

Richard Blattman

Summary

Experienced infrastructure advisory consultant with a passion for complex problem solving, leading teams and delivering value for client organisations.

15 years of experience working in and on behalf of public and private sector clients in Australian and New Zealand across a range of service lines and sectors including health, energy, life sciences, transport and economic development.

Strong analytical abilities coupled with excellent stakeholder engagement skills to build credibility and trust with stakeholders and create momentum on challenging programmes and change initiatives.

Employment History

June 2022 - Current **Associate Director**

Skotte Group

Returned to Australia from New Zealand and joined Skotte Group due to a passion in providing agile and hands-on services to clients that a small boutique consultancy can deliver.

August 2016 to June 2022 **Associate**

TSA Management

Senior member of the advisory division of TSA Management and the New Zealand Health Sector Lead. The following are examples of recent major projects / consultancy engagements.

Director, Delivery – Health Infrastructure Unit, New Zealand Ministry of Health

Senior leadership role within the NZ Ministry of Health, reporting to the DDG Infrastructure, responsible for the delivery of all major capital projects within the health portfolio and supporting organisational transformation and maturity. Key accountabilities in this role included:

- Oversight of all major capital projects and programmes across New Zealand, including the \$1.47 billion New Dunedin Hospital Project, and the supporting and resolution of strategic issues facing these projects such as budget and scope alignment and stakeholder management.
- Leading the Delivery arm of the Health Infrastructure Unit (HIU), including management of Programme/Project Directors and the Project Management Office (PMO)
- Leading organisational development in improving project delivery, including the production of a Project Delivery Framework, portfolio management systems, cost planning and contingency management guidelines and commercial framework for alternative financing.

The purpose of this 9-month engagement was to drive a rapid improvement in the quality of the delivery functions of the HIU, leveraging from the experience of NSW Health Infrastructure.

Haumoana Private Hospital (\$85 million) – Project Advisor (2021 – 2022)

Engaged to provide project management, technical and commercial advisory services to the Haumoana Hospital Limited Partnership; a board of clinicians seeking to develop a new private hospital in Tauranga, New Zealand. Project advisor role for this engagement comprised:

- Facilitation of workshops to develop the commercial, risk and design strategies for the project
- Working with the financial advisors and health planners in the development of the feasibility study
- Design oversight in the master planning and concept design stages.

Viral Vector Manufacturing Facility (\$135 million) – NSW Health Infrastructure (2021 – 2022)

Engaged by the NSW Government to develop a Business Case for the establishment of an advanced biotech manufacturing facility, in partnership with industry, to support cell and gene therapies and improve Australia's resilience to biosecurity threats. The model of establishing a 'for-profit' public manufacturing organisation by government did not have recent precedent in Australia and therefore required extensive consultation and robust analysis due to the high-risk profile.

Key achievements:

- Provided advice on the preferred business structure for the new public entity to operate the facility (NewCo) and the desired level of ownership and investment from the NSW Government.
- Development of the Cabinet submission and Business Case which secured approval from the NSW Government in November 2021
- Supported the transaction management process for the engagement of an Industry Partner and development of the Cabinet Submission to establish the new public entity.

Tweed Valley Hospital Development (\$673 million) – NSW Health Infrastructure – Project Director (2018 – 2021)

Engaged as Project Director on behalf of NSW Health Infrastructure for the planning and delivery phases of this major and complex new greenfield hospital in Northern NSW. This senior management role was accountable for successfully achieving project outcomes, leading large teams and ensuring best-practice governance. Key accountabilities in this role included:

- Development and implementation of project strategies for planning, design, procurement and construction
- Management of Business Case development and approvals
- Communication and Engagement Lead during Schematic Design
- Evaluation and negotiation of the VECl, ECI and Main Works Contracts
- Design management and commercial oversight of the Principal Contractor
- Development of strategic partnerships with TAFE.

Randwick Campus Redevelopment (\$720 million) – NSW HI – Project Director (2017 – 2018)

Engaged as Project Director for Health Infrastructure for the Planning Phase for the Randwick Campus Redevelopment, which included the planning and delivery of a major acute service building on a complex campus integrating four hospitals. Key accountabilities in this role included:

- Leadership of planning phase
- Management of Concept and Schematic Design
- Management of Business Case development and approvals
- Stakeholder management with campus stakeholders and LHD executives
- Development of strategic partnerships with UNSW and SCHN.

Cross River Rail Economic Development and Investment Program, Economic Development Queensland – Program Manager (2017)

Engaged as Program Manager, this role included the mobilisation of a Program Management Office (PMO) for the delivery a government initiative to leverage private sector investment in precincts surrounding the \$5 billion Cross River Rail Project.

The role involved implementing best-practice corporate governance framework, developing overarching business plan for the initiative, including the portfolio roadmap and developing the project prioritisation framework to direct where capital funding should be allocated.

Gladstone Hospital Emergency Department Business Case (\$42m) – Project Manager (2016 – 17)

Engaged to lead the development of a detailed business case for the \$42 million new emergency department at Gladstone Hospital, included management of the clinical planning and design. Role included the stakeholder engagement with CQHHS, management of specialist advisors and compilation, financial affordability development based on the increased activity and drafting of the final business case.

Beerburum to Nambour Rail Upgrade Project, Building Queensland (\$550m) – Business Case Writer (2016 – 17)

The B2N Project involves the investigation for duplication of the North Coast Line on an improved alignment between Beerburum and Landsborough and examining a range of other potential upgrades to the existing infrastructure from Landsborough to Nambour.

Engaged as Project Manager for the development of the business case, this role included the quality review of the specialist consultant reports and the procurement strategy for the packaging and contractor delivery model.

Renewal SA, Development Strategy Analysis Report – Strategic Advisor (2016)

Renewal SA is aspiring to develop a large-scale health precinct surrounding the new Royal Adelaide Hospital, incorporating medical research, education, clinical care and industry capability. Engagement included the preparation of a Development Strategy Analysis Report through undertaking a study of comparable health precincts to inform the proposed precinct development strategy and management of economic modelling.

**February 2010 to August 2016
Senior Project Engineer**

Monadelphous Group

Provided project management and engineering services for a range of capital projects across sectors including mining, oil and gas, renewables and water infrastructure. Key responsibilities included project management, cost control, business case development, business planning and managing engineering teams including providing technical engineering services. Capital projects included:

- Sapphire Wind Farm Project, Zenviron 2016
- Eurombah Creek Gas Processing Facility, APLNG 2014
- Spring Gully and Talinga Pipeline Compression Facilities, APLNG 2012–15
- Kestrel Mine Extension Project, Rio Tinto 2010–12
- Cadia Mine Expansion Project, Newcrest Mining 2010.

**December 2007 February 2010
Structural Engineer**

Aurecon Group

Provided structural design services on major infrastructure projects, including:

- Wiggins Island Coal Terminal Expansion project
- Abbott Point Coal Terminal Expansion
- Hay Point Coal Terminal Expansion.

Key Skills and Capabilities

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| <ul style="list-style-type: none"> • Programme and project leadership • Business case development • Stakeholder engagement • Strategic communications • Project management | <ul style="list-style-type: none"> • Financial analysis and advisory • Gateway review • Contract management • Procurement |
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Qualifications/Memberships

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| <ul style="list-style-type: none"> • Master of Business (Applied Finance) • Bachelor of Engineering (Hons.) | <ul style="list-style-type: none"> • QBCC Licence – Project Management • Australian Institute of Project Management (AIPM) |
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