



Commercials and Controls on Mega Projects

Mark Heath

04 November 2025

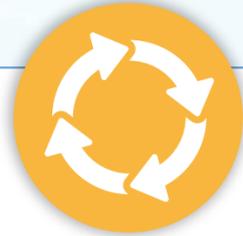


WHO WE ARE

“



Global and well-established software company.



Award-winning, powerful software perfected over 20+ years.



Trusted by 50,000+ active users daily in 35+ countries worldwide.



Engineered as adaptable software, shaped by experience.

”

Road

Torrens to Darlington Adelaide x 2

M80 Melbourne

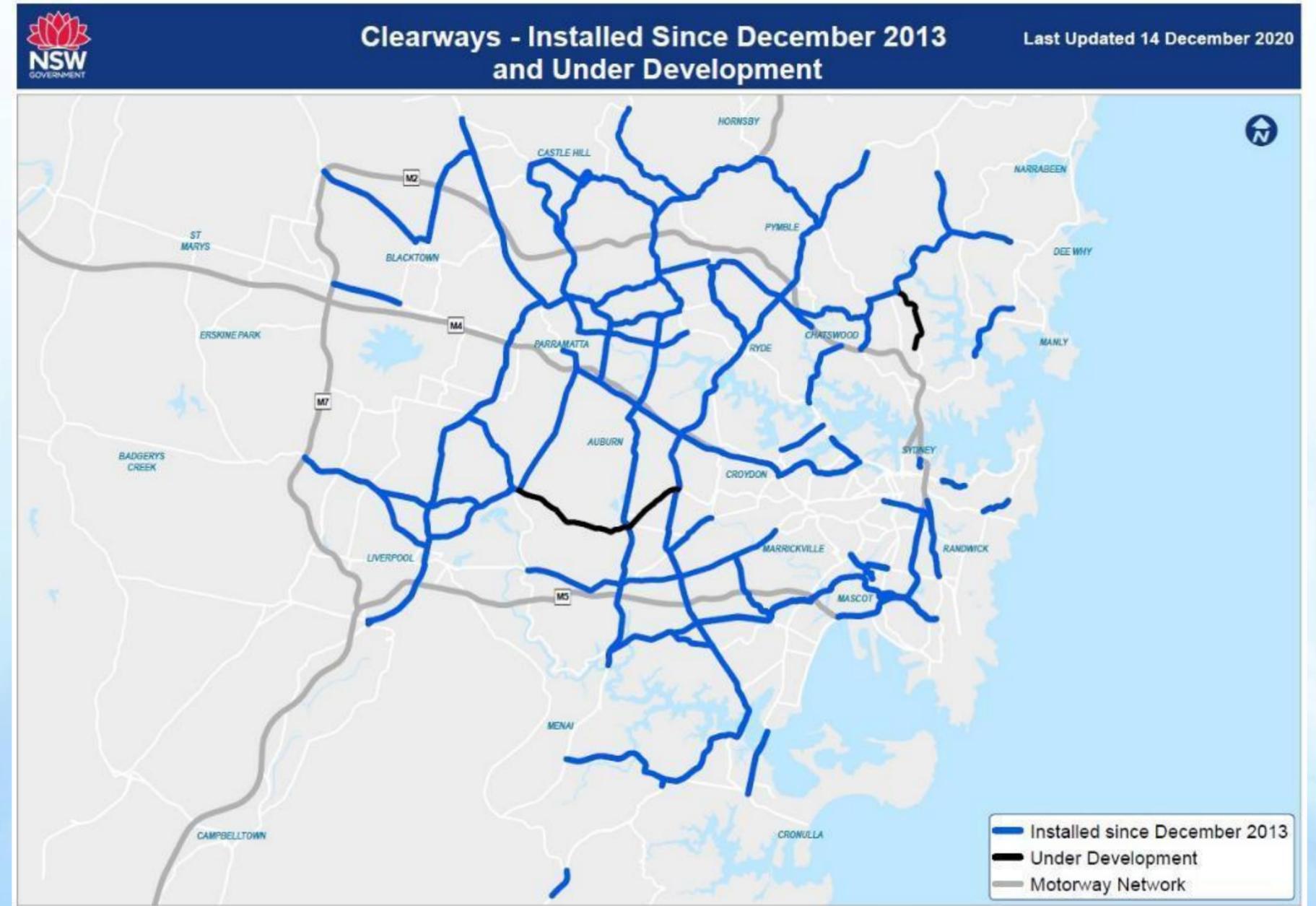
Fraser River Vancouver

Garden City Skyway Toronto

Easing Sydney Congestion I, II, III

Warringah Freeway Sydney

Sydney Gateway



Rail

Sydney Metro x 3

Melbourne Metro x 4

Inland Rail x 2

Logan to Gold Coast “Faster Rail”

Gravesend Reach Replacement
Tunnel

Sydney Newcastle HSR



Airports

Western Sydney

Toronto



Sample Water Projects & Programs

Sunwater Engineering
Partner

SEQ Water Dam
Improvement Program

Sydney Water Design
Delivery Partner

Unity Water Professional
Services Partner



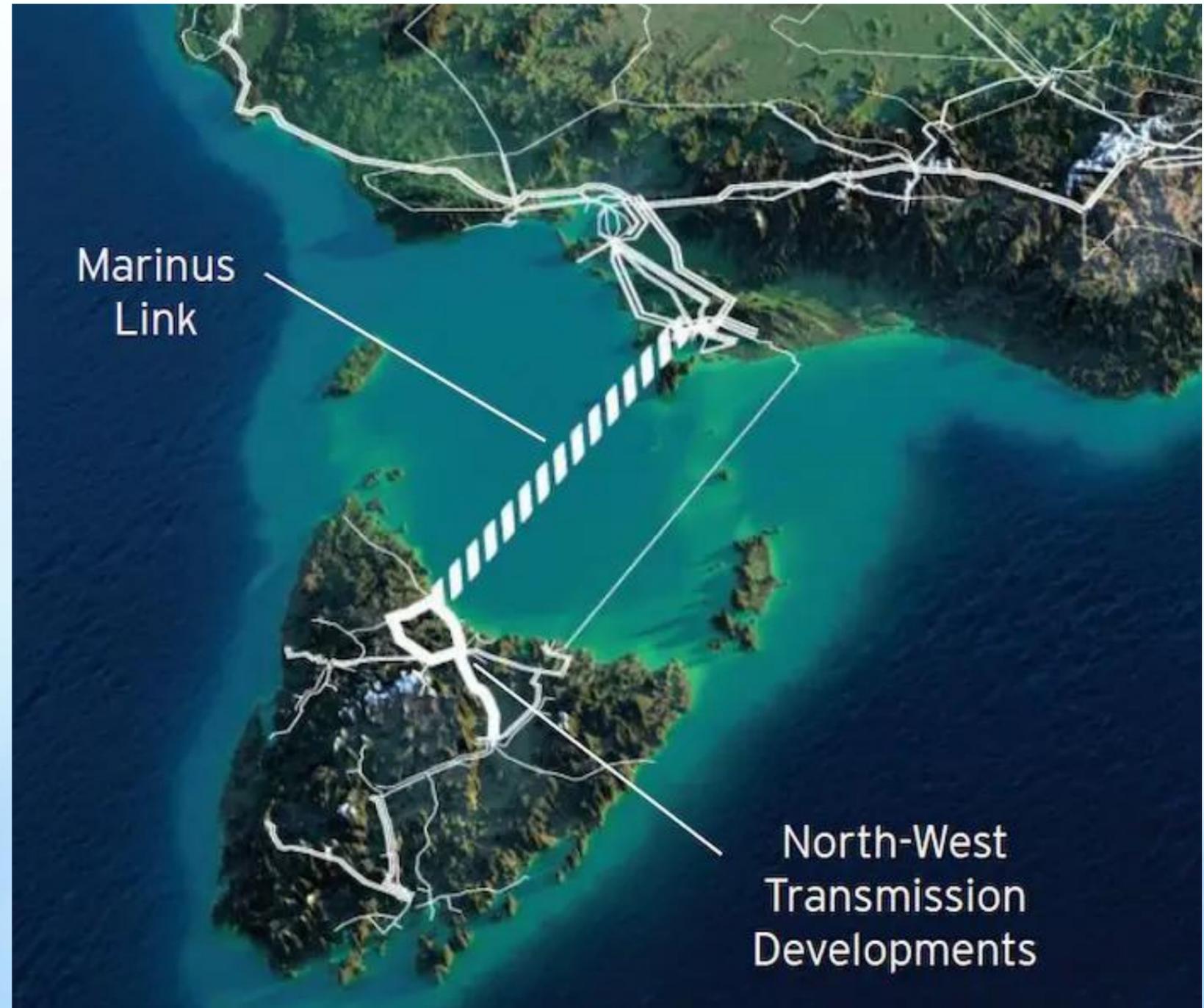
Energy

Project Energy Connect

Marinus Link

RATCH Australia

Enervest



30 Million Hours

Commercial Challenges

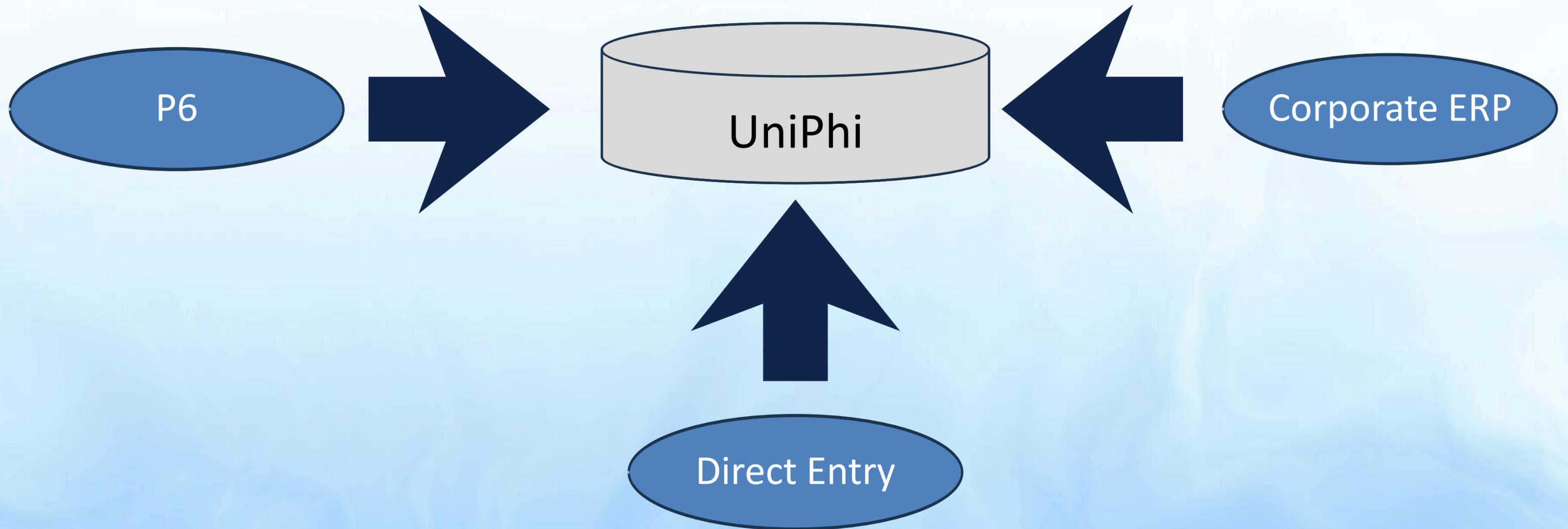
Source WBS or Synchronisation

Contractual Complexity

Rates Management

Expenses

WBS - Multiple Sources of Truth



WBS - Reconciliation Nightmare





I'll give you 5%
discount when we
work in your office

And 30% local
workforce!

Contractual
Complexity

Rates Management

3,000 people over 3 years

Onboarding

Rate wrong?

Contextual Rates

Rate History: Annie Lennox



Start Date	Classification	Multiplier	Employment Type	Charge Rate Calculation	Charge Rate Multiplier	Cost Rate Calculation	Cost Rate Multiplier	Salary	Charge Rate	Cost Rate	
21/10/2025	CM - Cost Manag	None	None	Manual	1.00	Manual	1.00	0.00	210.00	300.00	
3/02/2024	CM - Cost Manag	None	None	Manual	1.00	Manual	1.00	0.00	200.00	250.00	
6/02/2020	CM - Cost Manag	None	None	Per Classification	1.00	Per Classification	1.00	0.00	250.00	150.00	
5/02/2020	AS - Admin Suppc	None	None	Per Classification	1.00	Per Classification	1.00	0.00	70.00	50.00	



Expense Management

Optimum Construction Ltd

12/200 Queen St

Brisbane QLD 6000

Payment Claim

Claim No: 3 **Claim Date:** 31 Mar 2024
PO No: **Due Date:** 30 Apr 2024
Claim Period:

Gladstone Regional Council
Attention: Danissa Dammash

Item	Total Claimed to Date	Previously Certified	This Claim
Lump Sum	\$10,000.00	\$0.00	\$10,000.00
Schedule of Rates	\$6,596,252.00	\$6,513,294.00	\$82,958.00
Grand Total (ex GST)	\$6,606,252.00	\$6,513,294.00	\$92,958.00
GST	\$660,625.20	\$651,329.40	\$9,295.80
Grand Total (inc GST)	\$7,266,877.20	\$7,164,623.40	\$102,253.80

Transactional level detail

Document: **Progress Claim 33 (ending 13 Jun 2025)** Format: **HTML**

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⏪ ◀ 1 of 653 ▶ ⏩ 

Transaction level detail

Contact ID	Resource	Week Ending	Organisation	Project ID	Project Name	Task ID	Task Name	Penalty Rate	Hours	Rate	Claim Amount	Hours	Rate	Claim Amount	Hours	Rate	Claim Amount
44	Eva Chang	31/03/2024	Optimum Construction Ltd	3.1	Work Package XYZ - WBS Activity 1	DC - 1110	Demolition, Clearing & Fencing		5.00	70.00	350.00	0.00	0.00	0.00	5.00	70.00	350.00
7	Annie Lennox	11/02/2024	Optimum Construction Ltd	2.2	Work Package MNO - WBS Activity 2	DC - 1110	Demolition, Clearing & Fencing		20.00	150.00	3,000.00	0.00	0.00	0.00	20.00	150.00	3,000.00
44	Eva Chang	31/03/2024	Optimum Construction Ltd	1	Work Package ABC	DC - 1110	Demolition, Clearing & Fencing		5.00	70.00	350.00	0.00	0.00	0.00	5.00	70.00	350.00
7	Annie Lennox	04/02/2024	Optimum Construction Ltd	2.2	Work Package MNO - WBS Activity 2	DC - 1110	Demolition, Clearing & Fencing		20.00	250.00	5,000.00	0.00	0.00	0.00	20.00	250.00	5,000.00
44	Eva Chang	24/03/2024	Optimum Construction Ltd	3.1	Work Package XYZ - WBS Activity 1	DC - 1110	Demolition, Clearing & Fencing		5.00	70.00	350.00	0.00	0.00	0.00	5.00	70.00	350.00
7	Annie Lennox	25/02/2024	Optimum Construction Ltd	2.2	Work Package MNO - WBS Activity 2	DC - 1110	Demolition, Clearing & Fencing		20.00	150.00	3,000.00	0.00	0.00	0.00	20.00	150.00	3,000.00
36	Denis Adams	18/02/2024	Optimum Construction Ltd	2.2	Work Package MNO - WBS Activity 2	DC - 1110	Demolition, Clearing & Fencing		20.00	200.00	4,000.00	0.00	0.00	0.00	20.00	200.00	4,000.00
44	Eva Chang	24/03/2024	Optimum Construction Ltd	1	Work Package ABC	DC - 1110	Demolition, Clearing & Fencing		5.00	70.00	350.00	0.00	0.00	0.00	5.00	70.00	350.00
67	Jo Bloggs	04/02/2024	UniPhi (Aus) Pty Ltd	1	Work Package ABC	DC - 1110	Demolition, Clearing & Fencing		8.00	115.00	920.00	0.00	0.00	0.00	8.00	115.00	920.00
36	Denis Adams	11/02/2024	Optimum Construction Ltd	2.2	Work Package MNO - WBS Activity 2	DC - 1110	Demolition, Clearing & Fencing		20.00	200.00	4,000.00	0.00	0.00	0.00	20.00	200.00	4,000.00
7	Annie Lennox	03/03/2024	Optimum Construction Ltd	2.2	Work Package MNO - WBS Activity 2	DC - 1110	Demolition, Clearing & Fencing		20.00	150.00	3,000.00	0.00	0.00	0.00	20.00	150.00	3,000.00
7	Annie Lennox	18/02/2024	Optimum Construction Ltd	2.2	Work Package MNO - WBS Activity 2	DC - 1110	Demolition, Clearing & Fencing		20.00	150.00	3,000.00	0.00	0.00	0.00	20.00	150.00	3,000.00
36	Denis Adams	25/02/2024	Optimum Construction Ltd	2.2	Work Package MNO - WBS Activity 2	DC - 1110	Demolition, Clearing & Fencing		20.00	200.00	4,000.00	0.00	0.00	0.00	20.00	200.00	4,000.00
67	Jo Bloggs	04/02/2024	UniPhi (Aus) Pty Ltd	3.1	Work Package XYZ - WBS Activity 1	DC - 1110	Demolition, Clearing & Fencing		8.00	115.00	920.00	0.00	0.00	0.00	8.00	115.00	920.00
36	Denis Adams	03/03/2024	Optimum Construction Ltd	2.2	Work Package MNO - WBS Activity 2	DC - 1110	Demolition, Clearing & Fencing		20.00	200.00	4,000.00	0.00	0.00	0.00	20.00	200.00	4,000.00
7	Annie Lennox	10/03/2024	Optimum Construction Ltd	RFIs	Requests for Information	RFI-002	Acceptance Tests Following Shotcrete		2.00	150.00	300.00	0.00	0.00	0.00	2.00	150.00	300.00
7	Annie Lennox	03/03/2024	Optimum Construction Ltd	RFIs	Requests for Information	RFI-002	Acceptance Tests Following Shotcrete		3.50	150.00	525.00	0.00	0.00	0.00	3.50	150.00	525.00
107	Richard Bowen	17/03/2024	Optimum Construction Ltd	3.1	Work Package XYZ - WBS Activity 1	DC - 1110	Demolition, Clearing & Fencing		8.00	170.00	1,360.00	0.00	0.00	0.00	8.00	170.00	1,360.00
107	Richard Bowen	10/03/2024	Optimum Construction Ltd	1	Work Package ABC	DC - 1110	Demolition, Clearing & Fencing		8.00	170.00	1,360.00	0.00	0.00	0.00	8.00	170.00	1,360.00
107	Richard Bowen	25/02/2024	Optimum Construction Ltd	3.1	Work Package XYZ - WBS Activity 1	DC - 1110	Demolition, Clearing & Fencing		8.70	170.00	1,479.00	0.00	0.00	0.00	8.70	170.00	1,479.00
107	Richard Bowen	10/03/2024	Optimum Construction Ltd	3.1	Work Package XYZ - WBS Activity 1	DC - 1110	Demolition, Clearing & Fencing		8.00	170.00	1,360.00	0.00	0.00	0.00	8.00	170.00	1,360.00
107	Richard Bowen	17/03/2024	Optimum Construction Ltd	1	Work Package ABC	DC - 1110	Demolition, Clearing & Fencing		8.00	170.00	1,360.00	0.00	0.00	0.00	8.00	170.00	1,360.00
107	Richard Bowen	11/02/2024	Optimum Construction Ltd	3.1	Work Package XYZ - WBS Activity 1	DC - 1110	Demolition, Clearing &		7.80	170.00	1,326.00	0.00	0.00	0.00	7.80	170.00	1,326.00

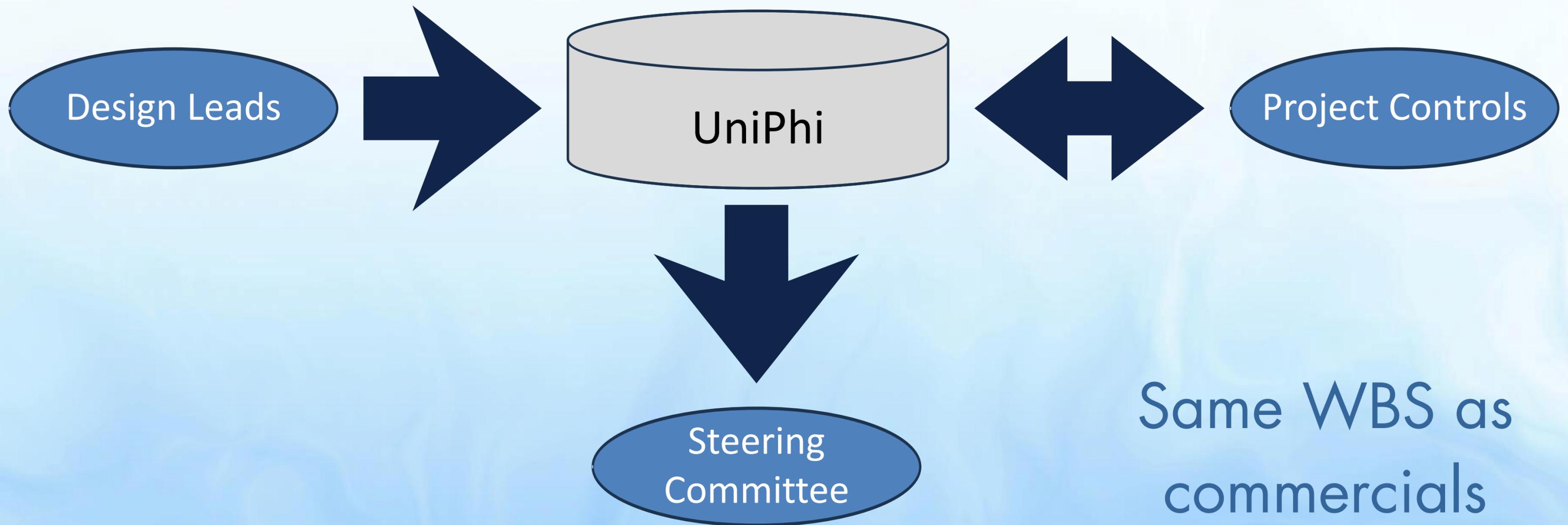
Control Challenges

Resource loaded - bottom up

Progress Definition

Evidence

Resource loaded - Distributed data capture

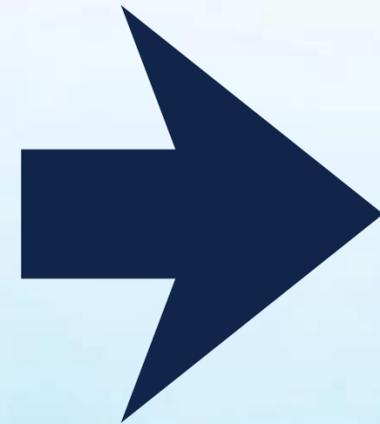
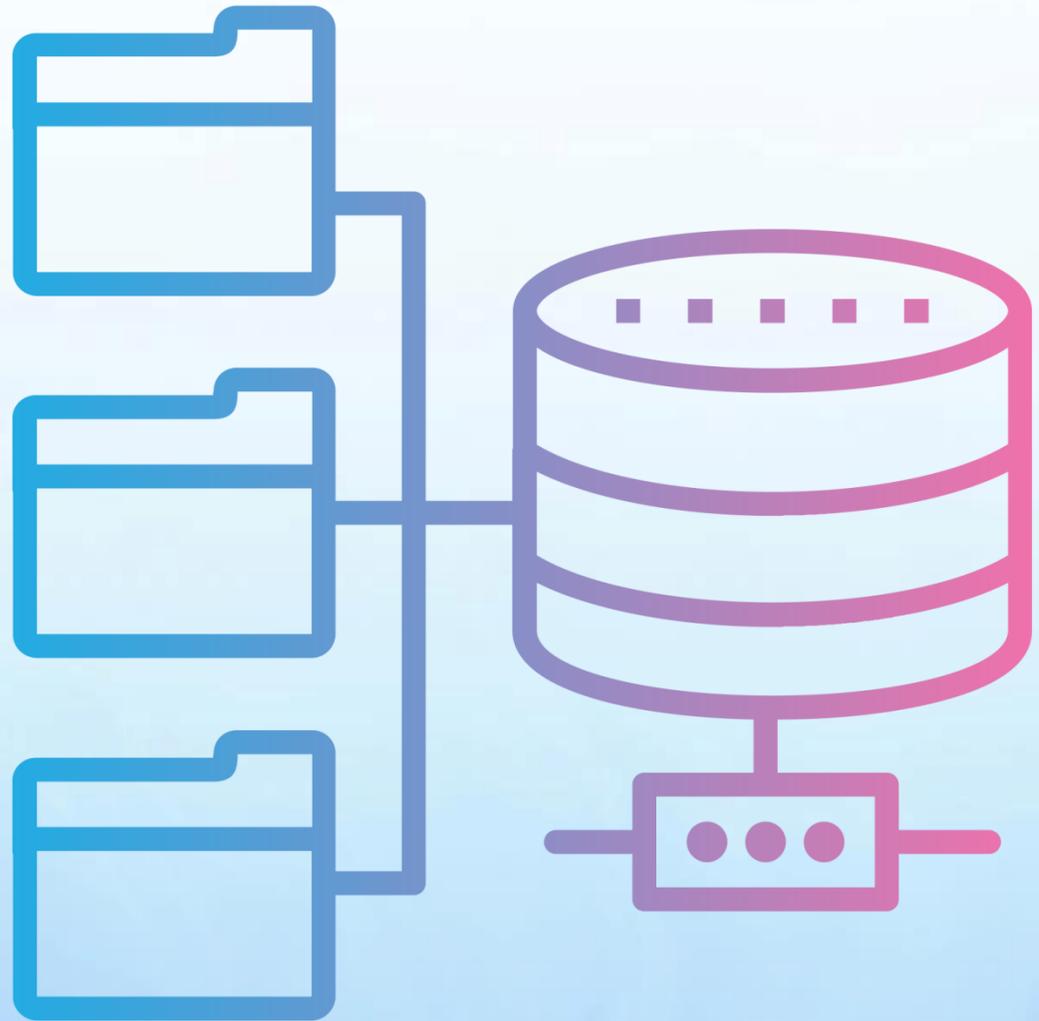


Same WBS as
commercials

Progress Definition

Deliverable	% Earned
Issued for IDR	10
Issued to Project Engineer	20
Issued for Tender	40
Issued for Construction	30

Deliverable Integration



Automated Progress
from Source

DESIGN STAGE
All

DISCIPLINE
All

ZONE
All

PROJ ID - NAME
All

STATUS DATE
13/10/2023

CLEAR SLICERS



OVERVIEW

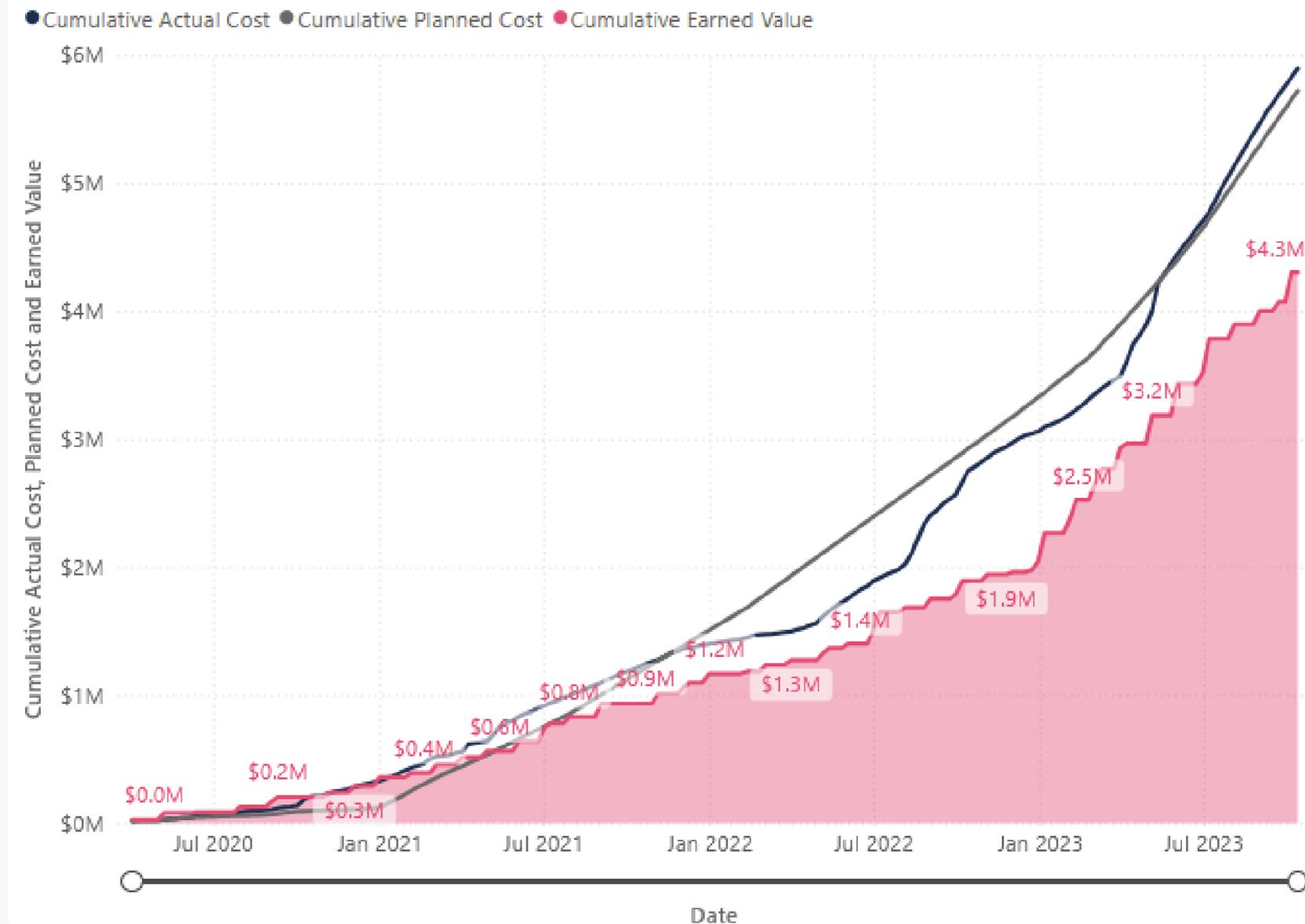
\$4,302,562
EV

\$10,980,215
EACi

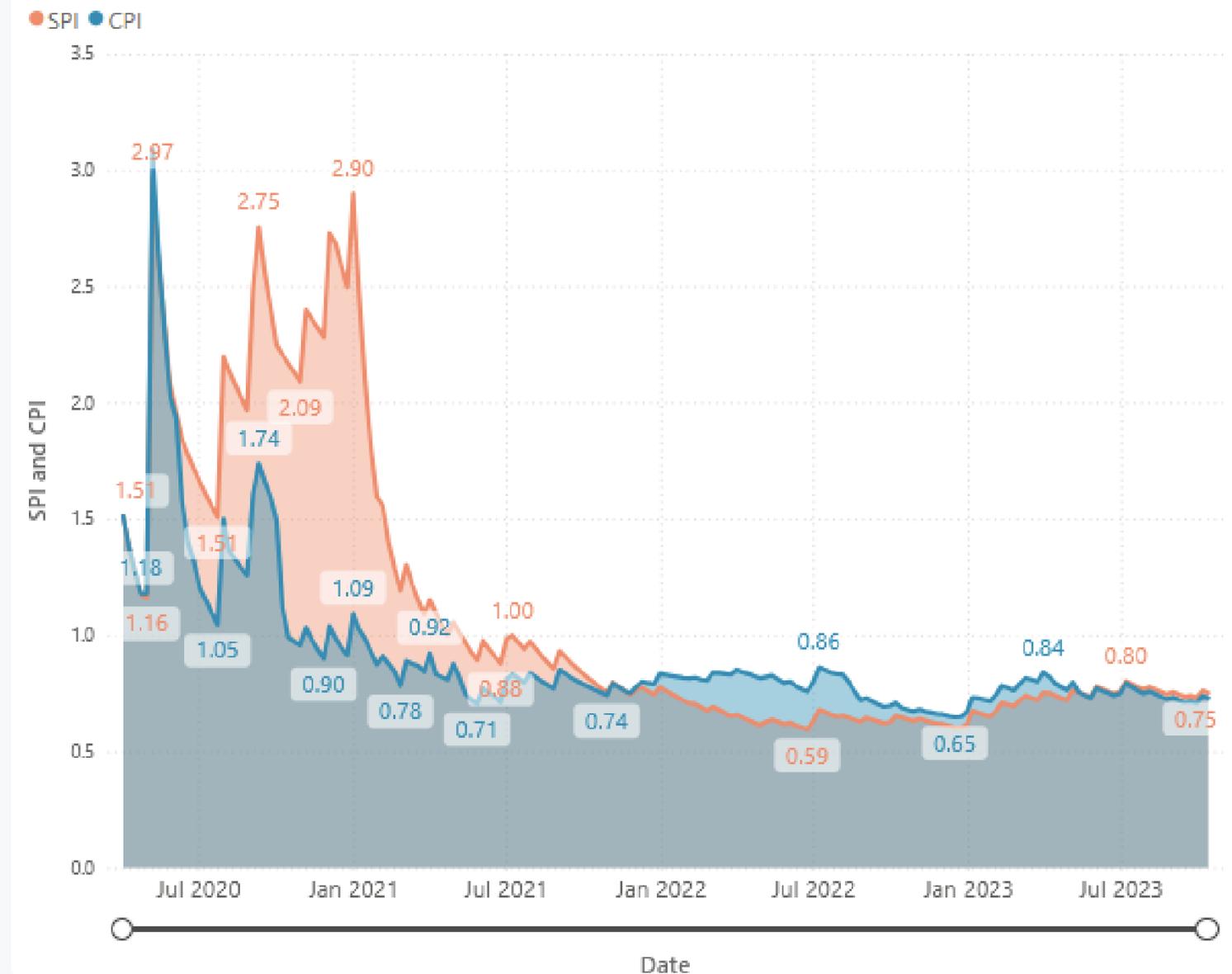
0.75
SPI

0.73
CPI

OVERALL EARNED VALUE BY DATE



SPI AND CPI BY DATE



PERFORMANCE MANAGEMENT PACKAGE SUMMARY

DESIGN STAGE
All

DISCIPLINE
All

ZONE
All

PROJ ID - NAME
All

WEEKEND
13/10/2023

CLEAR SLICERS

OVERVIEW

29,371
BUDGET (HRS)

\$7,089K
BUDGET (\$)

4,616
FORECAST TO COMPLETE (HRS)

\$709K
FORECAST TO COMPLETE (\$)

22,762
ACTUALS (HRS)

\$5,899K
ACTUALS (\$)

27,378
TOTAL FORECAST (HRS)

\$6,607K
TOTAL FORECAST (\$)

1,994
VARIANCE (HRS)

\$482K
VARIANCE (\$)

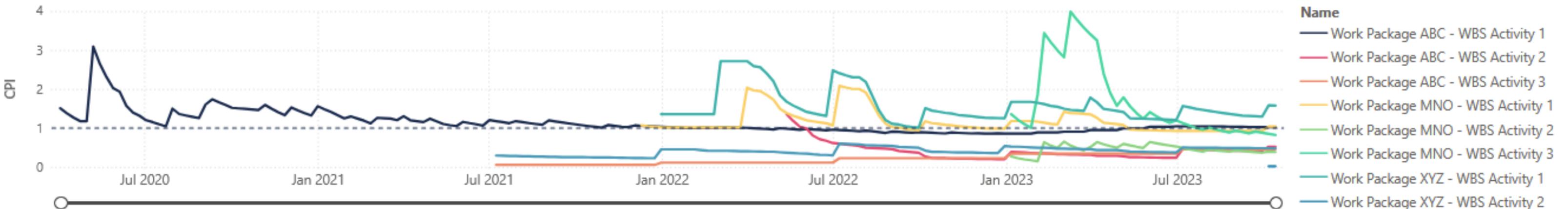
PACKAGE SUMMARY

↑ ↓ ↕ ↶ ↷ ≡ 🗄️ ⋮

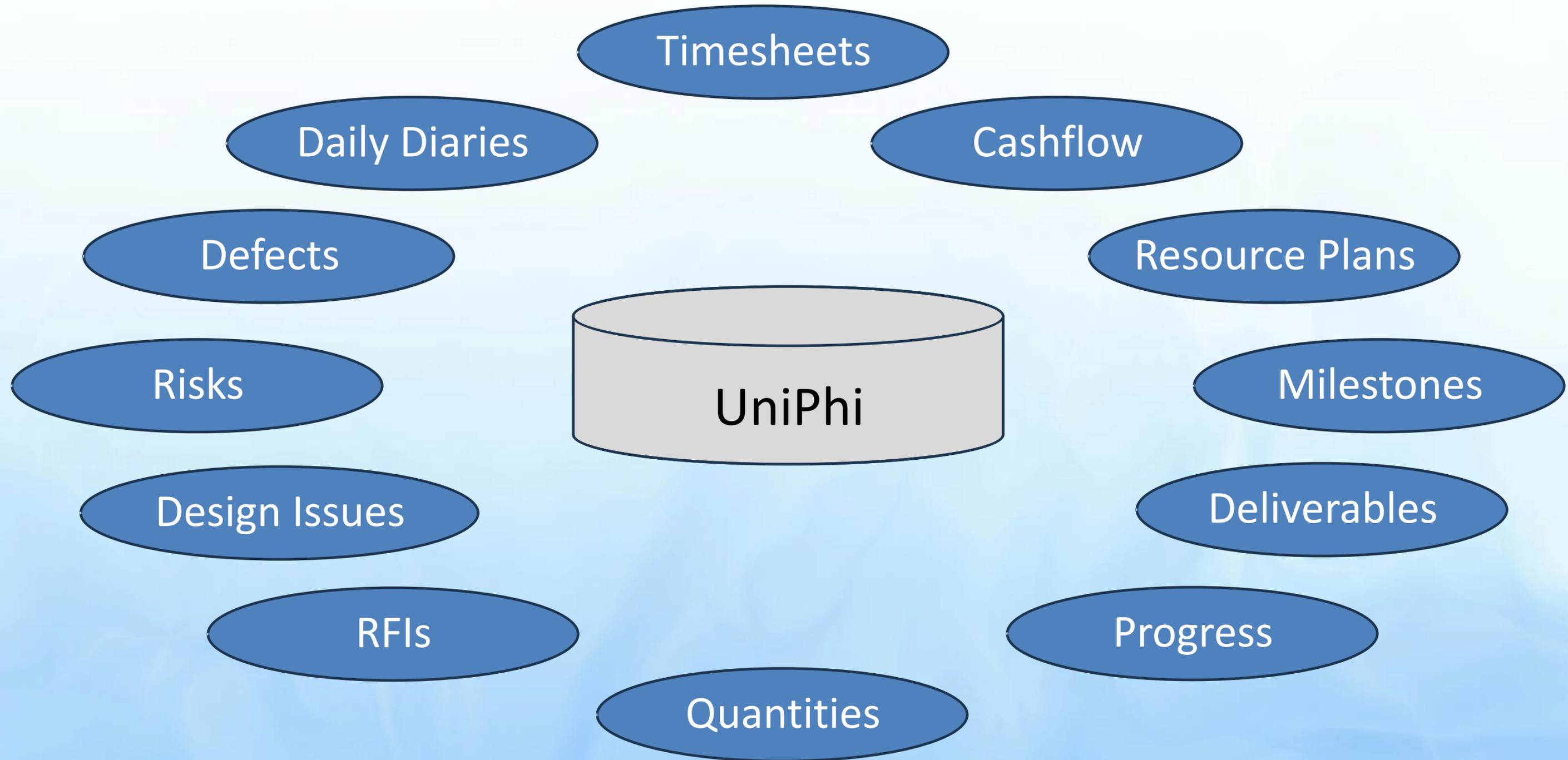
Package	Activity	ACWP	BCWP	BCWS	CPI	SPI	EAC	EACi	Approved Budget	More details
1 - Work Package ABC	Work Package ABC	\$99,750					\$99,750	\$99,750		🔗
	Work Package ABC - WBS Activity 1	\$1,671,874	\$1,712,332	\$1,708,254	1.02	1.00	\$1,675,952	\$1,671,874	\$1,712,332	🔗
	Work Package ABC - WBS Activity 2	\$420,352	\$219,073	\$523,592	0.52	0.42	\$773,053	\$3,434,315	\$876,293	🔗
	Work Package ABC - WBS Activity 3	\$50,430	\$23,040	\$57,600	0.46	0.40	\$50,430	\$239,543	\$57,600	🔗
	Total		\$2,242,406	\$1,954,445	\$2,289,446	0.87	0.85	\$2,599,185	\$3,172,155	\$2,646,225
2 - Work Package MNO	Work Package MNO	\$69,850					\$69,850	\$69,850		🔗
	Work Package MNO - WBS Activity 1	\$303,906	\$316,492	\$599,916	1.04	0.53	\$303,906	\$1,007,978	\$703,316	🔗
	Work Package MNO - WBS Activity 2	\$850,886	\$329,617	\$515,631	0.39	0.64	\$1,202,668	\$3,022,633	\$867,413	🔗

SPI/CPI BY DATE AND PROJECT

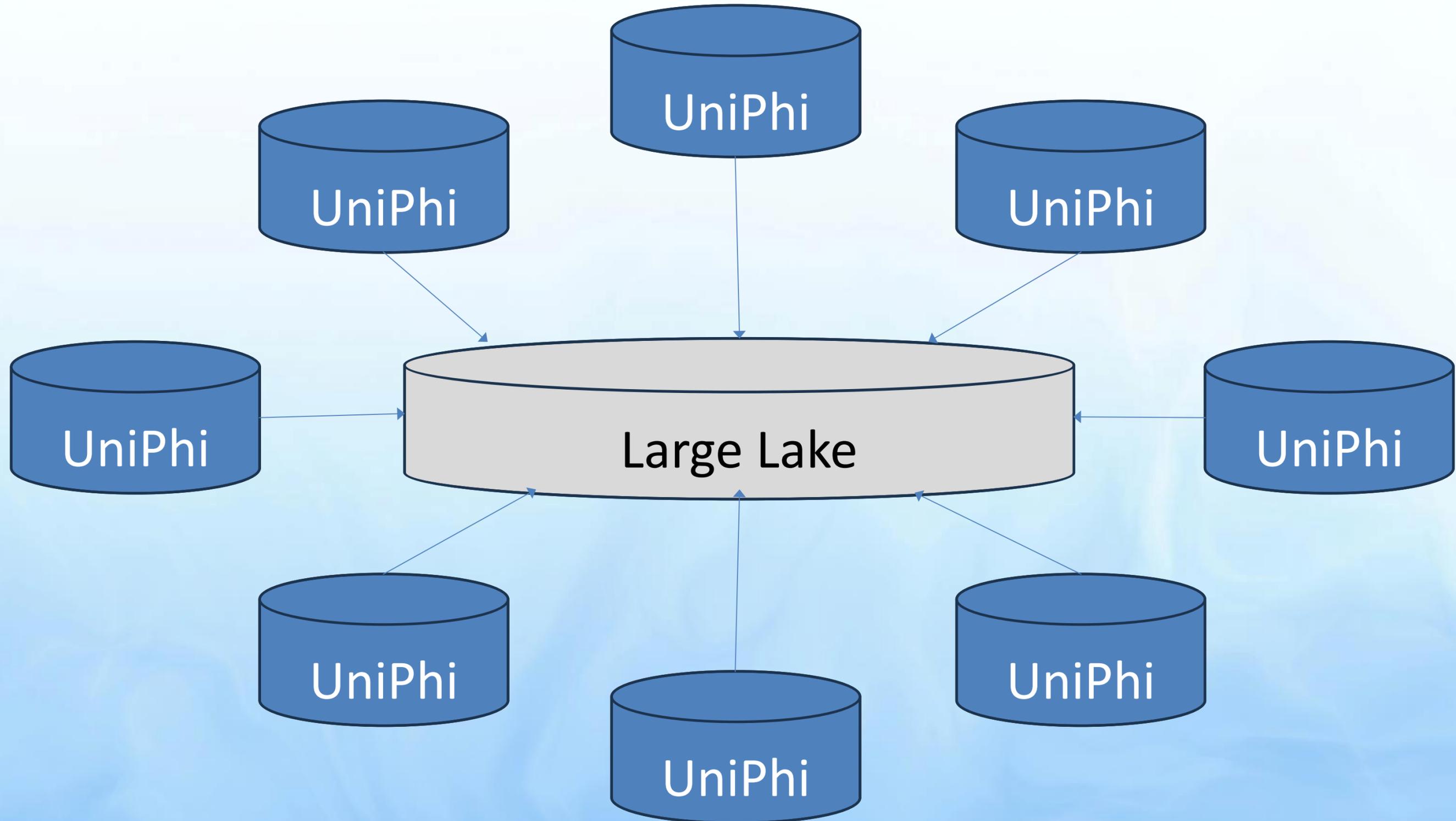
View by CPI View by SPI

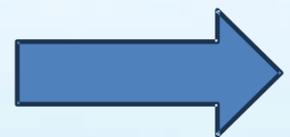
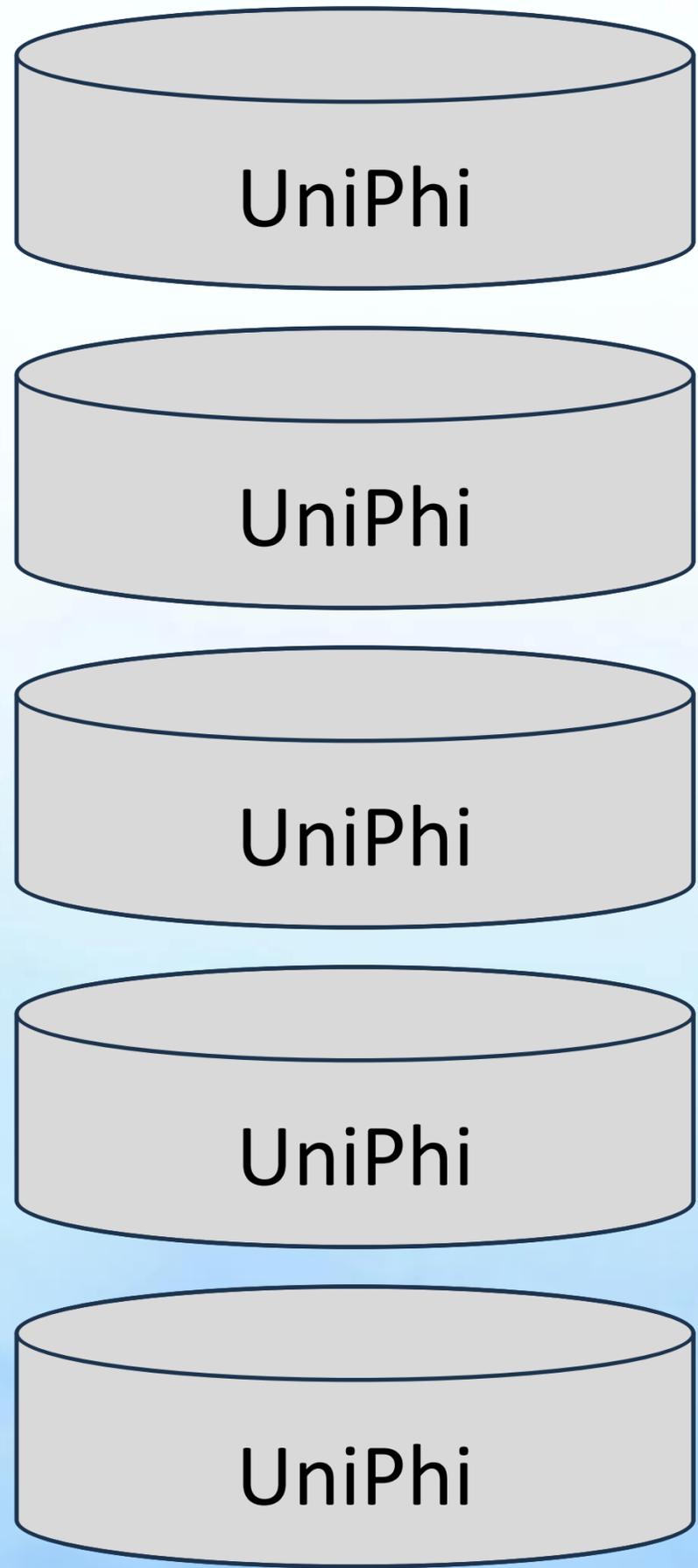


SaaS **Distributed** Data Capture

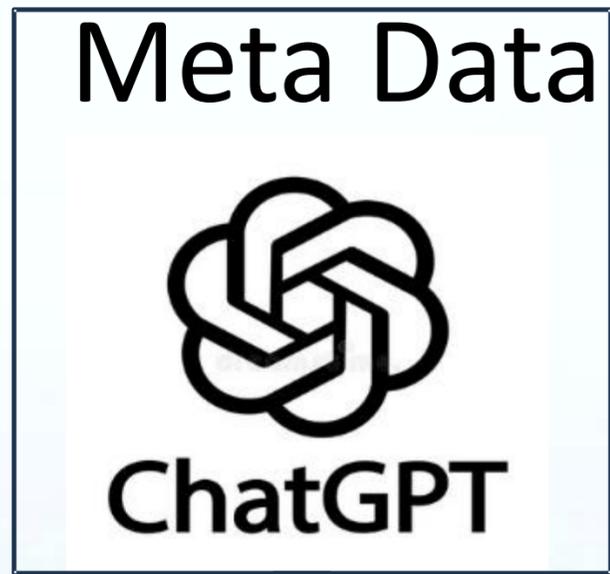
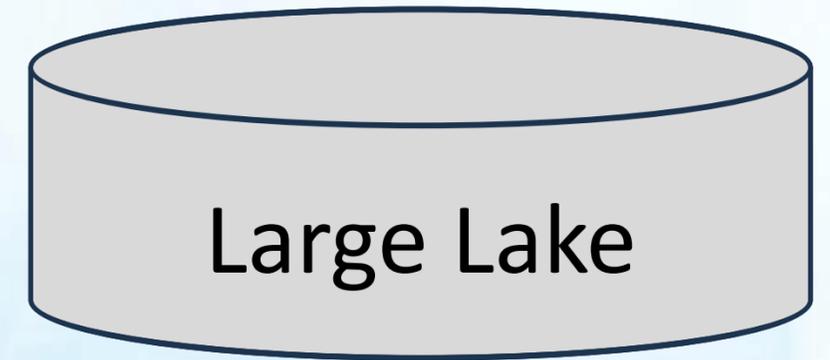


Extract **Transform** Load





Transformation



Analyze your asset

Pick an asset type and enter project parameters. We'll estimate costs, phases, and a UniClass-aligned breakdown.



Roads

Railways

Airport

Analyze your asset

Roads

Railways

Airport

Budget

Road Type

Pavement type

Length (km)

Lanes

Location cost index

Location cost index

Cost

Contingency

Cost

Cost

Activities

