



# Project Programming



**RCP**   
Leadership in Project Management







“Regardless of the size, type or location of your project, we have the experience and resources to guide you to success.”



#### BARANGAROO DEVELOPMENT, SYDNEY

**Client:** Lendlease

**Value:** \$8.7 billion

The Barangaroo development involved the transformation of a 22 hectare disused container wharf area in Sydney's western CBD into a new waterfront landmark destination.

The site incorporates three main development areas; Headland Park, which includes a foreshore walk and a restored natural headland; Barangaroo Central, a cultural and civic focal point; and Barangaroo South, a commercial centre.

RCP was engaged to provide programming services for Barangaroo South, a mixed precinct comprising commercial office buildings, residential apartments, a hotel, retail and cultural facilities.

Our engagement included a review of Lendlease programmes and the provision of expert advice in relation to achievability.

RCP's commission was extended to carry out bi-monthly progress status reports for the offices of Westpac, KPMG and Lendlease located in International Towers Sydney, Barangaroo.

# Leadership in Project Programming and Project Management

RCP is one of Australia's largest independent project management and programming consultancies serving the construction, property development, infrastructure and resources industries. For over 35 years, we have delivered award-winning developments for our clients across a wide range of sectors.

With offices in Adelaide, Brisbane, Gold Coast, Melbourne, Sydney and Townsville, RCP is owned and managed by our directors.

RCP is one of the few project management consultancies to maintain a dedicated, specialist project programming team as an in-house offering. Our project programming group work as a core component within our project management teams or as a stand-alone service option for clients.

## Specialised Project Programming Services

Our specialised programming services facilitate an integrated project development and delivery which brings about effective control and optimum project time performance.

We provide both longer term project schedules and short-term implementation programmes in addition to on-going monitoring and liaison for successful schedule implementation and the achievement of overall project time objectives.

Whether you're an owner, developer, contractor or subcontractor requiring specialist short-term resources or management of the total project, RCP provides a broad range of specialised programming services to suit your requirements.

Our services include:

- tender programmes
- development or master programmes
- design, approval & procurement programmes
- construction programmes including staging options
- review of tender programmes
- review of contractors construction programmes
- independent programme reviews, progress monitoring & reporting
- extension of time claims
- cash-flow forecasting

## Sectors

RCP's industry leading specialised project programming reputation has evolved through an extensive and diversified portfolio of projects across the following sectors:

- aviation
- commercial
- education
- health
- hotels & resorts
- industrial
- infrastructure
- mining
- public buildings
- recreation
- residential
- retail
- sporting facilities

## KEY CLIENTS



# Keeping You on Track

From concept design through to project completion, the ability to effectively manage project time and related costs decreases exponentially throughout the project.

## Planning the Work and Working the Plan

RCP's independent programming services provide an integrated project development process which facilitates effective control of the total project enabling optimum project time performance. Our specialised programming services help you to measure progress, implement corrective action and reset targets.

**RCP's database is based on over 35 years of real-world construction project experience across all sectors and project sizes.**

Owners, developers, contractors and subcontractors alike entrust RCP to manage their project time risks. Our multidisciplinary programming team employs industry best practice and has expertise across all sectors of the construction industry. Experienced in the delivery of high profile and award-winning projects within Australia and internationally, our programmers

fast-track critical path planning skills help to avoid time slippage and cost overruns.

**The planning services we offer will help you to deliver your projects on time and on budget.**

RCP's programmers have the experience and knowledge to develop programmes to a level that goes beyond the capabilities of a project manager. In addition to the provision of scheduling services, we provide an in-depth analysis of your project's progress via detailed written programme reviews, reports and analysis. Our programmers are able to challenge timings, consider alternative strategies and review staging sequencing, all of which has the real potential to save time and money.

RCP's specialised programming services are an essential risk management requirement for any large construction project.

## National Support Network

RCP's clients can be assured of our commitment to provide the necessary specialised programming resources required to meet changing project requirements and to allow the ongoing availability of nominated resources. This flexibility of resourcing is unique to RCP due to our size and the experience that we have gained in over 35 years of operation.

As a value add to clients, our programmers can draw upon the expertise of RCP's industry leading project management professionals to provide valuable project management input and offer a fresh perspective to your project team.

When appointed in both a project management and programming capacity, RCP is able to provide a fully integrated service delivery, allowing for the very best possible time, cost and quality outcomes on your project.





## GOLD COAST 2018 COMMONWEALTH GAMES

**Client:** Queensland Government

RCP was engaged by the Queensland Department of State Development to provide a number of project programming roles for this major event for the state. RCP initially provided a master programme of key activities/ milestones for the upgrade and development of the major venues across the Gold Coast and Brisbane region.

RCP was subsequently engaged to provide construction audit programming services, including detailed progress monitoring, reporting and programme advice for:

- Gold Coast Aquatic Centre
- Parklands Project
- Carrara Sports Precinct
- Belmont Shooting Centre
- Broadbeach Bowls Club

RCP and the Queensland Department of State Development planned for the above projects to be completed 12 months prior to the games. This target was successfully achieved.



# Project Programming Services Overview



“We guide you through your time risks.”

The programming services outlined below provide an integrated time control system to minimise delays and enable optimum project time performance. These services are customised to suit your unique project requirements.

## FOR OWNERS/ DEVELOPERS

### Development Programme

The development programme is often the first programme that is prepared and it is the primary time control tool used during the pre-construction phase to analyse all requirements of a project. It allows alternative procurement methodologies to be compared and their impact on the overall completion date to be assessed. The development programme identifies when key decisions need to be made in order to meet the project timeline and it identifies the critical programme activities, allowing the project team to direct their attention where it is needed.

### Pre-tender Construction Programme

Once sufficient design documentation is available, typically once schematic design is completed, RCP will

prepare a construction programme to confirm the timings included in the development programme. This programme allows us to provide accurate timing advice essential for:

- confirmation of the overall timeframe
- comparison and assessment of the tenderers programmes
- early scheduling of documentation for trade packages
- other special purpose studies, such as early occupancy analysis, craneage and materials handling analysis, buildability analysis and value management studies

This programming service provides project team members with vital early construction information.

### Review of Contractor's Construction Programme

One of the most important services we undertake is the detailed assessment of the proposed construction programme to determine suitability for

use in terms of contract administration as well as forecasting and sequencing. This service is vital, as the subsequent agreed programme will form the basis of all future progress reports and extension of time assessments. We provide a written report describing our findings and negotiate amendments with the contractor until approval is granted. A review is also carried out subsequent to each major programme update.

### Construction Phase Monitoring & Reporting

RCP undertakes regular site monitoring against the programme and prepares written reports for clients detailing the progress of the project. These are usually prepared on a fortnightly or monthly basis. In addition, we provide advice regarding upcoming programme risks as well as opportunities for improvement.

RCP's reports provide the overview necessary for you to quickly grasp the relevant issues relating to the time performance of your project.





## Claims Evaluation & Negotiation

RCP has extensive experience in delay impact analysis and assessment of extension of time claims. Such analysis is usually undertaken using the construction programme and updates prepared by the contractor along with the historical 'as-built' records compiled throughout the course of the project. RCP provides a detailed written assessment of such claims and a recommendation as to any extension warranted. We undertake negotiations with the contractor as necessary and prepare graphical 'as-planned versus as-built' analysis to help all parties understand the impact of the delays and the responsibility for the delays incurred.

## Risk Management

We analyse and assess time risks inherent in your project schedule in order to limit delays. By focusing the team on the key risk areas in the programme, the overall spend can be reduced.

## FOR CONTRACTORS

### Tender Programmes

We will provide you with a detailed construction programme to support your tender proposals. This can be provided in the software of your choice. Additionally, we can provide a construction methodology to identify staging and sequencing, and highlight key interface issues.

### Construction Programmes

In order to assist you to achieve optimum project time performance, RCP will provide you with a detailed construction programme should you be successful with your tender submission. This can be provided in the software of your choice.

### Progress Reporting

RCP provides site monitoring against the programme and will prepare a written report detailing the progress

**If you can't  
measure it,  
you can't  
manage it.**

of the project. In addition, we will provide advice regarding upcoming programme risks as well as opportunities for improvement.

### Extension of Time Claim Assistance

We support you in developing your extension of time claims by producing a time impact analysis or an as-built programme as well as developing a written claim in accordance with the contract requirements.



#### NEW ROYAL ADELAIDE HOSPITAL

**Client:** SA Health Partnership  
**Cost:** \$2.3bn

The New Royal Adelaide Hospital is South Australia's largest and one of Australia's most advanced hospitals. It is the single largest infrastructure project ever undertaken in South Australia. With 800 beds, the hospital has capacity to admit 85,000 patients per year.

RCP was engaged midway through the development in 2015 by the SA Health Partnership to support the financiers certifier, Rider Levett Bucknall, to provide independent programming advice in relation to the contractor's progress on site and the likely technical completion date.



RCP's specialised programming services enabled RLB to fulfil its financier certifier role that included advice on progress and an independent view on the contractor's programme and completion dates, providing independent advice to nearly 30 project investors.

**Peter Tulla, Director, Rider Levett Bucknall**



“ I congratulate the RCP programming team for their client focus and the excellent quality and consistency of their service delivery. I would be highly likely to recommend RCP’s specialised project programming services to industry colleagues. ”

**Nigel Stephenson, General Manager Construction Delivery  
Honeycombes Property Group**



## Coorparoo Square

**Client:** Frasers Property Australia and Honeycombes Property Group  
**Cost:** \$232m

RCP was engaged to provide project programming services on this mixed-use development comprising three residential towers, a ten screen Dendy cinema, 6,000m<sup>2</sup> shopping precinct including Aldi store, and 640 car parking spaces.

Construction of the project occurred in three overlapping stages. The initial stage included demolition of existing buildings, full basement excavation and retention work. The second stage consisted of retail and car parking construction over five levels, and construction of the cinema box and two residential towers. The third stage included the construction of a single residential tower (14 levels).



## North Queensland Stadium, Townsville

**Client:** Queensland Government  
**Cost:** \$250m

RCP was engaged in December 2016 to provide principal’s audit programming services for the North Queensland Stadium development. RCP is responsible for developing and maintaining the overall development programme, monitoring and reporting progress and managing project time risks.

The North Queensland Stadium project will deliver a 25,000 seat, best practice, purpose-built, regional stadium in time for the commencement of the 2020 NRL season. The stadium will include state-of-the-art corporate facilities, permanent stands, permanent concessions and modern amenities throughout.



## Robina Town Centre Market Hall Redevelopment, Gold Coast

**Client:** QIC  
**Cost:** \$125m

The Market Hall redevelopment, designed by the Buchan Group and constructed by ADCO constructions marks another significant milestone in the evolution of Robina Town Centre. The project involved the construction of approximately 14,200m<sup>2</sup> of GLA including the alteration and expansion of “The Kitchens” fresh food market hall, combining 40 fresh food retailers, cafes, bars and restaurants, with purpose-built open kitchens, the creation of additional specialty retail outlets, a relocated Coles Supermarket, new mall, an additional mini-major, and additional car parking structures.

# Your Trusted Advisor

Our brand promise to you is that our leadership and experience will create successful outcomes.

## Project Programming

RCP's specialist project programming and scheduling team operate within our project management teams as well as providing a stand-alone programming service option for clients. RCP can provide the full spectrum of time management services including:

- tender programmes
- development or master programmes
- design, approval & procurement programmes
- construction programmes including staging options
- review of tender programmes
- review of contractors construction programmes
- independent programme reviews, progress monitoring & reporting
- extension of time claims
- cash-flow forecasting

## Delay Claim Advisory

Our programming services also involve the resolution of time delay disputes and RCP's expertise in critical path scheduling allows us to provide clear advice and guidance to clients. Delay claim advisory services include claims analysis and negotiation, construction resource analysis, prolongation/ disruption claims and forensic schedule analysis.

## Project Management

RCP's project management approach is to provide solution focused outcomes for successful project delivery. At the start of every project we identify our client's core aim and objective, regularly reviewing activity to enable corrective action to avoid unproductive work or lost opportunities. Our project management services include:

- site analysis & appraisal
- strategic value management
- consultant team management
- design development review
- procurement
- financial management
- contract strategy
- tender preparation, evaluation & contract award
- documentation control, record keeping & reporting
- contract administration/ superintendent
- client representation
- project completion, commissioning & handover

## Development Management

RCP has the knowledge, skills and experience to understand the needs of the property asset, finance and construction sectors. We provide a range of specialist skills and knowledge across each phase of the acquisition, development and disposal process.

Our development management services can be tailored to suit specific client requirements for smaller projects through to the need for significant specialist input into transactional, legal, design and planning details for large scale developments.

## Risk Management

With the increasing complexity of construction projects, the level of risk can threaten project success. RCP possesses the necessary technical, professional and practical experience to provide customised and effective risk management solutions so that our clients can effectively anticipate and manage these challenges. RCP's strategic advice and independent services can facilitate the accurate identification, mitigation and ongoing monitoring of project risks in order to achieve optimum client objectives in terms of time, cost and quality.



# Our Difference



**Offices in Adelaide,  
Brisbane, Gold Coast,  
Melbourne, Sydney  
and Townsville**



**Specialist  
in-house project  
programming team**



**35+ years delivering  
independent project  
management and  
project programming  
services**



**3000+ projects  
successfully  
delivered across a  
diverse range of  
sectors**





## RCP Australia



**www.rcp.net.au**

**rcp@rcp.net.au**

### Adelaide

Level 2, 13 French Street  
Adelaide, SA 5000

T: +61 8 8205 7000

### Brisbane

Level 6, 60 Edward Street  
Brisbane, Qld 4000

GPO Box 2271  
Brisbane, Qld 4001

T: +61 7 3003 4100

### Gold Coast

T: +61 405 936 943

### Melbourne

Level 1, 530 Little Collins Street  
Melbourne, Vic 3000

T: +61 3 9909 7743

### Sydney

Suite 803, Level 8,  
50 Clarence Street  
Sydney, NSW 2000

T: +61 2 8234 8000

### Townsville

Suncorp Tower  
Level 4, 61-73 Sturt Street  
Townsville, Qld 4810

PO Box 5765  
Townsville, Qld 4810

T: +61 7 4721 0833

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INTERNATIONAL

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