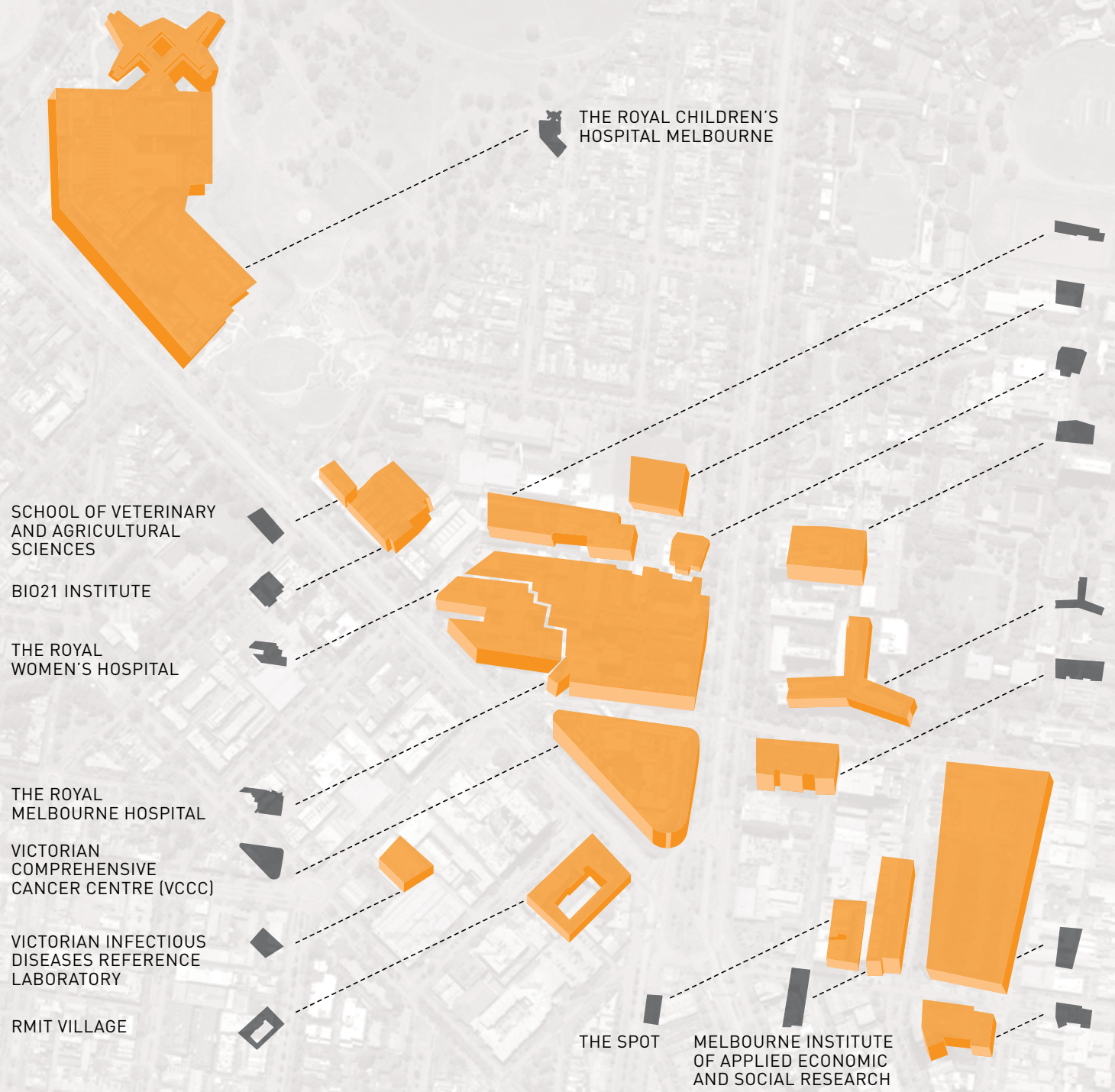




FOUNDATION FOR THE FUTURE

BIRTH PLACE OF JOINED-UP THINKING PARKVILLE PRECINCT



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THE ROYAL MELBOURNE HOSPITAL UNDERGROUND CAR PARK

MELBOURNE PRIVATE HOSPITAL

THE FLOREY INSTITUTE OF NEUROSCIENCE AND MENTAL HEALTH & THE DAX CENTRE

MELBOURNE MEDICAL SCHOOL

THE DOHERTY INSTITUTE

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Melbourne's Parkville Precinct is a world-leading hub of medical and scientific excellence. From the planning, design, construction and utilisation of the facilities in this zone through to the outcomes they produce, this precinct represents the very best in human endeavour.

The close geographic proximity – and sometimes co-location – of universities, hospitals and research institutions means that the translation of new discoveries into real health outcomes is maximised. Collectively, these facilities have been responsible for notable advances in neuroscience, cancer, medical bionics, infectious diseases and mental health.

Donald Cant Watts Corke is extremely proud to have been a part of all the projects highlighted here; helping this world class precinct turn life changing and saving ideas into reality.

FOREWORD



DONALD CANT WATTS CORKE

MELBOURNE
ADELAIDE
BRISBANE
CANBERRA
DARWIN
PERTH
SYDNEY
TOWNSVILLE

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ISBN 978 0 9946366 0 7

The past 50 years have been an incredible journey for Donald Cant Watts Corke. Starting from one man's desire to create a future for himself and his family from a single desk in an East Melbourne home in 1966, to now over 150 people across Australia, working on some of Australia's most prestigious building infrastructure, is a terrific achievement.

This book, *Foundation for the Future*, defines and pays homage to Donald Cant's legacy, and John Watts contribution, while articulating the future vision and growth aspirations that we have.

Many capable, intelligent, supportive and inspiring people have been part of the first 50 years of Donald Cant Watts Corke—clients, directors, employees and partners—and we now have a dynamic, talented and passionate team who will carry that journey on.

It has been a privilege to lead the firm for the past 16 years and I am very proud to share our journey and vision with you.

GLENN CORKE



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NATIONAL GALLERY OF VICTORIA

PROJECT:
National Gallery of Victoria

ARCHITECT:
Mario Bellini Architects/
Metter3

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*CREATING
A SOLID
FOUNDATION
FOR GROWTH*

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DONALD CANT'S FORMATIVE YEARS

BORN IN JANUARY 1937, DONALD CANT WAS THE SECOND OF NOEL AND CONSTANCE CANT'S THREE SONS. HE GREW UP IN FOOTSCRAY, ATTENDING ESSENDON GRAMMAR SCHOOL DURING HIS PRIMARY SCHOOL YEARS AND HALF OF SENIOR SCHOOL BEFORE TRANSFERRING TO MELBOURNE GRAMMAR SCHOOL WHERE HE STUDIED BETWEEN 1951 AND 1953. ENJOYING SPORTS, HE PARTICIPATED IN ATHLETICS IN PRIMARY AND SENIOR SCHOOL, AND PLAYED FOOTBALL FOR MELBOURNE GRAMMAR, THE OLD MELBURNIANS AND RMIT.

'My father was a builder, and he would prepare quotes. I wasn't sure I would like that sort of thing. But after Harry Winbush described it in glowing terms, I decided to study quantity surveying.'



DONALD CANT (BACK ROW, SECOND FROM THE LEFT) WITH MELBOURNE GRAMMAR ATHS TEAM, 1952.



In 1966, 29-year-old Donald Cant already had international experience as a quantity surveyor when he decided to go into private practice.

Don, as he was called, originally wanted to become an architect. However, in 1954 he met with Harry Winbush, who was head of the Faculty of Architecture at Royal Melbourne Institute of Technology, who convinced him to become a quantity surveyor. Harry Winbush believed that architecture would not be as promising for the young man. In addition, based on Don's school record, he believed that he had the skills needed to become a quantity surveyor.

As Don recalled in a lecture delivered at RMIT University in 1984, 'My father was a builder, and he would prepare quotes. I wasn't sure I would like that sort of thing, but after Harry Winbush described it in glowing terms, I decided to study quantity surveying.'

He enrolled in the quantity surveying course at RMIT and was soon accepted as a cadet quantity surveyor by the Victorian Department of Works, pursuing the course part-time. During his first year he studied full-time and became friends with students who were later to become some of the leading architects in Melbourne and Australia. After his first year, he switched to part-time study in the evenings and went to work for the Casey Burne & Associates practice. He completed the course in 1959 and won the Lawrie Casey Prize in Quantity Surveying, which was awarded to the best quantity surveying student.

While at Casey Burne & Associates, Don was working on-site in Box Hill for the British-owned Bowater-Scott Paper Company and mentioned that he was interested in getting quantity surveying experience in England. One of the British staff members connected him with Bowater-Scott's quantity surveyors in London and Don made contact with them. Soon after, he caught a ship at Station Pier in Melbourne, arrived in London in January 1961, and began working for EC Harris and Partners.

DONALD CANT - A FRIEND'S PERSPECTIVE

Donald Cant became a distinguished Australian quantity surveyor and consultant in the last quarter of the twentieth century. Since he founded Donald Cant Watts Corke in 1966, the company has grown to become a holistic practice with offices located throughout Australia, offering project management, quantity surveying and health advisory services—well capable of managing new values for the built environment in a changing world. Their consulting talent has wide ranging institutional and development experience and, moreover, has contributed to the successful design and delivery of some of Australia's finest buildings.

POTENTIAL AND PRESENCE

Don and I found ourselves in 1954 at RMIT in design and building construction classes, both taken together with the architects, interior designers and quantity surveyors.

There were other disciplines to master within the three year syllabus: applied mathematics, physics and chemistry, solid geometry, building sciences, economics, basic geology, structures, environmental services, and not forgetting, cost planning—particularly relevant for quantity surveyors.

Bowen Street at 'the Tech' in the early fifties, was a central academic pedestrian spine, where we met other students in these disciplines, and came to know one another. Don Cant, a former football opponent, became a central figure towards the middle of 1954, when a scratch RMIT Wednesday afternoon football team played the other Senior Technical Schools.

Don played football with great energy, bursting open the pack, dashing with great speed to deliver a devastating long kick into the forward line... where a 'Quantity Surveying cost plan' counts as a goal.

And this was the way he tackled life. Don had, to my mind, an enquiring disposition. He wanted to know intuitively about architects, engineers and builders in the shared classes. His motto was 'always ask the questions!' With

his father a builder, Don had grown up to possess a gregarious, confident manner; proud and pedantic, with a determined spirituality of 'wanting to know', without fear.

Over the next two years, we all progressed. The Tech football team won its share of the Wednesday matches and, whatever the academic topic, Don would comfortably lead a lively opinion in class discussions... with the architects, engineers and builders... just as he was to do when we were graduated 'professionals' several years later, working together. These detectable talents were comprehensively and successfully accommodated and enhanced by the quantity surveying world of the UK.

Some ten years after our first meeting at the RMIT, we had gone our separate ways. I was, simply by chance, watching a cricket match at Lords when I discovered through a mutual friend in the bar, that Don was sharing a household with Australian friends in Hampstead. Don was working in the City of London—the natural home of quantity surveyors. Before long, Kay and I met up with the resident Australians and Don enjoying London; a memorable camping trip to Seville for the Easter Fiesta, followed.

Sometime in 1963/64, over the London winter months, Don became the representative for the London quantity surveying practice E.C. Harris and Partners in Khartoum for two years.

PROFESSION AND PLACE

In 1965, Evan Walker and I began our architectural practice Daryl Jackson Evan Walker Architects in an East Melbourne terrace house. Don returned to Australia around this time and agreed to sub-let our vacant back room. A shared secretary sat in the room between the two fledgling offices. There were six other architectural practices in the adjacent terraces; Kevin Borland, Jorgenson and Hough, Montgomery King and Trengove, Keith Reid and Joe Palliser: a readymade client group for Don to make a start with in Melbourne.

Now an experienced and talented quantity surveyor, and ourselves a developing practice, Daryl Jackson Evan Walker was commissioned by the National Capital Development Commission to work in Canberra. Naturally we recommended Donald Cant for the project.

With a flying start from the 'Terraces', Donald J. Cant & Associates was launched.

Don's forceful personality when leading a presentation, his confident communication skills, and accurate estimates were recognised strengths. He excelled in presenting cost plans before the Commission and other Parliamentary planning meetings; and without hesitation, we included Don on our team for the Canberra School of Music.

With Don as principal, there was also ongoing dynamic growth and progression with John Watts joining and later Glenn Corke. A raft of major projects over a period of ten years was realised in Melbourne including the Walter and Eliza Hall Institute of Medical Research and the Royal Melbourne Hospital Masterplan. These and others, including Australia's new Parliament House, are a measurement of his legacy, well before the digital age.

He affirmed a comprehensive business mind. If the costs could not match the budget, Don had an alternative and because he worked out the cost plan himself, he knew how to manage a financial plan, now referred to as the business case.

Don by now had married Elisabeth Flockart and they lived in East Melbourne during the week and at a farm (mostly delegated to Elisabeth) on the weekends at Barfold near Kyneton, with their two children, Pip and Bridget. Notwithstanding his love for Elisabeth, Pip and Bridget: he saw the land and the farm as his think tank and he often took work with him from the office on weekends as his relaxation.

The magic was that Don understood the cost planning for each building type, and he undertook research for the



RMIT FOOTBALL TEAM
MIDDLE ROW
3RD FROM THE RIGHT: DONALD CANT
2ND FROM THE RIGHT: DARYL JACKSON

new building types, that were highly serviced and high cost. Don took great pride in his professionalism, integrity and managing the innovation required, producing building services costs that he saw as hidden elements, equally a part of the construction fabric. This was his way of forecasting a reality for the complex prospects in hand.

In another farming scenario; he stood for the Shire Council of Metcalfe and, after just two years, he was Shire President.

With all these attributes, Don was not long in this 'theatre of life', the one personality that we all saw as a formidable presence in the city, and a Shire President in country Victoria.

Don was loved for his perceptive, lively leadership which we embraced, his values and his vision, left to rest too soon in 1986. His legacy resides in his enlightened professionalism. Known now as a Fellow of the Australian Institute of Quantity Surveyors, his memory remains through the Donald Cant Prize, established for the highest achieving student to complete the Construction Management degree at Deakin University, Geelong.

DARYL JACKSON

Photo by Frazer Angel



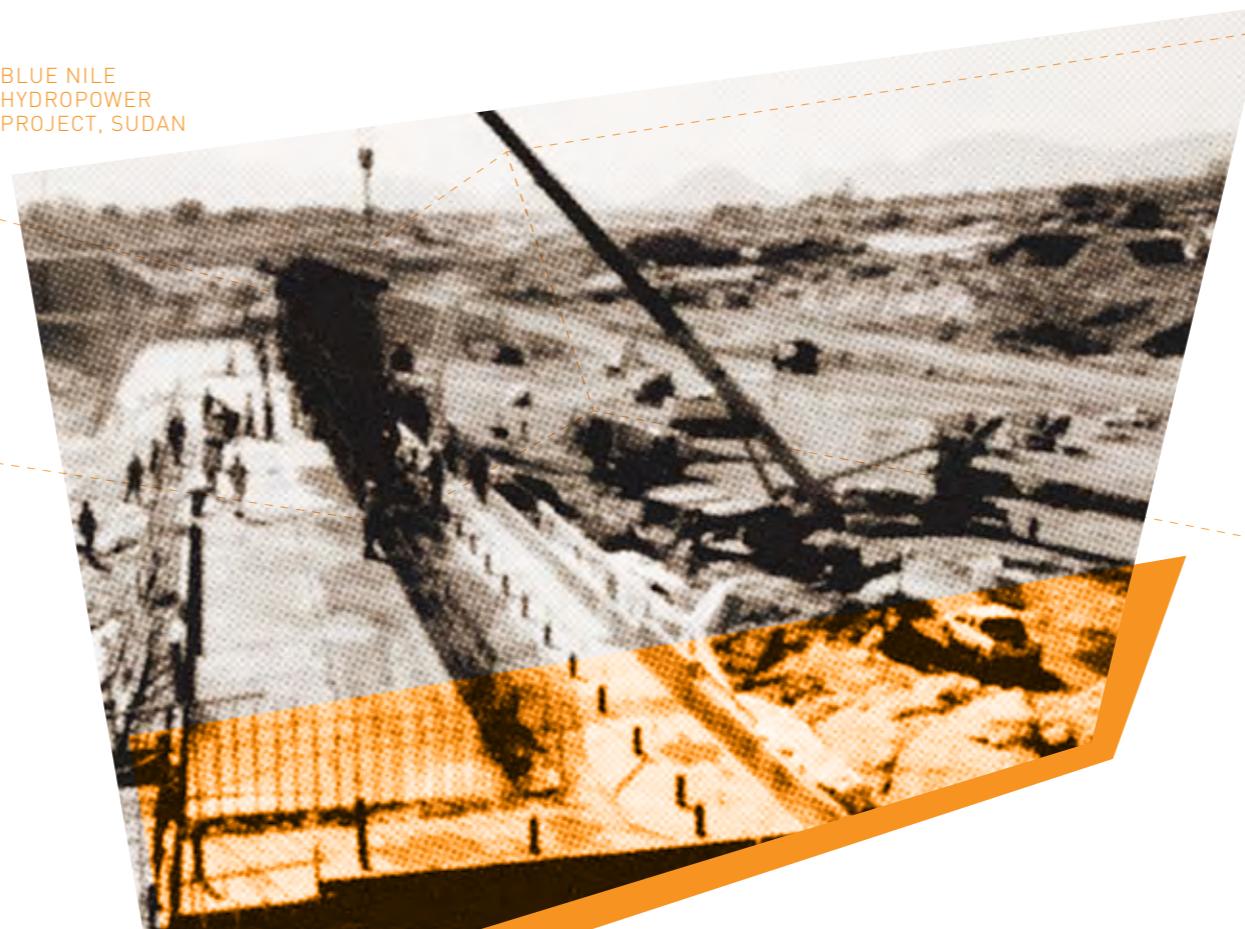
CHURCHILL COLLEGE

During his time in England, Don received valuable experience that influenced his approach throughout his professional career. In 1984, he reflected on his time in London; 'Well, you must always remember that you're never too great or grand to learn something. The best experience I had there was during the first month when I learnt thoroughly the system of abstracting the English way. It was very good grounding. And then I learnt the cut and shuffle system that was just coming in.'

One of the projects he worked on was Churchill College at Cambridge, and he recalled, 'We were building Churchill College at Cambridge, and I used to do the accounts on that job. And, really, I had a very

thorough grounding in all types of quantity surveying services, not just in estimating, but in take-off and final account work. It was very thorough.'

While gaining valuable knowledge, Don also enjoyed the ability to explore the sights. He recalled, 'The job I had was pretty good because I used to take three months off each year and travel around Europe and then come back and find that my desk was still there and they still wanted me to work, and there was usually a cheque there waiting for me. So I used to sit down again and start work.'

BLUE NILE
HYDROPOWER
PROJECT, SUDAN

In 1963, EC Harris and Partners asked Don if he would like to travel to Khartoum in the Sudan to assist with opening an office there for the firm. He was the 'sidekick' of a 'much older English fellow'. One of their projects was with the Sir Alexander Gibb & Partners Engineers working on the Blue Nile hydropower project. While his counterpart was on leave, Don was successful in bringing some work

into the Khartoum office. This led him to start thinking about the business prospects of quantity surveying. As Don remembered, 'I was left running the office, and I thought that was terrific. And all of a sudden I brought a job into the office. Some fellow rang up in Khartoum—he wanted some work done and I organised it. I thought, well, you know, maybe it isn't so bad, and I did it all right.'

After two years in the Sudan, he went back to London where he worked for a few months before returning to Melbourne.

'Well, you must always remember that you're never too great or grand to learn something.'

DONALD CANT

ESTABLISHING A QUANTITY SURVEYING PRACTICE IN MELBOURNE

1966

EAST MELBOURNE ARCHITECTS FOOTBALL TEAM

With experience under his belt, in 1966 Don decided to 'have a go at private practice'. He initially worked from his flat in George Street in East Melbourne. Don met Daryl Jackson while they were taking the Building Construction 1 class at RMIT and they formed a strong friendship. Through his association with Daryl Jackson and other local architects, which included playing for the East Melbourne Architects Football Team, he was able to bring in his initial projects. His first bill of quantities was for an architect working on a day centre in Shepparton for the Mental Health Authority.



East Melbourne Architects Football Team
v. John Holland and Co. P/L, Monbulk, 11th Aug 1966

Back Row, L. to R.: Kevin Greenhatch, Bruce Allen,
Jack Clarkson, Bob Brooke,
Rick Thorpe, Ian Whitford, Dave Blanche, Jim Hill,
Shun Barker, Derek Edgerton, Paul Wellington

Front Row, L. to R.: John McNab, Garry Evans,
Don Cant, Daryl Jackson,
Graeme Whitford, Mark Roberts, Max Smythe

Image kindly supplied by
Jackson Architecture

1967

He began working from Daryl Jackson's home in Hotham Street, East Melbourne. Don and Daryl had offices downstairs, while Daryl's young family lived upstairs in the terrace house.

Working with Daryl Jackson, Don secured his first major project in private practice - The Harold Holt Memorial Swimming Centre. The original facilities, built in 1927, could no longer serve the needs of the growing community. In 1966, the Malvern Council commissioned architects Kevin Borland and Daryl Jackson to design a new swimming complex. The centre is considered to be a notable example of brutalist architecture and is classified by the National Trust and is listed on the Victorian Heritage Register.

INDOOR POOL, HAROLD HOLT MEMORIAL SWIMMING CENTRE, MALVERN, VICTORIA 1969.

Sievers, Wolfgang, 1913-2007, National Library of Australia, nla.obj-161528663

1969



Image kindly supplied by Jackson Architecture

Recalling his work, Don said, 'I measured that all by myself, day and night, and settled down and worked away. I did all the estimates and the whole thing. That was all right. We worked through that.'

Originally, the complex was to be named the City of Malvern Olympic Swimming Centre. However, after the Prime Minister of Australia, Harold Holt, Malvern's local member, drowned in December 1967, the name was changed to The Harold Holt Memorial Swimming Centre. The \$600,000 centre was officially opened by Prime Minister John Gorton in March 1969.

PROJECT:
The Harold
Holt Memorial
Swimming Centre

ARCHITECT:
Kevin Borland/
Daryl Jackson



126 WELLINGTON PARADE EAST MELBOURNE.

DONALD CANT MEETS JOHN WATTS

In 1967, Don met John Watts through the group of architects, engineers and quantity surveyors based in East Melbourne who would meet to socialise and have a few drinks on Friday evenings. John qualified as a Chartered Quantity Surveyor in the UK in the early 1960s, and a London quantity surveying firm offered him an 18-month role in Australia in 1963. Upon completing his assignment, he returned to London via an overland journey through India and the Middle East. He worked in London for several years before coming back to Melbourne in 1967 to work for another UK firm under contract, and was involved in several hospital projects, including Cabrini Hospital.



JOHN WATTS

John started moonlighting to assist Don with his increasing workload. Some of the early projects they worked on together were for Jorgensen & Hough Architects, who were leading exponents of modern hotel/motel architecture at that time and were building hotels in the suburbs of Melbourne; examples include the Burvale Hotel in Vermont South and the Manhattan Hotel in Ringwood, both built in the late 1960s.

In 1970, Don reached a point where he required a full-time associate and he invited John to join the firm. They had moved into a one-room office in Victoria Parade, near Landsdowne Street in East Melbourne, where they had one other associate and a personal assistant. As they expanded they moved to an office in Clarendon Street near Victoria Parade, and then to 126 Wellington Parade in East Melbourne.

Don's practice grew, along with the budding architectural practices. John Watts recalls how the firm collaborated with the architects in Hotham Street, East Melbourne; 'There was a whole row of terrace houses with architects. We worked with all of them except one.' These firms included Jorgensen & Hough, Borland Trewenack and Brooks, and Jackson Walker.

During the early and mid-1970s, Don and John provided quantity surveying and cost planning services to a wide range of clients, including the new Deakin University Geelong Campus (with architects McGlashan Everist) and the Melbourne Civic Square (with architects Denton Corker Marshall). In 1976, John became a Director in the firm.



MELBOURNE CIVIC SQUARE

PROJECT: Melbourne Civic Square

ARCHITECT: Denton Corker Marshall

Photograph by John Gollings

1976

CANBERRA SCHOOL OF MUSIC
(NOW THE ANU SCHOOL OF MUSIC)

Image kindly supplied by Jackson Architecture

19
76

FIRST OPPORTUNITY IN CANBERRA

In 1976, through the association with Daryl Jackson, Donald J. Cant & Associates secured their first project in Canberra – The Canberra School of Music (now the ANU School of Music). Designed by Daryl Jackson Evan Walker Architects, the building combines late twentieth-century brutalist and international styles. From this project, the firm was introduced to the National Canberra Development Commission (NCDC) and other government departments, leading to other opportunities in Canberra.

Daryl Jackson recalls how Don's communication skills played a role in securing work from the National Canberra Development Commission; 'Don was an excellent communicator. He was vigorous, intelligent and forthright. He was very good at explaining project costs, and this led to the NCDC having confidence in us.'

Explaining Don's approach to quantity surveying, he says, 'Don had great insight and applied himself very well. He had a real sense for it – a connectedness – to understand projects at the very early stage.'



Image kindly supplied by Jackson Architecture

ARCHITECT:
Daryl Jackson/
Evan Walker Architects

PROJECT:
The Canberra School
of Music (now the
ANU School of Music)

1977

THE LATE 1970s FROM A CADET'S PERSPECTIVE

Rory Pincott joined Donald J. Cant & Associates as a Cadet Quantity Surveyor in 1977. Reflecting on his early years in the firm, he says, 'We did a lot of bills of quantities in those days. There were no computers and everything was done by hand. One of my roles was to do the calculations. There was also a team of ladies known as comptometrists. They would come in with big calculators about the size of two phone books, and they would be running their hands at 100 miles per hour doing the calculations. Everything had to be cross-checked. In those days, because it was done by hand, you had to use three pens. You used a black or blue, a red pen, and a green pen. Your dimensions were written down in



green; so your numbers were in green, and all your little notes were in green. Any deduction in quantity was done in red. And then the bit that was typed out was the bit in black or blue. And then that was handed to the typist. So you'd end up with lever arch files full of documents. There would be around ten of them for each project.'

The first computer was introduced into the Melbourne office in the early 1980s; 'It was a Rank Xerox, which was just a glorified word processor. It was treated with kid gloves by Don - particularly when we had to move it from one side of the office to the other. I remember being scolded for being too rough with it.'



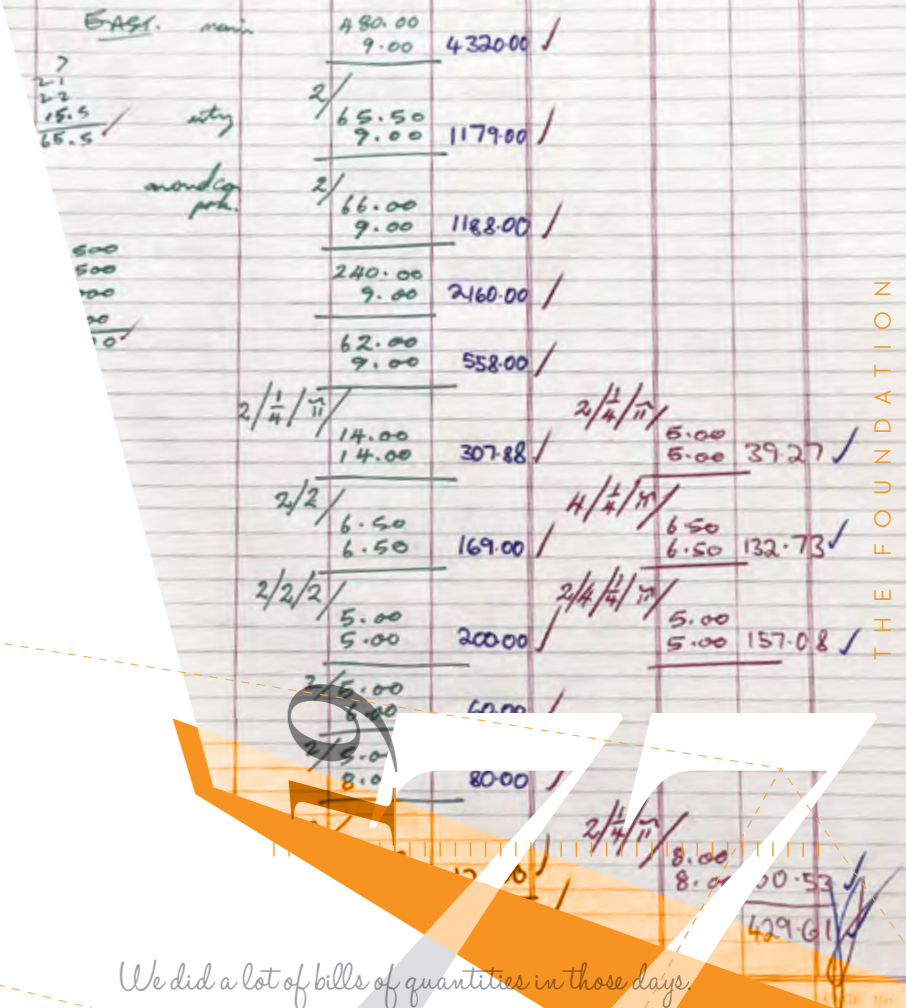
RORY PINCOTT

1977

He remembers Don's meticulous approach for ensuring a high standard of work. As Rory recalls, 'One of my regular jobs was loading all drawings, specifications, everybody's work, into Don's car on Friday afternoon. He would take it up to his farm near Kyneton and check it over the weekend. Then Monday morning I'd have to bring it all back into the office, and he'd have a million pieces of paper, asking you to explain why you did whatever you did. When he found something that was done incorrectly, he would say, "I'll fail you for that in the exam."'



1979



We did a lot of bills of quantities in those days. There were no computers and everything was done by hand. One of my roles was to do the calculations. There was also a team of ladies known as comptometrists. They would come in with big calculators about the size of two phone books, and they would be running their hands at 100 miles per hour doing the calculations. Everything had to be cross-checked.

HER MAJESTY, QUEEN ELIZABETH II
OPENS PARLIAMENT HOUSE IN MAY, 1988.



From Fairfax Media Archives

DONALD J. CANT & ASSOCIATES PARTICIPATES IN THE CREATION OF A NATIONAL SYMBOL

Since it was opened in May 1988, Australia's Parliament House in Canberra has become a national symbol. Design, construction and fit-out of the \$1.1 billion project took nine years to complete and involved 10,000 workers. The building was designed to last 200 years and contains 4,500 rooms with a total area of 250,000m². During the 1980s, it was the largest construction site in the Southern Hemisphere.

PROJECT: Parliament House
ARCHITECT: Mitchell/Giurgola & Thorp

1979

'The building should nest with the hill, symbolically rise out of the Australian landscape, as true democracy rises from the state of things.'

ROMALDO GIURGOLA

In April 1979, the National Capital Development Commission announced an architectural competition for the design of the new Parliament House. Donald J. Cant & Associates began participating in the Parliament House project in 1979. Australian architect, Richard Thorp, was a member of Mitchell/Giurgola & Thorp team in New York and knew Don from his time in East Melbourne. He called Don from New York to invite him to become part of their consulting team for entries into stage one of the architectural competition. Not one to turn down a challenge, he replied, 'I'd be delighted to, of course.' From the preliminary sketches, Don created broad order of cost estimates.

1980



Photo by Andrew Ashton Photography

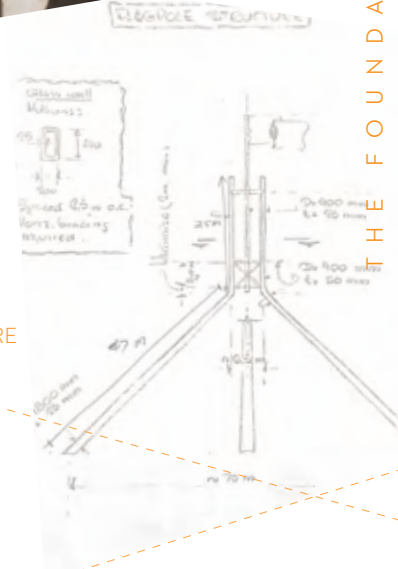
1985

1988

FROM RIGHT: DONALD CANT WITH DON KERR OF IRWIN JOHNSTON & PARTNERS ENGINEERS



PARLIAMENT HOUSE FLAGPOLE STRUCTURE



From the stage one entries, Donald J. Cant & Associates assisted three entries which were successful and awarded prizes for being in the top ten designs. Two of these three entries were selected to participate in stage two of the competition. Don flew to New York in March 1980 to work with Mitchell/Giurgola & Thorp on elemental cost plans for the competition. He spent two weeks with the team and wrote in his journal, 'It really has been two solid weeks of flat-out work, from usually nine o'clock in the morning to 6.30 in the evening, and sometimes later, so we can get the job done. Well it is mainly done now and I rolled up the drawings—they weigh a tonne and are very long. This is what I will have to carry back to Australia.'

Back in Melbourne, John Watts worked with the competing entry of Denton Corker Marshall.

In June 1980, the Mitchell/Giurgola & Thorp team was announced as the winner of stage two of the competition. In creating the new Parliament House, the designers considered many factors, including its size and pre-eminence. The building's symbolic centre in the Burley Griffin plan of Canberra was an important issue. It was meant to be an integral part of the city, while not dominating over it. Speaking about the design, architect Romaldo Giurgola said, 'The building should nest with the hill, symbolically rise out of the Australian landscape, as true democracy rises from the state of things.'

Donald J. Cant & Associates was retained on the architect's team as Project Quantity Surveyors. Due to the enormity of the project, a joint venture was formed with Rawlinson Forster Hawes & Lee and called Donald Cant, Watts, Hawes & Lee Pty Ltd.

Initially, the firm assisted the Parliament House Construction Authority cost planner preparing the schematic cost plan. Don, John and others would travel between Melbourne and Canberra, staying in a house they rented. Eventually, John Watts moved to Canberra for the duration of the project.

In July 1981, John and a small team started the documentation program; a major task which continued until 1988. During this period, 65 quantity surveyors were employed, with a peak of 30 working at one time in 1985. The diverse group included quantity surveyors from Canberra, interstate and overseas. The location created

challenges in finding office space and housing for staff. In addition, the demanding schedule and length of the project led to high staff turnover.

John Watts recalls the challenges of working on such a large project in Canberra at the time:

'Nobody had the resources in Canberra to do the job; you had to bring the people in from out of town. Much of it was manufactured out of town and transported in.'



STEPHEN
McCOULLOUGH



AUSTRALIAN INSTITUTE
OF SPORT

Adding to the heavy workload in Canberra, Donald J. Cant & Associates began providing cost planning services for the new Australian Institute of Sport. John often ended up working double shifts—on Parliament House during the day and on the Australian Institute of Sport in the evenings. He says, 'I used to work at Parliament House all day and at five o'clock I would switch jobs to work on the Australian Institute of Sport.'

At this time, Stephen McCoullough joined the firm and got involved in the Canberra projects; 'I was still finishing my course at university, and I'd be flying to Canberra every second week, because in addition to the Parliament House, we were working on a number of projects for the Australian Institute of Sport. These included the swimming pool and tennis centre and their sports training and sports medicine facility.'

Between 1981 and 1988, tender documents for Parliament House were prepared in various formats, mainly

as bills of quantities or schedules of rates, for the supply of materials and labour for hundreds of contracts under the fast-track construction system. The Canberra office acquired their first word processor in 1981. It was such a valuable time saver for preparing documents that it was used in shifts from 7am until 10pm each day.

The process of reviews adopted for all design and documentation, with the draft document being scrutinised by the entire project team, meant that the firm was often required to include late changes in the final document. This resulted in working many late nights and weekends.

The New Parliament House, as it was then called, was officially opened by Her Majesty, Queen Elizabeth II, on 9 May 1988. On the occasion, the firm was quoted in a Special Issue of The House Magazine: 'With completion of the project, we look back over an exciting era and are proud and privileged to have been part of the Mitchell/Giurgola & Thorp winning team.'

In 1989, John Watts wrapped up the final work on the Parliament House project and returned to Melbourne.

PROJECT: Australian Institute of Sport
ARCHITECT: Daryl Jackson/
Evan Walker Architects

THE WALTER AND ELIZA HALL INSTITUTE

Working again with Daryl Jackson, Donald J. Cant & Associates began providing cost management services to the Walter and Eliza Hall Institute in 1981.

PROJECT: Walter and Eliza Hall Institute
ARCHITECT: Daryl Jackson/ Godfrey and Spowers

1981



Image kindly supplied by The Walter and Eliza Hall Institute



Image kindly supplied by Jackson Architecture



GLENN CORKE JOINED DONALD CANT WATTS CORKE IN 1981

Established in 1915, The Walter and Eliza Hall Institute in Parkville, Victoria, is the oldest medical research institute in Australia. The institute's affiliation with The Royal Melbourne Hospital connects research outcomes with clinical practice to accelerate discoveries for improving health and preventing disease. The institute hosts more than 750 scientists who conduct research in a range of areas, preventing and treating diseases, including breast, ovarian and blood cancers, type 1 diabetes, rheumatoid arthritis, coeliac disease and malaria. While he was the institute's Director from 1965 to 1996,

Sir Gustav Nossal was instrumental in expanding the scientific scope and capacity of the institute.

At that time the research labs and facilities, as well as the plumbing and electrical infrastructure, had reached full capacity. In order to continue the cutting-edge research of the institute, Sir Gustav Nossal needed to expand laboratories and technical support services. The solution was a new building.

Due to the important relationship between the Royal Melbourne Hospital and the Walter and Eliza Hall Institute, Nossal was determined that the new building be built on the hospital grounds. After securing a location on the hospital grounds and receiving approval of funding from the Victorian and Australian governments, planning for construction commenced.

In developing the building's design, Daryl Jackson, working in association with architects Godfrey and Spowers, toured the world's best research laboratories to ensure that the new institute would meet international standards.

Donald Cant and John Watts worked on the cost plans from the early stage of the project. Glenn Corke joined the firm in 1981 to assist in providing quantity



Image kindly supplied by The Walter and Eliza Hall Institute

SIR GUSTAV NOSSAL

surveying and cost management services for the \$23 million project. The new building was officially opened in November 1985, and all laboratory groups completed their relocation by April 1986.

Twenty-five years later, Donald Cant Watts Corke again provided services to the Walter and Eliza Hall Institute on a major expansion and refurbishment of the existing building, which was completed in 2012.



Image kindly supplied by Jackson Architecture

DONALD CANT PASSES LEAVING AN ENDURING LEGACY

Sadly, Don started to become unwell in 1984 and was diagnosed with mesothelioma shortly afterwards. As Glenn recalls, 'He went through pretty vigorous treatment for a number of months. He recovered for about six months and continued to work, but at a reduced pace. That said, he was in the office everyday and working as hard as he could.'

Although his life was cut short when he passed away in 1986, his values and vision created a solid foundation that enabled the firm to grow and diversify in later years.

He was known for his hands-on approach and said, 'It's my philosophy to be personally involved in what's going on. Especially what you might call my forte is doing the estimates and dealing with the clients. Now, both the other directors do some of that, but the majority is done by myself.'

Don promoted open communication within the firm. He had maintained an open-door policy and stated, 'In my office, the students must ask senior staff or me what the answer to certain questions is, and that's the only way. So all the students and all the staff in my office have total direct access to me.'

Donald Cant In Memoriam

Donald Cant, through an educational prism of his travels; and his loving marriage to Elisabeth Flockart in the 1970's, lived in Darling Square East Melbourne, and enjoyed a country farm at Barfold, Victoria as Pip and Bridget, their daughters, were born.

Donald, prior to his untimely death, was a great Australian who wanted and enjoyed the richness and diversity of his Quantity Surveying expertise; his family, and his sense of belonging and participating in life (which was all too short), he lived to be 49 years old... in the prime of his talents as a Quantity Surveyor, a person who continually expanded upon his knowledge, wanting to be more effective in a complex, rapidly moving world of expanding intelligence... that was his to embrace.

Donald wanted to excel, to make the construct of his professional life and place count. Somewhat impatient, he welcomed change, in search for the right result.



DARYL JACKSON

THE GUARDIAN, FRIDAY, AUGUST 1, 1986 - PAGE 32

TRIBUTES FOR CR DON CANT

Metcalfe shire councillors this week paid tribute to the late Cr Don Cant, a South Riding member who died in Melbourne last week.

Cr Cant had been ill for some time, and he had seen Cr Cant had recently resigned his position.

Cr Tony Phillips said "turn a meeting on its ear" with his forceful

shire than most, and will be long remembered as one of our driving forces," Cr Mac Marty said.

Cr Evelyn Mactier said Cr Cant was fair.

Speaking about relationships with clients, he said, 'That's what my philosophy has always been—to provide them with the best information and documentation. Don't hide anything from them and just be open and honest. Tell them what the situation is, tell them what the problems are, tell them that you haven't had enough information on this so you don't know what should be put in. Be totally fair and honest, and lay it all out.'

His professional contribution went beyond the firm through his teaching

and industry leadership. He was a Fellow of the Australian Institute of Quantity Surveyors (FAIQS) and lectured to students in the final year of the quantity surveying course at RMIT.

In honour of his memory, the Australian Institute of Quantity Surveyors (AIQS) Donald Cant Prize is awarded each year to the highest achieving student completing the quantity surveying subjects in the Construction Management degree at Deakin University in Geelong.

'Don't hide anything from them and just be open and honest. Tell them what the situation is, tell them what the problems are, tell them that you haven't had enough information on this so you don't know what should be put in. Be totally fair and honest, and lay it all out.'

DONALD CANT

MOVING FROM THE 1980s INTO THE 1990s

The firm continued to grow throughout the mid to late 1980s, and Stephen McCoullough remembers the continuously expanding office in Wellington Parade in East Melbourne; 'We started off and had one corner on the floor. Then within a few years of being there, the people next door moved out, so we took over their space. Then the people next door to them moved out, and we took over their space. Other tenants also moved out. So, over the whole period that we were there, we gradually got to where we had space on the floor below as well.'

Although the firm was involved in significant projects in the 1980s, it was relatively small and faced challenges. Two years after joining the firm, Glenn Corke was appointed Director in 1983. After Don's death, Glenn led the Melbourne office, as well as managed the Walter and Eliza Hall Institute project, as John Watts was based in Canberra. Glenn recalls the period

'was full-on, six days a week'. He also remembers the support the firm received from the clients:

'The major thing, now that I look back on it, was that our clients continued to support us. And this was really important, really critical for the business at the time. In essence there was Rory, Stephen and me, together with the support staff. We were all quite young and had been in the business for a while, but most of the close client relationships were with Don.'

When Don got sick we received terrific support from our clients. The clients the firm had at the time were committed and trusted Don, and they were trusting and brave enough to pass their trust and faith in Don, through to us, or at least give us the opportunity to prove ourselves. It was really about their belief in Don. In their view, if we worked with Don, he had chosen us and we were okay.'



GLENN RECALLS

'The period was full on, 6 days a week'

In 1992 the firm became Donald Cant Watts Corke to reflect the two current Directors and recognise the firm's founder, Donald Cant. In 1988, the firm began working on the Royal Melbourne Hospital redevelopment, which involved creating a master plan for the hospital. This led to other opportunities in health and ultimately set the stage for becoming a leader in the health field.

Despite the growth and recent successes, the firm was not immune from the serious recession that gripped Australia in the early 1990s. Fortunately, a few major projects, namely the Royal Melbourne Hospital and Menzies School of Health in

Darwin, made it possible for the firm to get through those tough times. As Stephen McCoullough explains:

'The Royal Melbourne Hospital was fortunate enough to get some initial government funding. We were able to undertake that work and then further funding became available and we were appointed to continue on with it. There was quite an extensive amount of work that went with that and provided significant health knowledge that led to our involvement in other healthcare projects.'

19
8719
88

1990

MENZIES SCHOOL OF HEALTH,
DARWIN, 1996

Image kindly supplied by Menzies School of Health

PROJECT: ARCHITECT:

Menzies School of
HealthDaryl Jackson/
Godfrey & Spowers

GLENN RECALLS THAT:

'The business was still quite small then, about 12 people. We were all working six days a week to get through all the projects. It was very hands on involvement and we continued to add value and make strong impacts on the projects we did.'

'Back then, cost planners had a much stronger role in projects and were, in fact, an early appointment on most major projects.'

'Cost planners sat at the table with the clients as key advisors providing advice on a broad range of topics as well as costs.'

CREATING OUTSTANDING RESULTS FOR THE ROYAL MELBOURNE HOSPITAL

SECTOR: Royal Melbourne Hospital
ARCHITECT: Daryl Jackson/
Di Carlo Potts

In 1988 it had become clear that The Royal Melbourne Hospital had outgrown its 50-year-old buildings and that its service delivery capability was severely constrained by their physical limitations. Its redevelopment had become crucial to the survival of the organisation. For over 17 years, attempts to obtain government support for The Royal Melbourne Hospital redevelopment had failed. In the absence of government support, the hospital had to provide the initiative, leadership and drive from within to achieve the redevelopment. Accordingly, the Board of Management resolved that it would make its capital resources available to kick-start the redevelopment and to appoint its own Project Director to make it happen.

Image kindly supplied by The Royal Melbourne Hospital Archives

1986

1988

1989

1990



1986
Daryl Jackson/Di Carlo Potts was commissioned by The Royal Melbourne Hospital to prepare a master development plan. This received Ministerial approval in February 1989. The master plan provided for a new clinical services building on the corner of Grattan Street and Royal Parade to accommodate accident and emergency, medical imaging, operating theatres and a cardiology unit.

Due to its 35 per cent equity in the project, The Royal Melbourne Hospital insisted on having a large measure of control over the work, which was achieved when the hospital appointed its own Project Director. In addition, careful consideration was given to the construction contracts used. For the clinical services building and the private medical consulting rooms, components of the redevelopment, construction management agreement contracts were used. At the time, this was an innovative approach that would enable the hospital to better manage the project risks, finance and timelines.

Donald Cant Watts Corke was appointed very early in the project to provide cost planning and cost management advice directly to help the Board of Management control financial risks. This was also a new approach at

1988
the time and proved to be an integral factor in the project's outstanding financial outcomes.

Bill Geerlings, who was the Director of Facilities Management at The Royal Melbourne Hospital between 1988 and 1996, reflects on working with Donald Cant Watts Corke:

'Glenn Corke, Stephen McCoullough, and their team were very knowledgeable and receptive to new ways of doing business. The hospital board invested heavily in the project and they wanted a large degree of autonomy so they could manage the risk. Having a cost planner was integral to this approach. We wanted a cost planner who could really stand by us and provide sound advice on what the costs were going to be and control those costs as the projects were rolled out. Donald Cant Watts Corke did an exemplary job in that respect. Being a cost planner directly advising the client—debating with architects and other consultants—was a novel approach at that time. Their ability to adapt to that role and do an excellent job was outstanding. The project turned out to be a big success. Having played a prominent role in it greatly enhanced the firm's reputation.'

1989
1990

1996

In a letter to project participants, Jonathan Tribe, The Royal Melbourne Hospital CEO at the time, wrote:

I am extremely satisfied with the results of the project, which has been completed ahead of time and below budget. It is a credit to all involved and a testimony to the teamwork that has gone into making the hospital into a world class facility.

Image kindly supplied by The Royal Melbourne Hospital Archives



The then Building Owners and Managers Association (now The Property Council) awarded the project its Certificate of Merit in 1996, recognising The Royal Melbourne Hospital redevelopment's 'standard of excellence for efficient use of capital, efficient maintenance and operation, adaptability, owner and user satisfaction, quality of design and finish, quality of services and facilities for occupants, and industry awareness and perception'. This was the first time a public building had received a Building Owners and Managers Association award.

'Their ability to adapt to that role and do an excellent job was outstanding. The project turned out to be a big success.'

BILL GEERLINGS

ROYAL MELBOURNE HOSPITAL
FROM ROYAL PARADE, 1996

Image kindly supplied by The Royal Melbourne Hospital Archives



SETTING THE STAGE FOR EXPANSION AND GROWTH

John Watts had returned to Melbourne in 1989 and was leading the firm, together with Glenn Corke. The Canberra office continued to operate through the 1990s under the direction of Rory Pincott, who relocated for the role. Notable projects in Canberra at the time included the Museum of Australia and ANZAC Hall at the Australian War Memorial. Other significant projects started in Melbourne at this time included the Melbourne Sports and Aquatic Centre, Sidney Myer Music Bowl and the National Gallery of Victoria redevelopment.

In the mid-1990s, John and Glenn discussed the future of the firm and the opportunities for growth in terms of its geographic footprint and service areas. As part of these discussions John Watts decided he would retire, and in 1999 that's what he did. At this time Glenn became Managing Director of the firm.

In taking on the position, Glenn had a clear vision he wanted to implement to take the firm in a new direction by broadening the scope and range of services. This was influenced by the approach taken by Don and John. As he explains,

'From the start, influencing the outcomes of projects has always been part of our DNA. The early cost plans done by Don and John were always very good project drivers. That was a really exciting thing to me because when the cost plan was done, it was so good that everybody understood what the building was going to be like—what was going to be involved in it and what opportunities there were to improve value. It was a value management tool and a very important document. I don't think many other quantity surveyors were doing it at that sort of quality and amount of detail.'

PROJECT: National Gallery of Victoria
ARCHITECT: Mario Bellini Architects / Metier3



NATIONAL GALLERY OF VICTORIA

Towards the end of the 1990s, the role of the project manager started to grow in influence in the development and implementation phases of a project. The increasing importance of the individual project management role came at the expense of reduced influence by the architect and, to a lesser extent, the cost planner and quantity surveyor.

Glenn believed that in this changing environment, the role of the project manager began to provide key advice a client would require in the control of a project during development and delivery phase:

'Undertaking this role was going to be essential if we were going to maintain our position as a key advisor and provide a point of differentiation.'

Reflecting on how the firm's approach enabled it to diversify its services, Glenn says, 'Our firm was probably one of a few that were doing very high-level cost planning in the very early stages on very complex projects. So we understood what the architect was trying to get in terms of design. Then we reflected it in the quantities and costs, so everyone could have transparency.'

I think that was a great learning tool for me – seeing how important it was to sit at the table at the beginning of a job and being able to influence the outcomes down the track.'

Over the next 17 years, the firm's solid foundation would be combined with Glenn's vision to create a national business providing an end-to-end service model.

'I think that was a great learning tool for me – seeing how important it was to sit at the table at the beginning of a job and being able to influence the outcomes down the track.'

GLENN CORKE

PROJECT: Melbourne Sports and Aquatic Centre
ARCHITECT: Peddle Thorp



MELBOURNE SPORTS AND AQUATIC CENTRE

Melbourne Sports and Aquatic Centre with kind permission from Alfasi Group

TRUSTED ADVISORS

IN THE SOPHISTICATED BUILT ENVIRONMENT INDUSTRY THAT NOW EXISTS, TO GROW AND OPERATE A PROFITABLE CONSULTANCY, THE BUSINESS MODEL MUST BE FOCUSED ON PROVIDING ADDED VALUE THROUGH KNOWLEDGE, INSIGHT, PARTNERSHIPS AND TRUST. DIFFERENTIATING YOUR BUSINESS IS VITAL TO LONG TERM VIABILITY AND GROWTH. IT IS ALSO CRITICAL TO UNDERSTAND THE CHANGING DYNAMIC OF THOSE INSTITUTIONS – BOTH PUBLIC AND PRIVATE. WHETHER IT'S A HEALTH, EDUCATION, AVIATION OR DEFENCE INSTITUTION, SENIOR MANAGEMENT NEED TRUSTED ADVISORS SO THAT THEY ARE ARMED WITH ALL THE INFORMATION THEY NEED TO MAKE THE BEST POSSIBLE DECISIONS AND, THEREFORE, TO ACHIEVE THE BEST POSSIBLE CLIENT OUTCOMES.

Since the early days of Donald Cant Watts Corke, the company has actively strived to be a trusted advisor to its clients; this goal has been at the core of its organisational values. Decades before the phrase became commonly used, Don embedded an honest, partnership approach with clients through every level of the firm.

He told his team: 'Don't hide anything from them and just be open and honest. Tell them what the situation is, tell them what the problems are, tell them that you haven't had enough information on this so you don't know what should be put in. Be totally fair and honest, and lay it all out.'

In 2000, David Maister, Charles Green, and Robert Galford published The Trusted Advisor, which held that trusted advisors:

- Help the client understand the options
- Help the client evaluate the options
- Provide a recommendation
- Let the client choose

A trusted advisor sits with the client, listening to the problem the client is facing to really understand what it is, so that they can support and advise the client as they work through possible solutions.

There are three basic skills needed to evolve beyond being a mere supplier and into a trusted advisor:

- earning trust,
- giving advice effectively, and
- building relationships.

The Donald Cant Watts Corke leadership team has given significant consideration to services which allow them to work with their clients from very early in a project's conception, where they can truly deliver the most possible value. From the very outset of Glenn's commencement with the firm in 1981, he has championed this approach; 'I think that was a great learning tool for me – seeing how important it was to sit at the table at the beginning of a job and being able to influence the outcomes down the track.'

This initial work at ideas phase is, of course, also critical in developing the depth of relationships required to become a trusted advisor.

This approach has become adopted so deeply within Donald Cant Watts Corke that it has also come to inform hiring decisions. As the firm developed a deeper understanding of the problems facing its clients, it also developed greater clarity about the breadth of expertise and experience that it needed to deliver holistic advice and solutions. As a result, it has completely changed its approach to attracting and retaining the best people. Where once the firm employed mostly Quantity Surveyors and Project Managers, it now employs a diverse range of professionals from nurses to economists, civil engineers to MBAs, environmental scientists to CPAs.

SUMMARY

The breadth and depth of knowledge the firm now brings together to deliver true value to its clients is steeped in the example set by its founder from the very outset. This ingrained approach has led to a diversified service offering that enables clients to achieve the goals they have set for themselves.

0020

DIVERSIFICATION
AND GROWTH

1520

PROJECT:
Australian War Memorial,
Anzac Hall

ARCHITECT:
Denton Corker Marshall

Photo by Andrew Ashton Photography

DIVERSIFICATION AND GROWTH

THE FIRST 34 YEARS OF THE FIRM, UNDER THE LEADERSHIP AND GUIDANCE OF DONALD CANT AND JOHN WATTS, LAID A STRONG BASE FOR GLENN TO DEVELOP DONALD CANT WATTS CORKE INTO AUSTRALIA'S LARGEST INDEPENDENTLY-OWNED AND MANAGED QUANTITY SURVEYING AND PROJECT MANAGEMENT FIRM. THIS WAS GLENN'S FOCUS FROM 2000 ONWARDS.

GUY SIGSTON



Glenn believed that the firm would need to evolve its focus in order to grow. His first step was to bring in outside expertise to challenge his thinking on the future direction of the firm.

Even with the firm's solid reputation for delivering on high-profile projects, particularly in health and higher education, Glenn believed that the firm would need to evolve its focus in order to grow. His first step was to bring in outside expertise to challenge his thinking on the future direction of the firm. Glenn began working with Guy Sigston, a leading advisor, recruiter and business builder, to identify leadership talent and opportunities for growth. From 2000 they worked together in finding ways to add value in the market while expanding the firm.

The first part of this process was to commission independent research to obtain clarity as to where the firm stood in the Australian marketplace. Current and potential clients were asked to nominate who they thought were the top individual quantity surveyors and firms, among other questions. The results showed that Donald Cant Watts Corke had three of the top ten quantity surveyors in Melbourne, and that the firm was rated in the top three of quantity surveying practices in Victoria.

Although the firm was well respected in the market, the industry was changing at the time. It became clear to Glenn that offering quantity surveying services alone would not be enough to grow the business. Early experiences providing project management services showed that the firm could offer more value and become a trusted advisor by moving into the project management phase. In addition, Glenn recalls that:

'I could see the movement into the project management space was happening. There weren't really any independent project managers in the 1970s—there were cost planners and architects. In the mid-1980s, the architects were overseeing projects. In the latter 1980s and 1990s, architects started to lose out to independent project managers and this is the space I could see we could develop.

'There were some project managers in the commercial building sector but not many in the institutional sector, and the latter sector was where our strengths and contacts were.'

Based on the research and window of opportunity for growth that Glenn saw, he and Guy developed and implemented a strategy of hiring industry-leading professionals to lead the expansion into new services and regions. It would take time and money and necessitate evolving the structure of the firm, but it was the way forward for growth.

BUILDING A NEW BUSINESS IN QUEENSLAND

From 1995 to 2008, Queensland had the fastest growing economy in Australia. Powered by development in resources, tourism and construction sectors, the state's economy outstripped the average growth rate for the wider Australian economy. Seeing the opportunities for growth in the region, Donald Cant Watts Corke ventured into new territory outside of Melbourne, Canberra and Sydney.

One of the strengths that has enabled the firm to diversify and grow has been the ability to bring in leading professionals who would be able to expand the firm across Australia. In Queensland, Graeme Whitmore was identified as the right candidate and offered the position to open the Queensland office in 2000. Graeme had many years of construction



'Day one and we were on our way!'

GRAEME WHITMORE

and development experience, and had spent the previous ten years as the Commercial and Development Manager for a quantity surveying practice.

The office started small from Graeme's home, but his industry track record, extensive network, and dedicated sales efforts led to early wins and ongoing growth. As Graeme remembers, 'I drank a lot of coffee in those days as I did the company marketing to source work.' On the first day in the office he renewed contact with a colleague working at Queensland Rail and was commissioned to undertake a development cost exercise for relocating some of their staff to a new building. This led to ongoing work for the organisation. As he recalls, 'Day one and we were on our way!'



ARCHITECT:
Planmasters International

PROJECT:
Stage 1 of a bush resort,
Girraween National Park

STAGE 1 OF A BUSH RESORT IN GIRRAWEEN NATIONAL PARK

On the second day in business, Graeme got in touch with another long-time associate and secured a role to cost and project manage stage one of a bush resort in Girraween National Park. The project ran for approximately one year and included the development of 12 chalets, swimming pools, a reception centre and all resort infrastructure.

The hard work was beginning to pay off and made it possible to rent a small office in Creek Street in the Brisbane CBD. It contained two dedicated offices and some space for work stations, which Graeme built himself to save on costs.

Graeme's wide-ranging expertise enabled him to generate revenue for the new office. In one early role, he was an expert witness on a case



THE BRISBANE OFFICE TODAY

involving a contractual dispute over a lease agreement on the refurbishment of a major CBD building. This, plus the other initial projects, made it possible to cover all start up costs and overheads, and turn a small profit by the end of the 1999–2000 financial year.

In 2000, Mark Mammarella joined the business. Having been associated with Mark through his previous employer, Graeme recognised his quantity surveying abilities and his potential to contribute to the firm. Mark helped develop the Brisbane office and would later become the Managing Director of the quantity surveying business and an Executive Board Member.



BRISBANE OFFICE



As of 2016, Brisbane Square was the largest commercial office building in Australia to have been awarded a 5 Star Green Star rating.

BRISBANE SQUARE



The first prominent project for the Brisbane office, which bolstered its reputation as a serious player in Queensland among the state government and future clients, was Brisbane Square. Donald Cant Watts Corke provided full contract administration and asset management services for the 37-storey office building on the Brisbane River in the city's Central Business District. Designed by

Denton Corker Marshall architects, the \$220 million project achieved a 5 Star Green Star Office Design rating from the Green Building Council of Australia and has a 4 Star rating under the Australia Building Greenhouse Rating scheme. As of 2016, Brisbane Square was the largest commercial office building in Australia to have been awarded a 5 Star Green Star rating.

PROJECT: Brisbane Square
ARCHITECT: Denton Corker Marshall

2016



Image kindly supplied by Woods Bagot in collaboration with Billard Leece Partnership; photograph Daryl Wright

MACKAY BASE HOSPITAL

PROJECT:

Mackay Base Hospital

ARCHITECT:

Woods Bagot/Billard Leece Partnership/Paul Ipson Architects

As a result of the impressive performance on Brisbane Square, the firm was invited to be involved in the first public private partnership (PPP) project in Queensland. It was a major commission to assist with bid negotiations, financial studies, cost in use studies, depreciation, and sinking funds in the redevelopment of Southbank TAFE. The office assisted with all matters relating to bid and final contractor negotiations. Following the completion of the TAFE construction, the office undertook development analysis and financial certification of a multi-storey student accommodation building at Southbank.

Through industry contacts, the Brisbane office also provided services in New South Wales. These included being appointed directly by the Attorney General of New South Wales to act as their cost and contract advisor and perform independent certification and financial certification for the Parramatta Justice Precinct, as well as completing the role of bid quantity surveying auditor. This project included ten Children's Court rooms, nine trial court rooms in a separate building, and a 16-storey Green Star rated office building plus a separate heritage building that was refurbished for justice services.

Queensland's rapidly growing population required new construction in education, health and transport, and the firm completed many projects in these sectors. One example is All Hallows' School, where Donald Cant Watts Corke provided complete quantity surveying services on a new performing arts centre and swimming pool that was fitted with a variable floor to accommodate for both teaching and water polo.

In 2008, the Brisbane office began to work in major health sector projects when it was selected to provide quantity surveying services for the Mackay Base Hospital redevelopment. The \$408 million project effectively increased the hospital's bed capacity from 160 beds to 318 to accommodate

the rapidly growing North Queensland community. The Queensland office was involved for the duration of the seven-year project, from the master plan to post construction phase.

Encompassing almost 40,000m², the state-of-the art health facility included an expanded emergency department and outpatient services, additional operating theatres, dedicated dental, renal and mental health services, and a larger intensive care unit. The redevelopment also acted as an educational hub with the new James Cook University Mackay Education and Research Centre (MERC) located on campus, accommodating a range of health-based degrees and diplomas.

NSW PARRAMATTA JUSTICE PRECINCT- CHILDREN'S COURT



PROJECT:

NSW Parramatta Justice Precinct-Children's Court

ARCHITECT:

Krikis Taylor Architects

ARCHITECT:
Cox Rayner Architects

PROJECT:
All Hallows' School
Consilio Aquatic Centre



ALL HALLOWS' SCHOOL
SWIMMING POOL



BILL DOUGLAS

Donald Cant Watts Corke and the project team successfully mitigated staging issues to ensure the hospital remained operational throughout the redevelopment. Managing Director of quantity surveying in Queensland, Mark Mammarella, and his team, were instrumental in delivering the outstanding health project for the Brisbane office.

After Graeme retired, Mark Mammarella became the leader of the Queensland quantity surveying team. In 2014, Bill Douglas, who established the Townsville office in 2012, became Managing Director of the entire Queensland business. Under Bill's leadership, the Queensland office has diversified its range of services and sectors served, while evolving into the role of trusted advisor.

BUILDING THE TERTIARY EDUCATION SECTOR AND THE EMERGENCE OF PROJECT MANAGEMENT

Donald Cant Watts Corke had been involved in education projects since the early 1970s. In the late 1980s, the firm began working with universities to deliver major projects. Work with Dr Doug Daines, Vice Principal of Property and Building at the University of Melbourne began in 1999. He was responsible for the largest expansion of the University's assets in 150 years.

He hired Donald Cant Watts Corke to provide cost planning services for a number of projects, including the \$300 million University Square project, which included three major buildings covering 26 levels, or 50,000m², and a landscaped square covering an underground carpark for 1,100 vehicles. The project was completed on time and within budget.

UNIVERSITY SQUARE



PROJECT:
University Square

ARCHITECT:
Metier3



UNIVERSITY SQUARE

2014



In his role, Doug worked with many major contractors who had in-house cost planners, but he called on Donald Cant Watts Corke for their independent perspective:

'As an independent company that stands alone, they were able to see a broader spectrum of development and building costs. This was their great strength that impressed me. They have a wide range of skills in the real world, not behind a desk in a bureaucracy, so they have a lot of experience. There's probably very little in development that they have not seen somewhere.'

Having completed several quantity surveying projects for Doug post the University Square project, Doug approached Glenn to provide project management services on a number of important projects as he felt that Glenn and the firm had become a trusted advisor and would deliver a high quality service.



Having confidence in the firm's ability to work on heritage projects, Doug called on Donald Cant Watts Corke to provide project management and cost planning for The Beaurepaire Centre at Melbourne University. The Centre's swimming pool was used as a training facility for swimmers participating in the 1956 Olympic Games. Due to the historical, aesthetic and architectural significance of the facility, Donald Cant Watts Corke worked closely with the architect and Heritage Victoria to control time, costs and quality while meeting heritage obligations.

ARCHITECT:
Allom Lovell & Associates

PROJECT:
Beaurepaire Centre

THE BEAUREPAIRE CENTRE AT MELBOURNE UNIVERSITY



At the time Dr Doug Daines was Vice Principal of Property and Building at the university and was responsible for the Master Plan of the university's property assets – the largest expansion of assets in 150 years.

PROJECT: ARCHITECT:
 Green Chemical
 Futures Building
 Lyons

After Doug left the University of Melbourne, the firm continued their work at the University with Russell Elliott. Some of the projects delivered during Russell's tenure included The Spot Building and the Melbourne Brain Centre. When Russell moved to Monash University, he engaged Donald Cant Watts Corke to provide quantity surveying and project management on a range of projects at Monash. One of these was the Green Chemical Futures Building (GCF), a benchmark 9,500m² multi-level facility in the North West Precinct at Monash's Clayton Campus.

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15

GREEN CHEMICAL FUTURES
 BUILDING, MONASH UNIVERSITY



Photo by David Collopy, Photofit Photography

2006



Photo by David Collopy, Photofit Photography

GREEN CHEMICAL FUTURES BUILDING (GCF)

The GCF supports the academic and industrial research within Australia's chemical sector, providing world-class research to expand the nation's 'green workforce'.

The facility houses over 100 chemists and engineers, allowing the growth of basic science research to targeted industry-driven research. GCF has 17 specialist sectors, training programs for the industry practitioners, and laboratory spaces for over 1,000 students and 100 industry partners. Donald Cant Watts Corke provided project management, which included demolition and the refurbishment of three buildings.

2016

Speaking about his experience with Donald Cant Watts Corke from 2006 to 2016, Russell says, 'It's been a positive and beneficial relationship over ten years. They have helped to deliver outcomes in terms of quality and timeliness across all those years. They take the time to understand what the client wants and understand what that translates to on the construction side, helping us manage our way through that process with a variety of builders.'

Photo by David Collopy, Photofit Photography



GREEN CHEMICAL FUTURES BUILDING (GCF)



Photo by Steve Morton

'They take the time to understand what the client wants and understand what that translates to on the construction side, helping us manage our way through that process with a variety of builders.'

RUSSELL ELLIOTT

PROJECT: Griffith University Library Expansion and Gumurrii Centre
ARCHITECT: ThomsonAdsett



GRIFFITH UNIVERSITY LIBRARY EXPANSION AND GUMURRII CENTRE

Since opening offices across Australia, Donald Cant Watts Corke has provided a diverse range of services to universities in all states around Australia.

Right now in Australia, educational institutions are under increasing pressure due to increased operational costs, decreased government contributions and the resultant budget tightening. This means that the efficient and effective management of assets in the sector is now more critical than ever. Increased competition also means that tertiary institutions must deliver built environments that can compete on the world stage for the hearts and minds of parents and students, even with reduced access to capital and operational spend.

GRIFFITH UNIVERSITY LIBRARY EXPANSION AND GUMURRII CENTRE

QUEENSLAND UNIVERSITY OF TECHNOLOGY, LIBRARY OF KELVIN GOVE CAMPUS

The diversification of disciplines embraced by Donald Cant Watts Corke aims to support universities in a holistic way, as they navigate this environment to deliver student-centric facilities.



PROJECT: Queensland University of Technology, Kelvin Grove Library
ARCHITECT: Peddle Thorp / James Cubitt Architects Joint Venture



ESTABLISHING A PROJECT MANAGEMENT BUSINESS

The successful delivery of project management services at the University of Melbourne, and on other projects in the early-to-mid 2000s, was the impetus for setting up a separate project management business. In particular, Bill Geerlings from the Royal Melbourne Hospital, and Doug Daines from the University of Melbourne, were important in encouraging the firm's move into project management.

As Glenn explained, 'It was quite radical at the time and potentially damaging, as the business was moving into a role that architects had traditionally performed and a new wave of project managers were making inroads, we risked being isolated as quantity surveyors.' In addition, hiring a new Director was a large financial stretch for the firm at that time.

Despite the risks, Donald Cant Watts Corke Management was formed in 2006 to deliver project management services. A critical first step was to identify the right person to lead the new business.

'When I joined the company, our philosophy was to differentiate ourselves and not have a "post box" mentality that project managers are often seen as having. Part of that was taking a different approach; that of a trusted advisor rather than going through standard "tick-the-box" processes, so we would not be viewed as just another conventional project manager.'

ALAN FINDLATER



ALAN FINDLATER

Alan Findlater trained as a quantity surveyor in Scotland where quantity surveying businesses provide project management services as well. 'In the UK, quantity surveying practices do both quantity surveying and project management as a matter of course,' he says. 'When I was in the UK, I had always been in the project management business within a quantity surveying practice, and it didn't cross my mind that it would be any different when I arrived in Australia in the mid-1980s. Because of my background, I had always thought that quantity surveying firms should provide project management as well. So when I was approached by Glenn to develop their project management business, it was an opportunity to put my money where my mouth was.'

John O'Callaghan, who had been working for the Victorian quantity surveying business but carrying out project management services for the University of Melbourne, joined Alan as a director of the project management business.

Despite being a new project management business, Alan was able to attract talented professionals through his enthusiastic vision of a 'ground-floor opportunity'. One of the first people he hired was Ronan Walsh, who later became a Director in the business. Ronan had lived in Melbourne before and was living in Dublin, Ireland at the time. He had been offered a position with another firm but Alan persuaded him to return to Melbourne to work for the new business.

Explaining his approach to establishing the business, Alan says, 'When I joined the company, our philosophy was to differentiate ourselves and not have a "post box" mentality that project managers are often seen as having. Part of that was taking a different approach; that of a trusted advisor rather than going through standard "tick-the-box" processes, so we would not be viewed as just another conventional project manager.'

An initial challenge was creating a new image that reflected the ability to offer project management as well as quantity surveying services. He explains, 'People outside the business might have believed that quantity surveyors trying to be project managers was a bit of a joke, because it is not that common. Most of the project management firms just do project management.'

Alan also noted that questions were raised internally about introducing project management services in the business; 'It was potentially seen as creating a conflict in our existing relationships we had with other project management firms, so there was some nervousness in parts of the business, but I think we happily coexist now. We work with other quantity surveying firms. Our quantity surveyors work with other project managers. Life goes on.'

2000

2006

ECONOMICS AND
COMMERCE BUILDING
FOR THE UNIVERSITY
OF MELBOURNE

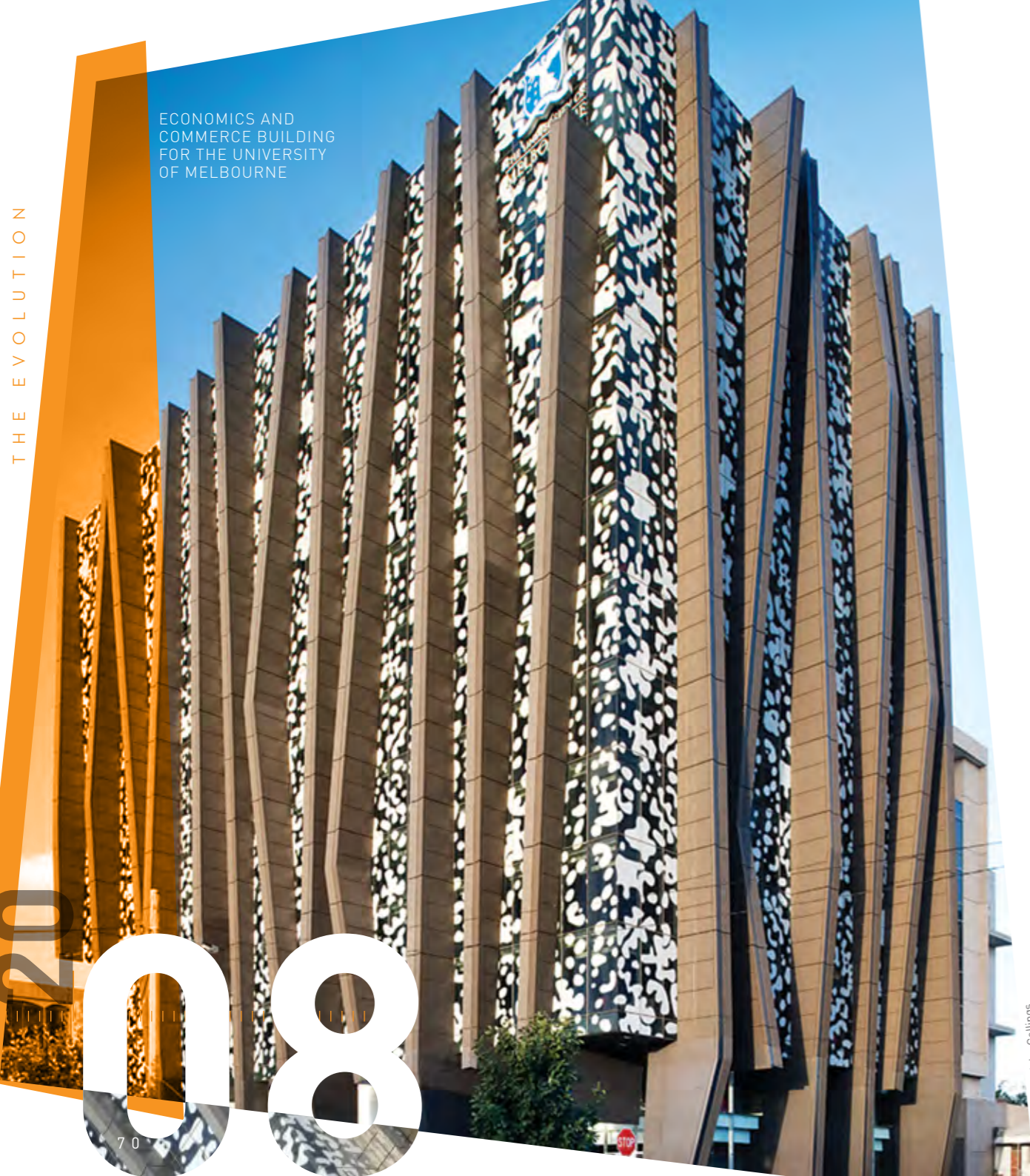


Photo by John Gollings



The new team's first major project was the Economics and Commerce Building for the University of Melbourne. Known as The Spot, the building was the first in education to be awarded a 5 Star Green Star rating. The purpose-designed 14-storey teaching and academic facility comprises tiered lecture theatres and collaborative learning environments and workspaces for the faculty's academic, administration and support staff, with the highlight of the facility being a 400-seat lecture theatre.

Known as The Spot, the building was the first in education to be awarded a 5 Star Green Star rating.



PROJECT: The Spot
ARCHITECT: Metier3

2008

2000

Another significant milestone for the business occurred in 2007 when it was selected for the project management of the design and construction of the Melbourne Brain Centre. The laboratory achieved a 5 Star Green Star design rating, which required extensive consultation with the Green

Building Council of Australia; 'It was a multi-stakeholder project that involved bringing a lot of different groups together. That in itself was challenging, in addition to achieving the 5 Star Green Star rating,' Alan says. The \$100 million project was successfully completed in 2011.

2007

2011

MELBOURNE BRAIN CENTRE



2011

'A common response about our team has been, "You are good to work with and you do what you say you're going to do."'

ALAN FINDLATER

MELBOURNE
BRAIN CENTRE

Alan believes that the growth and success of the project management business at Donald Cant Watts Corke has been the result of being a reliable partner and delivering the fundamentals; 'Throughout the years, I have sought client feedback. A common response about our team has been, "You are good to work with and you do what you say you're going to do,"' he says.

'Part of our success is following textbook project management systems and processes. But I say that we are in the happiness business as well. We are here to make sure we are managing expectations across the board and making sure everybody—including consultants, designers, builders, and other stakeholders—is happy. If everyone is happy and achieving their goals, our client will get the best result.'

PROJECT: Melbourne Brain Centre
ARCHITECT: Lyons

RMIT: SWANSTON
ACADEMIC BUILDING



Photo by John Gottlings

2010

The success of the project management business is highlighted by the fact that the revenue from project management reached a level comparable to that of the quantity surveying business in 2010, proving Donald Cant Watts Corke to be a truly diversified business.

The project management business has been recognised for its work on many award-winning buildings. One example is the PCA Innovation and Excellence Award for the Swanston Academic Building, which won the Best Public Building at the 2014 Property Council of Australia's Innovation and Excellence Awards. Donald Cant Watts Corke provided project management services for the delivery of this world-class learning facility. Situated in the hub of Melbourne's CBD, the RMIT University building is dedicated to sustainability. Achieving a 5 Star Green Star Rating, this shared learning space truly speaks to the future of educational development, both nationally and internationally.

WESTWARD EXPANSION INTO PERTH

The booming Western Australia economy of the mid-to-late 2000s created growth and opportunities in construction. Donald Cant Watts Corke opened a Perth office in January 2007, with Richard Archer at the helm. Richard, a quantity surveyor who had owned a project management business, joined Donald Cant Watts Corke when his partner retired and brought the projects from his previous business into the Perth office. His project management experience and quantity surveying background made him the ideal person to establish the new office. Donald Cant Watts Corke Perth began in a small four-person office and, after several relocations, moved into new premises in the Perth CBD in June 2016.



RICHARD ARCHER

Starting up the business during the mining boom made it difficult to find qualified people to meet the demands of the growing office. For a period, international professionals were brought in from the United Kingdom, Ireland, and Malaysia, so the challenge was building a strong, cohesive team. Richard recalls how one quantity surveyor in training from Ireland did not show up for work one day. Later, it was revealed that he had decided to go trekking around Australia with a group of friends and did not bother telling anyone.

Despite the challenges during the early years of the office, the firm was successful in delivering quantity surveying, project management, facilities management and other services in the Western Australian market.

A significant project for the office was the new Perth Children's Hospital, one of the cornerstones of the West Australian State Government's investment in delivering major infrastructure for future generations, located on the QE II Medical Centre site in Nedlands, and scheduled to open at the end of 2016.

The Perth Children's Hospital is the dedicated paediatric hospital for the state, replacing the Princess Margaret Hospital. The state-of-the-art hospital design included 298 beds and has Western Australia's only paediatric trauma centre. The hospital also provides other services, including rehabilitation services, specialist burns and oncology units, and an integrated research and education facility, including the Telethon Kids Institute.

The office began working on the Perth Children's Hospital project in 2007, starting with the business case and project planning. Working closely with the Office of Strategic Projects, key stakeholders and the Managing Contractor to ensure the success of the development, the Donald Cant Watts Corke Perth office provided quantity surveying services in the planning phase and delivery of the project.

PROJECT: Perth Children's Hospital
ARCHITECT: Alliance of JCY architects and urban designers/Cox Howlett & Bailey Woodland/Billard Leece Partnership with HKS inc. architects

ARCHITECT:

Collaboration Hassell/Hames
Sharley/Silver Thomas Hanley

PROJECT:

Fiona Stanley Hospital

Another cornerstone project for the WA Government was the new Fiona Stanley Hospital. Donald Cant Watts Corke provided health advisory and facility management services to the Southern Metropolitan Health Service throughout the project, working directly with the CEO, Nicole Feely, and Director of Facilities, Shaun Strachan.

FIONA STANLEY HOSPITAL

Artist's impression



THE DOHERTY INSTITUTE



Artist's impression

CREATING BETTER OUTCOMES WITH ENGINEERING SERVICES

As well as developing the project management business, Glenn's focus on the goal of improving results for clients led to expansion into engineering services cost planning. As Glenn explained:

'Although we were empowered to provide cost planning on major hospitals, we weren't involved in about 40 percent of the project cost, being engineering services. There was a strong agreement amongst the management team that we should try to control engineering services cost planning to create better results for our clients.'

The Engineering Services business was established in 2007 to provide a full range of services, including electrical, communications, mechanical, hydraulics and fire. Led by Peter Edgcumbe, the business provides full cost planning advice as well as accurate assessment throughout the bid-phases of major PPP projects, ensuring the comprehensive and competitive nature of client submissions. The unit also provides expert evaluation of progress claims to reduce the risk of contractor default and cash flow differences throughout the course of the project lifecycle.



PETER EDGCUMBE

‘There was a strong agreement amongst the management team that we should try to control engineering services cost planning to create better results for our clients.’

GLENN CORKE

The engineering services business provided services during the construction of The Doherty Institute. Housing experts in immunity and immunology for eight partner organisations, the world-class institute was established to combine research into infectious disease and immunity with teaching excellence, reference laboratory diagnostic services, epidemiology and clinical services.



THE DOHERTY INSTITUTE

The new building at The Doherty Institute made it possible for around 700 expert scientists, researchers, clinicians, academics, staff and students to share resources, equipment and knowledge. Challenges of the project included managing the design process towards the successful functional organisation of the building, taking into account the stakeholders' requirements for both accessibility, containment and high security.

In addition to engineering services, Donald Cant Watts Corke provided a suite of services on The Doherty Institute, including project management, quantity surveying, cost management, business case development and superintendency.



Artist's impression

THE DOHERTY INSTITUTE



Image kindly supplied by University of Melbourne

PROJECT: The Doherty Institute
ARCHITECT: Grimshaw/Billard Leece Partnership

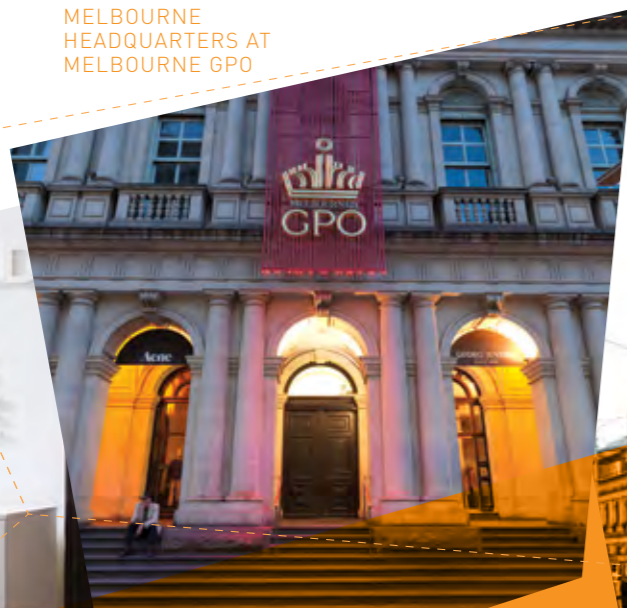
CREATING A NEW MELBOURNE HEADQUARTERS

The Donald Cant Watts Corke head office had been located at 126 Wellington Parade, East Melbourne since 1978. In order to accommodate the growing business and be more centrally located, the company headquarters were relocated into the redeveloped Melbourne GPO in 2008. Built in 1859, the iconic, heritage-listed building is at the corner of Elizabeth and Bourke Streets in the heart of Melbourne's Central Business

District. The refurbishment and fit-out to the 800m² open-layout office was completed by Geyer Architecture and Total Construction.

The head office of the firm now houses more than 70 team members of Donald Cant Watts Corke across quantity surveying, project management and health advisory, as well as their corporate services functions of finance and marketing.

MELBOURNE HEADQUARTERS AT MELBOURNE GPO



2008

2016



Image kindly supplied by STHD and LAX Studios

THE NEW ROYAL ADELAIDE HOSPITAL



DAVID SCOTT

ESTABLISHING AN OFFICE IN ADELAIDE

Following the opening of the Perth office three years earlier, Donald Cant Watts Corke's South Australian office was opened in 2010 under the leadership of David Scott. David brought decades of experience in quantity surveying, cost engineering and Green Star accreditation.

The South Australian office began working in conjunction with the Victorian office to provide services for the construction of the New Royal Adelaide Hospital, a \$1.85 billion public

private partnership project, the single largest infrastructure project in South Australia's history.

Scheduled for completion in 2016, the new Royal Adelaide Hospital will provide tertiary level services, including the full range of complex medical, surgical, diagnostic and support services. The Donald Cant Watts Corke Adelaide team provided technical due diligence and acted as independent certifier on the project.

ARCHITECT:
Silver Thomas Hanley/
Design Inc

PROJECT:
New Royal Adelaide
Hospital

PROJECT:
The Port Augusta Central Oval Community Sporting Complex

ARCHITECT:
Studio Nine Architects

The Adelaide team also contributed to award-winning projects, including The Port Augusta Central Oval Community Sporting Complex and The George Bolton Swimming Centre in Burnside.

The Port Augusta Central Oval Community Sporting Complex was recognised as the nation's best regional project by the AIQS in 2015, as a result of its significant and positive impact on the community.

Officially opened in April 2015, the Complex is one of the state's priority projects in the Regional Development of Australia Far North Roadmap and Strategic Infrastructure Plan. The Complex consolidates, for the first time in 30 years, football, netball, soccer and basketball in a single

location. State-of-the-art sporting facilities include an AFL standard football oval, outdoor netball courts, changing rooms and multi-purpose courts. With additional community facilities and a dedicated function space, the complex provides a hub for both sporting and community events in the local and surrounding areas.

Donald Cant Watts Corke Adelaide office has participated in other award-winning projects, such as the refurbishment and reconstruction of existing pools and facilities for The George Bolton Swimming Centre in Burnside, South Australia. The Swimming Centre received the 2015 Excellence in Recreation Planning Projects Award from Recreation SA.

THE PORT AUGUSTA CENTRAL OVAL COMMUNITY SPORTING COMPLEX

THE PORT AUGUSTA CENTRAL OVAL COMMUNITY SPORTING COMPLEX



PENTREATH MIDDLE SCHOOL AT ST PETER'S COLLEGE

With a focus on education, the business has provided quantity surveying for a number of primary and secondary school projects, including the Westminster School Early Learning Centre and Pentreath Middle School at St Peter's College.

In line with the wider business, the South Australian team, under David's leadership, have focused much of their efforts on the state's education sector. The team have provided a range of services, including pre-construction independent cost planning advice, on some of the state's most impressive educational facilities.

PROJECT:
Santos Collaboration Centre

ARCHITECT:
BVN Architecture/MPH Architects

Another significant project for the Adelaide offices was the Santos Collaboration Centre program, which involved the refurbishment and reconfiguration of existing space within Santos' headquarters, together with field sites in eight remote regional locations. The project established dedicated dual video and audio communications environments, reducing remote travel requirements and improving communication functionality throughout the organisation.

Donald Cant Watts Corke provided cost management services, inclusive of cost planning, estimating, engineering services and construction stage services. The team successfully met the challenges of both a directly-negotiated contract and compressed project timeframe and ensured the project was delivered on time and within budget.

SANTOS COLLABORATION CENTRE



ARCHITECT:
Matthews Architects

PROJECT:
Pentreath Middle School at St Peter's College



BUILDING A SOLID ORGANISATIONAL BASE FOR GROWTH

In 2009, Glenn started thinking about the next stage of growth for the business. Taking the business to the next level would require strong financial and risk management and a CFO, Craig Ashworth, was appointed in 2010.

In order to enhance strategic planning capabilities and improve governance, a Group Board was established in 2012 and two independent Directors were appointed; Shane Tanner, an experienced company Director with extensive knowledge of the health

care sector as well as executive roles including CFO of the Mayne Group and inaugural Chief Executive of Symbion Health, and Guy Sigston, who had worked with Glenn and the firm's leadership team in developing the model for expanding the business from the early 2000s. The first executive board was established in 2012, to rollout the strategic objectives of the organisation.

GROUP BOARD:
FIRST LINE LEFT TO RIGHT,
GLENN CORKE, SHANE TANNER.
SECOND LINE LEFT TO RIGHT,
RICHARD ARCHER, ALAN
FINDLATER, GUY SIGSTON,
STEPHEN McCOULLOUGH.



STRATEGIC ASSET AND FACILITIES MANAGEMENT

In response to growing demand from large public sector institutions, especially in tertiary education and health, Donald Cant Watts Corke was approached by Mick Serena about the possibility of working together to grow a business in the strategic asset and facilities management space. Through his previous management roles, Mick had worked with Donald Cant Watts Corke on projects at the University of Melbourne and the Australian National University.

MICK SERENA



As a result of these discussions, Strategic Asset and Facilities Management (SAFM) was established in 2014 and Mick Serena was appointed Managing Director of the SAFM business in 2016. The focus of the business was to deliver high quality advisory services in the strategic facilities management space to the firm's existing clients, and to secure new clients in the tertiary education sector.

SAFM's capability and experience is underwritten by a proprietary asset management system that delivers clients access to an integrated and intelligent asset management approach.

TAKING ON INDEPENDENT CERTIFICATION AND REVIEW

In the mid-2000s, Glenn saw an opportunity to become involved in the growing public private partnership space, with the need to have an independent reviewer act jointly for the government and the private sponsor – to obtain clear and reliable verification, abating project risk. As a result, the Independent Certification and Review business was established in 2005. At the time, Donald Cant Watts Corke was given the opportunity to assist the Plenary Group with its Melbourne Convention Centre bid. Plenary Group was successful and Donald Cant Watts Corke was appointed independent reviewer as part of a tripartite arrangement between the government, the sponsor and the builder.

MELBOURNE
CONVENTION CENTRE



ARCHITECT:
Woods Bagot/NH Architecture

PROJECT:
Melbourne
Convention Centre

PROJECT: The Sunshine Coast University Hospital
ARCHITECT: Sunshine Coast Architects



THE SUNSHINE COAST UNIVERSITY PRIVATE HOSPITAL

Since this initial project, Donald Cant Watts Corke has provided independent certifier/reviewer services for many large projects, including most of the major hospital projects in Australia between 2006 and 2016. A few of these included the Sunshine Coast University Hospital, the Bendigo Hospital, the Royal Children's Hospital, Melbourne and the New Royal Adelaide Hospital.

Due to the complicated nature of the work and high risk factors, not many other firms have been willing to take on the independent reviewer role. The diversity of resources at Donald Cant Watts Corke has enabled the firm to successfully deliver these services.

THE SUNSHINE COAST UNIVERSITY HOSPITAL



Artist's impression

2006

ARCHITECT:
Phillips Smith Conwell Architects

PROJECT:
The Sunshine Coast University Private Hospital

2016



BENDIGO HOSPITAL

PROJECT:
Bendigo Hospital

ARCHITECT:
Silver Thomas Hanley/
Bates Smart

ROYAL CHILDREN'S HOSPITAL MELBOURNE



PROJECT: Royal Children's Hospital, Melbourne
ARCHITECT: Billard Leece Partnership/
Bates Smart

CREATING A LEADING HEALTH ADVISORY BUSINESS

2010

2014



NAMBOUR GENERAL HOSPITAL

Donald Cant Watts Corke had built a reputation for its work on healthcare facilities dating back to the late 1980s. The firm has successfully fulfilled a diverse range of roles on a dynamic group of projects.

When the firm established its Strategic Health business in 2010 under the direction of Annette Mercuri, it was working on every major health project in Australia in one capacity or another; a clear indication of its expertise and skill in this area. The aim of establishing a separate health advisory business was to become a trusted advisor in the early stages of projects and bring in other skills and expertise at later stages. The early years of the business provided an opportunity for the Donald Cant Watts Corke leadership team to understand the needs of the sector and adapt the service offering based on what health organisations required.

CHRISTINE SHEEHAN

With a clearer picture of what would add value for clients in the health sector, following Annette's departure, Glenn approached Christine Sheehan in 2014 to evolve the business into health advisory and to take on the role of Director.

Christine, a health specialist with a strong background in health services operation and planning in Australia and the UK, initially did not see herself working in a quantity surveying and project management business. But she quickly changed her outlook after learning about the vision of Glenn and the Board to create a comprehensive health advisory team.

'We have managed to break down geographic and professional boundaries through the Joined-Up Thinking concept and increased our knowledge-sharing enormously.'

CHRISTINE SHEEHAN

BOX HILL HOSPITAL

2015

PROJECT: ARCHITECT:
Nambour General Hospital
S2F/Jackson Architecture

PROJECT: ARCHITECT:
Box Hill Hospital Redevelopment
Silver Thomas Hanley/
Daryl Jackson





ROYAL CHILDREN'S HOSPITAL MELBOURNE



ROYAL CHILDREN'S HOSPITAL MELBOURNE

Speaking about the development of health advisory services, she says, 'Years ago Glenn began talking about creating better outcomes by delivering project management. That worked and led into health planning, which influences the direction of project management and costing. That's how strategic planning evolved at the firm, which is now health advisory.'

A crucial component of the health advisory service is Joined-Up Thinking, an integrated, multidisciplinary approach to strategic and operational planning that enables healthcare providers to manage the shifting expectations of Australia's healthcare system.

Explaining the firm's evolution to integrated planning, Christine says:

'We have managed to break down geographic and professional silos through the Joined-Up Thinking concept and increased our knowledge-sharing enormously. This is important in terms of healthcare because many government initiatives and regulations differ from state to state.'

'A professional highlight for me is working with a team that is brought in to review operational practice and physical design solutions. These solutions mean more lives can be saved and made better as we're able to manage limited resources much more efficiently.'

'We have now worked on a number of projects where we have reduced the capital budget by approximately 50 per cent while still delivering the model of care and service plan requirements. The health departments we have worked with around Australia are saying this is a very different outcome for them.'

Christine sees her team not working for clients, but with them in partnership: 'We have significant clients who see us as a partner who is working with them for the best outcome,' she says. 'We are not telling them what to do, but acting as a genuine partner who enables them to deliver an excellent service in a more efficient and effective way.'

As a trusted advisor, Christine's expertise is sought by healthcare providers and government around the country, so she spends much of her time on the road. Looking towards the future, Christine believes that Joined-Up Thinking can be applied by Donald Cant Watts Corke to other sectors to create new leading advisory businesses.

PROJECT: Royal Children's Hospital, Melbourne
ARCHITECT: Billard Leece Partnership/Bates Smart

All Royal Children's Hospital images were kindly supplied by The Royal Children's Hospital

JOINED-UP THINKING

The Joined-Up Thinking concept is at the core of health advisory. Applying Joined-Up Thinking enables healthcare organisations to recognise significant benefits by promoting enhanced collaboration to achieve strategic and operational objectives. The particular Joined-Up approaches vary between organisations but have a number of commonalities, including:

ENGAGEMENT – in strategic planning, participation is invited from all levels in an encouraging, open and active manner, with vertical, horizontal and cyclical collaboration. Integrating teams in active planning enables the discovery of new ways of doing things.

STRATEGIC FORESIGHT – there are always new and better ways to achieve, often doing more with less. Strategic planning processes look to the market and seek to include innovation

in service delivery. Healthcare organisations that are leaders in transformation and organisational change, seek to actively implement new technology, engage differently with consumers, and seek new ways of doing things.

CONTINUITY – a well-documented and integrated planning process spans the organisation, promoting a culture of engagement, innovation, planning and support. Continuously testing the vision throughout the years, ensures relevance and success.

SPECIFICITY – an integrated planning process communicates, in specific and measurable terms, the outcomes of the process and the time of implementation. Effective governance controls ensure the articulated vision is achieved.

Christine has now been joined by a number of other highly skilled professionals.

By providing an integrated service and influencing the direction of projects, the health advisory team has been able to reduce capital budgets significantly on several projects.

QUANTITY SURVEYING



RORY PINCOTT,
STEPHEN MCCOULLOUGH

While expanding into new service areas, quantity surveying has remained the core service of Donald Cant Watts Corke. The establishment of new offices from 2000 onwards made it possible for the firm to provide quantity surveying services nationwide by the latter 2000s. The quantity surveying teams continue to undertake significant projects across Australia and have been recognised for their quantity surveying work. Notable examples include the Council House 2 in Melbourne, the Sir Samuel Griffith Centre in Brisbane, the Mackay Base Hospital and Wollongong Hospital.

A key aspect of the work of Donald Cant Watts Corke's with the Melbourne City Council on the world-class Council House 2, was identifying and delivering

the ultimate in Environmentally Sustainable Development. Australia's first 6 Star Green Star office building was recognised with many awards, including the 2007 National Award for Planning Excellence from the Planning Institute of Australia, the 2007 National Sustainable Architecture Award from The Royal Australian Institute of Architects, and the 2007 President's Award Excellence in Property Award from the Australian Property Institute.

COUNCIL HOUSE 2





Council House 2 was identifying and delivering the ultimate in Environmentally Sustainable Development. Australia's first 6 Star Green Star office building was recognised with many awards.

COUNCIL HOUSE 2



PROJECT: Council House 2
City of Melbourne in conjunction with DesignInc

DESIGN: DesignInc



Image kindly supplied by the Walter and Eliza Hall Institute



PROFESSOR DOUG HILTON, DIRECTOR, WALTER AND ELIZA HALL INSTITUTE

In 2007, more than 25 years after providing quantity surveying for the Walter and Eliza Hall Institute initial development, Donald Cant Watts Corke provided cost planning and cost management services for the institute's redevelopment.

The Walter and Eliza Hall Institute redevelopment consisted of 15,000m² of new medical research laboratories over seven levels, and 10,000m² multi-staged refurbishment of the existing laboratory building. The existing building was refurbished during full occupation, involving PC2 and PC3 laboratories and animal breeding facilities. The project was highlighted in the WEHI Annual Report 2011, which stated:

'This project was delivered on time and on budget, producing a first-class building of which the institute and its wider community are very proud.'

Institute Director, Professor Doug Hilton, who oversaw the extension and renovation of the research facilities upon the retirement of previous Director, Suzanne Cory, and worked closely with the firm for several years, comments:

'They [Donald Cant Watts Corke] went beyond the building and were interested in the mission of the organisation. They were passionate about what they were doing and I felt their values and culture were aligned with ours. We raised the funding before the Global Financial Crisis and tendered afterwards, so the scope of what was achievable had increased. It was great to have a group on our side that was working with the building company to get the most value out of the money we had.'

ARCHITECT: Denton Corker Marshall/SKM
PROJECT: Walter and Eliza Hall Institute

The Sir Samuel Griffith Centre is Australia's first zero-emission teaching and research facility and can operate off the grid, making it the first building to run a hydrogen storage process of this scale.

SIR SAMUEL GRIFFITH CENTRE AT GRIFFITH UNIVERSITY



The geographical expansion of quantity surveying is highlighted by the success of the Queensland team, who won the Lend Lease Project of the Year at the Australian Institute of Quantity Surveyors (AIQS) Infinite Value Awards in 2014. The project, the Sir Samuel Griffith Centre at Griffith University, also took out the Wood Solutions Sustainable/Green Project Award. The Centre is Australia's first zero-emission teaching and research facility, and can operate off the grid, making it the first building to run a hydrogen storage process of this scale. The innovative 6 Star Green Star rated building uses photovoltaic arrays and hydrogen-metal hybrid storage technologies. The Centre also boasts a state-of-the-art reference laboratory that focuses on hydrogen storage materials.

ARCHITECT:
Cox Rayner Architects

PROJECT:
Sir Samuel Griffith Centre
Griffith University

MACKAY BASE HOSPITAL

The Queensland quantity surveying team also provided complete quantity surveying services for the \$408 million the Mackay Base Hospital Redevelopment project over its seven-year duration. The state-of-the-art facility won the J.W. Wilson Award for Building of the Year 2015. Judges for the Queensland Regional Architecture Awards for Central Queensland praised the project's challenging typology of hospital administration spaces. The project, completed by Woods Bagot in conjunction with Billard Leece Partnership, was further recognised for the successful mitigation of the hospital's complex decanting requirements. The redevelopment included an expanded emergency department and outpatient services,

additional operating theatres, dedicated dental, renal and mental health services, and a larger intensive care unit, creating a local health hub. The Mackay Base Hospital was the only major hospital in Queensland to be completed on the original budget set in 2008.

MACKAY BASE HOSPITAL



Photo by BnA Photography

Image kindly supplied by Woods Bagot in collaboration with Billard Leece Partnership; photograph Daryl Wright

2001

LEVERAGING TALENTS AND NETWORKS THROUGH A MERGER IN SYDNEY



CHRIS CUSACK

While the firm had offices in Melbourne and Canberra at the turn of the millennium, establishing a successful office in Sydney was essential for developing a national business. Donald Cant Watts Corke had an intermittent presence in Sydney since the 1980s and opened a new office in North Sydney in 2001. The office was not profitable in its early years due to the downturn in infrastructure projects post the 2000 Olympics. Through the 2000s, the New South Wales office continued to be supported by the strong Victorian business, which was delivering major projects in health and education and Glenn's dogged belief, along with his fellow shareholders, that the firm needed a strong New South Wales business to deliver its services nationally.

In 2010, Steve Williams was brought into the firm, but growth was slow, not helped by the continuing low growth of NSW and the initial impact of the Global Financial Crisis. After several challenging years, a major breakthrough occurred in 2013 when Chris Cusack was appointed as a key Director.

Chris had joined Donald Cant Watts Corke in early 2010, having worked for several years in Ireland in quantity surveying and cost management working on complex projects. Chris began to grow the firm dramatically after he became the sole Director of the Sydney office in 2013, focusing on the firm's core strengths of health and education.

2010

2013

In 2014, Paul Tomsic joined the Sydney office as Director Project Management, bringing his extensive experience in project management across a range of sectors.

A major opportunity to expand the New South Wales office also occurred in 2014 when the firm joined forces with Heymann-Cohen, a well-established and highly respected quantity surveying and project management practice operating in Sydney since 1998.

The strategic opportunity leveraged the talents and networks of both firms to create a stronger service offering to all clients and become a leader in the New South Wales market.

At the time of the merger, Heymann-Cohen's founding partners, Josh Heymann and Richard Cohen, brought over 75 years of combined experience to the new firm.



JOSH HEYMANN
RICHARD COHEN

As a Chartered Quantity Surveyor, with wide-ranging experience in Australia, Africa and New Zealand, Josh's portfolio includes the coordination and completion of over 3,000 projects in the residential, commercial and industrial sector. His years of experience in the built environment also include the delivery of university campuses, public and private hospitals, high-density residential projects, and large-scale housing schemes.

As a highly skilled Quantity Surveyor and Project Manager with specialist expertise in the commercial sector, Richard Cohen's experience includes a detailed understanding of the built environment, including shopping centres, office buildings, hotels and high-end residential developments. In addition to his work in Australia, Richard brought an international perspective to the firm, having worked in Israel and the island nations of Mauritius and Seychelles.

Donald Cant Watts Corke Directors, Chris Cusack and Paul Tomsic, and staff officially joined forces with Heymann-Cohen when co-locating from Clarence Street to Martin Place, in March 2015. The cultural fit between Donald Cant Watts Corke and Heymann-Cohen enabled a successful integration between the two firms and has enabled the new firm to expand into new service areas. In particular, combining Heymann-Cohen's strong track record in retail and residential development with Donald Cant Watts Corke's focus on large and complex projects created new opportunities to deliver bigger and more complex projects in these sectors. At this juncture, Chris Cusack was appointed as Managing Director NSW to ensure the success of the newly merged team.

In addition to entering new sectors, with the right team in place, the Sydney office reached a position where it focused on sector strengths, including health, higher education, airports and commercial projects.

MARTIN PLACE,
SYDNEY OFFICE



REGIONAL EXPANSION

With growing demand and increasing opportunities in Northern Queensland, the Townsville office was opened in August 2012. Bill Douglas, Managing Director Queensland and Director Regional Queensland, leads the Townsville office and projects in regional Queensland.

Bill has experience across project management and quantity surveying, and has lived in Townsville since the mid-1980s. His diverse skills and local knowledge helped him quickly win projects for the Townsville office. The first project was providing quantity surveying services for the Blue Care Gracemere Aged Care Facility. This was soon followed by several hospital projects, which included 12 hospital upgrades in and around the Townsville region.

With strong capabilities in defence, the Townsville office began providing quantity surveying and project management services on several defence projects in Northern Queensland. In collaboration with the Brisbane office, the Townsville office provided services for the Department of Defence's Battlefield Airlifter Project at RAAF Base Amberley, Queensland.

Health, tertiary education, and aviation have been the backbone of the Queensland office. Building on the firm's successes in aviation, the team was appointed on the Townsville Airport redevelopment in 2016.

The Donald Cant Watts Corke Darwin office opened its doors in February 2014. Neil Dickson, Director Western Australia, researched the opportunities in the Northern Territory and brought in Keith Watt to lead the new office. The initial focus was on offering quantity surveying services, and the office had success in completing projects mainly in healthcare and infrastructure. One of these included providing quantity surveying services for fire rectification works, new ICU and HDU wards, and a new teaching and training facility at

the Alice Springs Hospital. Another was assisting with the Master Plan for the revitalisation of the prestigious Cullen Bay Marina Estate in Darwin.

The establishment of the Darwin office has created a solid base for Donald Cant Watts Corke in the Northern Territory, with the opportunity to deliver a full range of services to meet the growing demands of the region, particularly in health, defence and infrastructure.

THE DARWIN WATERFRONT



CRAFTING A VISION FOR THE FUTURE

In addition to building a nationwide footprint, the leadership team developed its first strategic plan in 2012. With a five-year focus to 2017, it set out the goals and aspirations for the firm, the core values that drove it, and a pathway for achieving growth and industry leadership.

The core platform of the firm was its rigorous focus on becoming the trusted advisor to its clients, working in partnership with them from the outset of project planning right through to the delivery. As Glenn commented:

'I've always wanted to do more and do better. Some other firms are much more transactional, while our DNA is more about problem solving. I was always committed to becoming a trusted advisor, a real partner with our clients.'

Combined with a clear corporate organisational structure, underpinned by a board of independent and internal Directors, the firm transitioned into a significant business and a major force in the quantity surveying and project management space.

Shane Tanner noted that strategic planning was an important component of this:

'The strategic plan has been an evolving document since 2012, and is now at a robust stage. Our aim in planning is to ensure that everyone in the organisation knows what they are expected to do, how they are going to get there, and what resources they need.'

'It's hard being a leader on your own, so bringing in people with strong skills and expertise has been vital. It's not always easy or comfortable as they challenge me, and I have to be open enough to learn.'

GLENN CORKE

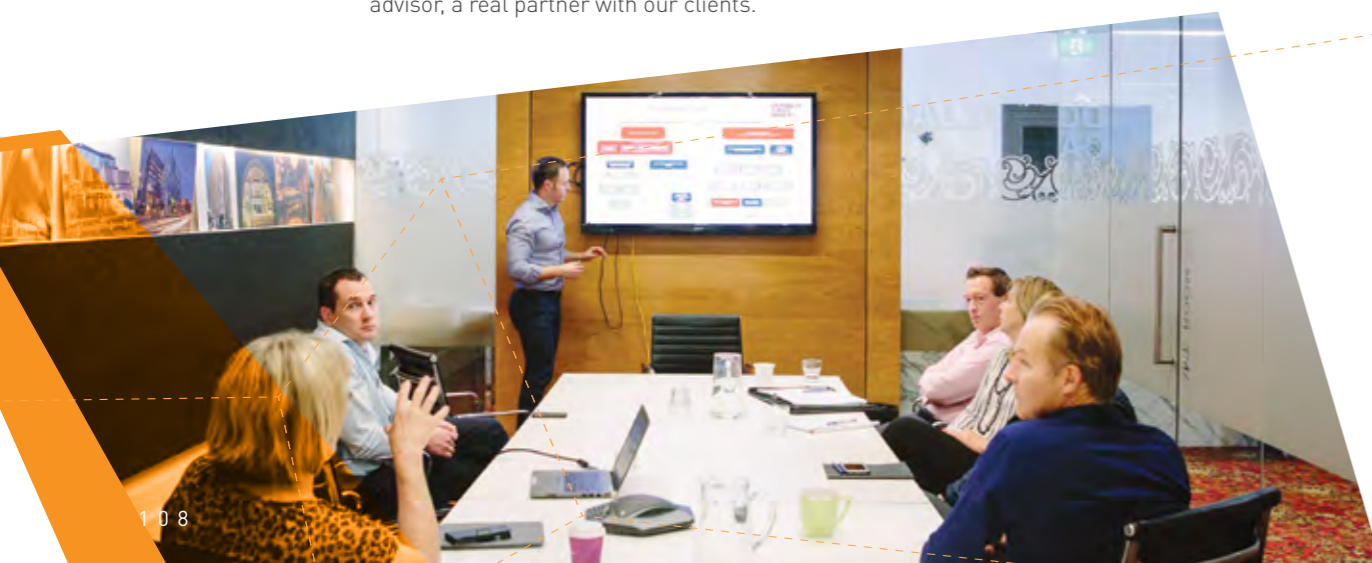
'The growth of revenue and profitability since the establishment of the Group Board has been much better year on year. There's no magic formula to it. It's a matter of creating profitable alliances.'

Guy Sigston also believed that the firm made significant progress after the Board was established and the 2012-17 strategy was put in place.

'What we've been working on in the last four years is raising the level of cooperation and collaboration, and we've moved phenomenally along that trajectory. At every level, the organisation has evolved enormously in its sophistication and its service offerings. There's still more to be done along the way, but we've really progressed enormously.'

Reflecting on the support he has received from Shane Tanner and Guy Sigston, Glenn says:

'Shane has a high level of commercial acumen with a large amount of experience as a Director of large companies. Guy has significant experience and expertise in building businesses. The two of them have provided me with mentoring, knowledge, advice and support. It's hard being a leader on your own, so bringing in people with strong skills and expertise has been vital. It's not always easy or comfortable as they challenge me, and I have to be open enough to learn.'



BUILDING A DIVERSE TEAM



A significant part of the transformation of the business has been the development of a highly diverse pool of talent and skills within the company. This has delivered greater input and knowledge into complex issues, opened up the possibility of exploring new areas at lower risk, and facilitated extending relationships with existing clients.

Thirty years ago, Donald Cant Watts Corke was a small consulting firm largely populated with male cost planners and quantity surveyors. By 2015, 25 per cent of employees were women and it had over 40 different

specialists—including architects, engineers of varying disciplines, economists, nurses, MBA's, environmental scientists, construction managers and, of course, quantity surveyors and project managers. Gender diversity is a high priority on the firm's 2020 vision, with the aim of having stronger female participation in its leadership groups; this in the still male-dominated sector of infrastructure and commercial construction.

This diversity now underpins the agility and knowledge the firm can offer its clients on the one hand, and the attraction of the firm to the best and brightest across a wide range of skill sets on the other.

HELPING COMMUNITIES THRIVE THROUGH LONG-TERM PARTNERSHIPS

DONALD CANT WATTS CORKE IS INVOLVED IN INITIATIVES THAT GIVE BACK TO THE COMMUNITY.

The Walter and Eliza Hall Institute is Australia's oldest medical research organisation and celebrated its centenary in 2015. Donald Cant Watts Corke has worked with the Institute for over 30 years. Interestingly during this time, both the institute and Donald Cant Watts Corke have had only three leaders. There's a strong link between the two organisations that goes beyond the commercial relationship.

As part of its charitable giving program, Donald Cant Watts Corke

has supported The Walter and Eliza Hall Institute through ongoing financial contributions to its Master Disease through Discovery program. Beginning in 2014, Donald Cant Watts Corke committed to an annual endowment of \$30,000 to Australia's oldest medical research institute for three years.

In 2016, they renewed this commitment, securing a further \$100,000 endowment.



OVERCOMING CHALLENGES TO TRANSFORM THE BUSINESS BETWEEN 2000 AND 2015

When Glenn Corke took the helm of Donald Cant Watts Corke in 1999, he had a vision for the firm to move away from being a transactional business to become a trusted advisor.

An essential part of the growth of the firm between 2000 and 2015 was the willingness to take calculated risks. This involved bringing in new people, introducing new ways of doing business, and funding growth without outside support. In discussing his approach to risk, Glenn says,

'I've always wanted to do more and do better.'

GLENN CORKE

'When I look back at the last 15 years, I now see that I was prepared to challenge myself and the business, which did involve some risk. It was also often at the expense of profits to develop a business with a diverse range of highly talented people to achieve outstanding results for our clients. I remember talking to Ray Lacey, an eminent services engineer, who was a great friend of Don's, not long after Don died, and I said that my aim was to grow a team of 15 outstanding professionals. He said you could take on the world with that. I think we have achieved our goal.'

'We're one of the very few companies that cover the range of planning, quantity surveying and project management. Only the international firms—and not all of them—do all these.'

GLENN CORKE

Finding the right talent was one of the hurdles that had to be overcome. While some of the people hired over the years fitted with the firm's culture and were able to work towards the vision, others were not able to progress in the direction that had been set and eventually moved on to pursue other opportunities.

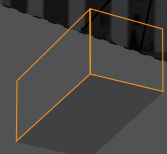
Funding the growth of the firm was another challenge throughout the period. The firm's group equity partners, Glenn Corke, Stephen McCoullough, Rory Pincott and Richard Archer, reinvested profits to grow the firm. Without bank support, a 'bootstrap' approach was taken to develop new services and locations. When the Sydney office was struggling, for example, the partners decided to keep the operation going by reinvesting profits from their other operations. As Glenn notes, 'It cost the group equity partners a significant amount of money, which we could have taken in profits or

paid ourselves more. But we didn't. We reinvested in the company, supported the New South Wales business and now we have a major consultancy business in Sydney.' This approach was repeated to fund the development of new offices and services.

Overcoming challenges that arose between 2000 and 2015 has resulted in the development of a unique business—a privately-owned Australian firm with a national presence and scale across a range of sectors. Explaining how Donald Cant Watts Corke fits into the market, Glenn says:

'Our competition is mostly international and listed companies that do engineering work, quantity surveying or project management. 'We're one of the very few companies that cover the range of planning, quantity surveying and project management. Only the international firms—and not all of them—do all these.'

AGILITY IN A KNOWLEDGE-BASED BUSINESS



AGILE ORGANISATIONS ARE POWERFUL MACHINES FOR INNOVATION AND LEARNING AND, ACCORDING TO MCKINSEY, ARE ONES THAT HAVE THE ABILITY TO BALANCE FAST ACTION AND RAPID CHANGE, ON THE ONE HAND, WITH ORGANISATIONAL CLARITY, STABILITY AND STRUCTURE, ON THE OTHER. THE CAPACITY TO SEE FUTURE OPPORTUNITIES AND GEAR-UP TO CAPTURE THEM, TAKES FOCUS, COMMITMENT, COURAGE, INVESTMENT, AND A WILLINGNESS TO LEARN.

DONALD CANT WATTS CORKE IS A GOOD EXAMPLE OF HOW A CONSULTANCY BUSINESS HAS REDEFINED AND GROWN ITS BUSINESS THROUGH AGILE THINKING; BEING RESPONSIVE TO THE CHANGING STRUCTURE OF THE BUILT INFRASTRUCTURE SECTOR AND BUILDING DIVERSE CAPABILITY TO CAPTURE NEW OPPORTUNITIES.

1.0/ UNDERSTANDING MARKET DYNAMICS

NEW MARKETS UNDERPINNED WITH A STRONG CORE

All markets change, whether they are disrupted by new entrants, different offers, technological advances, changing regulations or government policies. Building a viable business requires the ability to understand the shifting market and to gear-up in time to capture new opportunities, while keeping a strong core business.

The move of Donald Cant Watts Corke into project management in the early 2000s, PPPs, IC and IR work in the mid 2000s and then into the health advisory and strategic asset and facilities management sectors in 2012 and 2014 respectively, are instructive examples of how a business can retain a core service and utilise it to build a stronger, more vibrant and sustainable business.

READING INDUSTRY TRENDS

The most significant of the changes for Donald Cant Watts Corke was the first; diversifying into project management from its core of quantity surveying. As Glenn Corke notes:

'Over the years we provided a lot of advice as cost planners, that was really our role, to work alongside the client to ensure that the project was completed profitably. There weren't really any independent project managers in the 1970s – there were cost planners and the architects were overseeing the projects. By the late 1990s I could see the shift of various professionals in the construction space into project management roles as architects were being bypassed. I believed we could capture this space as a trusted advisor to clients.'

Glenn subsequently built-up a high-level team across a range of key disciplines and geographic areas and, by doing so, extended the firm's scope of business and deepened its commercial relationships

LEVERAGING RELATIONSHIPS

Leveraging existing, close relationships was a core part of the firm's development of its project management business and provided the platform for significant growth in this area. Long-term clients, such as the University of Melbourne and the Walter & Eliza Hall Institute, provided a sound base for shifting into health advisory services and extending its educational advisory and strategic asset and facilities management businesses.

WILLINGNESS TO EXPERIMENT

The same openness and drive to develop high-quality advisory services independent review/certification business when major public private partnership projects started to be undertaken in the mid 2000s. There were substantial risks in such work, something that deterred other companies in the field.

The move into health advisory and strategic asset and facilities management services is the latest move, developed after a combination of external hires, consultation with the sector, and engagement with the senior leadership team.

2.0/ BUILDING NEW TEAMS ON A STABLE FOUNDATION

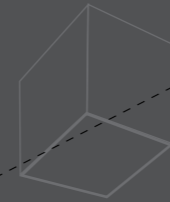
For businesses to have longevity, they must continually build and grow new teams, while retaining knowledge and expertise.

VALUES AND ALIGNMENT

A critical component of team building is alignment of existing and new employees and managers to the values and culture of the organisation. For Donald Cant Watts Corke, its values underpin their vision to be a trusted advisor to clients.

DIVERSITY

Building diversity into a consultancy business delivers greater input and knowledge into complex issues, opens up the possibility of exploring new areas at lower risk, facilitates extending relationships more broadly with existing clients, and reduces group-think/profession-think. In 2016, the firm has specialists in over 40 different areas.



MANAGEMENT CAPABILITY

For businesses that are growing, there is also the need to develop management skills within the core group of leaders. Donald Cant Watts Corke is now implementing a high-performers' personal development, training and mentoring program for young high-achievers.

FIT-FOR-PURPOSE CORPORATE STRUCTURE

Development of the right corporate structure is one of the most challenging aspects of a high-performing growth business. The acquisition of such systems alone is not sufficient. Organisations need the internal capability to integrate these into the business and to ensure the systems are used to their full potential.

INDEPENDENT ADVICE

Leaders of business need to develop a structure that provides independent advice and input into discussions and different skill sets, networks, ideas and approaches to the business. A board can also deliver clearer governance practices and a focus on performance.

3.0/ KNOWLEDGE SHARING AND DYNAMIC SYSTEMS

CREATING DYNAMIC TEAMS

Creating an organisation that is truly knowledge-based requires the development and support of dynamic problem-solving teams across a wide range of skill and knowledge sets.

For Donald Cant Watts Corke, a key part of knowledge sharing has been the adoption of the Joined-Up thinking model. Joined-Up Thinking is an integrated approach to strategic and operational planning. The model breaks down geographic and professional silos and facilitates a much wider and deeper view of projects.

SUMMARY

Growing a consultancy business in a rapidly changing business environment requires a range of skills; agility being a primary one. Where many businesses fail, is in building and sustaining organisational clarity, stability and structure.

120 16

AND BEYOND: A FOCUS ON THE FUTURE

PROJECT: ARCHITECT:

Monash University
- New Horizons Centre

Lyons

2016 AND BEYOND: A FOCUS ON THE FUTURE

AS DONALD CANT WATTS CORKE CELEBRATES ITS 50TH ANNIVERSARY, THE FIRM RECOGNISES THE CONTINUING IMPORTANCE OF BEING PREPARED TO MEET THE CHALLENGES OF A CHANGING WORLD. THE END OF AUSTRALIA'S MINING BOOM, INCREASING GLOBALISATION, AN AGEING POPULATION, ESCALATING HEALTHCARE COSTS, RESOURCE SCARCITY AND GROWING CONCERNS ABOUT OUR ENVIRONMENT ARE A FEW OF THE CHALLENGES THAT NEED TO BE ADDRESSED TO SUSTAIN HIGH LIVING STANDARDS. IN OVERCOMING THESE CHALLENGES, WE WILL CONTINUE TO SERVE OUR CLIENTS AS WE HAVE OVER THE PAST 50 YEARS TO ENABLE THEM TO GET OUTSTANDING RESULTS WITH LIMITED RESOURCES.

PROJECT: Monash Children's Hospital
ARCHITECT: Silver Thomas Hanley



ARTIST'S IMPRESSION
OF THE NEW MONASH
CHILDREN'S HOSPITAL

ADAPTING TO A CHANGING WORLD

Throughout our history, Donald Cant Watts Corke has been focused on adapting to meet future trends. Besides implementing innovative practices, the business has transformed itself to meet the changing needs of the dynamic communities and diverse sectors we serve.

With the growing population and increasing concerns about our environment, the demand for sustainable design and construction is increasing. Our experience working on many of Australia's award-winning Green Star projects provides a strong foundation for participation in the planning and construction of projects designed for minimal environmental impact in terms of material and energy use. In addition, our expertise enables us to perform critical reviews and cost-benefit analyses of proposed environmentally sustainable projects.

As governments demand more rigour in relation to the cost of infrastructure development and the efficiencies of ongoing asset management, the demand for Public Private Partnership (PPP) ventures will continue to grow. Our experience delivering consultancy services on a significant number of PPP projects puts us in a favourable position to serve this market as it continues to expand.

The development of integrated, end-to-end services makes it possible to deliver increased cost savings and create additional value for our clients. In healthcare, for example, the ageing population needs more health services at a time when a smaller proportion of people are in the workforce. Our health advisory offering has been developed to meet the issues faced by healthcare organisations and to enable them to achieve more with limited resources. Similarly, we are taking steps to become a trusted advisor in other sectors to deliver additional value and develop new markets.

PROMOTING PARTICIPATION AND DIVERSITY

Enhancing participation and diversity within our business is a key to our development and will continue to grow in importance.

In the past, the firm has been closely held at group level by a few equity partners, but with dividends shared across a wider range of directors. As the company has evolved, we have introduced more opportunities for a larger number of staff to share in dividends. In addition, a new board with younger members will be introduced at the beginning of the 2017-2018 financial year.

We are also taking steps to increase gender and cultural diversity. One of these steps is the introduction of

the Donald Cant Watts Corke RMIT Scholarship. This scholarship will be awarded to a student from an under-represented group within the industry, who is passionate about their field of study. In addition, an increasing number of students from diverse backgrounds are participating in our cadetship program, with a number of these cadets becoming employees after completing their studies.

With increasing gender diversity at a leadership level as a key objective of our 2020 vision, we are now commencing a program that will push us towards this goal. This program will embrace both short term and long term initiatives, across mentoring and training, hiring policies and a range of other areas.

ANDREA TRIGLIA



CREATING A KNOWLEDGE SHARING BUSINESS

Looking to the future, Glenn Corke believes businesses need to constantly adapt to the fast-changing market in order to survive and continue to grow:

'I believe you can't stand stationary in terms of what you do as a business. I don't think anyone can do that. The times are changing so rapidly that any business that doesn't adapt and evolve to where the world is heading, is not going to survive.'

Keeping up to date with the latest developments in the sectors we serve is essential for maintaining a leadership position and being recognised as trusted advisors who can solve the tough challenges that our clients face. The Joined-Up Thinking approach has broken down silos and will continue to foster the sharing of knowledge between a dynamic team of specialists located across Australia.

'The times are changing so rapidly that any business that doesn't adapt and evolve to where the world is heading, is not going to survive.'

GLENN CORKE

CONTINUING A STRATEGY OF ORGANIC GROWTH

Organic growth and the hiring of high performing industry leaders, have been the keys to the growth of our business since 2000. Continuing with this strategy will enable Donald Cant Watts Corke to offer new services and enter emerging sectors. From 2000 to 2016, the firm grew from 12 people to over 150 people. This significant growth required diverse management skills, business structures and shareholding. In 2016 the firm has an evolved mix of people with diverse skills sets—MBAs, economists, architects, engineers, nurses, environmental scientists—collaborating across disciplines to deliver more value to our clients, now and in the future. Glenn notes:

'We are totally focused on the service offering and value. This is really important. No matter where our services come into a project, our goal is to deliver value and then, through this, we're engaged further. It's about building deeper relationships.'

'The period from 1999-2015 was about growing. Now it's about integrating the business and setting the foundation to move forward. It's about looking at the opportunities for growth and having a business structure that's integrated.'

'It's about cultural change, about being adaptable, innovating for the future. We're working diligently to take the partners and employees on this journey as well.'

'It's about cultural change, about being adaptable, innovating for the future.'

GLENN CORKE

'It can be difficult to work for an organisation if their head office is overseas and the true intent of the board's strategic objectives is not clear.'

GLENN CORKE

MAINTAINING A CLIENT-FOCUSED CULTURE AND LOCAL OWNERSHIP

While the firm's services and geographical reach continue to expand, we recognise the importance of maintaining the original values instilled by Don Cant. As Glenn explains:

'As a strong and solid base, this business has a hands-on, high-quality, professional approach that has remained in our culture. I define this as an uncompromising attitude to exemplary client delivery. In a world that is becoming less committed to high-quality service and more about turning money over quickly, we've managed to keep that valuable culture in our organisation.'

Glenn believes that local ownership and management of the business is essential for maintaining this culture. Being led by local directors makes it possible to take a long-term approach that invests in people and delivers value.

'It can be difficult to work for an organisation if their head office is overseas and the true intent of the board's strategic objectives is not clear. Stephen McCoullough and I perpetuate the original culture of Donald Cant Watts Corke across the company. This separates us quite a lot from others.'

BOOSTING REVENUE AND PROFITABILITY

A solid track record and stronger focus on business development and knowledge-based strategic marketing puts us in a position to deliver a growing number of major projects for Australia's leading organisations. The diversified nationwide business that has been developed between 2000 and 2015 is now in a position to increase revenue and profitability.

LEADERSHIP GROUP AT THE 2016 GROUP STRATEGIC WORKSHOP



DEVELOPING THE NEXT GENERATION OF LEADERS

Professional development has always been a part of our firm's culture. Our cadetship program complements tertiary studies and cultivates the skills and knowledge of young professionals from diverse backgrounds. Cadets at Donald Cant Watts Corke get hands-on experience working on challenging projects, while learning about all aspects of cost planning and quantity surveying.

A number of our current directors started as cadets and are preparing to step back so the next generation can begin running the business. For our upcoming leaders and younger

employees, we are introducing a Young Leadership Development Program to ensure that all managers and staff members reach their full potential in our business, and in their careers.

As we look forward to the next chapter of our development, we will continually invest in enhancing our knowledge, widening the scope of services, and adding value for the benefit of our clients, our employees and the industries we serve.

MITCH WILLIAMS HEALTH ADVISORY



CADETSHIPS -PREPARING THE NEXT GENERATION OF LEADERS

REFLECTIONS OF EMERGING LEADERS



SAMANTHA YIM

Donald Cant Watts Corke is dedicated to the development of future leaders in quantity surveying and project management. The firm offers cadet opportunities to talented students who wish to complement their tertiary achievements with a comprehensive practical program. Many of its cadets have become leaders in the firm and in the industry.

Samantha Yim's experience exemplifies the career-building benefits of the firm's cadetships. She became a Cadet Quantity Surveyor at Donald Cant Watts Corke in 2014. In 2015, she was the recipient of The University of Melbourne's Harry Wexler award, which is granted to the student with the highest results in the Construction Measurement and Estimating subject. During her cadetship, she applied

her academic knowledge in a live environment on two major Victorian Government Projects; the Monash Children's Hospital and the Victorian Schools PPP.

In 2016, Samantha was completing a Masters of Construction Management, specialising in Cost Management in conjunction with a cadetship at Donald Cant Watts Corke. Previously, she earned a Bachelor of Environments, majoring in Architecture at The University of Melbourne in 2010. Showing exceptional commitment to the construction industry, Samantha has been active in community events, such as Melbourne Open House and the University of Melbourne's Construction Students Association's Annual Industry Night.

We spoke to some of our emerging leaders who shared their thoughts on how the firm and industry will evolve and here are some of their responses.

'Our clients won't be buying individual services as much as in the past, rather solutions to their problems. By taking an advisory approach, we can totally change the outcomes for the better across a growing range of sectors.'

'We're identifying younger people a lot earlier and have established mentoring and coaching programs to attract, develop and keep the best talent. We're also developing a more diverse workplace. As a result of better engagement and retention. We're aiming for Donald Cant Watts Corke to become an Employer of Choice.'

'The architectural market is using technologies such as Building Information Modelling (BIM) and Rivet, and we need to be with them, if not ahead of them.' Being more agile and flexible, understanding where each market is in its life cycle, and being ready to adapt and

change our offerings, will create more opportunities for the business and for our people to develop new skills.'

'We'll need to keep being smarter in our approach to working in partnership with companies and there are opportunities for providing services for infrastructure projects, including rail, water, roads and aviation.'

'We are more nimble than the multinational organisations that provide project management services and we have more capacity than the smaller, niche businesses. Our breadth of expertise will be expanded to a larger number of key clients with higher levels of repeat business.'

'We're aiming to be at the forefront of adapting to changing procurement models and integrating these to better serve our clients. We will always need to look at new ways of doing things and better ways of delivering projects, including better risk allocation and delivery models, and providing a more strategic advisory approach.'

'We now have the flexibility to move forward at a rapid rate. The industry is constantly changing. Our clients are getting smarter and more challenging in the model of service they want. As our business moves forward we are able to offer more end-to-end services because we have the knowledge in-house and can create a bespoke service.'

'The whole industry is changing. The contracting method has moved away from an adversarial model to a more sophisticated alliance and partnership model. With pressure on government

spending PPP projects are going to be more prevalent. The partnership approach will create better outcomes for both the public and private sectors in delivering assets for people.'

'The possibilities are endless in terms of what we can achieve nationally or internationally. It's going to be a very interesting period of growth for the organisation.'

'The possibilities are endless in terms of what we can achieve nationally or internationally. It's going to be a very interesting period of growth for the organisation.'

STAYING AHEAD OF THE CURVE

At 50 years, Donald Cant Watts Corke is an innovative, agile and forward-thinking firm that is prepared to take on the challenges that the next 50 years will bring. In summarising the journey of the firm to this point, Glenn says:

'We've tried to anticipate, at an early stage, where our industry is going to be in the future, and evolve accordingly. We have created success out of that approach, but it has created challenges as well, because when you are ahead of the curve, it can take a while for the market to accept what you are doing and where you are going.'

'But, if you anticipate correctly and evolve appropriately, you will definitely have a better offering at the end, because you've been doing it for a while and you've worked out how to do it very well.'

'The 50-year anniversary is a natural point of reflection. Over 50 years we've had just three Managing Directors. Interestingly, one of our key clients and partners, WEHI, has had just six Managing Directors in 100 years. This says a number of fundamental things about both of us; we are both committed to building for the long term, we value continuity of relationships, we have respect for knowledge and trust, and we have a long-term, fundamentally aligned vision about what we want to achieve.'

'Our 2020 strategy is a step-up again. We want to be recognised as a knowledge-based, innovative firm with a diverse range of people that can solve a multitude of problems. We want to mentor and train people, and we want to be seen as, and to be, a trusted advisor. We also want to make a difference within the market we operate in and for the communities we work with.'

'Fundamentally, it's about the value of doing good business.'

LEADERSHIP

OUR KNOWLEDGE

OUR KNOWLEDGE

LEADERSHIP REQUIRES CLARITY OF VISION AND AN OPENNESS TO HOW IT WILL BE ACHIEVED SO THAT GOALS CAN BE REACHED THROUGH CHANGING MARKET CONDITIONS. TRUE LEADERSHIP MEANS SEEING OPPORTUNITIES THEN MOTIVATING AND SUPPORTING ALL THOSE AROUND YOU TO ACHIEVE THEM.

1.0/ THE IMPORTANCE OF CLARITY AND OPEN-MINDEDNESS

HAVING A VISION

A clear vision sets a picture for what success looks like to employees at all levels of the organisation, giving them something to align behind and a singular direction to move in together. In 2016 Donald Cant Watts Corke took its 50th anniversary year as an opportunity to review their 2012-2017

Strategic Plan and set a bold new vision for 2020.

BRINGING THE BUSINESS TOGETHER

With the organisational vision set – To be recognised as the market leader through best people, outstanding results, and sustainable business – Glenn then worked hard to draw a detailed picture of what the business would look like in 2020 so that the wider leadership team could really understand his direction.

2.0/ SETTING THE RIGHT OBJECTIVES WITHIN VISION

While setting goals around revenue, profit, and other financial measures are critical to every business, it is not enough to only consider these measures. At Donald Cant Watts Corke, the vision set for 2020 incorporates a range of objectives that look beyond the financial to ensure the achievement of their vision and their ability to sustain it.

BECOMING A TRUSTED ADVISOR

Core to the 2020 vision is the commitment of the team to being trusted advisors to their clients. Setting out of this commitment demonstrates to the next generation of leaders within the business that this is how the business operates.

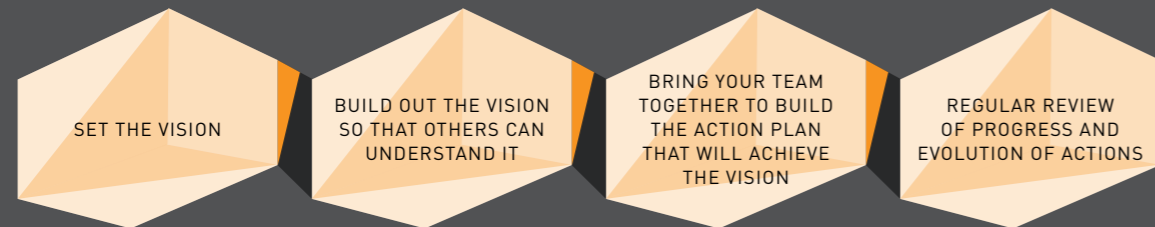
MENTORING, TRAINING AND A YOUNG LEADERS PROGRAM

To ensure their team is committed to the business vision and to becoming trusted advisors, Donald Cant Watts Corke is ensuring that two of the key objectives focus on mentoring and supporting individuals, highlighting these initiatives as an opportunity for individuals to develop to their fullest potential.

What will really determine the ability of a business to be successful well into the future, is the leadership team's ability to identify the potential locked within their mid-level talent, then mentor and support them to ensure their potential is reached.

INCREASED FEMALE REPRESENTATION IN LEADERSHIP

The 2020 vision is an opportunity to commit to increasing female representation throughout leadership roles. The broader leadership team is now committed to, and charged with, building a program that factors in hiring policies, workplace flexibility, mentoring, training and success metrics.



3.0/ THE IMPORTANCE OF SELF-AWARENESS AND COURAGE

KNOWING WHAT YOU'RE GOOD AT - AND WHAT YOU'RE NOT

The best leaders hold a mirror up to themselves to really understand how they operate and where their strengths lie. Whatever the makeup of a leader is and whatever their individual character and functional strengths are, achieving an honest understanding of them - and, importantly their gaps - means that leaders can select people that complement them.

BEING OPEN TO NEW WAYS OF DOING THINGS

Always being open to new ways of solving problems and challenges is a critical characteristic that differentiates leaders from managers.

When your team knows that you, as the leader, are open-minded, a further benefit occurs; they feel comfortable bringing new ideas to you.

SUMMARY

All industries are built up around long-standing beliefs, and evolving those structures in a balanced way takes clarity of vision, courage, and a long term view. As a leader, understanding where your strengths lie and where you have gaps means you can surround yourself with the best and brightest people to complement your skill set and build a holistic and successful team.



'This strong and solid base and hands-on, high-quality, professional approach that has remained in our culture. I define this as an uncompromising attitude to exemplary client delivery. In a world that is becoming less committed to high-quality service and more about turning money over quickly, we've managed to keep that valuable culture in our organisation.'

GLENN CORKE



‘Many things have changed over the last 50 years, but we have never lost our drive towards being a trusted advisor; a real partner with our clients. This commitment is our foundation for the future.’

GLENN CORKE