



# Jonathan Jacobs

## Director

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<b>Areas of Expertise</b>	Planning and Scheduling, Cost Management, Project Controls
<b>Industries</b>	Water, Power, Rail, Roads, Infrastructure, Construction, ICT, Defence, Mining
<b>Qualifications</b>	Bachelor of Commerce – Economics (Hons)
<b>Memberships</b>	Project Management Institute Australian Institute of Project Management 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.

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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 Project Controls Maturity Assessment** – using TBH's custom tool, carried out a review 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.
- **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 controls 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)** – Jonathan 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)** – Jonathan 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>			
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

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### Transport Projects

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 - Present
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 - Present
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
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

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Cape Lambert Power Station	HFW/Rio Tinto	Claims & Dispute Resolution	2014
West Angeles Power Station	HFW/Rio Tinto	Claims & Dispute Resolution	2014
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

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	Baulderstone Hornibrook	Planning & Scheduling	2005 – 2006

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### Health Projects

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
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

TransGrid Portfolio Management	TransGrid	Portfolio and Project Controls	2018 - Present
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
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