**

s.47(3)(b) was part of the core team advising the City of Gold Coast in developing a business case which analysed the feasibility of an ocean-side cruise ship terminal on the Gold Coast. s.47(3)(b) was primarily responsible for developing the strategic rationale, building the financial model and conducting social impact assessments. As part of the process, s.47(3)(b) participated in a multi-criteria analysis workshop to help prioritise project options to progress through to detailed evaluation.

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Director



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## Professional experience

s.47(3)(b) has over 10 years' experience in commercial, economic and financial advisory. s.47(3)(b) has held positions within both private and public sectors and leverages skills in financial and economic modelling, cost benefit analysis, business case development and review and investment evaluation.

s.47(3)(b) has been responsible for undertaking economic and financial assessment of significant infrastructure investments and has assisted various government departments with business cases for capital investments, including GCLR stage 3a, the Transport Coordination Centre and reviewing the Cross River Rail Business Case for Building Queensland.

## Key Projects

### **Gold Coast Light Rail Stage 3 – Detailed Business Case, Department of Transport and Main Roads**

The Gold Coast Light Rail project is an 18-year public private partnership (PPP) to design, build, finance, operate and maintain of the light rail system. Stage 3 involves a 6.4km extension and an additional 8 stations from Broadbeach South to Burleigh Heads.

s.47(3)(b) was responsible for overseeing the development of the economics assessment, including economic modelling as part of the Detailed Business Case being prepared on behalf of the Department of Transport and Main Roads.

### **Demand and Economic modelling, Beenleigh to Kuraby, Department of Transport and Main Roads (TMR)**

PwC is currently engaged by TMR to develop the transport demand and economic analysis for the proposed capacity enhancement study for the Beenleigh to Kuraby rail line. s.47(3)(b) is responsible for providing a detailed cost benefit analysis of the shortlisted options, including both infrastructure and non-infrastructure solutions. This analysis is being prepared in line with the Project Assessment Framework, and various national and state cost benefit analysis manuals.

### **Transport Coordination Centre Business Case, Department of Transport and Main Roads**

s.47(3)(b) was the PwC project manager assisting TMR develop a Business Case for the Transport Coordination Centre (TCC). This included:

- Leading the development of the financial and economic analysis of the TCC, including a detailed cost benefit analysis
- Identifying the benefits the TCC will be able to realise for the travelling public
- Defining the functions the TCC will deliver
- Recommending proposed participating organisations for the TCC.

### **Cross River Rail Public Business Case Peer Review, Building Queensland**

s.47(3)(b) recently assisted BQ in reviewing the appropriateness of the public release version of the Cross River Rail Business Case in meeting the Ministerial Direction requesting its public release, including specifically the economics chapter. This engagement was undertaken in a very compressed time frame and showcases s.47(3)(b)'s ability to quickly understand the key issues and their applicability to business cases.

### **Realignment of National East West Railway Line Preliminary Business Case, City of Kalgoorlie - Boulder**

PwC was recently engaged to develop a PBC for the City of Kalgoorlie – Boulder investigating the realignment of the national east west railway line around the city, and development of an intermodal terminal, to take advantage of increased freight volumes and free up prospective land. s.47(3)(b) was responsible for overseeing the development of the economic analysis (including CBA) and options assessment to justify progression of the project to the DBC stage. This project received endorsement from the Council and is seeking Federal and State funding for progression to DBC.

s.47(3)(b)

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## Manager - Economics



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### Professional experience

s.47(3)(b) has experience undertaking consulting work in the following transport/public sector industries: Rail, Road, Health, Freight, and Logistics (ports). s.47(3)(b) previously worked for Brisbane City Council as a project officer and support analyst in the Economic Development Unit, undertaking: Project management, city benchmarking, regional economic analysis, and land use analysis.

s.47(3)(b) is experienced in undertaking technical economic analyses for transport and infrastructure projects. Recently, s.47(3)(b) provided support in modelling, analysis and developing the economic narrative for the Sydney Metro West Strategic and Final Business Case, Gold Coast Rapid Transit – Stage 3A Preliminary Business Case, the Regional Rail Project Final Business Case, and the Parramatta Light Rail Project.

### Key Projects

#### **Sydney Metro – Greater West Strategic and Final Business Case**

Currently managing the economic appraisal of a Sydney Metro Greater West, a city-shaping project linking western portion of Greater Sydney to the new Western Sydney Airport and Aerotropolis. s.47(3)(b) was responsible for cost-benefit analysis modelling of multiple project scenarios using PwC's Total Appraisal Framework alongside LUTI Consulting.

#### **Gold Coast Light Rail Stage 3A, City of Gold Coast**

s.47(3)(b) was responsible for the economic analysis of Stage 3A of GCLR, including the cost-benefit analysis and technical appendix drafting. s.47(3)(b) co-ordinated with the demand modelling and value capture teams to validate the GCSTM-MM outputs and assess the economic benefits of the project and city-shaping impacts.

#### **Sydney Metro West Final Business Case, Transport for NSW Case**

Assisted with the economic appraisal of a Sydney Metro West, a city-shaping project linking the Parramatta and Sydney CBDs. s.47(3)(b) was responsible for cost-benefit analysis modelling of multiple project scenarios using PwC's Total Appraisal Framework. s.47(3)(b) was primarily responsible for coordination with the demand modelling team, establishing a framework for integrating strategic and operational transport models within an economic appraisal.

#### **Sydney Metro West Strategic Business Case and updates, Transport for NSW**

Assisted with the economic appraisal of a significant transport infrastructure project. s.47(3)(b) was responsible for cost-benefit analysis modelling of multiple project scenarios using PwC's Total Appraisal Framework. s.47(3)(b) also provided assistance with stakeholder engagement, project management, and report writing.

#### **Melbourne Suburban Rail Loop Appraisal**

s.47(3)(b) assisted with the economic appraisal of the Melbourne Suburban Rail Loop, a new rail line linking the existing radial network in Melbourne with up to 12 additional stations. s.47(3)(b) lead PwC's strategic demand modelling team to undertake an integrated transport and land use appraisal, utilising PwC's Total Appraisal Framework.

#### **Regional Rail Program Final Business Case, Transport for NSW**

Assisted with the economic appraisal of the procurement of a new diesel fleet as part of the Long Term Strategy for Regional Rail. s.47(3)(b) was responsible for cost-benefit analysis modelling. s.47(3)(b) also provided assistance with stakeholder engagement, project management, and report writing.

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Director - Economics



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## Professional experience

s.47(3)(b) has over 10 years of experience in economic policy and strategy, specialising in economic infrastructure appraisal, business cases, and growth strategies. She has worked with a range of cities and regions to create compelling visions and investment cases for some of the largest infrastructure projects across the UK and Australia.

s.47(3)(b) has extensive experience in leading large and complex business cases for city-shaping infrastructure. s.47(3)(b) recently lead the development of the Economic Appraisal for Sydney Metro West as well as the industry development strategy. In addition, her global experience include the development of integrated rail programs in the UK including the Strategic Economic Case for High Speed Rail 2 (HS2) and growth strategies for cities along the HS2 route for Manchester and Birmingham.

## Key Projects

### **Sydney Metro – Greater West Strategic and Final Business Case**

Currently leading the economic appraisal of a Sydney Metro Greater West, a city-shaping project linking western portion of Greater Sydney to the new Western Sydney Airport and Aerotropolis. This includes for cost-benefit analysis modelling of transport, urban renewal, and precinct benefits using PwC's Total Appraisal Framework alongside LUTI Consulting.

### **Senior Urban Economist, Greater Sydney Commission**

Advisor to the Commission on a range of economic, planning and land use issues to support the implementation of the Greater Sydney Region Plan.

### **Queensland Government, Cities Task Force**

Lead economist for the City Deal for South East Queensland (SEQ City Deal). Conducted a detailed analysis of industries and clusters of competitive advantage for the sub-regions that comprise the City Deal geography. Drafted the 'SEQ Economic Narrative and Vision' in collaboration with councils, state, and federal government (to be published in early 2018).

### **'Place-based' Strategic Business Case for Infrastructure NSW**

Engaged to support Infrastructure NSW in the creation of the first 'place-based' business case in NSW. This includes working with 6 delivery agencies to agree the optimal mix of place-based interventions as well as the development of a new place-based economic appraisal methodology that looks across multiple sectors (water, transport, green and blue infrastructure, education, and social housing).

### **Sydney Metro West Final Business Case and Corridor Jobs Strategy**

Lead the business case economic appraisal on behalf of Sydney Metro. This included an industry and job strategy for each precinct on the corridor between Sydney CBD and Parramatta as part of the Final Business Case, as well as a real options analysis.

### **The Bays Precinct, UrbanGrowth NSW**

Supported the Business Case economic appraisal for the regeneration of the Bays Precinct, including amenity, transport, and urban renewal benefits.

### **Western Sydney City Deal**

Designed and facilitated a workshop with the 8 councils that comprise the City Deal to develop their projects and programmes. The outcomes of the workshop were (i) agreement on 3 priority outcomes for the region and (ii) a list of priority projects.



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Managing Director



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## Professional experience

s.47(3)(b) specialises in transport and traffic modelling and project appraisal, with 16 years' transport and traffic modelling experience. He has significant expertise in multi-modal, mode and toll choice transport modelling and business case development throughout his career. He is recognised a transport modelling expert in Australasia.

He offers a unique combination of technical and analytical skills within the traffic engineering transport modelling, economic evaluation and financial modelling disciplines.

He has advised on a range of project evaluations, business cases and procurements of major infrastructure projects and proposals throughout Australia, New Zealand and the United Kingdom.

## Key Projects

### Gold Coast Light Rail, Department of Transport and Main Roads

s.47(3)(b) has been the Principal Modeller for the Gold Coast Light Rail project since 2007. s.47(3)(b)'s role included leading the model build, calibration and validation of a multi-modal mode choice model covering the Gold Coast and Brisbane. The model was directly linked to a set of meso and microsimulation models that were fed back into the demand and mode choice models.

### Parramatta Light Rail, Transport for New South Wales

s.47(3)(b) is leading the demand modelling and traffic modelling workstreams for the FBC phase of Parramatta Light Rail. This includes development of a demand model specification to model a full average weekday (current tools only model AM peak). He also project managed the development of an Aimsun hybrid model which is being developed to assess the impacts of the light rail on the road network and confirm priority levels for light rail vehicles. s.47(3)(b) was also the transport benefits leader for the multi criteria analysis selection process.

### Inland Rail Business Case, Australian Rail Track Corporation

This project is an approximately \$10B rail line down the east coast of Australia. PwC led the team that developed the programme business case for the full Inland Rail from Melbourne to Brisbane. This involved development of the initial Project Proposal Report for the Federal Government and followed up with an investment grade Business Case used for the decision on overall funding for the 10 year program. s.47(3)(b) led the demand assessment and business case development for the Port Extension (Acacia Ridge to Port of Brisbane) section of the project.

### Perth Metro Area Express Modelling and Business Case Advice, Western Australia Department of Transport

s.47(3)(b) provided an independent review and recommendations on how to improve the project's mode choice model. s.47(3)(b) also provided lessons learned to improve the interface between key stakeholders, improve the engineering outcomes of the project, advised on light rail and bus network operating strategies, and to provide assistance to improve the economics and financial and commercial models.

### Toowoomba Second Range Crossing PPP, Projects Queensland (Queensland Treasury)

The \$1.7B Toowoomba Second Range Crossing (TSRC) is a planned bypass route to the north of Toowoomba. The route will be approximately 41km in length. The TSRC project is currently planned to be co-funded by the Commonwealth and Queensland governments procured with an Availability Payment PPP model. The Queensland State Government will take toll revenue and demand risks. s.47(3)(b) was the Technical Lead for traffic and transport on behalf of projects Queensland for Business Case and Request for Proposal phases of the project. This included a peer review and update of the Business Case toll forecasting model and the development of a detailed VISSIM simulation model used to estimate the travel times for the proposed corridor. The model was also used to inform the safety outcomes of the project.

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## Senior Consultant



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### Professional experience

s.47(3)(b) is a senior consultant in PwC's Infrastructure and Urban Renewal Practice. Her project experience includes preliminary and detailed business case development, financial and commercial advisory, financial modelling, market engagement, transaction and procurement process support, and assisting in funding applications. s.47(3)(b) has worked closely with clients across several industries, including transport, roads and rail, tourism, renewables and health. She has experience working in complex multi-agency environments, and has experience performing audit, transaction services and valuations.

### Key Projects

#### **Gold Coast Light Rail Stage 3A Detailed Business Case, Department of Transport and Main Roads**

PwC is currently engaged by the Department of Transport and Main Roads to lead the development of the Detailed Business Case in consultation with the delivery team. The Gold Coast Light Rail project is Queensland's first ever light rail system and the biggest transport infrastructure project on the Gold Coast. s.47(3)(b) is responsible for delivering the financial and commercial analysis and the affordability analysis of the DBC, which involved engagement with the risk advisors and the delivery team, development of detailed financial modelling, including options and scenario testing along with the affordability and value for money analysis, a detailed Public Sector Comparator and PPP project comparison. s.47(3)(b) is delivering the Detailed Business Case Chapters and PwC technical report, in line with Building Queensland and Infrastructure Australia frameworks and guidelines.

#### **Gold Coast Light Rail Stage 3A Pre-procurement phase, Department of Transport and Main Roads**

PwC is currently engaged by TMR to provide transaction and commercial advisory services for the Gold Coast Light Rail project. Our role in this phase of the project include transaction management support, financial and commercial advice including risk and funding considerations, government and stakeholder engagement support. s.47(3)(b) provided support in the market sounding activities with potential proponents, and assisted in drafting of the project proposal report and PCB template, as well as a technical note on LRV purchases. s.47(3)(b) also provided support in the financial assessment and initial financing and funding scenarios.

#### **Mooloolah River Interchange Detailed Business Case, GHD / Department of Transport and Main Roads**

PwC is currently engaged to coordinate and develop the detailed business case for the Mooloolah River Interchange Detailed Business Case (MRI DBC). The MRI project focuses on the road interchange between the Sunshine Motorway, a new connection to the Kawana Arterial across the Mooloolah River, and Nicklin Way, including local access provisions to and from Mooloolaba and Mountain Creek. s.47(3)(b) is currently providing advice on service needs, undertaking public interest considerations and social impact evaluation, economic analysis and advice on procurement and delivery model.

#### **Gold Coast Infill Stations Options Analysis and Business Case, GHD / Department of Transport and Main Roads**

PwC is currently engaged to coordinate and develop Options Analysis and Business Cases for the Gold Coast Infill Stations project. The proposed Gold Coast infill stations are part of the Queensland Government commitment to deliver a suite of rail improvement projects to increase accessibility to key hubs on the Gold Coast following the delivery of Cross River Rail. s.47(3)(b) is currently providing support in undertaking procurement and delivery options, financial and commercial, economic analysis, as well as preparing and writing the Options Analysis and Business Cases for the three proposed stations.



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## Consultant



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### Professional experience

s.47(3)(b) is a Consultant in PwC's Infrastructure and Urban Renewal team. Her project experience includes project and program management support, business case development and advisory for public sector clients s.47(3)(b) has frequently been involved in the facilitation of workshops, market engagement and economic analysis.

### Key Projects

#### **Unmanned Aerial Systems (UAS) Test, Trial & Evaluation (TT&E) PBC, Department of State Development, Manufacturing, Infrastructure and Planning**

s.47(3)(b) was involved in the preparation of a Preliminary Business Case for a UAS TT&E facility to be based in Queensland. The PBC was primarily focused on the proposed location for the Project. s.47(3)(b) role included undertaking initial stakeholder engagement and market sounding activities. s.47(3)(b) strategically assessed the service needs and requirements of the users of the potential UAS TT&E. This involved identifying problems and the outcomes sought to realise the benefits that a TT&E facility would have on the UAS industry in Australia. The strategic needs were critical in facilitating a business investment decision for Government.

#### **Demaining Quay St Business Case, Bundaberg Regional Council**

PwC is currently partnering with GHD to develop a Preliminary Business Case for the Demaining of Quay St. The current use of Quay St as a State road is limiting the economic development and activation of a vibrant Riverside precinct and CBD in Bundaberg. s.47(3)(b) is undertaking the Strategic Rationale for the Project, identifying problems and the outcomes sought to realise the benefits that demaining Quay St will have for Bundaberg's economy. s.47(3)(b) will also be undertaking an economic analysis for the Project which will further analyse and quantify benefits of the Project.

#### **The Wangetti Trail Application to the Regional Growth Fund (RGF) and Business Case, Department of Innovation, Tourism, Industry Development and the Commonwealth Games**

The Wangetti Trail is a 94km multi-day, mountain biking and walking trail between Palm Cove and Port Douglas in Tropical North Queensland (TNQ). The Trail offers public camping as well as premium eco-accommodation along the way. PwC acted on behalf of DITID to prepare the Initial Application submission for the Wangetti Trail to the RGF. As part of Application, PwC provided a comprehensive report on the Project's rationale as well as how the project would promote job creation, drive economic growth and build stronger regional communities. s.47(3)(b) was responsible for multiple inputs into the report, developing a deep understanding of trends in the tourism industry on a national, state and regional level and the significant effects and economic benefits they can have to communities. s.47(3)(b) had a critical role in delivering the report in an extremely compressed timeframe to meet the RGF deadline.

Following the submission, PwC were further engaged to manage the development of a Business Case for the Trail, working closely with multiple State departments and external technical and environmental advisors. s.47(3)(b) had a significant role in numerous phases of the Business Case development, with most of her responsibility related to:

- Market and demand assessment, including comprehensive market sounding
- Delivery model and operating model assessment
- Economic analysis
- Financial and commercial analysis.

s.47(3)(b) prepared for and attended all stakeholder workshops and regular project update meetings, including weekly reporting to the client. She was involved in the management of business case development and integration of the different elements into a cohesive document.

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## Team Lead, Project Management Services (North)



### Professional experience

s.47(3)(b) is a Chartered Mechanical Engineer with ten years' experience in rail, with rolling stock and rail operations expertise. s.47(3)(b) is skilled at liaising with key stakeholders and managing multi-functional teams.

s.47(3)(b) has worked across the full rolling stock lifecycle, from specification and tendering, through operations and maintenance strategies, to test and commissioning of new fleets and performance improvement for trains in service. He has developed maintenance and depots proposals covering high speed, commuter and metro rail in the United Kingdom.

s.47(3)(b) most recent experience has been focused on rail operations, working to produce future network operations, stabling and maintenance strategies and developing operations concepts for new railway infrastructure projects.

### Key Projects

#### **Engineering and Rail Operations Advisor, Cross River Rail Delivery Authority**

- Development of Concept of Operations for the \$5.4bn Cross River Rail project in Brisbane
- Translating Sponsors' Requirements into operationally-led functional requirements through determining operating principles for new tunnel, stations and control infrastructure
- Studies into requirements for railway opening strategy and network response to degraded and emergency operations
- Significant levels of stakeholder engagement towards including participation in the Rail Operations Committee, comprising Cross River Rail Delivery Authority, Queensland Rail and the Department for Transport and Main Roads
- Development of rolling stock interface and performance definition as part of infrastructure tender documentation.

#### **Fleet Maintenance and Stabling Strategy, Transport for New South Wales**

- Development of whole-of-network fleet operation, maintenance and stabling strategy in support of the Medium Term Rail Development Plan for Sydney's suburban network
- Establishing how existing maintenance facilities and organisations will be impacted by multiple new fleet introductions and associated fleet retirements, alongside operational change to identify options for future fleet allocations to routes, depot facilities and maintenance entities
- Significant stakeholder engagement including maintenance and operations teams within Sydney Trains and NSW Trains

#### **Rolling Stock Reliability Engineer, SSR Upgrade Programme, New Trains, London Underground**

- Based at Neasden depot within the project team responsible for introducing the new fleet of 191 'S-Stock' trains onto London Underground's Sub-Surface lines
- Monitoring performance and reliability of the fleet in service, producing reliability and performance data reports for programme management
- Chairing FRACAS meetings to highlight trends in reliability concerns, identify short-term containments and track modification programmes
- Working with Operations to ensure effective introduction of the asset, by improving quality of fault reporting, issuing bulletins to highlight modifications introduced etc.
- Supplying input to reliability improvement for interfacing systems, notably platform-to-train CCTV
- Co-coordinating and conducting trial modifications and test runs for development of reliability improvements and depot interfaces, including authoring approvals documentation
- Technical development of maintenance alerts from train diagnostic systems.

Notable achievements include final testing and commissioning for the full fleet of Metropolitan line trains in time for record levels of performance during the 2012 Olympic Games

s.47(3)(b)

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Director



## Professional experience

s.47(3)(b) is a Chartered Mechanical Engineer and RPEQ with a wide ranging career in heavy and light railway operations management and engineering consultancy. Her expertise in light rail spans operations, design, construction, testing and commissioning, safety, ticketing, commercial opportunities, performance regimes and contract management. On Gold Coast Light Rail (GCLR), s.47(3)(b) has played a key role during the EOI, RfP, interactive and tender evaluation phases of Stages 1 and 2. On Stage 2, Sheila had responsibility for the light rail systems and operational elements in the design, construction and testing and commissioning phases. s.47(3)(b) is currently the Technical and Operations Manager for GCLR Stage 3A.

## Key Projects

### **Gold Coast Light Rail Stage 3A Detailed Business Case, City of Gold Coast**

s.47(3)(b) is the Technical and Operations manager for GCLR Stage 3A.

s.47(3)(b) supported the GCLR Stage 2 team during procurement and delivery, with responsibility for light rail systems and operations. s.47(3)(b) has also led the development of an Operations Cost Model for GCLR Stage 2 and is responsible for value for money outcome for the State with respect to update of the payment mechanism and maintenance costs.

### **Parramatta Light Rail, Transport for NSW**

s.47(3)(b) has provided input into the development of the Payment Mechanism for the Parramatta Light Rail Project, liaising with TfNSW on lessons learned from the regime in place on Sydney Light Rail.

### **Capital Metro,**

s.47(3)(b) has worked closely with the Commercial Advisors on the development of the performance regime for this PPP project. s.47(3)(b) has also supported the Customer Experience and Operations team in the preparation of performance specifications and operational requirements

### **Sydney Light Rail, Transport for NSW**

s.47(3)(b) has supported Rail & Transit's Operations Advisor team on Sydney Light Rail, her role is delivery of the Customer Services Specification and to support the team across operational and maintenance deliverables.

### **Perth Light Rail, Department of Transport Western Australia**

s.47(3)(b) led the Operational review of the Perth Light Rail concept design, this high level review focused on operational performance, maintenance facilities, safety and customer interfaces.

### **Gold Coast Rapid Transit, Department of Transport and Main Roads**

s.47(3)(b) rejoined SNC-Lavalin in 2009 to lead the Rail & Transit Operations Advisor team on the Gold Coast Rapid Transit (GCRT) project. Leading a team of specialists in safety, rolling stock and light rail engineering she has been responsible for operational elements of the EOI evaluation and development of output specifications for the RfP. s.47(3)(b) led workshops with Proponents on operational and technical issues during the interactive phase of the procurement process. s.47(3)(b) was retained on the GCRT team to manage specialist technical elements including, rolling stock, track, traction power and overhead line, stray current, depot equipment, control systems and traffic signalling. s.47(3)(b) is the GCRT interface with the Rail Safety Regulator and has also responsibility for the development of the strategy to maximise advertising revenues from the System. As the project progressed, s.47(3)(b)'s role became focused on testing and trial running and operations (safety, payment mechanism, special event planning, maintenance and performance).

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Director



## Professional experience

s.47(3)(b) is a Chartered Engineer and Chartered Professional Engineer who has worked for SNC-Lavalin since February 2014. He was employed until November 2013 as RailCorp's Project Director, Rolling Stock Major Projects.

He commenced his career with Leyland Bus in the United Kingdom until 1987, when he moved to Australia, working in the bus manufacturing industry in design, engineering and management roles. He joined the NSW State Transit Authority (STA) in 1991 where he was responsible for the procurement of new buses and the introduction of new technology, later becoming Fleet Manager.

s.47(3)(b) spent two years as Fleet Support Manager for the Olympic Roads and Transport Authority from 1999 to 2001 before joining RailCorp.

## Key Experience

### **SNC-LAVALIN RAIL & TRANSIT PTY LTD, AUSTRALIA, Projects - Transportation, Principal Consultant**

Provision of a range of consultancy services involving rail, monorail and bus to a range of public and private clients:

- Tender evaluations
- Provision of technical advice and support
- Subject matter expert
- Vehicle procurement
- Fleet planning
- Vehicle inspections
- Supplier and facility inspections
- Compliance reports
- Technical Investigations
- Testing witness

Production of numerous reports and studies including:

- Rolling stock design
- Technical / operational / customer requirements
- Fleet life extension
- Fleet modernisation
- Future fleet strategies
- Asset strategy
- Asset planning
- Fleet and system operations
- Benchmarking
- Costing

### **Manager, Rolling Stock Major Projects, Rail Corporation New South Wales**

- Continuation of the previous role but with title changed in line with Corporate Policy to remove Director titles
- Projects included Oscar Stage 3, Internal Emergency Door Release, ARTC Train Radio, Vigilance System Upgrades, ATP Tender Evaluation and Digital Train Radio installation, with a total value in excess of \$1.5 billion.

### **Project Director, Rolling Stock, Major Projects**

- Appointed in September as 2005 Project Director, Rolling Stock Major Projects in the Capital Works Group. Projects
- included completion of the Millennium Train deliveries, plus management of the Hunter Rail Car and Oscar (Outer Suburban Cars) projects and the Vigilance Control Installation program.



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s.47(3)(b)

## Director

### Professional experience

s.47(3)(b) has over 25 years experience on major civil infrastructure projects in Australia, Asia and the UK. He had worked as both client and contractor on many public sector projects including water supply, rail, road, and private sector resources and infrastructure.

He has a forensic eye and is sought-after for his detailed focus in complex situations. He is uniquely skilled at the preparation and review of complex programs and costings and can be trusted to bring clarity when it counts. He is thorough, diligent, and has an in-depth knowledge of civil techniques in everything from tunnels, rail, road, water, resources and heavy earthworks.

s.47(3)(b) is an expert in the analysis of delay and disruption, and clients from all industries turn to him when they seek reliable advice on potential issues and appropriate remedies.

### Key Experience

#### Cross River Rail for CRR Delivery Authority

The \$5.4 billion Cross River Rail is a new 10.2-kilometer rail line from Dutton Park to Bowen Hills, which includes 5.9 kilometers of tunnel under the Brisbane River and CBD. Project Value >5,000M

s.47(3)(b) was the Planning & Estimating Manager and responsibilities included:

- Managing the overall cost estimate preparation through various stages including the Business Case and procurement phase.
- Preparing the cost risk assessment in conjunction with the estimate, incorporating input from all stakeholders, and providing risk outputs for incorporation into financial and economic models.
- Preparing the construction methodology and program during the original Business Case for the purposes of estimate preparation and time input for contract documents.
- Advisor to the selection panel

#### Recycled Water Pipeline Construction for Holding Redlich

The construction of this pipeline was part of the water grid connecting Wivenhoe to Toogoolawah and Tarong to Blackbutt. The alignment passes through mainly rural areas with some sections in rock and steep topography. Project Value \$100M.

s.47(3)(b) undertook the independent Extension of Time (EOT) Analysis of delay issues regarding construction and subsequent impact on practical completion.

#### LNG Project Queensland for Santos GLNG

A high-pressure steel Gas Transmission Pipeline (GTP) of approximately 420km designed to transport gas from the Coal Seam Gas fields at Roma, Fairview and Arcadia Valley to the proposed LNG plant on Curtis Island. Project Value \$1B.

s.47(3)(b) undertook the independent Extension of Time (EOT) Analysis of delay issues regarding construction and subsequent impact on practical completion.

#### Caval Ridge South for Abigroup

A significant open cut coal mine for which construction works consisted of over 4,000,000m<sup>3</sup> of earthworks, and the construction of various work pads, haul roads, bridges and run-of-mine structures. Project Value \$300M

s.47(3)(b) was the Planning Engineer and responsibilities included:

- Preparing the detailed material movements matrix to establish the most efficient way of managing the bulk earthworks movements.
- Developing the construction program in alignment with the contract milestones and design delivery schedule and incorporating the material movement matrix.



s.47(3)(b)

## Senior Estimator

### Professional experience

s.47(3)(b) brings exceptional data analysis and estimation skills to the Fission team. His extensive experience in Expert Estimation and Excel adds value to critical industry projects, whilst a five year degree in Civil Engineering and Business Management give him the necessary foundation and skills to apply to measurement of quantities and First Principles Estimation for Civil Infrastructure Projects.

s.47(3)(b) has established himself as a thought leader in the industry with a keen drive for innovation in all aspects of his work. His ongoing and relentless improvement of processes and techniques consistently adds value for clients.

### Key Experience

#### **Gold Coast Light Rail Stage 3A for PwC**

The third stage of the Gold Coast's light rail system extends from Broadbeach South station to Burleigh Heads providing a high capacity integrated public transport network and heavy rail connectivity Helensvale. The project includes 6.7km of dual track, 8 new stations and road infrastructure upgrades. Project Value \$670M

s.47(3)(b) was the Project Lead for the project. Responsibilities included:

- Leading the estimating process, which incorporated program and constructability development
- Compiling the risk & opportunities from key project stakeholders
- Provide value engineering input to capitalize on project opportunities
- Development of detailed schedule to TMR requirements based on concept design
- Development of the final business case estimate report.

#### **Varsity Lakes to Tugun Heavy Rail for AECOM**

As part of the Pacific Motorway Varsity Lakes to Tugun Upgrade Business Case, an updated project cost was required for the rail line option. This includes 12.1km of rail extension from Varsity Lakes to Tugun Station and 3 stations delivered as three successive projects. Project Value \$670M

s.47(3)(b) as the Lead Estimator for the project. Responsibilities included:

- Leading the estimating process, which incorporated program and constructability development
- Detailed first principal's estimation of rail and station components
- Development of the final project cost estimate report.

#### **New Acland Coal Mine Stage 3 Project for New Hope Mining, QLD**

The Project is located north of the Jondaryan Township, approximately 40 Kilometres North West of Toowoomba travelling along the Warrego Highway. The Project will form part of the overall proposed expansion of the current operations at the current New Acland Coal Mine, replacing the existing coal loading facility by incorporating a new 12Km Rail Spur and new balloon loop, branching from the existing rail line towards the current mine operations facility north of Acland. Project Value \$175M

s.47(3)(b) was the Lead Estimator for the project. Responsibilities included:

- Leading the estimating process, which incorporated program and constructability development
- Development of schedule and detailed measure of all works
- Develop First Principal's Estimate for rail spur and mine infrastructure
- Preparation of the P90 Estimate Report.



## Section 2.3 Additional Information - Quality Assurance



## Section 2.3 Additional Information

### **Quality Assurance**

PwC Australia maintains a quality control system and is responsible for monitoring its effectiveness. The system is based upon the standards set by the PwC global network and covers a range of areas, including quality policies and processes, independence, ethics and business conduct, risk management, governance and data protection and privacy.

Monitoring the effectiveness of the quality control system take place via a self-assessment of the systems and procedures and carrying out – or arranging to have carried out on its behalf – independent reviews at the individual engagement level. In addition, the PwC global network monitors firms' compliance with network and professional standards.

PwC Australia has recently been independently reviewed by the PwC global network and found to be compliant with our obligations.

### **Health and Safety**

#### **Safety Policy**

PwC has a Health and Safety Policy, available to all staff on the intranet. This policy is linked to our WHS procedures which contain all relevant information.

PwC as a general rule do not provide copies of our policies externally. Should further information be required on our policy, please contact us.

#### **Work Health and Safety Management System**

PwC has a Health and Safety Management System that has been developed according to AS/NZS4801:2001. The system outlines the responsibilities of all stakeholders and has separate procedures for hazard identification and risk management, injury prevention and management, emergency preparedness and training requirements.

The PwC Health and Safety Management System is available to all staff and contractors on the PwC intranet wellness website.



## Section 2.3 Additional Information

### *Environment and Sustainability*

PwC has a long-held commitment to managing our impact on the environment. We strive to be environmentally responsible and grow environmental intelligence more broadly.

We are the first firm to public Greenhouse Gas Accounts, be National Carbon Offset Standard (NCOS) certified, participate in the Corporate Responsibility Index and integrate corporate responsibility into our annual review.

In 208, we were the first professional services firm to become carbon neutral and we have continued with this commitment. We achieved carbon neutrality through three key steps:

1. Reducing our impact
2. Supplementing with renewable energy sources (this has reached 100% in 2011 and 2012)
3. Purchasing accredited NCOS certified carbon offsets for any residual emissions.

We also publicly disclose our emissions reduction targets. Our initial target was to reduce our emissions by 25% between FY08 and FY12. Since FY08 we have reduced our carbon emissions by 44%. We substantially exceeded our first-year target, reducing our carbon emissions by 23% and almost reaching our four year target in a single year. This partially reflects the impact of cost-control initiatives introduced at mid-year, but also corresponds to the introduction of new tools to encourage behavioural change in our people. This policy applies to PwC Australia and covers our eight leased offices in Adelaide, Brisbane, Canberra, Melbourne, Newcastle, Perth, and Sydney.

### *In our offices*

We recognise that the activities required to deliver our services have both a direct and indirect impact on the environment. To support our commitment, PwC will:

- monitor and comply with all relevant environmental legislation and regulations
- determine and report our greenhouse gas emissions inventory annually
- eliminate avoidable business travel
- maintain an employee engagement program to raise awareness and embed environmental responsibility into the way we do business
- ensure understanding of environmental requirements and implementation of standards among all of our stakeholders
- reduce our consumption of resources and improve the efficient use of those resources
- monitor and assess our environmental risks and impacts and to consider our environmental impact in strategic decision making
- provide support and tools for our people to reduce their environmental impact
- strive for continuous improvement through setting reduction commitments, monitoring performance and alignment with our future corporate strategies
- continue to improve our environmental management systems and integrate recognised environmental management best practice into our business operations.

## Section 2.3 Additional Information

### *Environment and Sustainability*

#### *In the way we do business*

We also recognise that the way we do business has an indirect impact on the environment. To support our commitment, PwC will:

- continue to support our environmental charity partners wherever possible
- encourage action by our clients through support from our sustainability and climate change practice and sharing our own experiences
- investigate and implement mutually beneficial programs of environmental management with governments, external stakeholders and clients
- work with our suppliers to reduce our indirect environmental impacts and encourage a reduction in their own impact
- give due consideration to environmental issues and energy performance in the acquisition, design, refurbishment, location and use of buildings
- ensure that our top suppliers comply with our Sustainable Supply Chain Management (SSCM) Policy and help them to work towards improving their supply chain.

PwC's new global environmental commitment to reduce carbon emissions, source 100% renewables for its electricity consumption, and offset all business air travel has been reinforced with membership in the RE100 initiative of global businesses growing the global demand for renewable energy, led by The Climate Group in partnership with CDP.

#### *To meet these commitments we will:*

- strive for continuous improvement in environmental performance by reviewing our Environmental Management System (EMS) annually.
- adapt our approach to best address any changes in our firm, within our client base and in the economy, to ensure our environmental response is part of our corporate strategy;
- annually set and monitor key objectives and targets for managing our environmental performance
- communicate our environmental performance and policy internally and externally on a regular basis
- communicate the importance of environmental issues to our people.

Our Environmental Management System (EMS) underpins our environmental commitment and activity, enabling us to deliver on our environmental policy and objectives in a systematic and robust way. We strive for continuous improvement in environmental performance by reviewing our EMS annually. Each year we adapt our approach to best address any changes in our firm, within our client base and in the economy, to ensure our environmental response is part of our corporate strategy.

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## Section 2.4 Additional Information - Contribution to Local Economy

# Contribution to Local Economy

Business activities, and proportion of services performed in the Sunshine Coast LGA.

Client	Name of Engagement	Description of Engagement
Department of Innovation, Tourism Industry Development	Cooloola Great Walk Request for Detailed Proposals	PwC has been engaged to provide transaction advisory services overseeing the development of procurement documentation and evaluating the Expression of Interest responses from a financial / commercial perspective.
Sunshine Coast Regional council	Sunshine Coast Light Rail Project Plan	PwC undertook a review and provided feedback on the Sunshine Coast Light Rail Project Plan.
Sunshine Coast Regional Council	Innovation Policy	PwC developed an Innovation Policy, covering innovation within the council's organisation and through the Sunshine Coast economy and community. This policy was driven by the Council's vision for a "Smart, Healthy, Creative" Sunshine Coast region. It was guided by the Council's Regional Economic Development Strategy (REDS) in which its aim is to transform the regions narrow employment base (consisting largely of construction, retail and tourism) to be a powerhouse for innovative and knowledge-based industries.
Sunshine Coast Regional Council	Contract Management Review	PwC was engaged to undertake an assessment of the contract management framework, compliance against the framework and an assessment of the extent to which personnel possess the relevant capability to effectively undertake contract management activities.
Sunshine Coast Regional Council	Risk Appetite Statement Workshop	Facilitation of a risk workshop for Sunshine Coast Regional Council with respect to how it operates with SunCentral.
Sunshine Coast Regional Council	Corporate Governance Principles Assessment	Undertook a corporate governance principles assessment over SunCentral Maroochy Pty Ltd (a council controlled entity).
TAFE Queensland	Internal Audit	PwC is the Internal Auditor for Tafe Queensland which covers the east coast region including Mooloolaba and Nambour campuses, delivering annual internal audits covering governance, operational, financial, IT and HR.

# Contribution to Local Economy

Client	Name of Engagement	Description of Engagement
Sunshine Coast Regional Council	Maroochydore PDA transport advice	PwC's Strategic Transport Modelling team worked with Council to develop a set of demand forecasts for their proposed Maroochydore City Centre PDA application to the State. This involved out of model estimates of the demand impact of the City reaching the regional plan mode share targets.
Stockland Corporation Ltd	Traffic and Transport Modelling Services	<p>PwC's <span style="background-color: #d3d3d3;">s.47(3)(b)</span> was originally the Principal Modeller for the development of a VISUM assignment model covering the greater Caloundra area. The model was developed to validate the master plan, accurately provide the intersection forms and associated land requirements for road network infrastructure from 'collector' status or above and to determine an efficient road network by optimising capacity with development staging.</p> <p>PwC has recently updated the previously approved Aura Visum Strategic Model to reflect the latest Stockland planning assumptions and has developed a hybrid mesoscopic/microscopic model of the proposed town centre. This model is used for detailed analysis of the proposed network, including infrastructure assessment and optimisation. This modelling and assessment will ultimately be used by Stockland as they engage with and seek approval from both the State (Economic Development Queensland) and Council (Sunshine Coast Regional Council).</p> <p>PwC is currently managing the transport assessment and traffic modelling and providing an independent review on behalf of Stockland.</p>

# Contribution to Local Economy

Client	Name of Engagement	Description of Engagement
Stockland Corporation Limited	Oceanside Town Centre	PwC provided assistance with Stockland's update to the Master Plan in regards to the transport modelling and transport planning aspects. PwC delivered both a demand (Visum) and simulation model (Vissim) of the proposed town centre and surrounds, including analysis of the changes from the 2013 approved master plan. This included reviewing current infrastructure performance and comparing with future modelled performance of difference scenarios and options. This project required engagement with numerous stakeholders including Stockland, Sunshine Coast Regional Council (SCRC), Department of Transport and Main Roads (TMR) and other project consultants.
Department of Transport and Main Roads	Sunshine Coast Transport Project	<p>PwC personnel were engaged to provide financial / commercial advice for the Preliminary Business Case phase for this combined road, rail and public transport project. The ultimate project spanned a 16.5km corridor and was originally estimated at an excess of \$6 billion to deliver. Sean O'Meara was the Commercial Manager and he was instrumental in delivering the first ever integrated transport solution (rail, road, bus priority) of its type in Queensland.</p> <p>Ultimate concept designs were re-scoped to achieve benefits in smaller work packages that integrated to deliver future benefits at a lower overall cost.</p>

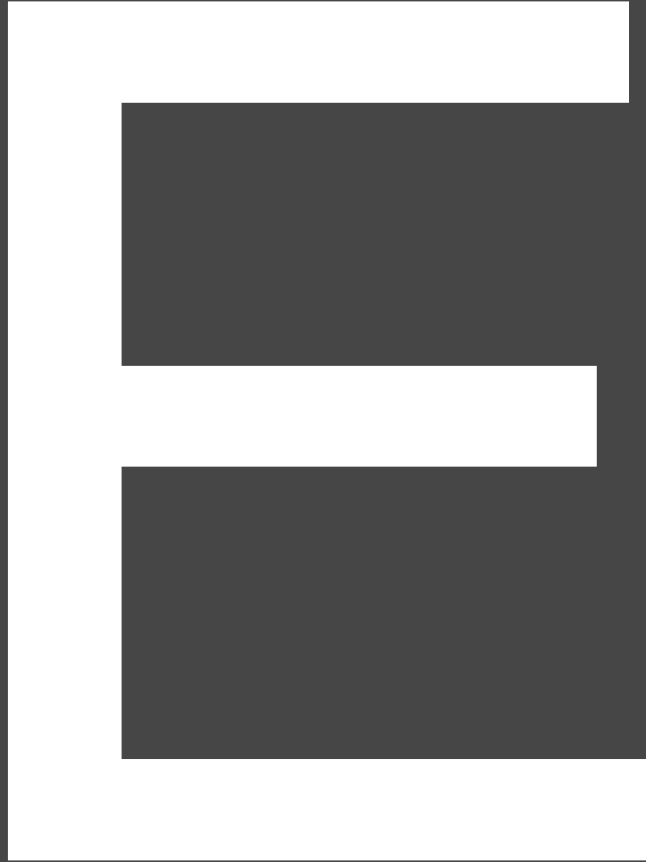
# Contribution to Local Economy

Client	Name of Engagement	Description of Engagement
Queensland Health	Sunshine Coast University Hospital PPP	PwC representatives were responsible for leading the initial Business Case that recommended a PPP option be progressed for this hospital. Their primary responsibility was to align the traditional health planning approach with the commercial requirements of the Value for Money Framework including development of a public sector comparator, partnership model, support (hard/soft) service allocation and the PPP funding profile.
Palisade Investment Partners	Sunshine Coast Airport Commercial Advisory	PwC was appointed to prepare a detailed commercial due diligence report to support Palisade Investment Partners' successful acquisition of the Sunshine Coast Airport. PwC's scope included a detailed review of the leases over the property, the peripheral land holdings forming part of the transaction, and an initial highest and best use analysis to identify and form an opinion of value for different portions of the site.
Sunshine Coast Airport Pty Limited	Master planning and Land Use Hierarchy Study	Upon settlement of the airport, PwC was appointed, in conjunction with Urbis, to undertake detailed master planning and land use analysis. PwC's responsibility in the engagement included coordinating planners and designers, and considering the findings from a number of technical due diligence reports, alongside preparing a land use hierarchy study identifying potential uses of surplus land surrounding the airport to inform development of the masterplan.

# Contribution to Local Economy

Client	Name of Engagement	Description of Engagement
Unitywater	Asset Capitalisation to disposal end-to-end review	PwC led a project to improve timeliness and accuracy of asset capitalisation and and asset accounting. The key outcomes of the review were standardisation of business processes resulting in cultural change, productivity improvements, simplification of process documentation, elimination of process waste, identified opportunities to resource processes and controls differently to reduce process cost and protection and enhancement of critical asset data.
Unitywater	ICT Risk, Governance and Information Management	PwC helped to define: <ul style="list-style-type: none"> <li>• An overarching Technology Governance framework,</li> <li>• A process for managing technology risk</li> <li>• Establishment of a Cyber Security controls framework</li> <li>• An Information Management strategy.</li> </ul>
Unitywater	Portal Project	PwC are working with the client to capture business requirements, document solution architecture and develop cost estimates for a new technology platform. This work has been ongoing for three months across offices in Caboolture and Maroochydore.
Sunshine Coast Airport Pty Ltd	Economic Assessment of the Sunshine Coast Airport Master Plan	PwC was engaged to to undertake an economic assessment of the expected impacts associated with the Sunshine Coast Airport's planned development, as specified in their Master Plan 2040. The economic assessment included estimating the economic impacts associated with planned capital spend at the airport over the Master Plan period, estimating the airport's current economic contribution and the potential increase in economic contribution over the Master Plan period, and analysing broader economic contribution factors such as SCA's role as a facilitator of economic development across the Sunshine Coast region. The assessment included building a local understanding of the impact and results were reported at a Queensland and local Sunshine Coast region level.





## Section 2.4 Additional Information - Social Impact

## 2.4 Contribution to Local Economy

### Social contribution activities

PwC is a socially conscious organisation and is an active supporter of local charities and community benefit organisations through donations and participation in fundraising events. Some of the causes we support are listed below:

PwC's giving program is our open-choice workplace giving program that gives our people the freedom to support the causes they are passionate about. Through the Good2Give platform, our people can easily donate to any Australian charity with DGR status. If your charity is registered with Good2Give, our people have the option to donate to your organisation.

PwC also contributes to impact fundraising which is initiated and supported by our people.

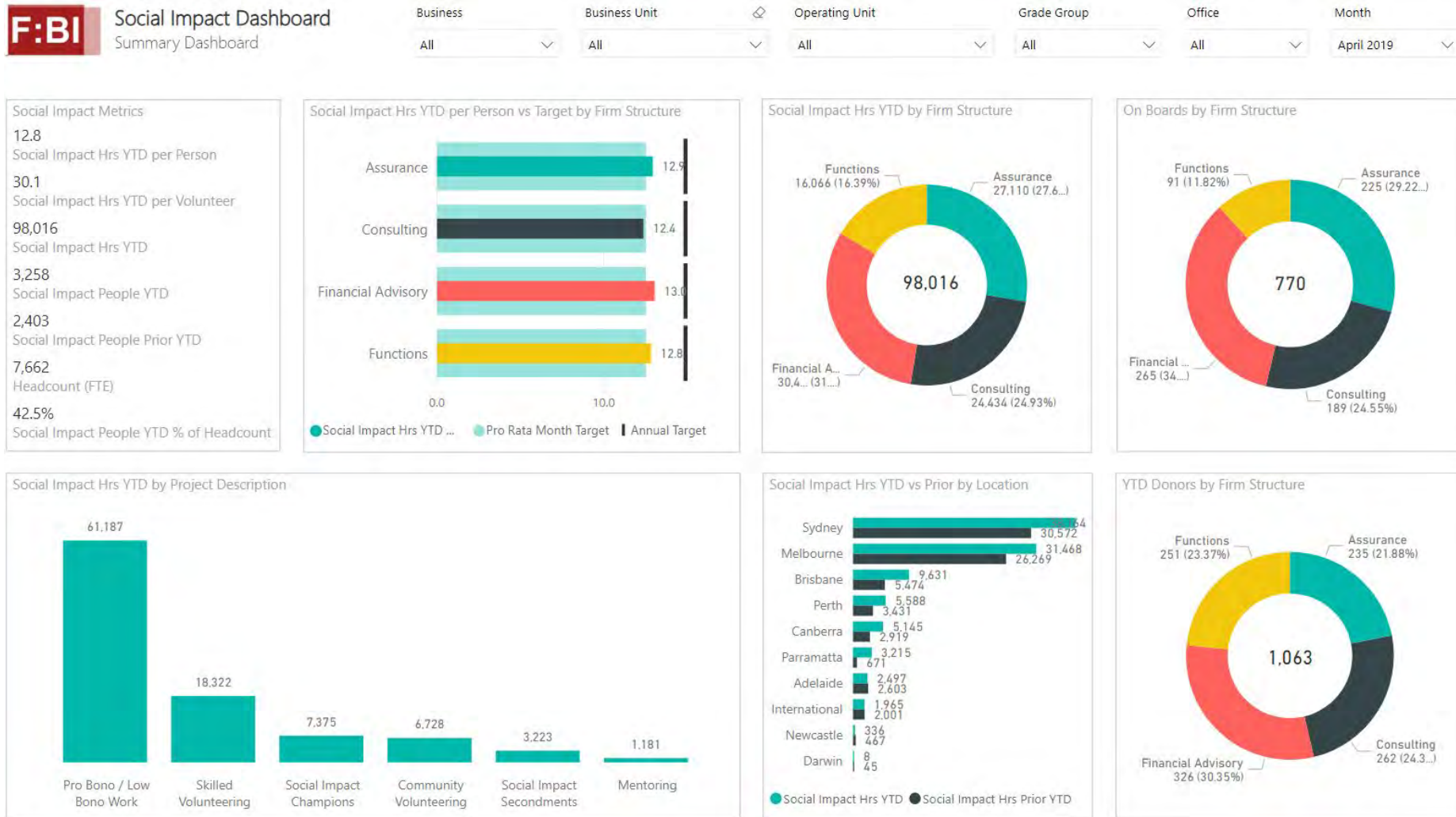
The PwC Foundation Trust is a Private Ancillary Fund through which funds are collected from various internal sources and redistributed in accordance with the Trust Deed. The Foundation does not accept unsolicited requests for funding.

#### *PwC Volunteering*

In 2015, PwC launched its new digital volunteering platform to staff and charities. The platform is designed to match the unique skills and interests of our people to the needs of 'for-purpose' organisations (charities, social enterprises, educational and community organisations).

This platform is designed so these organisations, can in a simple and easy way tap into the diverse skill sets and passions of our people. PwC Volunteering is a full service volunteering program – supporting eligible organisations on everything from micro-projects that can be completed on-line, to projects completed by our people on the ground. Each of our staff is eligible to spend up to 15 hours volunteering their skills each year.

## 2.4 Contribution to Local Economy





## Section 2.5 Additional Information - Social Benefit and Indigenous Engagement

## 2.5 Social Benefit and Indigenous Engagement

### *Reimagining accessible employment*

#### ***Transforming the experience of people with disability at PwC through innovative initiatives and removing barriers***

##### ***FY19 – FY20***

PwC has been working towards a leading approach on disability employment in Australia – creating a workplace and culture which enables all our people with disability, and our carers of people with disability, to identify and reach their full potential. In 2015 we became the first professional services firm to lodge an Access and Inclusion plan with the Australian Human Rights Commission, and have been building solid foundations through our policies and systems, increasing awareness, reducing stigma and providing support.

Notwithstanding this focus, it is acknowledged that rates of employment of people with disability and safety to declare at PwC remain low. As such, it's time to reimagine accessible employment for our firm, our clients and our communities.

### *Disability employment snapshot*

Despite our efforts to improve our accessibility and culture, the representation of people with disabilities across the firm remains low (including at partner), although it has doubled since 2016.



### *Our progress to date*

Since 2015 there have been significant efforts to improve disability employment and inclusion at PwC:

- Doubled the number of people with disability employed at PwC from 1.6% in 2016 to 3.1% in 2018 (approximately 220 people), including 2.6% of Partners.
- Leading practice, accessible environments in our new offices that are above Disability Discrimination Act requirements.
- Partner of choice for federal and state government disability employment campaigns.
- Leading practice clinical support offering through the Health and Wellness Team.
- Implementation of a workplace adjustment policy and robust process for access to adjustments.
- Enhanced mental health support through our CARE program available to all staff and their immediate families and a proactive firmwide mental health strategy to raise awareness and increase psychological safety.
- Development and growth of the Ability Network contributing to increased awareness and reduced stigma surrounding disability.
- Participation in targeted recruitment programs and development of relationships with disability employment services.
- Increased awareness and utilisation of flexible work arrangements has resulted in the reduced need for people with disability to make a 'special' request for change in work hours.

## 2.5 Social Benefit and Indigenous Engagement

### *Safety to declare at PwC*

There are many people at PwC with a disability who are not comfortable to declare their disability, or don't feel psychologically safe to raise their concerns or needs which impacts their ability to perform to their full potential, as shown through our 2018 Global Mojo data.



### *Shifting representation*

- To maintain 3.1% representation of people with disability (and not regress), our indicative calculations estimate a recruitment need of 50 people with disability in FY19.
- While the firm has not historically tracked whether a candidate or new starter has a disability, our best estimate is approx. 80 people with disability joined the firm in FY18. This is consistent with the increase in representation from 2.1% in 2017 to 3.1% in 2018.
- Accordingly, the D&I team's advice, is to stretch towards 4% representation.
- By reference, state government have recently set recruitment targets for people with disability including:
  - Victoria -6% by 2020
  - Queensland - 8% by 2022
  - NSW- 5.6% by 2027

- Leading practice involves an organisation having a tailored disability action plan, with a common recommendation to increase the representation of people with disability year on year. Very few organisations in the private sector have formal recruitment targets.
- The Commonwealth Bank has current people with disability representation of approximately 11%, and ANZ in 2015 announced 7.2% of their people declared disability, however it should be noted these financial institutions have a larger variety of roles than PwC, therefore can source from a broader pool, including outside of university level education.

### *How do we reimagine accessible employment?*

To achieve true cultural change and equal opportunity for people with disability, we must not focus on a person's disability or medical condition; rather we must acknowledge disability results from the environmental barriers that hinder full and effective participation on an equal basis and seek to remove these barriers. PwC will role model inclusion for people with disability by removing the labels and barriers, and seeing each individual for what they bring.

Our strategy will focus on three key areas:

- Looking beyond PwC to influence opportunity for people with disability in our communities.
- Ensuring we recruit from the full scope of talent in Australia.
- Building an inclusive and barrier free workplace.

Focusing internally alone will not affect the level of change our firm aspires to create. We will shift our focus outwards to support our client's disability inclusion journey, to influence disability employment systemic change where needed and increase the overall employment opportunities available to people with disability within Australia.

## 2.5 Social Benefit and Indigenous Engagement

### ***PwC Indigenous Consulting***

A certified Indigenous business, PwC's Indigenous Consulting (PIC) is majority Indigenous owned, led and staffed consulting firm. Our purpose is to enable meaningful change in Indigenous communities by realising futures through Indigenous knowledge.

We believe that meaningful change happens when it is created by Indigenous people, not for Indigenous people. Our desire to create this firm reflects our belief in the rights of our communities to determine their own futures.

#### ***Who we are***

PIC is an Indigenous Consulting business which maintains a majority owned, led and staffed Indigenous operation. Our Indigenous owners and co-CEOs, Jodie Sizer and Gavin Brown, have a 51% share in PIC and PwC Australia owns the remaining 49%. We are a separate member firm in the PwC global network.

The unique power of our business is the combination of our Indigenous expertise and experience, with PwC's world-leading professional services capability. Our aim is to help enable positive change by providing trusted professional services and advice to government, corporate and community clients on Indigenous matters.

This gives PIC the advantage of being an Indigenous consultancy that is able to leverage the networks and expertise of PwC to deliver strong outcomes.

#### ***We are a values-based consulting business***

PIC has a passionate belief that Indigenous people should have the opportunities to fulfil their aspirations. Our desire to create this firm reflects our belief in the rights of our communities to create and determine their own futures. As an Indigenous led partnership with corporate Australia, PIC aims to be an emblem for Indigenous self-determination.

PIC's culture is firmly grounded in our values and is guided by the following principles:

- We respect diversity and different points of view
- We respect those who have walked this earth before us
- We are accountable to our clients, our communities and ourselves
- We strive for excellence in Indigenous consulting and operate with integrity
- We aim to do the right thing, in the right way.

### ***Key service offerings***

Enabling meaningful change happens when it's created by Indigenous people, not for Indigenous people. That's why Indigenous ownership, management and delivery is a fundamental ingredient of the PIC business. By combining our understanding of cultural, commercial, and community realities with the significant capabilities of the PwC network, PIC is in an ideal position to help facilitate change.

PIC specialises in providing advice, developing strategies and supporting their execution to help realise the commercial and community potential of Indigenous policies, programs, projects, organisations and businesses. We offer a full suite of consulting services, regularly collaborating with PwC and its extensive array of specialist business services.

Our key service offerings fall under 4 focus areas:

- Self-determining families and communities
- Innovative business and Indigenous entrepreneurship
- Technology and Digital Inclusion
- Sustainability.

In addition to the above, our team can help you understand the key components and the principles underpinning the Commonwealth's Indigenous Procurement Policy and help you effectively source Indigenous suppliers.



## 2.5 Social Benefit and Indigenous Engagement

### *PwC's Elevate Reconciliation Action Plan (RAP)*

PwC is committed to reducing the inequality experienced by Indigenous Australians. The PwC Elevate Reconciliation Action Plan (RAP) outlines PwC's commitment to reconciliation towards Aboriginal and Torres Strait Islander peoples. It focuses our efforts on developing valued relationships and cultural awareness, building understanding through sharing skills and developing employment initiative.

This involves identifying opportunities for collaboration with members of the Aboriginal and Torres Strait Islander (ATSI) community through:

- Business engagement and capacity building
- Skilled volunteering and mentoring
- Expanding our ATSI procurement supply chain
- Increasing cultural awareness among our people.

### *Our approach to reconciliation - Together we solve. It's time.*

Each of our targets and commitments are aligned to the Reconciliation Australia pillars of **Opportunities, Respect and Relationships** and the **Five Dimensions of Reconciliation**. These, along with our guiding vision for reconciliation have inspired our Elevate commitments to ensure that our approach to a nationally reconciled Australia, aligns with the efforts of those around us.



#### Unity

An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

#### Race relations

All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free of racism.

#### Equality & equity

Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

#### Institutional integrity

The active support of reconciliation by the nation's political, business and community structures.

#### Historical acceptance

All Australians understand and accept the wrongs of the past and the impact of these wrongs. Australia makes amends for the wrongs of the past and ensures these wrongs are never repeated.





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## Part 3 - Appendices

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# Conflict of Interest

As at the date of this response, we have undertaken our internal conflict checks in relation to this assignment and confirm that PwC is not aware of any engagements, obligations or commitments which may give rise to any actual, potential or perceived conflict of interest with the provision of services to the Sunshine Coast Council.

We recognise that from time to time conflict of interest situations can arise. These situations sometimes involve commercial conflicts, legal conflicts or issues relating to auditor independence.

We serve our clients in a manner which does not place us in a position where our objectivity, integrity or independence could be compromised. We have strict policies and procedures in place requiring the identification, assessment and management of potential conflicts.

Our engagement teams use robust, centralised relationship / conflict checking processes prior to entering into engagements with clients.

Those processes involve running internal database searches to gather information about existing relationships with proposed clients and with other parties to a transaction or engagement.

The search results are collated, assessed and fed back to engagement teams. The teams are then able to identify potential conflicts of interests, to assess the likelihood of issues arising and their consequences, and to decide how best to manage the issues. In specific situations, resolution will require consultation with firm senior management before the engagement is accepted.

Often potential conflict situations can be managed by discussing the issues with our clients and putting in place appropriate controls and safeguards. However, where we believe that a potential conflict is not capable of being so managed, we will decline to accept the engagement.

# Thank you

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