Port of Brisbane Motorway Alliance

Tom James
Alliance Leadership Team Member
Port of Brisbane Motorway Alliance

Owner
QUEENSLAND MOTORWAYS

Constructor
LEIGHTON

Infrastructure Designer
PPK Environment & Infrastructure

Geosciences Designer
Coffey
Port of Brisbane Motorway Alliance
Brisbane
Why Alliancing for Port of Brisbane Motorway:

• Result of Queensland Main Roads Dept. initiative to embrace Relationship Management philosophies for capital works projects.
• Outstanding outcomes needed
• Best risk management of Owners time and cost outcomes
• Owner participates as part of the delivery team; more directly manages design standards, functionality, and all external stakeholders
• Able to involve designers and constructors at a preliminary stage
• Opportunity to rationalise design standards within the Dept.
• PPP Trial
Rigorous selection process to select preferred High Performance Project Team

- Oct. 2000: 9 submissions short listed to 4 teams that attended interviews of 1/2 day each

- Nov. 2000: 2 final teams then chosen who each attended a 2 day Development Workshop where the focus was:

  “to identify the alliance team with the greater potential to deliver outstanding outcomes”

- Dec 2000: Resulting in Leighton/PPK/Coffey being selected as the Preferred proponent
Two Stage Process
Stage 1: Interim Project Alliance Agreement (IPAA)
Milestone: Target Cost Estimate agreed 24 April 2001

Stage 2: Project Approval expected July 2001 & commencement of 18 month Construction Period
The Philosophy
Project Alliance underpinned by these core features & beliefs:

- All performance obligations are collective
- Governed by Alliance Leadership Team (Board) with reps from all parties & authority to bind the party - all Board decisions unanimous
- No recourse to litigation
- Reimbursement to the OAP’s is 100% open book based on a 3 limb model:
  - Limb 1 Reimbursement of project costs
  - Limb 2 Fixed lump sum fee
  - Limb 3 Equitable sharing of risk: reward based on performance
The Philosophy
Project Alliance underpinned by these core features & beliefs *(continued)*:

- Day to day management by Integrated Alliance Team led by Alliance Project Manager (Darren Weir)
- Open and honest communication
- Business As Usual is not an option - setting of stretch targets
- Only people produce results : intensive people focus
- Commitment to resolve issues within the Alliance
- Parties develop and commit to an agreed set of Alliance Principles including; All parties win or all parties lose, clear responsibilities & accountabilities, “How can we move forward” attitude, encouragement of innovative thinking, the attainment of outstanding outcomes
Challenges:

- Expectations of external stakeholders

- PPP influence in coordination of QML / DMR objectives to improve alignment of technical standards and commercial outcomes

- Maintaining momentum in a Two Stage process

- Alliance is one package (Pkg. 3) of a 4 package project
Achievements so far:

• Establishment of a strong project team based in one office
• Clearly communicated goals and objectives from the Owner and Participants
• Engagement & Involvement of External Stakeholders including MRD, community & environment
• Many innovative options priced, presented & optimised in a long TCE development phase
• Development and reconciliation of Target Cost Estimate with Industry Expert
• Open communication from the Owner to the team on progress to date