

INFRASTRUCTURE SHORT COURSE
Institute of Transport and Logistics Studies
CBD Campus – Level 16, 133 Castlereagh St, Sydney
14-16 October 2025

Day 1 – Tuesday 14 October 2025		
9:00 – 9:10 pm	Opening Remarks	
9:10 – 10:30am	<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, Adjunct Professor ITLS</p> <p>Jack Bateman, Head of Data and Analytics, Infrastructure Partnerships Australia</p>
10:30 – 11:00am	Morning break	
11:00am – 12:30pm	<p>Topic 2 Innovation</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. How can innovative approaches address the challenges facing infrastructure delivery? 2. What are we learning from latest case studies such as North East Link and Central West Orana REZ Network Operator? 3. What are the required management skills to transition from transport to electricity transmission? <p>Expected Outcomes:</p> <ul style="list-style-type: none"> • Understand the complexity and approaches in delivering transport projects facing cost and risk uncertainty • Understand how delivery models can be adapted in a changing regulatory environment 	<p>Josh Baker, Director, Capella</p>
12:30 – 1:30pm	Lunch break	
1:30 – 3:00pm	<p>Topic 3 Asset Management</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • What is the role of the Asset Manager? • Understand the importance of whole-of-life considerations 	<p>Tony Curry, Project Director, Western Harbour Tunnel, Ventia</p>

	<ul style="list-style-type: none"> Understand the link between procurement of D&C and Asset Manager <p>Expected Outcomes:</p> <p>Understand how infrastructure D&C and O&M functions are aligned under the Asset Manager</p>	
3:00 – 3:30pm	Afternoon break	
3:30 – 5:00pm	<p>Topic 4 Integrated Station Developments</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> Understand the role of transport in catalysing development Understand the drivers of over station development Understand how transport links to accelerating the development of new housing <p>Expected Outcomes:</p> <ul style="list-style-type: none"> Be able to understand the importance of transport connectivity and property development 	<p>Martin Locke, Adjunct Professor ITLS</p> <p>Mark Tait, Head of Development, Investa</p>

Day 2 – Wednesday 15 October 2025

9:00 – 10:30am	Topic 5 Collaborative Contracting Learning Objectives: <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 Expected Outcomes: <ul style="list-style-type: none"> • Understand how collaborative contracting can align outcomes and alternative approaches 	Owen Hayford, Founder, Infralegal Steven Blanch, Program Director, Major Projects, Sydney Water Peter Colacino, NEC Contract Ambassador ANZ
10:30 – 11:00am	Morning break	
11:00am – 12:30pm	Topic 6 Governance and Dispute Avoidance Learning Objectives: <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 Expected Outcomes: <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 	Chris Lock, Independent
12:30 – 1:30pm	Lunch break	
1:30 – 2.30pm	Topic 7 Zero Emission Buses Learning Objectives: <ol style="list-style-type: none"> 1. What impact does ZEBs have on achieving sustainability objectives? 2. What are the issues to be addressed in delivering ZEBs? Expected Outcomes: <ul style="list-style-type: none"> • Understand the structuring of the business case for ZEBs 	Raelee Meyers, Managing Director, Scyne Advisory
2:30 – 3:00pm	Afternoon break	

3:00 – 5:00pm	<p>Topic 8 Delivering projects with private finance</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Implications of using project finance 2. Dealing with changes, inflexibility and augmentation <p>Expected Outcomes:</p> <ul style="list-style-type: none"> • Understand the challenges in using private finance and the strategies to mitigate those risks 	<p>Martin Locke, Adjunct Professor, ITLS</p> <p>Maria Ratner/Tim Buttenshaw, Director, Plenary</p> <p>Raelee Meyers, Managing Director, Scyne Advisory</p> <p>Diana Shmulburd, Independent</p>
	<p>Panel Discussion</p> <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 	

Day 3 – Thursday 16 October 202

9:00 – 10:30am	Topic 9 HumeLink Transmission Project: Case Study Learning Objectives: 1. Understand how a project has been assessed and structured in practice Expected Outcomes: <ul style="list-style-type: none"> Be able to understand the practical issues in dealing with stakeholders, risks, delivery strategy 	Jeremy Roberts, Project Director, TransGrid Richard Boggon, Director, Alchimie
10:30 – 11:00am	Morning break	
11:00am – 12:30pm	Topic 10 Business Cases Learning Objectives: 1. Purpose and content of Business Case 2. Clarify project need and range of options for assessment 3. Understanding economic and financial appraisal 4. Placemaking and WEBS Expected Outcomes: <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	Tim Parker, CEO, High Speed Rail Authority Martin Locke, Adjunct Professor ITLS Anjuhan Saravana, Project Manager, AECOM
12:30 – 1:30pm	Lunch break	
1:30 – 2:45pm	Topic 11 Contractor Perspective Learning Objectives: Understand the key issues influencing the behaviour and appetite of contractors regarding investment and risk allocation. Expected Outcomes: <ul style="list-style-type: none"> Understand the drivers behind the provision of industrial equity Understand the evolution of risk allocation away from fixed price contracts towards Incentivised Target Cost 	Saori Peguicha, Executive General Manager, PPP, Pacific Partnerships (CIMIC)
2:45 – 3:00pm	Afternoon break	
3:00 – 4:15pm	Topic 12 Improving Decision Making Learning Objectives: Understand the key issues impacting the procurement of major government contracts.	Louise Hart, Independent Adviser, Reviewer, Author

	<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 	
4.15-5.00pm	Closing Remarks	Martin Locke, Adjunct Professor ITLS