Gold Coast Rapid Transit

Making a good project, a great project.

Executive Summary.

Lessons learned from planning to procurement.
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1. Opening remarks

In 2006 no-one expected to have worked as hard, to have achieved as much, or learned as much as the many people who have been involved in delivering Queensland’s first light rail system. When operational in 2014, the $1 billion Gold Coast Rapid Transit (GCRT) project will deliver a modern integrated, light rail system to Australia’s sixth largest city, transporting up to 50 000 passengers a day.

There were many break through moments for the project during the planning and procurement phase including:

- Signing a Memorandum of Understanding with Gold Coast City Council for the planning and investigations of a rapid transit system along the coastal corridor.
- Securing $365 million from the Federal Government of Australia, one of the first projects recommended by Infrastructure Australia.
- Achieving significant savings and benefits for the State Government from a route change through Surfers Paradise from Ferny Avenue to Surfers Paradise Boulevard.
- Establishing an operator-led delivery model that ensured whole of life considerations.
- Resolving early conflict with the business community on route choices which led to a long term partnership and understanding of the project.

A number of key ingredients helped to achieve the outcomes to date for the GCRT project:

- Partnering with all levels of government, the community and city leaders.
- Seeing and embracing the bigger picture of building a city, not just a transport system.
- Establishing high quality, robust and comprehensive processes that provided confidence to government and investors.
- Creating and maintaining a diverse and committed project team with a strong sense of purpose in what they were doing.

GCRT Lessons Learned: Making a good project a great project, is a critical retrospective of Queensland’s first regional public transport project, delivered via a PPP following the Global Financial Crisis. It is intended to be a guide for other major infrastructure projects in the planning phase.
The publication is presented in two parts, this Executive Summary provides a high level overview of the project and the processes adopted during the planning and procurement phase. A more in-depth analytical exploration across seven technical areas can be found at: www.gcrlessonslearned.com.au.

The online technical paper critiques in detail lessons learned across the following areas:

• Planning and Project Approvals.
• Communications and Stakeholder Engagement.
• Project Governance.
• City Building.
• Delivery Method.
• The Deal.
• Project Team.

Every project needs to find its own way, as this project has, but there is no need to tread that path alone. It is hoped in bringing together our experiences, stumbles and lessons other project will be able to travel that path more effectively.

Anna Carroll
Project Director
2. Introduction

2.1 The Gold Coast Rapid Transit project

The Gold Coast is located on the heavily populated east coast of Australia. As a city of more than half a million residents, and Australia’s sixth largest city, the Gold Coast is not immune to the challenges of traffic congestion plaguing major cities around the country and across the world.

The Gold Coast Rapid Transit (GCRT) project was established to address these challenges and provide a sustainable, reliable and affordable means of accessing the city’s key activity centres now and well into the future. Once operational in 2014, Stage One of the GCRT project will deliver a 13-kilometre light rail corridor connecting Southport, Surfers Paradise and Broadbeach. These areas are home to significant employment, education, medical, retail and community services and attract many of the city’s 11.6 million visitors each year who flock to the city for its enviable climate, world-class events and spectacular natural beauty.

Since its inception in 2006, the GCRT project has continually broken new ground. It was the first public transport project in Australia to successfully attract funding commitments from all three levels of government, Queensland’s first Public Private Partnership (PPP) undertaken post the Global Financial Crisis (GFC).

Following a comprehensive planning and design process which included the endorsement of a Concept Design and Impact Management Plan (CDIMP) and Business Case, the project commenced its procurement phase in 2009. In response to the needs and requirements of it’s three funding agencies a two stream delivery method was developed; State Government funded Early and Enabling works (EEW) and Operator Franchise PPP (OF PPP). With strong interest from light rail operators, constructors, consultants and financiers, the Expressions of Interest (EOI) attracted six high quality proposals from around the globe. An extensive evaluation process was completed to determine which consortia would be best suited to delivering this bespoke project to Australia’s largest regional city. Following a comprehensive interactive bid phase, the Operator Franchisee was appointed in May 2011.

For more information about the project history, visit the project website www.goldcoastrapidtransit.qld.gov.au

2.2 Project timeline

<table>
<thead>
<tr>
<th>PLANNING</th>
<th>PROCUREMENT</th>
<th>DELIVERY</th>
<th>OPERATIONS</th>
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3. Key milestones

Integrated Regional Transport Plan for South East Queensland.
• The report identified a need to dramatically increase public transport mode share on the Gold Coast from 3.5 percent in 1992 to 6.5 percent in 2011, an increase in ridership of approximately 87 percent. A centrepiece of the solution for the Gold Coast was a priority public transport corridor along the coast commencing with bus and allowing for light rail as demand increased.

Line Haul Public Transport Foundation and Feasibility Study.
• A joint Gold Coast City Council (GCCC) and Queensland Government study carried out as part of the GCCC’s Transport Plan in 1998. It concluded that light rail transit, supported by an extensive feeder bus system was feasible and the best way to meet the objectives of the City Transport Plan.

Gold Coast Light Rail Feasibility Study.
• Conducted jointly by Queensland Transport and GCCC, the study recommended light rail from Parkwood to Broadbeach.

Evaluation of bus rapid transit and light rail transit options Southport to Broadbeach.
• Conducted by the TransLink Transit Authority (TTA) this study compared light rail with a partially kerb-guided bus rapid system using state-of-the-art articulated buses. It was concluded bus rapid was also a viable solution from a transport perspective.

Preliminary Assessment Report.
• In accordance with the Queensland Government’s Value for Money Framework this report evaluated enhanced bus services, bus lanes, bus rapid, light rail and monorail. It found either a bus rapid or light rail solution would satisfy the required passenger development, and mix with pedestrians in centres, while bus rapid could provide many of the potential transport benefits. The other solutions, including bus lanes and elevated monorail, were either too costly or did not satisfy the service requirement.

TransLink’s draft Network Plan.
• TransLink’s draft Network Plan, released in March 2005, also included a progressive development of a priority public transport corridor on the Gold Coast seaboard, with the section from Parkwood to Southport and Broadbeach as a priority.
3. Key milestones continued...

South East Queensland Infrastructure Plan and Program.

Approval to proceed to Planning Phase.
- State Cabinet approved the development of a Concept Design and Impact Management Plan and full Business Case for both rapid transit mode options under the Value for Money Framework.

Establishment of Project Office, Gold Coast.
- The GCRT project team was established by the TransLink Transit Authority and engineering consultants engaged to begin the detailed investigation as part of the Concept Design and Impact Management Plan process.

Memorandum of Understanding between State and Local Government.
- The Honourable Paul Lucas, the Minister for Transport and Main Roads and Gold Coast City Council Mayor Ron Clarke signed a Memorandum of Understanding for the delivery of the Concept Design and Impact Management Plan and Business Case for the project.
- Ongoing development and refinement of draft Concept Design and Impact Management Plan and preliminary Business Case. This included the engagement of more than 300,000 residents, business, key stakeholders and community groups.
- Preliminary Business Case supports light rail and recommended that Stage One of the project be the 13-kilometre route between the new Gold Coast University Hospital and Broadbeach.

Commitment of funding from Gold Coast City Council.
- Gold Coast City Council (GCCC) resolved to commit $120 million to the delivery of Stage One of the project. GCCC also committed a further $30 million to the delivery of future stages connecting north to Helensvale and south to Burleigh Heads.
Concept Design and Impact Management Plan and Business Case finalised.
• Formal endorsement of the project’s Concept Design and Impact Management Plan and Business Case by the State Government.

Australian Government commits $365 million to the delivery of Stage One of the project.
• The commitment of funding was the result of the project team’s application to the Infrastructure Australia, Building Australia Fund. The project was the only regional city transport project to receive funding.

Queensland Government commits $464 million to the delivery of Stage One of the project bringing total funding from all three levels of Government to $949 million.
• Project confirms two tier delivery method; Early and Enabling Works (EEW) and Operator Franchise PPP (OF PPP)

Project commences the Procurement Phase.
• Calls for Expressions of Interest for Operator Franchise PPP commence.
• Procurement for government funded EEW contracts commences via an Early Contractor Involvement process.

Project receives six high-quality EOI submissions for Operator Franchise PPP.
• A particularly positive result given the project was the first PPP to go to market post the Global Financial Crisis.

State Government-funded early works commences.
• These included the construction of the outer shell of the future light rail station at the Gold Coast University Hospital and roadworks including road widening, public utilities relocations and accommodation works in Southport and Broadbeach.

Interactive bid phase and evaluation period with shortlisted bidder for Operator Franchise PPP.
• The bid phase was one of the most extensive interactive processes undertaken in the Australian PPP market to date and included in excess of 100 workshops.

Appointment of Operator Franchisee.
Southport State School students draw their vision for light rail.
4. The value of partnerships

It is well documented that communities can stop projects and we see this occur in cities around the world. While in some instances this is unavoidable, it is prudent for project teams to intimately understand their community before attempting to plan a major project on its behalf.

Although geographically very close to Queensland’s capital Brisbane, the Gold Coast is itself a modern city with specific aspirations for the future. To truly win the hearts and minds of the community and garner genuine support and acceptance for such a large scale, high impact project it was imperative for the project team to do more than simply base itself in the city. The team had to become a part of the city and doing so can be easier said than done. From the very early stages of project planning the team sought to understand the community it was serving to ensure that, at project completion, the city would be left with far more than just a world-class public transport system.

4.1 Gold Coast City Council

The relationship with local authority Gold Coast City Council (GCCC) was an integral part of this process. As the largest regional council in Australia, with a local government area home to more than 500,000 people, GCCC would need to support and share the project’s vision and objectives. Since the late 1990s GCCC has led the process to introduce a mass-transit system into the city and conducted a number of studies to determine its feasibility. GCCC saw the value in the project and also provided the project team with an insight into the many additional benefits that could be realised beyond the public transport agenda.

The original project team included embedded staff members from GCCC. From this commitment of resources, a strong culture of collaboration and information sharing was born ensuring GCCC was not just a passenger on the journey but rather an active participant which would help to shape and influence key project outcomes over the years that followed. This robust partnership with GCCC provided interfaces at every level from the Mayor to officer level enabling the project team to truly understand GCCC’s vision for the city’s future and therefore plan accordingly.

A key legacy of the partnership with GCCC will be the realisation of a number of City Building objectives. From the outset GCCC had planned to maximise the many opportunities to revitalise the city’s key activities centres in the lead up to the introduction of the light rail system. The city’s focus on active transport linkages to the light rail corridor, Transit Oriented Developments and centre redevelopment programs will improve not only visual amenity but seek to enhance the wellbeing of residents and visitors.

4.2 Engagement of business community and opinion leaders

In addition to GCCC, the project team worked hard to forge a respectful relationship with the local business community and opinion leaders. In the early stages of the project this relationship centred on the exchange of information but quickly became a valuable forum for true consultation with leaders provided with real opportunities to provide feedback and assist in the development of strategies to minimise and mitigate impacts.
While it should be acknowledged that not all members of the business community supported the project, they did become content experts and helped lead a process of educated debate in the community. The creation of these content experts provided the community and local media with an additional source of information around project issues and helped to reduce the exchange of incorrect information in the community.

4.3 Winning the hearts and minds of the community
Consultation was not restricted to the business community. The project provided the wider Gold Coast community with many genuine opportunities to shape the project. The project’s commitment to educating and consulting the community was shared amongst the entire team and not restricted to those handling community enquiries on a daily basis. The project lived a philosophy of honesty and integrity when engaging with the community and made a concerted effort to not hide impacts. This approach can be difficult and will naturally generate some negative feedback as impacts become known however it is the best approach for building trust and acceptance and creates a valuable opportunity to work in partnership with the community to develop mitigation strategies. More than 300,000 residents, businesses, key stakeholders and community groups engaged with the project over the course of the planning phase and a number of changes were made to the original design as a result of this consultation.

Major projects can never be delivered with a one-size fits all approach, particularly when being undertaken in a high-density urban environment. Standard community engagement practices will tell you that projects need to consult early and often, however it is important to appreciate that consultation can be just as rewarding for the project team as it is for the community. The community is a highly valuable source of information and will help project teams understand and better plan to mitigate risks before they become issues. This type of engagement was utilised successfully by all technical disciplines on the GCRT project team and was a key element in taking the project from good to great outcomes.

The importance of the professional management of community issues was strongly reflected in the project contractual documentation for both the State Government-funded early works and the Operator Franchise PPP as means to protect community assets and set a definitive benchmark for community engagement practices over the life of the project.

The key lessons the GCRT project learned regarding the value of partnerships were:

- Commit to a true partnership with the city.
- Engage early and often with the business community and opinion leaders.
- Ensure project leadership values community input.
- Maintain focus on the end goal.

More detail can be found in the technical paper ‘GCRT Lessons Learned: A Critical Retrospective’ which is available at: www.gcrtlessonslearned.com.au.
5. Plan with a focus to the future

At the feasibility stage of a major project, planners can be tempted to simply consider what is feasible as a means of preparing and gaining endorsement for the project Business Case. This is often a successful short-term tactic however it can, and often does, generate the need for significant additional work to make the plan a reality during the procurement and delivery phases.

The GCRT project team undertook its early planning with a mandate to confirm feasibility and affordability for the State Government. As a result, the early planning work lacked sufficient definition and scope on the method and procurement process which in turn required the project team to revisit a number of key aspects of the planning work to adapt them appropriately for procurement and delivery.

A key component of the project’s planning phase was the creation of a high-quality reference design and Business Case. The quality of the reference design is a direct reflection of the robust and comprehensive planning process undertaken to identify and mitigate impacts and deliver a system which met the affordability requirement for the State Government. The final documentation included detailed analysis of technical feasibility, environmental impacts, patronage forecasts and City Building outcomes that provided the community, investors, stakeholders and the State Government with a clear understanding of the project and its benefits.

A major part of the success of the project Business Case was the thorough investigation and demonstration of wider project economic benefits. These included the direct support of other major infrastructure and community assets including the new $1.5 billion Gold Coast University Hospital along with a number of emerging industries including education, marine and retail trade.

5.1 Delivery methodology

An important consideration in the planning work was the light rail industry and a number of market sounding activities were conducted during this phase to confirm viability of the project from a commercial stand point. It is important to note that the GCRT project was the first Public Private Partnership (PPP) to be delivered in Queensland post the Global Financial Crisis (GFC) and this was a key consideration in the planning phase delivery model.

The development of the project Business Case followed the Queensland Government’s Value for Money Framework. The Business Case developed criteria to inform major decisions including route and transport mode. It also built a strong case to challenge the original planning task set by the State Government.

The project worked closely with the State Government and the private sector to determine the most suitable delivery model. The Gold Coast, particularly the local construction, retail and tourist trades, were hit hard by the GFC.
As an active member of the local community, the project team felt a strong responsibility to do what it could to assist the city to manage its way through the GFC. The creation of a two-stream delivery model provided the city with immediate job creation and investment in the local economy while still delivering the large PPP the private sector was seeking.

Drivers for delivery model:
- Immediate job creation.
- PPP VfM issues (post GFC)
- Commonwealth funding conditions – shovel ready projects.
- Coordination of capital works with new Gold Coast University Hospital.
- Long lead time for PPP procurement.

<table>
<thead>
<tr>
<th>Operator Franchise PPP</th>
<th>State Government funded early works</th>
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<tr>
<td>18 year contract.</td>
<td>Short-term, immediate contracts to provide instant benefit to local economy.</td>
</tr>
<tr>
<td>Includes design and construction, vehicle supply, testing, commissioning, operation and maintenance of the system and vehicles.</td>
<td>Includes road widening, services relocations and accommodation works.</td>
</tr>
<tr>
<td>Patronage risk assumed by the State Government.</td>
<td>Significant local employment.</td>
</tr>
<tr>
<td>Performance based availability payment regime.</td>
<td>To be completed prior to the commencement of Operator Franchisee contract activities commencing in early 2012.</td>
</tr>
<tr>
<td>Government contribution to private financing of construction</td>
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</table>

5.2 Local industry participation
State Government-funded early works enabled the project to create genuine opportunities for local industry involvement. The tender evaluation process included non priced elements to positively influence contractor behaviour and practices and provide local businesses and contractors with an opportunity to directly benefit from the works to be undertaken. These non priced elements included local industry participation plans and targets and community engagement practices and led to the creation of more than 2,600 local jobs and an investment of over $66.5 million into the local community through sourcing labour and materials in less than two years.

5.3 Getting the best deal for government
The unique nature of the project gave rise to a number of challenges in the Procurement Phase to achieve financial close with the most suitable private sector partner. Through a combination of extensive engagement with the market, implementation of legislative amendments and the ongoing engagement of government stakeholders, the project team was able to develop innovative and practical solutions to achieve the desired pragmatic risk allocation. The team’s innovative practices combined with a staunch commitment to meet communicated timeframes enabled the project to secure market confidence which ultimately resulted in the receipt of six high-quality bid submissions.

The key lessons the GCRT project learned regarding procurement were:
- Consider a disaggregated two stream delivery model.
- Actively seek opportunities for early local industry involvement.
- Include wider project objectives in the ECI process.
- Engage with the market extensively to secure confidence.

More detail can be found in the technical paper ‘GCRT Lessons Learned: A Critical Retrospective’ which is available at: www.gcrtlessonslearned.com.au.
6. Build a city not just a light rail system

In the context of the GCRT project, City Building is about ensuring a whole of journey experience while also identifying and realising opportunities to achieve economic, social and cultural benefits for the city. The experience is the journey from doorstep to destination and influenced many facets of the project including route, mode and station locations.

The establishment of a strong partnership with Gold Coast City Council (GCC) cultivated a shared commitment for the development and realisation of the City Building opportunities on the light rail corridor.

GCC led the thinking in this area from the outset and although it became a consideration in the planning phase, it would take a number of years before the concept of City Building became a tangible part of the project. The investment from the Australian Government in 2009 can be viewed as the catalyst for this to occur. The project received an investment of $365 million from the Australian Government’s Building Australia Fund and the confirmation of funds was achieved in no small part as a result of government’s interest in City Building, particularly in the context of a regional city. This shared commitment to City Building was the basis for a strong partnership between all three levels of government.

The creation of a dedicated City Building team in 2008 within the project office marked the commencement of a process to formalise and appropriately convey City Building objectives within the project context. One of the great challenges to incorporating City Building into traditional public transport projects is that the concept is difficult to quantify. One of the many challenges of the City Building team was to quantify and incorporate City Building objectives into the planning and procurement process to ensure they could be realised during delivery and any future planning around extensions to the system in later years.

A tangible and cohesive approach to City Building could have been realised earlier in the process. However the planning process was genuinely enhanced by a commitment to realising social, economic and urban design objectives and the realisation of these objectives will be a key measure of success over the longer term.

To achieve traction on non-standard transport objectives, the project team worked closely with key stakeholders within government and the private sector to articulate the concept and the benefits of City Building including land value capture.

6.1 Land value capture

Astute developers were acutely aware of the investment opportunities associated with the introduction of a light rail system on the Gold Coast. The project team developed a land value capture strategy to leverage the economic benefits of the project. Governments acknowledged the value uplift in residual land assets to be a real and tangible benefit. The opportunity to realise land value capture also played an important role in the decision making process during the Planning Phase.

The key lessons the GCRT project learned regarding City Building were:

• Cultivate an early shared understanding of City Building as a concept.
• Clearly articulate City Building objectives in planning and procurement.
• Demonstrate the benefits of City Building through quantifiable means such as Land Value Capture.
• Ensure key decisions are made with future stages in mind.

More detail can be found in the technical paper ‘GCRT Lessons Learned: A Critical Retrospective’ which is available at: www.gcrtlessonslearned.com.au
7. People make good projects great projects

The success of the GCRT project to date can be directly attributed to its people. The nature of project work means that people come from public and private sectors and their tenure on the project can be short or long-term. A key focus for project teams at formation must be the creation of an integrated work environment. A group of talented individuals won’t necessarily form a successful team.

Bringing together a multi-disciplinary team from a range of organisations and locations around Australia and the world presented a number of challenges in fostering the concept of an integrated team structure. Project leaders made a commitment to overcoming these challenges by ensuring the work environment, systems, processes, practices and the engagement of project staff was consistent and conducive to enabling an integrated model.

The accomplishments of the GCRT project team could not have been achieved without a demonstrated commitment to team building and a culture of collaboration.

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<thead>
<tr>
<th>APPRECIATION</th>
<th>We recognise achievement, promote self improvement and embrace opportunity.</th>
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<tbody>
<tr>
<td>TEAMWORK</td>
<td>We support and learn from each other through sharing skills and resources.</td>
</tr>
<tr>
<td>RESPECT</td>
<td>We respect our team mates and value their opinion and diversity.</td>
</tr>
<tr>
<td>FLEXIBILITY</td>
<td>We are responsive and flexible - as no two days are the same.</td>
</tr>
<tr>
<td>COMMITMENT</td>
<td>We acknowledge the project is vital to the future of the Gold Coast.</td>
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Source: GCRT Team Values

7.1 Moving from Good to Great

During the early stages of planning the project team informally and intuitively looked for ways to transform good outcomes into great outcomes. This can only be fully realised through the sustained high performance of a team. It is a challenge to maintain high performance over an extended period, especially given the multi-disciplinary, multi-stakeholder and public-private based nature of the project environment. A need to ensure that good performance can be further developed into great performance led to the development of the project’s Good to Great (G2G) Performance Management Framework.
The background to the G2G framework comes from a significant body of work based on the experiences of best practice project delivery nationally and internationally. The framework also draws from experiences gained from the alliance delivery model as well as the management of traditional design and construct projects. This therefore provides the evidence that a structured management system reinforces project team commitment, which ultimately drives great performance.

The purpose of the framework is to provide project management and staff with a timely and relevant means to measure success and to make improvements to procedures and practices in real time as opposed to reviewing these metrics at the conclusion of the project phase.

Importantly the G2G framework provides a clear “road map” for great project performance and was designed in such a way that all parts of the project have a clear contribution to make to overall success. The framework therefore becomes not just an important management tool but also an extremely effective communication tool for all those involved in the project.
7.2 Culture of collaboration
In addition to a person’s relevant technical capabilities, a key consideration when recruiting project staff was the selection of people who would also best fit the culture and values of the project team. This process was not intended to diminish the value of experience but rather to continue to build on the strong culture of collaboration and assist the project in realising its key objectives. The culture of collaboration was certainly not a situation whereby all team members agreed on every issue. In reality it was quite the opposite. But what the culture of collaboration did provide was a respectful forum where staff members could freely voice their opinions and ideas and challenge convention without the risk of persecution. The environment fostered innovation and enhanced the skills sets of all staff members as they learned from each other while developing solutions to complex project issues. Co-location of the GCRT project team also helped to encourage collaboration and facilitated timely resolutions to issues and best ensured the project could meet pre-determined planning timeframes through the limitation of time staff spent in transit.

6.3 Understand your staff to bring out their best
Leadership that valued emotional intelligence as well as skills and expertise was of exceptional value to the GCRT project. From the commencement of the project, the leadership team regularly convened team building activities to assist in breaking down any siloed work structures and enable project team members to get to know each other as people. The team building sessions were intended to help all team members to better identify their individual strengths and weaknesses and those of their colleagues in a safe, non-judgemental forum. This knowledge assisted the project leadership to better understand the capabilities of their staff and identify opportunities to utilise staff skills and experience in areas outside of their specific role.

The key lessons the GCRT project learned regarding the team were:
• Maintain a strong sense of purpose.
• Promote and encourage a culture of collaboration across the project.
• Ensure participative leadership.
• Value and seek diversity.
• Ensure sufficient resources in the planning phase.
• Understand and exhibit emotional intelligence.

More detail can be found in the technical paper ‘GCRT Lessons Learned: A Critical Retrospective’ which is available at: www.gcrtlessonslearned.com.au.
8. Acknowledgements

8.1 Corrs Chambers Westgarth
Corrs Chambers Westgarth (Corrs) was initially appointed in 2007 to assist in the development of the project’s Business Case, which was delivered in April 2009. Since late 2009 Corrs has played an integral role in developing project documentation, bid evaluations, government stakeholder consultations and finalising the project contracts with the Operator Franchisee. Corrs also worked on tenure options, legislative amendments, planning and approvals, risk allocation and procurement strategies.

For more information visit www.corrs.com.au

8.2 Manidis Roberts
Working with Queensland’s Department of Transport and Main Roads since late 2008, Manidis Roberts helped deliver transaction services, project and program management, integrated planning, project governance, City Building and communications advice as part of the GCRT project team.

Manidis Roberts’ staff worked as part of the integrated project team to develop high quality documents to demonstrate the business need and commercial viability of the project to both the Australian and Queensland Governments. They helped create the governance structure for the project and created a performance management tool for the project team, with indicators tied to the project objectives. Manidis Roberts played a central role in finalising the delivery strategy for the project and the procurement strategy for the Operator Franchise PPP. They also provided specialist transport and land use planning advice to assist in scoping of future stages.

For more information visit www.manidisroberts.com.au

8.3 Ranbury
Ranbury’s role commenced in 2009 with management of the project’s Assets and Delivery team which was responsible for management of the technical and engineering requirements of the project. This role included procurement, engagement and management of engineering, geotechnical and in-ground services investigations and the subsequent design and the procurement methodology and Early Contractor Involvement process developed for the State Government-funded Early and Enabling Works.

Ranbury also provide specialist legal advice to manage the government approvals required for legislation changes and the ongoing commercial, contractual and technical management of the project during the PPP design and construction phase.

For more information visit www.ranbury.com.au
Gold Coast
Rapid Transit

For more information visit www.goldcoastrapidtransit.qld.gov.au.