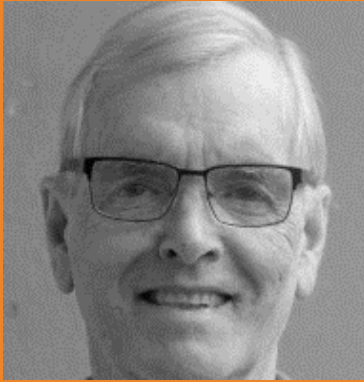


Best Practice Value Management in Australia: Key Principles, Practices and Case Studies.



Dr Roy Barton

LFIVMA, IVMA Accredited VMS Facilitator,
IVMA Accredited VM Trainer

- President, Institute of Value Management Australia ('IVMA', 2010–present)
- Associate, Australian Centre for Value Management, Sydney, NSW
- Formerly Associate Professor and Head, Construction Management and Economics (specialising in Value Management) (1978-2001)



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- Board Member, IVMA (2009-2023)



Gerrard Young (presenting)

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MIVM

- Business Development & Strategy Manager, Water (Vic), Stantec Australia Pty Ltd, Melbourne, Victoria
- Board Member, IVMA (2021-present)

Dr Roy Barton, Mark Neasbey & Gerrard Young

Graz, Austria, 16 October 2024

AGENDA

- **Context**
- **Alignment**
- **Key Principles & Practices**
- **VFM-Labs**
- **Case Studies**
- **Key Takeaways**

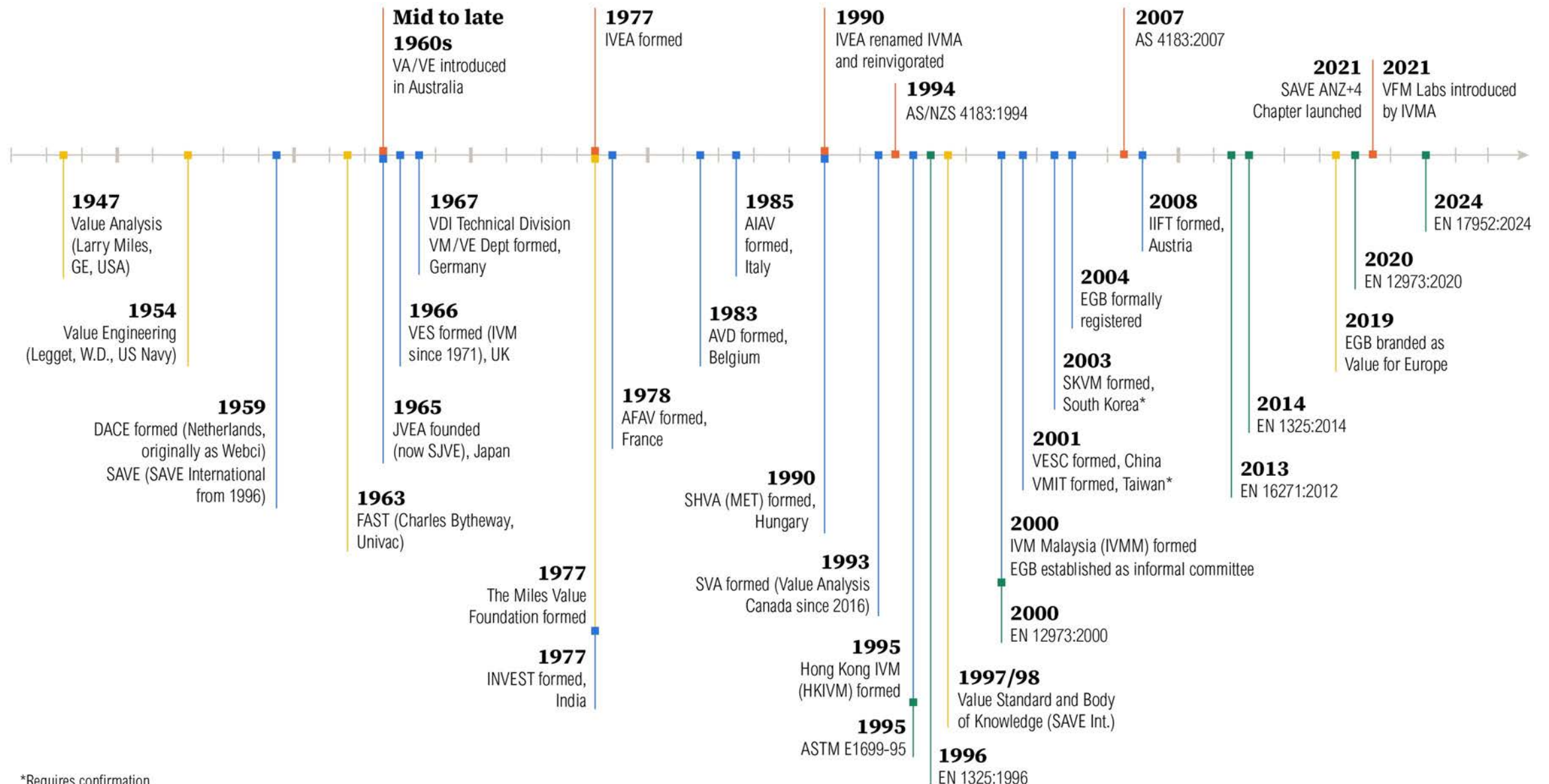


CONTEXT

- **VM in Australia**
- **Best Practice Value Management (IVMA)**



CONTEXT: OUTLINE OF HISTORY OF VM IN AUSTRALIA





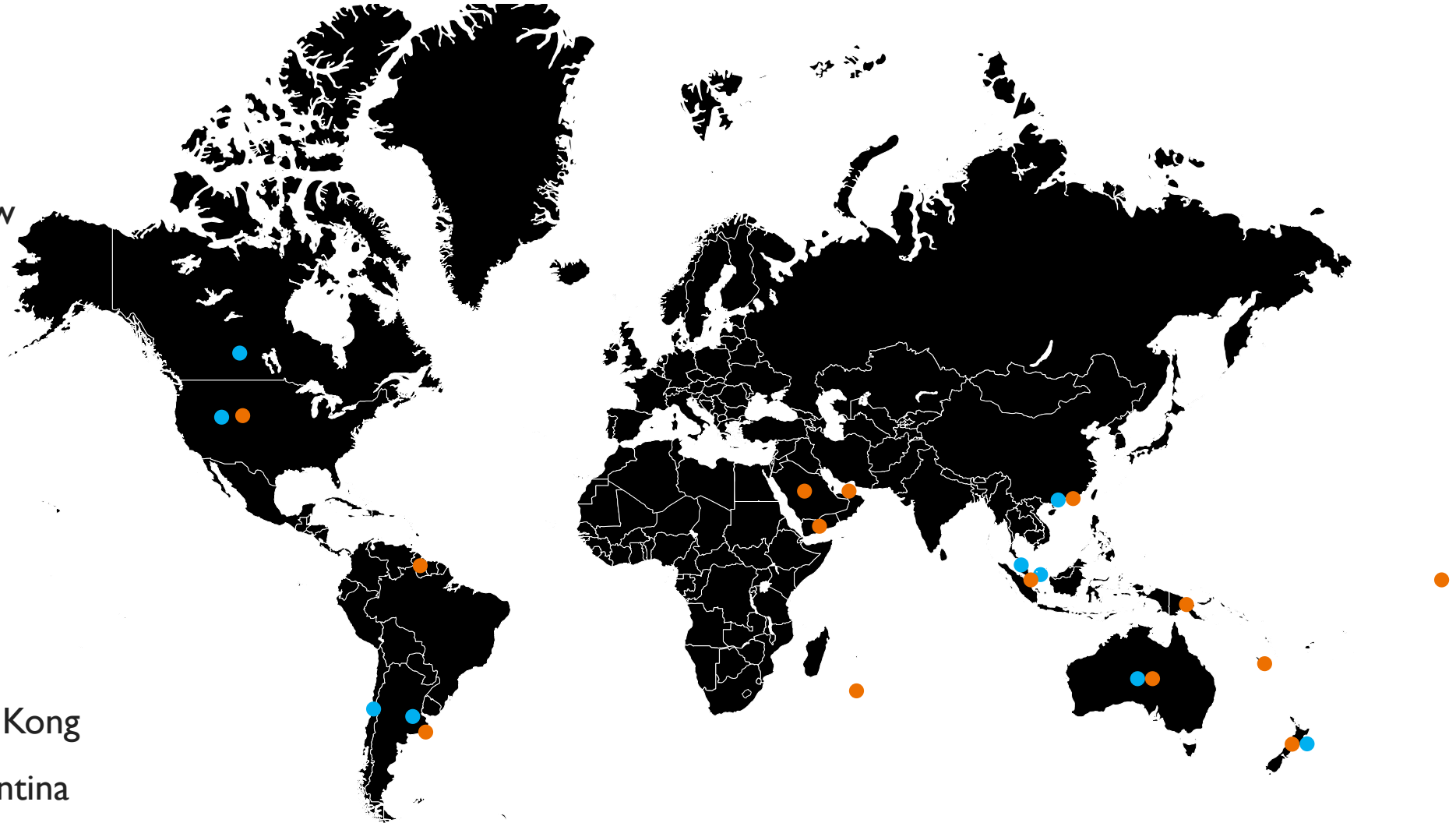
CONTEXT: USE

VM Studies:

- Australia, New Zealand
- New Guinea, Kiribati, New Caledonia
- Singapore, Hong Kong
- UAE, Saudi Arabia, Yemen
- Mauritius
- USA, Argentina, Guyana

VM Training:

- Australia, New Zealand
- Singapore, Malaysia, Hong Kong
- Canada, USA, Chile, Argentina



ALIGNMENT

- **National Value Associations**
- **Standards – Principles**
- **Standards – Process**



ALIGNMENT – NATIONAL VALUE ASSOCIATIONS' OBJECTIVES & FOCUS

The Institute of Value Management Australia (IVMA) is Australia's peak body for the definition of value & achievement of best value for money

Purpose:

- To help everyone achieve best value for money
- To apply and protect the Australian Standard for the application of Value Management
- To promote the benefits of the Value Management process in pursuing best value for money
- To support & foster an accredited group of professional VM practitioners working to AS4183: 2007

Key Activities:

- Improving understanding and application of VM, including managing the IVMA website, issuing 'Value Times' magazine 4 times a year and conducting webinars
- Accredits VM Facilitators, Value Analysts and VM Trainers*
- Accredits VM training courses (principles and facilitation)*

(*as an NCO, rather than an NVA)

The Society of Valuemanagers (SoV) represents a Value Community and promotes best practise in Value Management

Mission:

- Promote the Application of Value Management in Austria and worldwide for the Benefit of Governments, Industry, Practitioners and Society
- Develop further applications in the field of Value Engineering and Cost Engineering VA/VE

Key Activities:

- Run the Austrian NVA and cooperate with the NCO on Value Management EN12973, namely IITR
- Produce publications
- Develop the standards under Value Management
- Organise the annual Valuemanagers Summit conference
- Operate the SoV website
- Training
- Support and provide advice
- Co-operate with other national value associations (NVAs)

ALIGNMENT - PRINCIPLES

Guiding Principles AS4183:2007*

- Separate *The Value* from *The Money*
- Define *Value* using the *Value Factors*
- Functions expressed as active verbs & measurable nouns
- Value for Money = Value / Total Cost
- Value Management Brief required
- VMS Team mix/knowledge is critical
- VMS as early in life cycle as practicable
- Facilitation strategy required for VMSs
- Follow structured Work Plan
- Assumptions need to be stated and tested
- Recognise and capture multiple stakeholder perceptions
- Consider entity within broader system
- Record in auditable and measurable way
- Group learning is key

EN 12973: 2020 Value Management Approach

Applying Value Management Principles

- Strengthen Value Orientation
- Apply Function Thinking
- Apply a structured holistic approach
- Managing complexity, risk & uncertainty

Value Drivers (Levers)

- Collaborative style of managing fundamentals
- Motivate positive human dynamics
- Consider both internal and external environment
- Apply proven methods and tools

Value Culture

*Paraphrased in part

ALIGNMENT - PROCESS

EN 12973:2020 - VA / VE Work Plan

(Annex A, A.1.2.2)

0 Preliminary Phases

1 Project Definition

2 Planning

3 Gathering comprehensive data

4 Function analysis, cost analysis, detailed objectives

5 Gathering and creation of solution ideas

6 Evaluation of solution ideas

7 Development of global proposals

8 Presentation of proposals

9 Implementation

AS4183:2007 VMS Work Plan

Pre-workshop

VM Brief, team formation, organising

Gather and distribute relevant information

Prepare facilitation strategy / agenda; brief team

Workshop

Confirm study objectives and scope

Build shared knowledge and understanding

Function analysis

Generate multiple ideas

Evaluate ideas

Develop options and proposals

Make recommendations / action plan

Post workshop

Study report

Post study

Implementation

Save International VM Job Plan

Pre-workshop preparation

1 Information

2 Function analysis

3 Creativity

4 Evaluation

5 Development

6 Presentation

Post-workshop effort

PROCESS – HIGHLIGHTING FOCAL ACTIVITIES

Stage 1

PRE-WORKSHOP PLANNING

- Planning
- Preparation – including
Pre-meeting with Sponsor(s)

Stage 2

WORKSHOP PHASES/ACTIVITIES

Building Shared Knowledge & Understanding:

- Objectives & Scope
- Value Statement
- Givens & Assumptions
- Project context/information
- Function Analysis

Idea Creation & Evaluation:

- Create & Capture Ideas
- Evaluation (Filtering)

Alternative Solutions Development:

- Theming and/or Development of Alternative Proposals
- Presentation & Assessment

Stage 3

POST-WORKSHOP

- Further development, if required
- Reporting – conclusions and recommendations (VFM judgements) and associated Action Plan

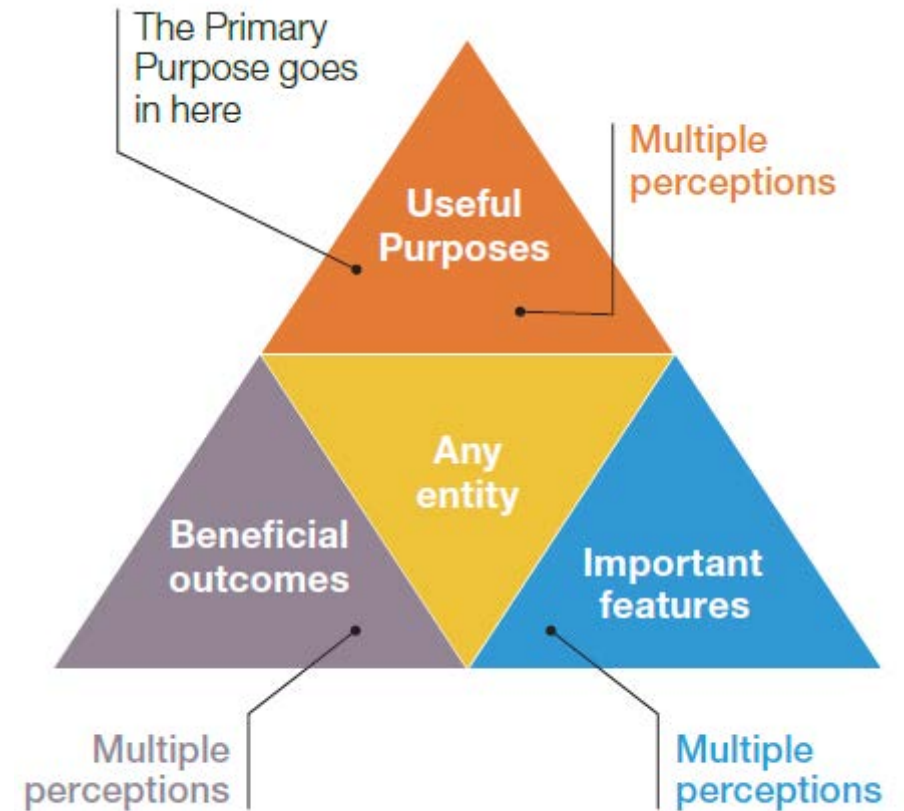
KEY PRINCIPLES & PRACTICES

- **DEFINITION OF VALUE AND VFM**
- **BUILDING SHARED KNOWLEDGE & UNDERSTANDING**



KEY PRINCIPLES & PRACTICES: VALUE

- Separate ***The Value*** from ***The Money***
- Define Value in terms of the ***Value Factors***



Ref: Dr Roy Barton, Value Times, Winter Edition, 2021

KEY PRINCIPLES & PRACTICES: VALUE-FOR-MONEY

■ Definitions of Value-for-Money (VFM)

“A measure used for comparing alternatives based on the relationship between value and total cost”

AS 4183: 2007

“Value-for-Money denotes, broadly, a net measure where the **required benefits** (*including quality levels, performance standards, and other policy objectives such as social and environmental impacts*) are **balanced** and **judged** against the **cost** (price and risk exposure) of achieving those benefits. Generally, Value-for-Money is assessed on a ‘whole-of-life’ or ‘total-cost-of ownership’ basis...”

National Alliance Contracting Guidelines: Note 4 – “Reporting Value-for-Money Outcomes”, Australian Government Department of Infrastructure and Regional Development, September 2015

Achieving best Value for Money requires balancing of the 4E’s: **Effectiveness** (‘spending wisely’), **Efficiency** (‘spending well’), **Economy** (‘spending less’) and **Equity** (‘spending fairly’)

UK FCDO 4E Framework (formerly UK Department for International Development, or ‘DFID’)

KEY PRINCIPLES & PRACTICES: BUILDING SHARED KNOWLEDGE & UNDERSTANDING

Cultural:

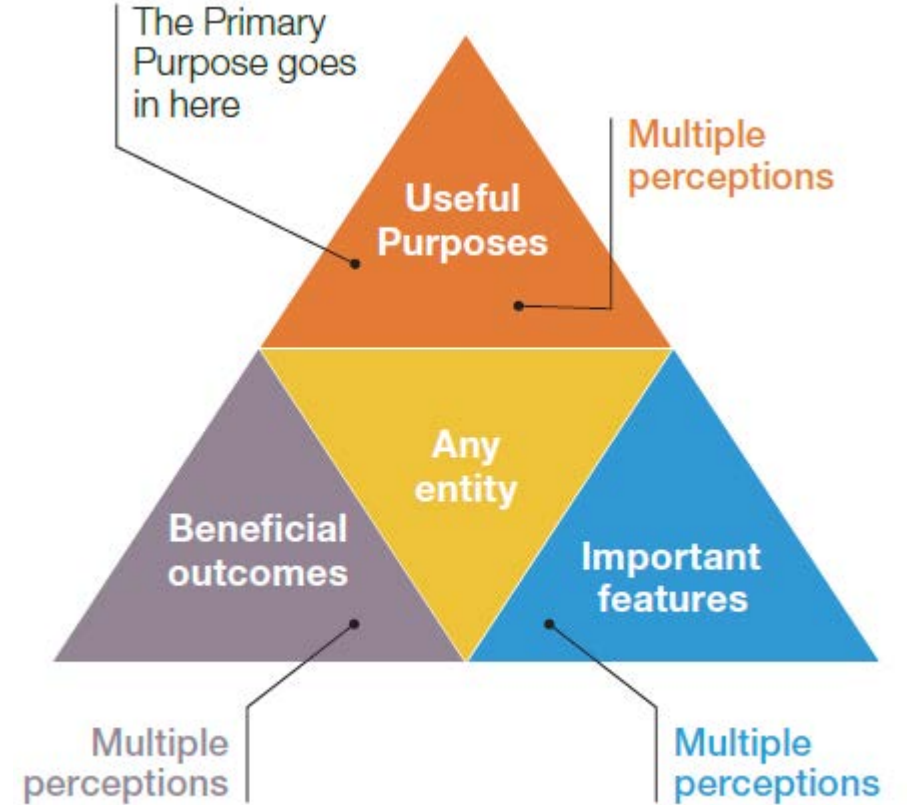
- **Safe space/Group Learning**
- **Leadership Opportunity:** Visible corporate leadership and ownership

Steps/Activities which contribute:

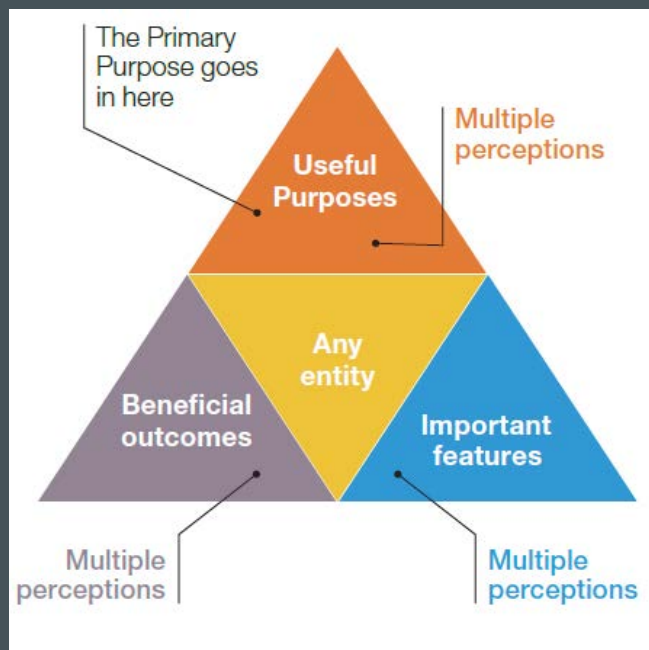
- **Objectives & Scope:** Alignment
- **Value Statement:** Concise (Strategic) Definition of Value [Next Slide]
- **Givens & Assumptions**
- **Context** – Constraints, Battery Limits, Basis of Design
- **Issues/Priority Focus Areas**
- **Function Analysis/Function Thinking**

THE VALUE STATEMENT

- Based on the *Value Factors*:
 - Useful/Primary Purpose
 - Beneficial Outcomes
 - Important Features
- Examples:
 - De-identified Pumped Hydro Project
 - WestConnex, Sydney



VALUE STATEMENT EXAMPLE: DE-IDENTIFIED PUMPED HYDRO PROJECT



VALUE STATEMENT (DRAFT)

The purpose of this Value Statement is to define Value for the [REDACTED] as an operational facility, i.e. it provides a high-level strategic vision of the entity after implementation – its use, benefits and important features. This does not relate to implementation per se. Rather, it provides:

- A concise, high level and transparent guide to decision making during the remainder of project development and delivery; and
- A basis for Benefits Management

PURPOSE

To support the energy transition in Australia by providing additional energy storage in the energy network.

BENEFICIAL OUTCOMES

The following beneficial outcomes will be evident if the project implementation achieves the above purpose:

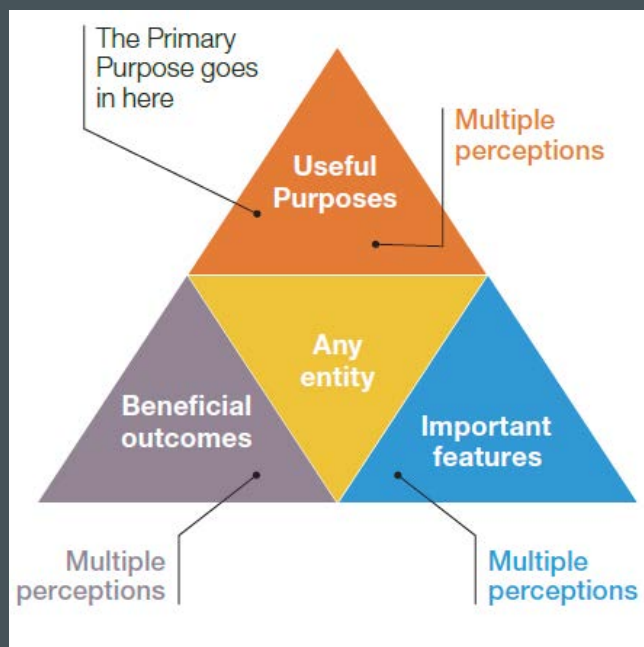
1. Ability to more fully capture and utilise renewable energy captured from solar and wind sources at the required times
2. Reduced reliance on fossil fuels
3. Reduced Greenhouse Gas Emissions to mitigate climate change impacts
4. Broader environmental benefits
5. Broader economic benefits

IMPORTANT FEATURES

The Important Features for the [REDACTED] (as a completed project) have been categorised into the following three priority levels:

- 'MUST HAVE' – the Important Feature must be included/satisfied in the implemented solution/facility
- 'SHOULD HAVE' – the Important Feature is a high priority need/requirement that should be included in the implemented solution/facility, but only if budget and time permit
- 'COULD HAVE' – the Important Feature is considered desirable, but not absolutely necessary, i.e. it could be included in the implemented solution/facility if there is no material adverse cost or time impact during development and delivery and/or operation and maintenance, or if the feature is able to self-fund

VALUE STATEMENT EXAMPLE: DE-IDENTIFIED PUMPED HYDRO PROJECT (continued)



Important Features: Must Have

Feature Ref	Feature Category	Important Feature
1	Capacity/Duration	█ generating capacity/duration
2	Safe to operate and maintain	The facility is inherently safe to operate and maintain as far as reasonably practicable
3	Quality/Longevity/Durability	The facility is of a quality consistent with the long term design life requirements (e.g., 100 years for civil/structural aspects)
4	Environmental Impact	█ No surface infrastructure in █ - No uncontrolled releases of contaminated/high sediment content water during operation
5	Visual Amenity - General	- Any above ground infrastructure outside █ must not have an adverse impact on visual amenity - No above ground power transmission lines to the north, east or south of the facility
6	Public Roads	Connectivity maintained to at least pre-project levels of service/standards

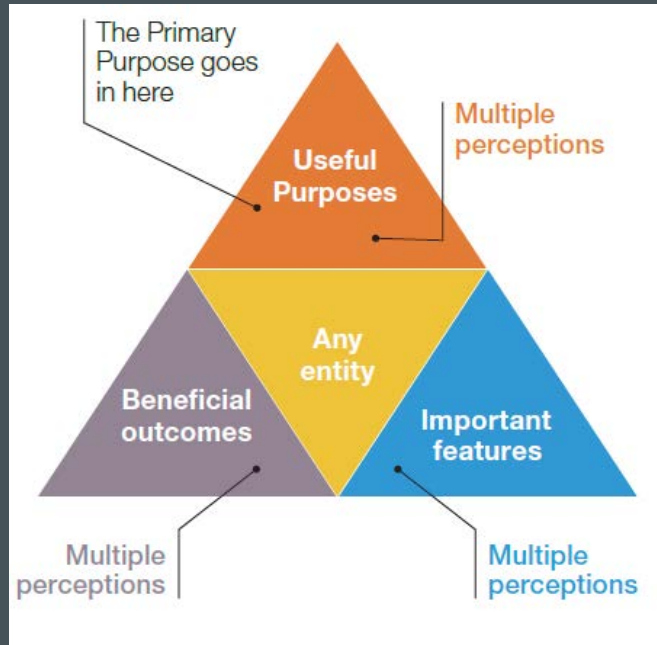
Important Features: Should Have

Feature Ref	Feature Category	Important Feature
1	Upgrade pathways	Access, clearances and isolation arrangements to facilitate zero or minimal disruption to operations and maintenance
2	Visual Amenity – Tidal zone	Treatment and/or screening to minimise the visual impact of the tidal zone

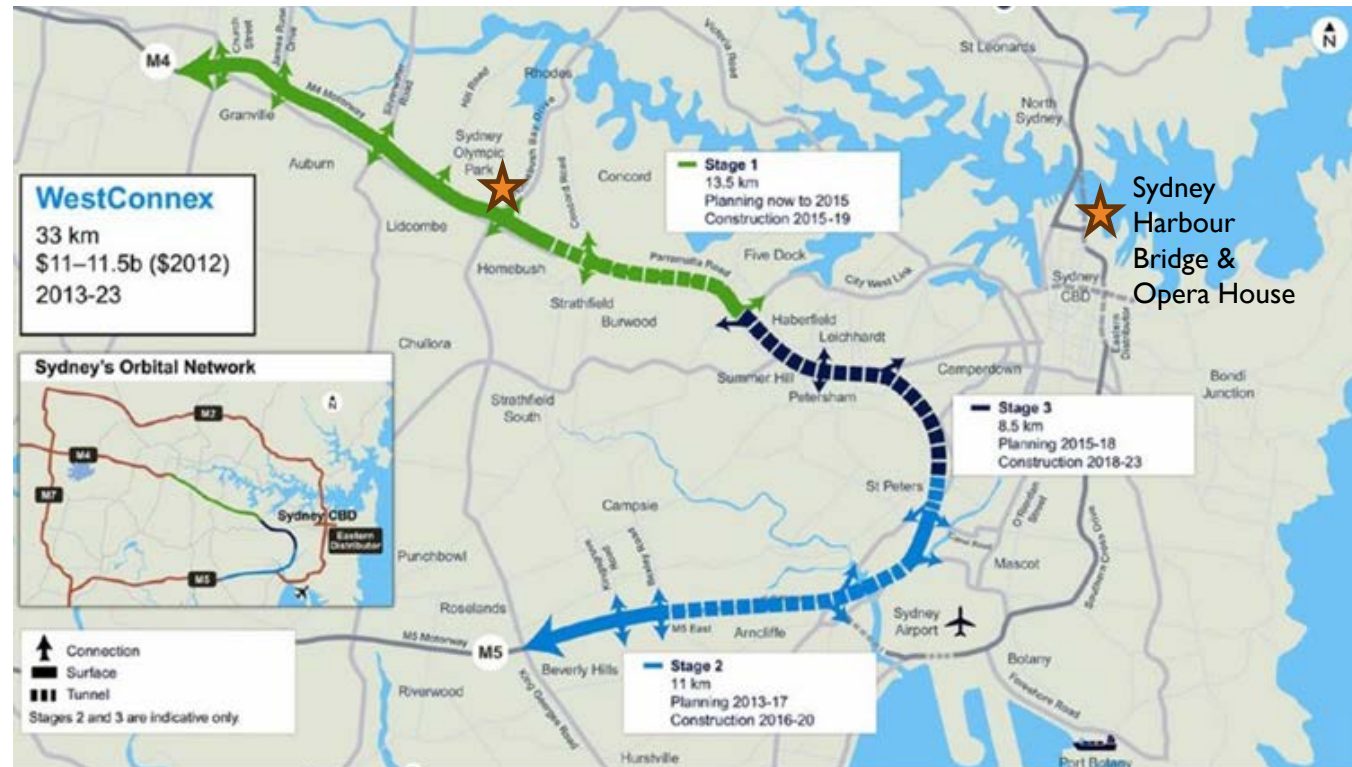
Important Features: Could Have

Feature Ref	Feature Category	Important Feature
1	Observation Points/Decks	Observation platforms over storages with satisfactory security arrangements
2	Visitor Centre	Visitor centre with satisfactory security arrangements and entrance fees to cover CAPEX and OPEX

VALUE STATEMENT – ANOTHER EXAMPLE



VALUE STATEMENT: WESTCONNEX, SYDNEY



VALUE STATEMENT: WESTCONNEX, SYDNEY



The PRIMARY PURPOSES of WestConnex are to...

1. Connect global economic corridor of Sydney and western Sydney – gets Sydney moving
2. Provide high-level connections to the international gateways of Sydney – airports and shipping ports - with industry and people through the M4 & M5 corridors
3. Enable safe, efficient (% to be defined), healthy and reliable movement of road traffic – people, services and goods – good clear direct routes to major destinations
4. Transform surface travel – separating through and local traffic
5. Enable renewal, growth and change of land use in Sydney in line with Metro plan
6. Accommodate future growth and the evolution of the transport network

VALUE STATEMENT: WESTCONNEX, SYDNEY

BENEFICIAL OUTCOMES: By fulfilling these primary purposes, we are able to...



1. Better-use land to promote better urban outcomes
2. Support the Government's City of Cities strategy
3. Reduce congestion
4. Improve liveability along the corridors
5. Connect people to commercial opportunities and social activities
6. Connect goods / services to markets
7. Stimulate and sustain economic growth
8. Improve accessibility
9. Improve air quality
10. Reduce surface noise
11. Improve local and north-south connectivity across Parramatta Road
12. Improve travel experiences by road users – reliability, comfort, safety, congestion, mobility etc.
13. Reduce traffic on Parramatta Road
14. Improve incident management and road network maintenance / renewal – by having alternative routes for road users
15. Create opportunities for a long-term western CBD by-pass
16. Enable mass-transit system along the Parramatta corridor
17. Connect (sufficient and convenient) local areas to the motorways network

VALUE STATEMENT: WESTCONNEX, SYDNEY

IMPORTANT FEATURES: Important features and characteristics of WestConnex include...



1. Fixing the current problems
2. Detangling the airport precinct
3. Distributing traffic effectively across the network
4. Being fast, reliable, consistent and non-turbulent flows – a journey with fewer traffic lights
5. Optimising land use
6. Improving connectivity & journey legibility – especially ‘the last mile’ issues / challenges to users
7. Providing for high quality travel for long distance through trips
8. Delivering something that finds favour with drivers
9. Having a tunnel length acceptable to users (not being all underground)
10. Having no congestion in the tunnel
11. Enabling better bus travel on and off WestConnex
12. Making the motorway a useful facility by having frequent interchanges
13. Being nearly full most of the time – that it is well-used
14. Delivering a scheme that as a whole is fit for purpose
15. Being affordable to government and users
16. Optimising revenue
17. Aligning the envelope and connectors - network provision - to suit the High Productivity Vehicles

VALUE STATEMENT: WESTCONNEX, SYDNEY

IMPORTANT FEATURES: Important features and characteristics of WestConnex include...



18. Taking a strategic perspective – something that can be extended into the future (adaptable to the evolution of the future transport network) futureproofing for the next 80 years – ease of expansion whilst in-use – consistent strategic context as transport needs evolve - avoiding building excessive capacity
19. Managing the motorways
20. Being easy to operate and maintain
21. Having effective incident response mechanisms – Planned and Unplanned
22. Minimising energy usage
23. Improving movements and opportunities to move along and across Parramatta Road
24. Enhancing the natural and cultural characteristics of the corridor
25. Providing liveability of the Parramatta Road corridor
26. Making a positive contribution to the urban landscape
27. Achieving a peaceful co-existence with neighbours
28. Providing traffic calming on Parramatta Road
29. Managing visual Impacts
30. Managing air quality
31. Reducing noise levels along the roadway and motorway
32. Something the community supports

VFM LABS

GUIDELINE: VALUE FOR MONEY LABS



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VFM LABS

- 2021: IVMA Working Group developed
- 2021: Endorsed by the IVMA Board
- A mix of synchronous and asynchronous work, i.e., a series of short interventions (workshops)
- Some work between short interventions can be required

Example VFM Labs

Pre-meet with Sponsor(s)	• Scope of VMS • Value Definition (Value Statement)
VFM Lab	• Framing • Givens and Assumptions
VFM Lab	• Priority Focus Areas
VFM Lab	• Context – scope, design basis, procurement strategy, etc
VFM Lab	• Function Analysis
VFM Lab	• Ideation
VFM Lab	• Exploration & Filtering
VFM Lab	• Theming and/or • Develop alt. proposals
VFM Lab	• Presentation and Assessment of proposals

KEY BENEFITS

- Encourages attendance by Executives
- Enables attendance by remote Subject Matter Experts without associated travel costs
- Improved on-line engagement (short duration workshops)

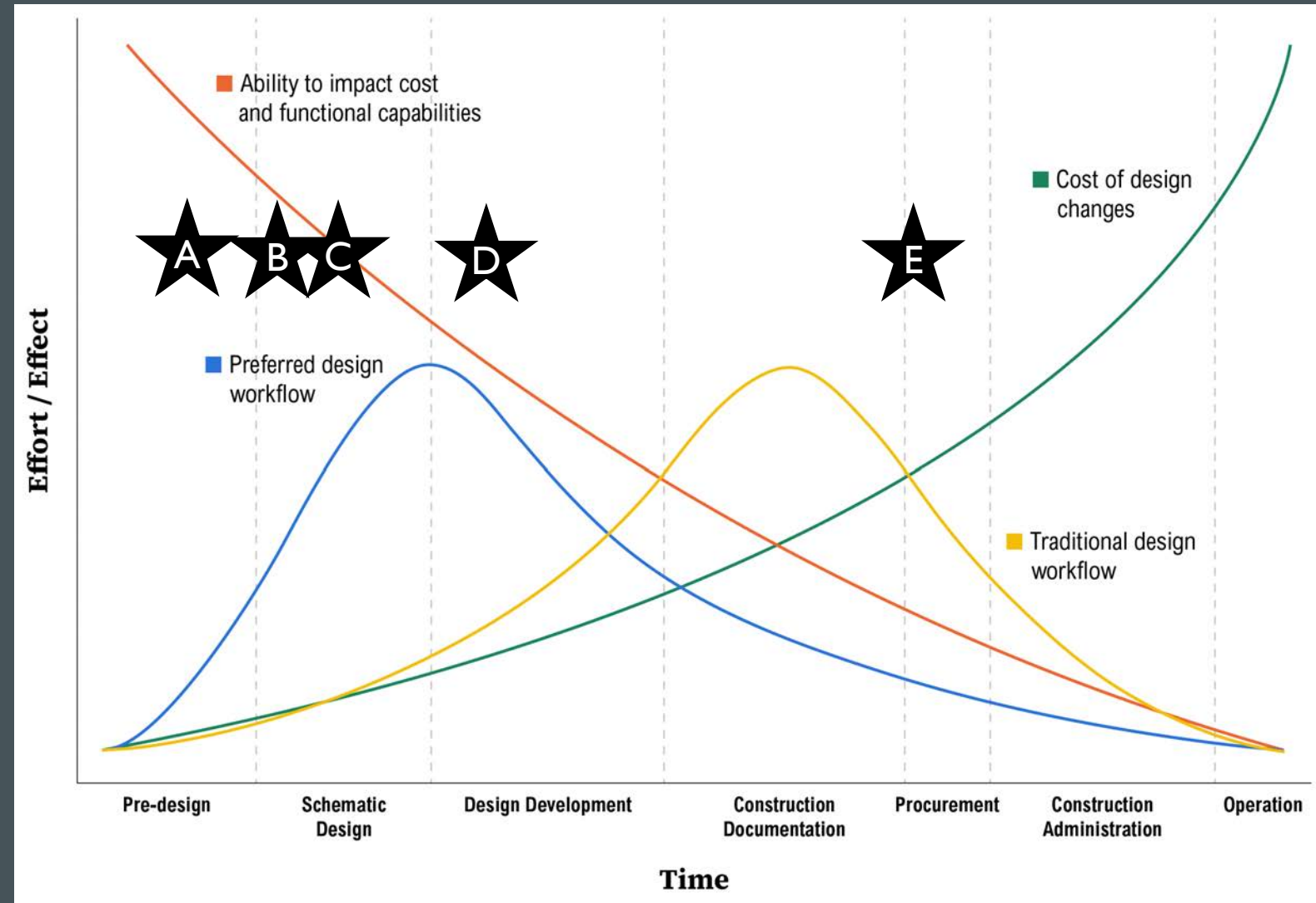
KEY DISBENEFITS

- Notwithstanding the above, Facilitation is more difficult than face to face workshops
- Don't harness full group talent for sub-team work outside workshop modules
- Time for recaps & sub-team de-briefings

CASE STUDIES

- **(A) HEALTH/BUILDINGS:** Herston Hospital
- **(B) TRANSPORT:** WestConnex, Sydney
- **(C) BUILDINGS:** Sydney Olympics
- **(D) ENERGY:** Pumped Hydro Energy Storage*
- **(E) WATER:** New Water Disinfection Plant*

* Client has requested de-identification, to maintain confidentiality whilst enabling knowledge sharing



MacLeamy Curve (after Boyd Paulson)

CASE STUDY A

- **HEALTH: Herston Hospital Campus, Brisbane**



THE CHALLENGE

Redevelop the campus to realise operational cost savings.

Initially proposed to stage upgrade works over a decade.

The campus was occupied by several hospitals and facilities dating back some 150 years:

- A Royal Brisbane (or general) Hospital
- A Royal Women's Hospital
- A Royal Children's Hospital.
- A research facility
- An energy plant supplying steam to all hospitals

(A) HERSTON HOSPITAL CAMPUS, BRISBANE



Herston Hospitals Campus – Brisbane Australia

(A) HERSTON HOSPITAL CAMPUS, BRISBANE (HEALTH SECTOR)

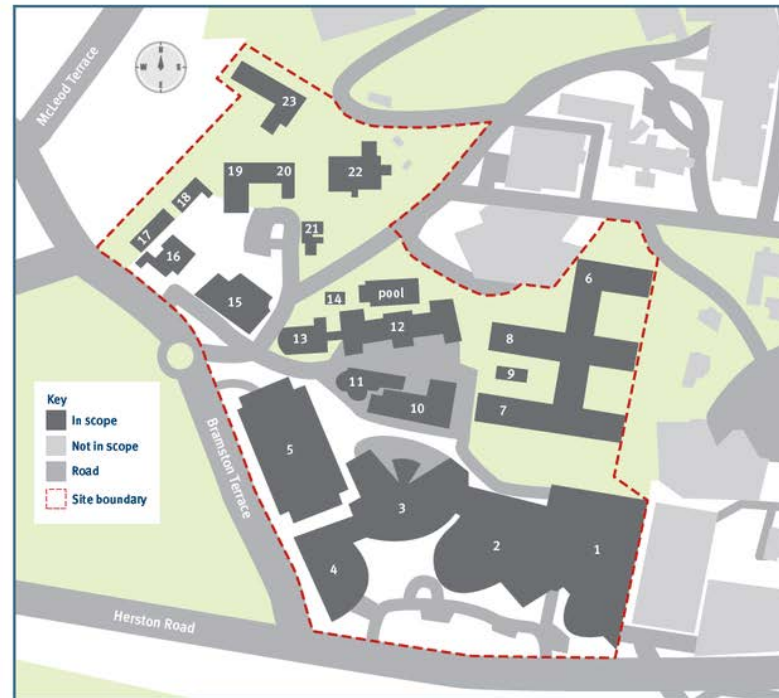
APPROACH

- 2 day VE-Workshop

OUTCOMES

- Addition of 2 extra floors on each of the 2 main hospitals (at +\$35m CAPEX)
- Saving of \$10m p.a. OPEX (for up to 5 years)
- 12 month saving in program – providing earlier access to improved facilities for thousands of patients

Herston Redevelopment Site at the Herston Health Precinct



Building Number	Building Name
1	Surgical Block
2	Foundation Building
3	Woolworths Medical Building
4	Coles Building
5	Bramston Terrace Car Park
6	Lady Lamington Building
7 and 8	Lady Lamington South and North Towers
9	Lady Lamington Store
10 and 11	Lady Norman Building
12	Edith Cavell Building
13	Old Milk Kitchen (Edith Cavell Building)
14	Swimming Pool and Hut
15	Lady Ramsay Child Care Centre
16	Kids Safe House
17, 18, 19, 20, 21	Leonard Lodge
22	Sir Albert Sakzewski Virus Research Centre
23	Child and Family Therapy Unit

Great state. Great opportunity.



CASE STUDY B

- **TRANSPORT: WestConnex**



(B) WEST CONNEX (TRANSPORT SECTOR)

BACKGROUND

- Client: Transport for NSW
- Client had engaged with industry
- Generated 90 options to link Sydney's west and south-west with the city and airport in a motorway, completely free of traffic lights
- Most options included a north and south corridor (a mix of surface freeways & tunnels)
- Target Budget: \$10BN (Year 2012 \$)



(B) WEST CONNEX

THE CHALLENGE

- To reduce the 90 options to determine a Reference Design
 - finalise Business Case
 - provide a basis for the Request for Tenders

APPROACH

- 4 No.VE Review Symposia (over 6 week period, Mar/Apr 2013)

OUTCOMES

- Reduced to 5 No. options (but budget estimate still > \$10BN)
- With exclusions, 1 No. option below \$10BN
- The project was delivered as a Public-Private Partnership, in stages, with overall completion this year, 2024

Cost Estimates for Core Scheme (All costs exclude access to CBD and Foreshore Road)

Northern Corridor: Southern Corridor:	NI / N2	NI / N2 and exclusions
S1	\$12.4 BN	\$11.1 BN
S2	\$12.8 BN	\$11.5 BN
S4	\$11.8 BN	\$10.4 BN
S6	\$12.3 BN	\$10.9 BN
Airport Lite	\$10.9 BN	\$9.6 BN

CASE STUDY C

- **BUILDINGS: Sydney Olympics**
[Olympic Park]



(C) SYDNEY OLYMPICS (TRANSPORT & BUILDINGS SECTORS)

VM studies were used during preparations for the 2000 Sydney Olympic Games, including:

- Strategic level → transport strategy
- At the brief and concept design stages for all sporting facilities
- On operational procedures and safety processes for the management of people flows

The VM studies often resulted in dramatic adjustments – affecting form, function, capital and life-cycle costs.



(C) SYDNEY OLYMPICS (BUILDINGS SECTOR)

BACKGROUND

- The Velodrome was originally planned as a significant element within Sydney's Olympic Park

APPROACH

- A 2-day VM Workshop was held after completion of planning, but prior to design and construction

OUTCOMES

- The VM study identified major requirements that could not be fully accommodated at the park
- The Velodrome had to be relocated away from the main Olympic Park campus (10 km)



**Interior of the Dunc Gray Velodrome, Bass Hill, Sydney
(ref: IVMA Value Times, Spring 2021)**

CASE STUDY D

- **ENERGY: Pumped Hydro Energy Storage***



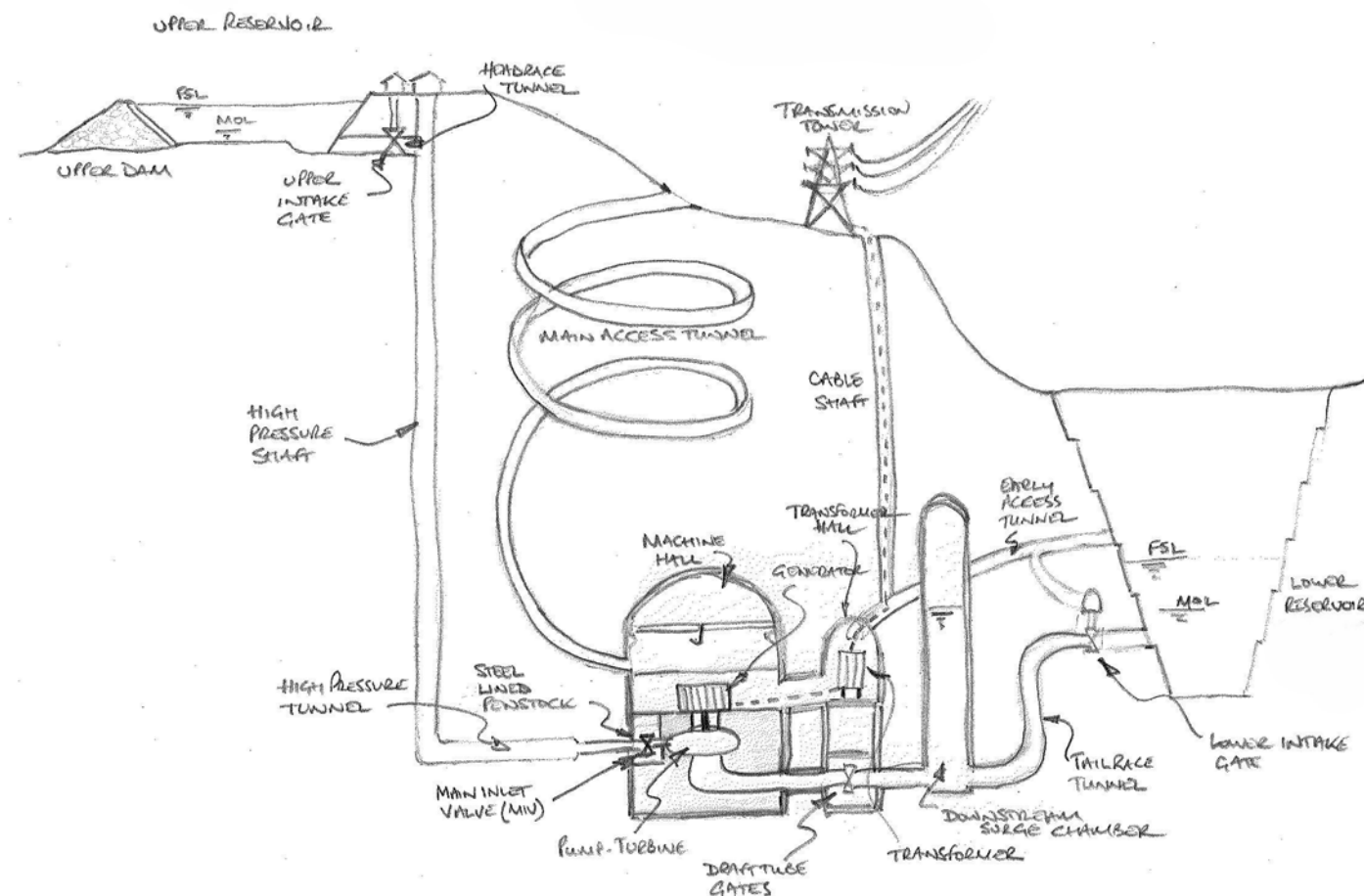
SCOPE OF WORK:

- Dams (including saddle dams), spillways, outlet works, fishways, diversions and appurtenant structures
- Reservoirs
- Access and service tunnels and associated underground works
- Upper and lower intakes, power waterways and required surge facilities
- Power station complex civil works, including lining and support work design
- Underground works support and lining requirements
- Power station electro-mechanical works
- Switchyard/cable yard (Transmission interface point)
- Fire, ventilation and life safety
- Auxiliary mechanical and electrical systems
- Access roads, highway realignment
- Construction material sources, quarry areas and disposal (spoil) areas
- Permanent and Temporary Surface works

* Client has requested de-identification, to maintain confidentiality whilst enabling knowledge sharing

THE CHALLENGE

- Contribute to Australia's energy transition, but with improved Value-for-Money
- Capital cost estimates for the project during FEED, indicated a higher cost/GWh than similar size schemes, casting doubt on feasibility/funding



The Pumped Hydro Energy Storage Concept

Sketch by Mark Cordell, Market Leader Dams & Hydropower, Stantec Australia

© Stantec Australia Pty Ltd

(D) PUMPED HYDRO ENERGY STORAGE* (ENERGY SECTOR)

THE APPROACH

- Briefing meeting with client executive
- 3-day workshop
- 33 participants (all face-to-face)
- Workplan to AS4183: 2007

** Client has requested de-identification, to maintain confidentiality whilst enabling knowledge sharing*

OUTCOMES

- 196 No. unique 'Value Ideas' were generated
- Value Ideas filtered to produce a short list of 51 No. for follow-up:
 - 12 No. within one month
 - 36 No. within 3 months
 - 3 No. to be added to the Opportunities Register for consideration during future Detailed Design
- As at the date of writing, a 15% cost saving can be achieved via adoption of the 12 No. Value Ideas; work is progressing

EXAMPLES OF VALUE IDEAS

- Adopt a single ECVT (Emergency, Cable, & Ventilation Tunnel)
- Eliminate one of the Main Access Tunnels
- Combine four tailrace tunnels into two
- One machine hall
- Increase the size of the pump-turbine units
- Eliminate unitised cables and transformers
- Reduce the crest width of dams
- Adopt an inclined pressure shaft in lieu of vertical
- Reduce concrete lining thickness on low pressure waterways

CASE STUDY E

- **WATER: New Water Disinfection Plant***



(E) NEW WATER DISINFECTION PLANT

THE CHALLENGE

- Tendered prices were double the budget
- Cost savings had to be found and/or the design validated

THE APPROACH

- VFM Labs – 6 short on-line sessions (November 2022)
- Preferred tenderer participated
- ‘Last chance’ to make any substantial changes to reduce cost without loss of core functionality



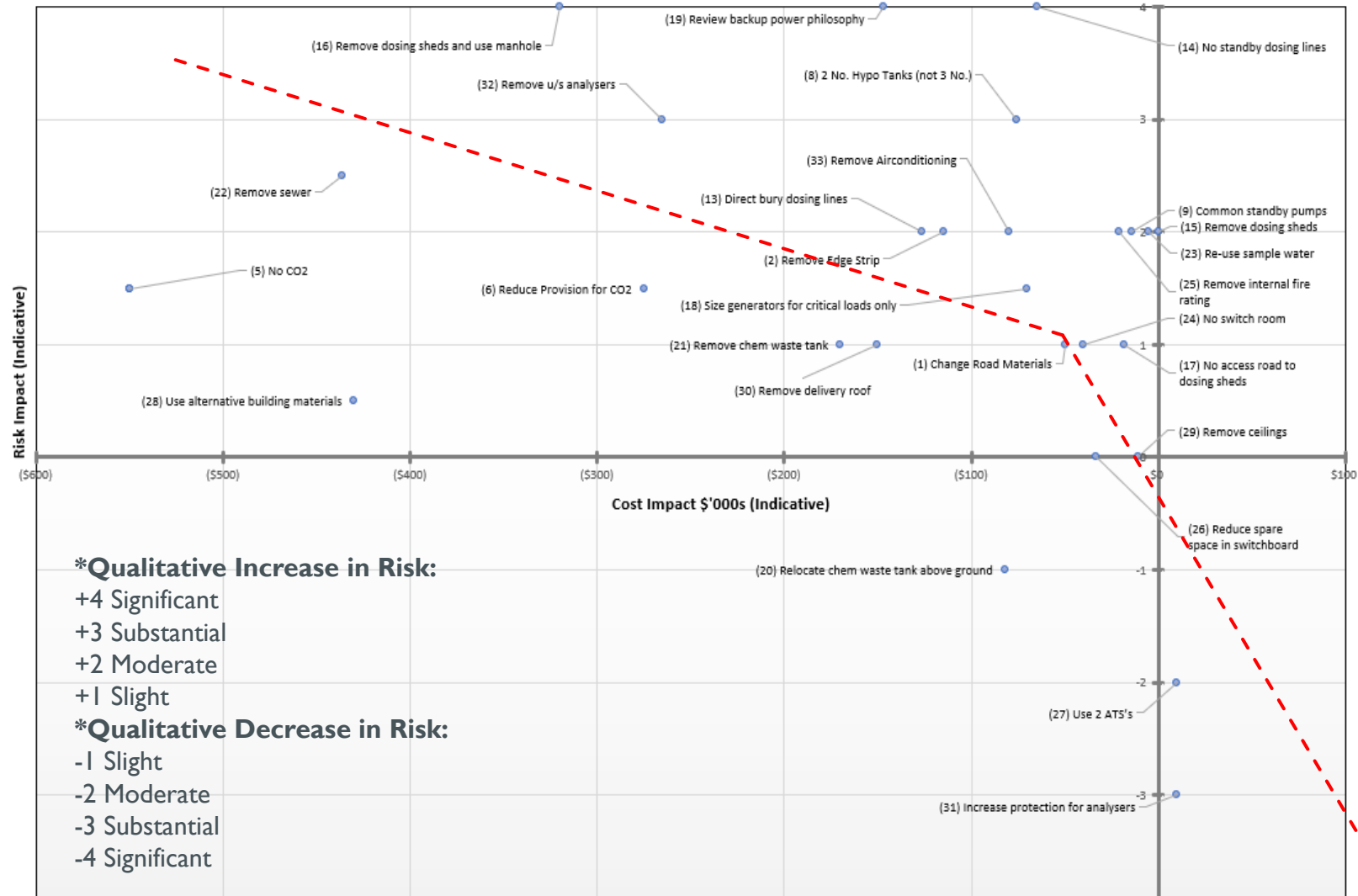
(E) NEW WATER DISINFECTION PLANT

OUTPUTS

- Value Statement
- Givens & Assumptions Lists
- Simplified FAST Diagrams for 16 Key Focus Areas
- Value Register
- Budget pricing & qualitative risk assessment
- Report

OUTCOMES

- Generated 126 No.Value Ideas
- Evaluated down to a short list of 35 No.Value Ideas
- A capital cost saving of > 10% could be realised if all unique 'Value Ideas' adopted



Potential Cost/Risk* Changes for Shortlisted 'Value Ideas'

KEY TAKEAWAYS

- ***Separating ‘The Value’ from ‘The Money’*** - improved clarity
- ***Building of shared knowledge and understanding*** provides:
 - Improved alignment/breaking down of silos
 - A safe space to gain consensus/reconcile differing priorities and/or to make any desirable trade-offs
 - Development of a ***shared definition of Value*** using a **Value Statement** based on the Value Factors (and testing ‘givens’ and ‘assumptions’) provides clarity, focus and alignment
 - (With large groups) faster team understanding and alignment, more effective identification of the best ideas & greater buy-in
- ***Effective facilitation*** remains the key – it is critical to avoiding group-think and to deal with complexity – there is ‘no algorithm’ (yet!)
- ***A mix of synchronous and asynchronous work via short interventions (‘VFM Labs’)*** has been developed and tested, and has pros and cons relative to traditional multi-day workshops

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