

## Case Study

# Melbourne Airport Drive

Australia Pacific Airports (Melbourne) Pty Ltd (APAM) appointed North as a specialist Infrastructure Project Manager and Superintendent to deliver this major infrastructure project for Melbourne Airport.

North was responsible for the design development, procurement and delivery of this project.



“North Projects were instrumental in the successful delivery of the Airport Drive project. Their experience won them the project, but it was their commitment and attitude that ensured its success.”

*Linc Horton, Chief of Property, Australia Pacific Airports (Melbourne) Pty Ltd*

## Project Objectives

- △ Create a second major entry to the airport by providing direct access from the Western Ring Road.
- △ Provide efficient separation of passenger and non-passenger vehicle movements.
- △ Open up access to previously unused Melbourne Airport Business Park land, making 220 hectares of industrial and business zoned land profitable.
- △ Improve stormwater quality to achieve leading edge standards including reduction of peak flow rates and ability to conserve and treat water for use as an alternative water supply

## Project Challenges

- △ Prior to tender, the three design components: Roads & Services, Drainage and Landscaping, that had previously been managed as three separate projects were merged together to form one large project.
- △ Maintaining a cohesive and collaborative team during the life of the project was of utmost importance to the successful delivery of the project.
- △ The site spanned a length of approximately 3km and was neighboured by 4 live construction sites, land in planning stages of development, and a host of businesses and local residents.
- △ Project success was dependent on close and concise communication channels between all stakeholders, contractors and other interested parties.

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## Project Solution

North adopted a hands-on approach to the management of the Airport Drive Extension and Steele Creek North Stormwater Enhancement Project, maintaining a full-time site presence during the construction phase.

This ensured early identification of any issues on site and timely involvement for issue resolution. It fostered a collaborative relationship with the Contractor with a high level of transparency.

## Key Features

- △ Created a comprehensive EOI process to shortlist suitable contractors.
- △ Assumed responsibility for the co-ordination of design documents.
- △ Engaged an Independent Certifying Engineer, located on-site full time with the North team.
- △ Set the benchmark for all activities higher than 'the norm' from day one.
- △ No tolerance was allowed on OH&S with on-site safety and quality continually challenged.
- △ Weekly and monthly updates – keeping all parties/stakeholders informed.
- △ Dedicated North, John Holland and GHD resources to ensure the successful project completion.

## Results

The design development continued to evolve during the concept design stage. The project estimates were delivered by our project team in accordance with the client's time lines. A weekly cycle of design change meetings was implemented by RMS with North updating the estimate in time for the next meeting. The overall project was market tested during the concept phase by six consortia.

North's cost plan estimate was given to the six consortia to provide RMS with industry feedback on the scope and agreement that the pricing was realistic and aligned with the market. The feedback confirmed concurrence with the proposed quantities and market pricing of the works.

## Review

The Airport Drive and Steele Creek North Stormwater Enhancement project was successfully completed on time, on budget and safely, free of LTI's. Due to the successful completion of this project North is now a key member of APAM's delivery team.