THE UNIVERSITY OF SYDNEY
Business School

ITLS

INFRASTRUCTURE SHORT COURSE
Institute of Transport and Logistics Studies
CBD Campus – 133 Castlereagh St, Sydney
1-3 October 2024

Day 1 – Tuesday 1 October 2024		
9:00 – 9:10 pm	Opening Remarks	
9:10 – 10:30am	**Topic 1 | Introduction to Infrastructure** Learning Objectives: 1. Understand expectations and background of course participants 2. Outline structure of course 3. Introduce infrastructure landscape, key actors and topical issues Expected Outcomes: • Be able to understand importance of infrastructure development and key challenges impacting success • Be able to identify different perspectives of public and private sector	**Martin Locke, Adjunct Professor ITLS** **Boronia Blow, Head of External Affairs, Infrastructure Partnerships Australia**
10:30 – 11:00am	**Morning break**	
11:00am – 12:30pm	**Topic 2 | Business Cases** Learning Objectives: 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 Expected Outcomes: • Understand the relevance of the business case and economic cost benefit analysis • Be able to identify key pitfalls and questions to ask	**Ilya Zak, Director Business Case Development, Transport for NSW**
12:30 – 1:30pm	**Lunch break**	
1:30 – 3:00pm	**Topic 3 | HumeLink Transmission Project: Case Study** Learning Objectives: 1. Understand how a project has been assessed and structured in practice Expected Outcomes: • Be able to understand the practical issues in dealing with stakeholders, risks, delivery strategy	**Jeremy Roberts, Project Director, TransGrid** **Matthew Winchur, Head of PMO – Major Projects, Transgrid** **Rob Tyson, Director, Polis Partners**

3:00 – 3:30pm	**Afternoon break**	
3:30 – 5:00pm	**Topic 4 | Transit Oriented Development** Learning Objectives: 1. Understand the role of transport in catalysing development 2. Understand the drivers of precinct and corridor development 3. Understand how transport links to accelerating the development of new housing Expected Outcomes: • Be able to understand the importance of transport connectivity and housing development	**Eamon Waterford, CEO, Committee for Sydney**
	Panel Discussion • The purpose of the panel is to discuss latest views on regulation and assessing value for money	**Larry McGrath, GM NSW/ACT, McConnell Dowell**

Day 2 – Wednesday 2 October 2024		
9:00 – 10:30am	**Topic 5 | Collaborative Contracting** Learning Objectives: 1. Understand the benefits in adopting a more collaborative approach 2. Understand the range of contractual mechanisms to encourage collaboration Expected Outcomes: • Understand how collaborative contracting can align outcomes and alternative approaches	**Owen Hayford, Founder, Infralegal** **Steven Blanch, EGM, People and Governance, Sydney Water**
10:30 – 11:00am	**Morning break**	
11:00am – 12:30pm	**Topic 6 | Governance and Dispute Avoidance** Learning Objectives: 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 Expected Outcomes: • 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	**Chris Lock, Independent** **Ron Finlay, Secretary, Dispute Resolution Board Foundation**
12:30 – 1:30pm	**Lunch break**	
1:30 – 3:00pm	**Topic 7 | What Does the Future Look Like?** Learning Objectives: 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: • Understand the dynamic forces shaping future delivery of infrastructure • Understand the role of infrastructure as part of a broader system	**Peter Colacino,** **Project Strategy and Delivery Lead, NSW, Mott McDonald**
3:00 – 3:30pm	**Afternoon break**	

3:30 – 5:00pm	**Topic 8 | Delivering projects with private finance** Learning Objectives: 1. Implications of using project finance 2. Dealing with changes, inflexibility and augmentation 3. Private finance as a take-out 4. Toll Reform 2024; where to now? 5. High Speed Rail; Reality or Fiction? Expected Outcomes: • Understand the challenges in using private finance and the strategies to mitigate those risks	**Martin Locke, Adjunct Professor, ITLS**
	Panel Discussion • The objective of the panel discussion is to explore the current marketplace for PPPs, success stories and best practice PPP management	**Dr Mike Rollo, Honorary Professor, The Bartlett School of Sustainable Construction, University College London** **Thao Oakey, Non-Executive Director, Sydney Metro and Utilities Trust of Australia**
5.00pm – 7.00pm	Networking Function with Industry Panel Discussion on Changing Priorities	**Hosted by Ventia** **James Sherrard, Head of Performance, Commercial and Strategy, TfNSW** **Susannah Le Bron, General Manager Strategy - Transport**

Day 3 – Thursday 3 October 2024		
9:00 – 10:30am	**Topic 9 | Asset Management** Learning Objectives: • What is the role of the Asset Manager? • Understand the importance of whole-of-life considerations • Understand the link between procurement of D&C and Asset Manager Expected Outcomes: • Understand how infrastructure D&C and O&M functions are aligned under the Asset Manager	**Tony Curry, Project Director, Western Harbour Tunnel, Ventia**
10:30 – 11:00am	**Morning break**	
11:00am – 12:30pm	**Topic 10 | Managing Infrastructure Project Companies** Learning Objectives: 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: • Understand the complexity and approaches in running an Infrastructure SPV	**Alister Walker, Asset Director, John Laing**
12:30 – 1:30pm	**Lunch break**	
1:30 – 3:00pm	**Topic 11 | Reflections from a Project Director** Learning Objectives: Project Directors will outline key learnings on how to establish major government contracts. Expected Outcomes: • 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	**Louise Hart, Independent Adviser, Reviewer, Author**
3:00 – 3:30pm	**Closing Remarks**	**Martin Locke**