



# Jonathan Jacobs

## Director

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| Areas of Expertise | Planning and Scheduling, Cost Management, Project Controls, Claims and Dispute Resolution  |
| Industries         | Water, Power, Rail, Roads, Construction, ICT, Defence, Mining, Oil and Gas                 |
| Qualifications     | Bachelor of Commerce – Economics (Hons)                                                    |
| Memberships        | Project Management Institute<br>Australian Institute of Project Management<br>CEDA Trustee |

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## Key Experiences

Jonathan has over 20 years' experience as a planner, PMO and project controls specialist and has worked extensively in both the United Kingdom and Australia.

Prior to joining TBH, he provided planning and cost management services on the £10b West Coast Route Modification Project in the United Kingdom and then later with SMEC on the \$1.5b M7 Westlink Project in Sydney, NSW.

Jonathan joined the TBH Sydney office in December 2003 where he was largely engaged on site based planning and project controls roles. In 2007 he transferred to the Perth office and was instrumental in establishing the branch as a sustainable operation. He became a director of TBH in 2011 and was the profit centre manager for Western Australia for 4 years prior to relocating back to NSW in 2015.

Jonathan has a broad range of skills gained on a variety of projects valued between \$1m and \$50b across a diverse range of industries including major resources, oil and gas, transport infrastructure, power, water, health, commercial and residential construction.

Since moving back to NSW Jonathan has predominantly been engaged to provide advice on large infrastructure projects with the focus on project controls, scheduling, constructability, commercial and risk, change management, program and portfolio management.

Jonathan is the internal sponsor of TBH's project controls service group.

### Recent Project Highlights

- **WaterNSW / WaterSecure Major Infrastructure Delivery (\$10b)** – As the Project Controls Lead, sitting within the PMO, established and managed estimating, cost, schedule, document control and reporting functions. This included but is not limited to drafting and approval of the Project Controls Plan, implementation of InEight Estimating, Controls, Contract and Document Controls Modules, implementation of P6 for planning and scheduling, leading constructability and risk workshops, uplift and finalisation of monthly reports, ongoing mentoring and training of project resources and QA of controls deliverables.
- **WaterNSW Asset Delivery (\$200mpa)** – using TBH's custom tool, carried out a Maturity Assessment of Asset Delivery's project controls practices across a portfolio of over 100 projects, documented the current state, mapped benefits, collaboratively agreed the future state, conducted a gap analysis and developed a roadmap for delivery. Subsequently, established a small controls team to support the projects. This team developed and implemented cost, risk and scheduling frameworks, a cost and risk tool, automated dashboard reporting and detailed user guides and training. This team also provided cost management, planning and scheduling, risk management including SRA and QRA and reporting services to the projects.
- **TransGrid Project Controls and Program / Portfolio Management** – conducted a maturity assessment of Works Delivery's project controls practices across a portfolio of over 200 projects, documented the current state, collaboratively agreed the future state, developed a roadmap for delivery and implemented the solution. This included integrated project controls frameworks, project delivery manual, work instructions, customised cost tool, improved scheduling practices and automated dashboard reporting.
- **Osbourne South Shipyard (\$500m) and Future Submarine Facility (\$2b), ANI** - Provide Schedule Risk Analysis (SRA) and monthly schedule reviews. Developed interactive executive level dashboards with drill down capability. Both project dashboards capture the schedule, cost, risk and WHSE stream level which roll up to a summary. They also have common KPI's, metrics and legends to allow for ease of interpretation, track actual progress and display trend / lead indicators.
- **Newcastle Light Rail (\$222m), Transport for New South Wales (TfNSW)** - Jonathan was engaged by TfNSW to assist the Managing Contractor in their efforts to provide a contractually compliant schedule and cost plan in order for TfNSW to achieve INSW gate approval. This included schedule

review and redevelopment to achieve Contract dates; review of cost plans and cost loading the schedule according to TfNSW standards which included alignment of cost codes with schedule WBS; and establishing earned value reporting processes and templates.

- **Martin Place Metro Station (\$2b), Macquarie Bank** – Macquarie submitted an unsolicited offer to TfNSW to construct two towers that are completely integrated with the Martin Place Metro Station which forms part of Sydney Metro – City to Southwest Line. Along with providing constructability advice, Jonathan worked with multiple stakeholders to develop an overall master program covering all stages of the project lifecycle including authority approvals, design, procurement, early works, construction including extensive earthworks, construction of two towers, station and concourse tunnel, commissioning and handover. This master schedule was a key element of Macquarie’s proposal which was approved by cabinet. He was responsible for reviewing ECI Contract tender and final D&C schedule proposals and conducts regular due - diligence reviews of the Contractors schedule. This integrated station and over station development (OSD) model has since been adopted by Sydney Metro for all stations and OSD.
- **WestConnex (\$16b), Sydney Motorway Corporation (SMC)** – originally engaged to review Contractor mitigation strategies and provide advice on the commercial cost benefit analysis of implementing those strategies. The role then evolved to providing monthly schedule reviews, conducting schedule risk analysis’ developing a master schedule and executive dashboard reports for all project stages. This reporting provided consistent reliable information and trend analysis, which allowed for accurate forecasting, facilitating effective decision making. As the projects progressed Jonathan was appointed as the independent progress assessor for M4 widening releasing mitigation deed funds to the Contractor on completion of the works. He was also engaged as an expert concerning Contractor extension of time claims.

Further to this, Jonathan imbedded a small team of TBH project controls specialists within SMC to establish and maintain the Integrated Project Controls function for the M4/M5 Link and Rozelle Interchange. This included the integration of the key control’s disciplines of time, cost, risk, change, quality assurance and reporting through the reference design, procurement and then ongoing into the delivery phase.

- **RMS “Wave” Control (\$16b), Roads and Maritime Services (RMS)** – The ‘Wave Control’ project has been established to define and implement a governance framework for implementation of consistent, integrated program controls across all infrastructure projects. Jonathan managed and played an active part in the delivery of a Schedule Management Framework, which formed, along with cost, risk and reporting, components of the overall Project Management Framework. One of the deliverables was a portfolio master schedule that linked automatically to RMS reports and also provided visibility at a program and project level. Schedules were also integrated with the risk and cost tools. Jonathan was actively involved in the roll out of the new project controls tools providing training and driving change for RMS staff over a period of 4 months. Jonathan was also responsible for imbedding a small team of project controls specialists to facilitate the change and provide ongoing support.

- **Western Sydney Airport (\$4b), Department of Infrastructure and Regional Development (DIRD)** – developed a master schedule for all the works from planning through to first flights, which included constructability advice and several rail connection options. He also provided commercial and procurement advice which was included in the approved business case.
- **Sydney Metro – City to Southwest (\$10b), Transport for New South Wales (TfNSW)** – conducted a peer review of Transport's Master Schedule which included greenfield tunnelling and station construction as well as brownfield line upgrades largely within a possession regime. He provided advice on logic, productivity rates, constructability, risks and opportunities. A key value add was in the provision of alternative procurement strategy options which allowed for staggered handovers between packages adding more contingency to the schedule.

Jonathan has also presented a number of training seminars on Microsoft Project, Primavera, critical path planning and delay analysis.

Jonathan's work at TBH includes:

#### **Time, Risk and Cost Control and Reporting**

- Development and implementation of planning and reporting specifications and policy
- Development of tender, design, procurement and construction schedules
- Creating and managing overall development program delivery strategies
- Development of master schedules
- Assessment of construction methodologies and mitigation strategies
- Assessment of procurement strategies, constructability and delivery options
- Budgets, cash flows and financial modelling, cost planning and control
- Progress monitoring and reporting
- Schedule risk analysis
- Contributed to qualitative and quantitative risk assessments
- Facilitated risk workshops, develop and maintain risk and issues registers
- Developed and maintained project to executive level reporting and dashboards

#### **Change Management**

- Stakeholder engagement and management
- Process mapping and evaluation of change requirements
- Develop and implement change management plans

- Mentoring, training and development

#### Claims Preparation and Advice

- Expert reports on delay, disruption and acceleration
- Contract administration and change control

| Project Name                                               | Client                    | Role                                   | Year           |
|------------------------------------------------------------|---------------------------|----------------------------------------|----------------|
| <b>Water Projects</b>                                      |                           |                                        |                |
| Major Infrastructure Delivery                              | WaterNSW / WaterSecure    | Project Controls Lead                  | 2020 - Present |
| Asset Delivery Program                                     | WaterNSW                  | Project Controls                       | 2020 – Present |
| 3 Dams Project                                             | WaterNSW                  | Strategic Advice                       | 2020           |
| Project Controls Maturity Assessment                       | WaterNSW                  | Project Controls                       | 2019           |
| Scheduling Capability Strategy                             | Sydney Water              | Strategic Advisory & Change Management | 2018           |
| Port Hedland Pump Station No.11 and Pressure Mains Project | Correct Line              | Claims & Dispute Resolution            | 2013 - 2014    |
| Mundaring Weir                                             | ATJV/Brookfield Multiplex | Planning & Scheduling                  | 2010 - 2012    |
| Alkimos WWTP                                               | Brookfield Multiplex      | Planning & Scheduling                  | 2010           |
| Wellington Dam                                             | Water Corporation         | Planning & Scheduling                  | 2008           |
| Stirling Dam                                               | Water Corporation         | Planning & Scheduling                  | 2008 - 2009    |
| Busselton Flood Protection                                 | Water Corporation         | Planning & Scheduling                  | 2007 - 2008    |
| Wyong Emergency Drought Relief Measures                    | Wyong Shire Council       | Planning & Scheduling                  | 2005           |
| <b>Transport Projects</b>                                  |                           |                                        |                |

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|------------------------------------|--------------------|----------------------------------------------------------|----------------|
| M7 Widening                        | RMS                | Planning & Scheduling                                    | 2019           |
| Memorial Avenue                    | RMS                | Planning & Scheduling, 4D & 5D                           | 2018           |
| Regional Program Office            | RMS                | Project Controls                                         | 2018           |
| Newcastle Light Rail               | TfNSW              | Project Controls                                         | 2017           |
| Martin Place Metro Station and OSD | Macquarie Bank     | Planning & Scheduling, Constructability                  | 2016 - Present |
| WestConnex – M4 East               | SMC                | Planning, Risk & Commercial                              | 2016 - 2018    |
| WestConnex – M4/M5 Link            | SMC                | Project Controls                                         | 2016 - 2018    |
| WestConnex – Rozelle               | SMC                | Project Controls                                         | 2016 - 2018    |
| WestConnex – New M5                | SMC                | Planning, Claims & Dispute Resolution                    | 2015 - 2020    |
| WestConnex – M4 Widening           | SMC                | Planning, Risk & Commercial, Claims & Dispute Resolution | 2015 - 2017    |
| Project 5 – Kingsford Smith        | BMD                | Planning & Scheduling                                    | 2015 - 2016    |
| Project Wave                       | RMS                | Portfolio Management, Project Controls                   | 2015 - 2017    |
| Sydney Metro – City & Southwest    | TfNSW              | Planning & Scheduling                                    | 2015           |
| Western Sydney Airport             | DIRD               | Planning & Constructability                              | 2015 - 2017    |
| Northern Beaches Hospital Roads    | Ferrovial/York JV  | Planning & Scheduling                                    | 2015           |
| Townsville Airport                 | QAL                | Planning & Scheduling                                    | 2015           |
| Perth Freight Link                 | MRWA               | Planning & Scheduling                                    | 2015           |
| Perth Airport Expansion            | Built Environs     | Planning, Claims & Dispute Resolution                    | 2013 - 2015    |
| Esperance Port Access Corridor     | John Holland Group | Planning & Scheduling                                    | 2012           |

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|----------------------------------------------|--------------------------|-----------------------------|------|
| T155 Solomon Spur                            | UGL Limited              | Claims & Dispute Resolution | 2012 |
| Bunbury Port Access Project                  | Fulton Hogan             | Planning & Scheduling       | 2011 |
| Westnet Midwest Rail Project                 | Laing O'Rourke           | Planning & Scheduling       | 2010 |
| Qantas Perth Domestic Terminal Redevelopment | John Holland             | Planning & Scheduling       | 2008 |
| Southern Suburbs Rail Link                   | O'Donnell Griffin        | Planning & Scheduling       | 2007 |
| Lane Cove Tunnel                             | Parsons Brinkerhoff      | Site Planner                | 2004 |
| Regional Fast Rail Project                   | Thiess/Alstom JV         | Claims & Dispute Resolution | 2004 |
| Bass Highway Extension                       | Mallesons Stephen Jaques | Claims & Dispute resolution | 2004 |

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### Oil and Gas Projects

|            |              |                             |             |
|------------|--------------|-----------------------------|-------------|
| Gorgon     | Chevron      | Claims & Dispute Resolution | 2010 - 2015 |
| Pluto      | John Holland | Planning & Scheduling       | 2008 - 2009 |
| Darwin LNG | Thiess       | Claims & Dispute Resolution | 2005        |

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### Resources Projects

|                              |               |                             |      |
|------------------------------|---------------|-----------------------------|------|
| CGP3 Controls Implementation | MSP           | Project Controls            | 2019 |
| MSP Maturity Assessment      | MSP           | Project Controls            | 2019 |
| Hope Down 4 Mine Project     | HFW/Rio Tinto | Claims & Dispute Resolution | 2014 |
| Fuel Infrastructure Project  | HFW/Rio Tinto | Claims & Dispute Resolution | 2014 |
| Cape Lambert Power Station   | HFW/Rio Tinto | Claims & Dispute Resolution | 2014 |
| West Angeles Power Station   | HFW/Rio Tinto | Claims & Dispute Resolution | 2014 |

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|------------------------------------|----------------------|-----------------------------|-------------|
| Christmas Creek Plant Optimisation | FMG                  | Planning & Scheduling, O&M  | 2013 - 2014 |
| Roy Hill Accommodation Village     | Brookfield Multiplex | Planning & Scheduling       | 2012        |
| Solomon                            | RCR Power            | Planning & Scheduling       | 2012        |
| Roy Hill Iron Ore                  | Brookfield Multiplex | Planning & Scheduling       | 2011 - 2012 |
| RGP5                               | Matricon             | Claims & Dispute Resolution | 2010        |
| RGP3                               | John Holland         | Claims & Dispute Resolution | 2010        |
| Cape Preston                       | Catcon               | Planning & Scheduling       | 2008 - 2009 |
| Prominent Hill                     | Catcon               | Site Planner                | 2006 - 2007 |
| Blackwater CHPP                    | Laing O'Rourke       | Site Planner                | 2006        |

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### Commercial Projects

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|----------------------------------------------|----------------------------|-----------------------|----------------|
| 140 George Street, Parramatta                | Savills                    | Planning & Scheduling | 2018 - 2019    |
| Chevron HQ                                   | Brookfield Multiplex       | Planning & Scheduling | 2014           |
| 480 Hay Street                               | Bpi                        | Planning & Scheduling | 2014           |
| Perth New Museum                             | Department of Treasury     | Planning & Scheduling | 2014 - Present |
| Waterbank/Riverside                          | Lend Lease                 | Planning & Scheduling | 2012           |
| Kings Square                                 | Leighton Properties        | Planning & Scheduling | 2012 - 2015    |
| Alluvion Tower                               | Cape Bouvard               | Planning & Scheduling | 2009 - 2010    |
| 915 Hay Street Perth (Dynons Plaza)          | Stanford Property Services | Planning & Scheduling | 2009 - 2010    |
| Raine Square                                 | Salta Construction         | Planning & Scheduling | 2008 - 2009    |
| Marina View North & South Towers (Singapore) | Confidential               | Planning & Scheduling | 2008 - 2009    |

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| Stockland Head Office Relocation | Event Project Management | Planning & Scheduling | 2007        |
| Optus Head Office Relocation     | Boulderstone Hornibrook  | Planning & Scheduling | 2005 – 2006 |

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### Health Projects

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|-----------------------------------|----------------------------------|-----------------------|-------------|
| HIN Programme Management          | Department of Health             | PMO                   | 2012        |
| Southern Inland Health Initiative | Department of Finance – BMW      | Planning & Scheduling | 2012        |
| Albany Health Campus              | Office of Strategic Projects     | Planning & Scheduling | 2011 - 2013 |
| Midland Health Campus             | Office of Strategic Projects     | Planning & Scheduling | 2011 - 2012 |
| New Children's Hospital           | John Holland                     | Planning & Scheduling | 2011 - 2013 |
| Fiona Stanley Hospital            | Department of Treasury & Finance | Senior Planner        | 2008 - 2014 |
| Nikol Bay Health Campus           | Office of Strategic Projects     | Planning & Scheduling | 2011        |

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### Retail Projects

|                          |                            |                       |      |
|--------------------------|----------------------------|-----------------------|------|
| David Jones Karrinyup    | Taylor Robinson Architects | Planning & Scheduling | 2010 |
| Ocean Keys Redevelopment | Taylor Robinson Architects | Planning & Scheduling | 2010 |
| Rockingham Cinemas       | Broad Construction         | Planning & Scheduling | 2008 |

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### Residential Projects

|                  |                                |                                                    |             |
|------------------|--------------------------------|----------------------------------------------------|-------------|
| The Moorings     | Benchmark Projects Australasia | Planning & Scheduling, Claims & Dispute Resolution | 2009 - 2010 |
| CeVue Apartments | Cape Bouvard                   | Planning & Scheduling                              | 2009 - 2010 |

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|-------------------|-------------|-----------------------|------|
| Island Apartments | NS Projects | Planning & Scheduling | 2009 |
|-------------------|-------------|-----------------------|------|

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### Education Projects

|                                      |                           |                       |             |
|--------------------------------------|---------------------------|-----------------------|-------------|
| Schools PPP                          | Appian Group              | Planning & Scheduling | 2014        |
| Derby High School                    | TAG Architects            | Planning & Scheduling | 2012 - 2014 |
| East Dalyellup Primary School        | Kent Lyon Architects      | Planning & Scheduling | 2011        |
| Harvey Agricultural College          | DWA Architects            | Planning & Scheduling | 2010        |
| Narrogin Agricultural College        | DWA Architects            | Planning & Scheduling | 2010        |
| Presbyterian Ladies College          | Marcus Collins Architects | Planning & Scheduling | 2009        |
| Landsdale School Project             | Broad Construction        | Planning & Scheduling | 2007        |
| IFFM Building, Wollongong University | Boulderstone Hornibrook   | Planning & Scheduling | 2007        |

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### Power Projects

|                                    |                            |                                                        |                |
|------------------------------------|----------------------------|--------------------------------------------------------|----------------|
| Kwinana Waste to Energy            | Avertas                    | Planning and Scheduling, Claims and Dispute Resolution | 2019 - Present |
| TransGrid Major Projects Portfolio | TransGrid                  | Portfolio and Project Controls                         | 2019 - Present |
| Project Energy Connect             | TransGrid                  | Project Controls                                       | 2019 - Present |
| TransGrid Portfolio Management     | TransGrid                  | Portfolio and Project Controls                         | 2018 - 2019    |
| Acumen/iHub Smart Meters           | iHub                       | Planning & Change Management                           | 2018           |
| Colgar Wind Farm                   | Catcon                     | Planning & Scheduling                                  | 2009           |
| Bluewaters Power Station U/2       | Pacific Industrial Company | Planning & Scheduling                                  | 2009           |

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|------------------------------|----------------------------|-----------------------------|-------------|
| Condamine Power Station      | Catcon                     | Planning & Scheduling       | 2008        |
| Bluewaters Power Station U/1 | Pacific Industrial Company | Claims & Dispute Resolution | 2008        |
| Collongra Gas Turbines       | Catcon                     | Planning & Scheduling       | 2007 - 2008 |
| QNI Boiler Refurbishment     | Alstom                     | Site Planner                | 2005        |

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### Defence Projects

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|-------------------------------------------|--------------------------|-----------------------|----------------|
| Osborn South – Future Submarines Facility | ANI                      | Project Controls      | 2019           |
| WAMA Sustaining Works                     | WAMA                     | PMO Business Case     | 2019           |
| WAMA Sustaining Works                     | BAE                      | Project Controls      | 2018 -2019     |
| Osbourne South - Shipyard                 | ANI                      | Project Controls      | 2018 – Present |
| HMAS Stirling                             | Point Project Management | Planning & Scheduling | 2015 - 2016    |
| RAAF Base Pearce                          | Department of Defence    | Planning & Scheduling | 2007 - 2008    |
| RAAF Base Pearce                          | John Holland             | Planning & Scheduling | 2008 - 2010    |

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### Correctional Services Projects

|                                                   |                             |                       |             |
|---------------------------------------------------|-----------------------------|-----------------------|-------------|
| Eastern Goldfields Regional Prison                | Independent Certifier       | Planning Scheduling   | 2014 - 2015 |
| Procurement Strategies for Additional Prison Beds | Building Management & Works | Planning & Scheduling | 2009        |
| Banksia Hill Detention Centre                     | NS Projects                 | Planning & Scheduling | 2009        |

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