

Infrastructure Short Course
Institute of Transport and Logistics Studies
10-12 October 2023
Level 16, Stockland Building, 133 Castlereagh Street, Sydney

Day 1 – Tuesday 10 October 2023		
9:00 – 9:10 pm	Opening Remarks	
9:10 – 10:30 am	<p>Topic 1 Introduction to Infrastructure</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Understand expectations and background of course participants 2. Outline structure of course 3. Introduce infrastructure landscape, key actors and topical issues <p>Expected Outcomes:</p> <ul style="list-style-type: none"> • Be able to understand importance of infrastructure development and key challenges impacting success • Be able to identify different perspectives of public and private sector 	<p>Martin Locke</p> <p>Jack Bateman</p>
	<p>Discussion</p> <ul style="list-style-type: none"> • Role of government • How is government responding to the challenges around infrastructure development? 	
10:30 – 11:00 am	Morning break	
11:00am – 12:30pm	<p>Topic 2 Business Cases</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Purpose and content of Final Business Case 2. Clarify project need and range of options for assessment 3. Understanding economic and financial appraisal 4. Differences between social and economic infrastructure 5. Placemaking and WEBS <p>Expected Outcomes:</p> <ul style="list-style-type: none"> • Understand the relevance of the business case and economic cost benefit analysis • Be able to identify key pitfalls and questions to ask 	<p>David Tucker</p>
	<p>Panel Discussion</p> <ul style="list-style-type: none"> • The purpose of the panel is to discuss latest updates around business cases and link to case studies 	<p>Matthew Jones</p>
12:30 – 1:30 pm	Lunch break	



1:30 – 3:00 pm	Topic 3 Business Cases in Transport Learning Objectives: <ol style="list-style-type: none">1. Apply theory around assessing business cases in practice in the transport sector Expected Outcomes: <ul style="list-style-type: none">• Be able to understand the practical issues in assessing criteria	Ilya Zak
3:00 – 3:30 pm	Afternoon break	
3:30 – 5:00 pm	Topic 4 Assessing Value Learning Objectives: <ol style="list-style-type: none">1. Understand basics of Capital Asset Pricing Model and application to infrastructure2. Understand regulatory principles and the role of the regulator3. Understand how value for money is assessed using a Public Sector Comparator Expected Outcomes: <ul style="list-style-type: none">• Be able to understand the theory guiding the use of discount rates and how this is applied under infrastructure governed by either a regulator or a PPP contract	Martin Chow
	Panel Discussion <ul style="list-style-type: none">• The purpose of the panel is to discuss latest views on regulation and assessing value for money	

Day 2 – Wednesday 11 October 2023

<p>9:00 – 10:30 am</p>	<p>Topic 5 Collaborative Contracting</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Understand the benefits in adopting a more collaborative approach 2. Understand the range of contractual mechanisms to encourage collaboration <p>Expected Outcomes:</p> <ul style="list-style-type: none"> • Understand how collaborative contracting can align outcomes and alternative approaches 	<p>Owen Hayford Steven Blanch</p>
	<p>Panel Discussion</p> <ul style="list-style-type: none"> • The purpose of the panel discussion is to consider examples of applying collaborative contracting in Australia 	
<p>10:30 – 11:00 am</p>	<p>Morning break</p>	
<p>11:00am – 12:30pm</p>	<p>Topic 6 Governance and Dispute Avoidance</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Understand what is meant by project governance and what it needs to cover 2. Understand the role and functions of a dispute avoidance board <p>Expected Outcomes:</p> <ul style="list-style-type: none"> • Be able to develop and assess the adequacy of project governance structures • Be able to establish and manage a dispute avoidance board • Be able to identify problems around project governance and disputes through case studies 	<p>Chris Lock Ron Finley</p>
	<p>Panel Discussion</p> <ul style="list-style-type: none"> • The objective of the panel discussion is to explore some of the governance failings and key risk events that have triggered disputes and how they could best be handled 	
<p>12:30 – 1:30 pm</p>	<p>Lunch break</p>	
<p>1:30 – 3:00 pm</p>	<p>Topic 7 Reflections from a Project Director</p> <p>Learning Objectives:</p> <p>Project Directors will outline key learnings on how to establish major government contracts.</p> <p>Expected Outcomes:</p> <ul style="list-style-type: none"> • Be able to identify key pitfalls in structuring and negotiating contracts and the complexities of managing political relationships and advisers • Be able to identify key elements in structuring a fair procurement process that delivers great outcomes 	<p>Louise Hart</p>



3:00 – 3:30 pm	Afternoon break	
3:30 – 5:00 pm	Topic 8 Delivering projects with private finance Learning Objectives: <ol style="list-style-type: none">1. Implications of using project finance2. Dealing with changes, inflexibility and augmentation3. Private finance as a take-out4. Outcomes Expected Outcomes: <ul style="list-style-type: none">• Understand the challenges in using private finance and the strategies to mitigate those risks	Martin Locke
	Panel Discussion <ul style="list-style-type: none">• The objective of the panel discussion is to explore the current marketplace for PPPs, success stories and best practice PPP management	Matt Dunn
5.00pm – 7.00pm	Drinks Reception with Keynote Speaker	



Day 3 – Thursday 12 October 2023

9:00 – 10:30 am	Topic 9 Managing Whole-of-Life asset performance and the link to Sustainability Learning Objectives: <ul style="list-style-type: none">• Why is sustainability important and why does it matter to the delivery of infrastructure?• Understand the connection to whole-of-life asset performance Expected Outcomes: <ul style="list-style-type: none">• Understand how infrastructure links to sustainability outcomes	Donny Yap
	Panel discussion	
10:30 – 11:00 am	Morning break	
11:00am – 12:30pm	Topic 10 Managing Infrastructure Project Companies Learning Objectives: <ol style="list-style-type: none">1. What is the role and resourcing of an Infrastructure SPV?2. How is it managed and governed?3. What are the required management skills? Expected Outcomes: <ul style="list-style-type: none">• Understand the complexity and approaches in running an Infrastructure SPV	Alister Walker
12:30 – 1:30 pm	Lunch break	
1:30 – 3:00 pm	Topic 11 What Does the Future Look Like? Learning Objectives: <ol style="list-style-type: none">1. What are the key headwinds and tailwinds facing the infrastructure sector?2. What are the current industry initiatives to improve efficiency and productivity? Expected Outcomes: <ul style="list-style-type: none">• Understand the dynamic forces shaping future delivery of infrastructure• Understand the role of infrastructure as part of a broader system	Peter Colacino
	Panel Discussion	
3:00 – 3:30 pm	Closing Remarks	