Transformational Lessons from the Transport Access Program

Smarter Planning · Better Procurement · Real Impact

THE PODCAST

BEYOND *the* **PLAN**

Real conversations in
Project Strategy & Delivery

EDSICO

Table of Contents

Executive Summary

Key lessons from the Transport Access Program (TAP) show how strategic planning and procurement can drive real infrastructure impact.

This eBook draws on an in-depth conversation between Ali Farhoodi, CEO of EDSICO, and Scott Beveridge, Procurement Strategist at Downer, who brings over two decades of experience delivering complex infrastructure programs. Their discussion offers practical insights into how TAP lessons can be applied across transport, energy, and other major projects, highlighting the vital roles of procurement strategy, stakeholder trust, and legacy-building in long-term success.

The book distils TAP's approach into five key lessons:

1. Start with Purpose – Align infrastructure with community needs and long-term value, not just design outputs.
2. Plan Together – Make planning inclusive, adaptive, and embedded in organisational culture.
3. Procure Strategically – Use procurement to build relationships, drive capability, and deliver policy outcomes.
4. Deliver with Trust – Manage risk through integration, early action, and trust-based delivery models.
5. Leave a Legacy – Focus on lasting public value by shifting from project thinking to program and capability building.

Core Message: TAP demonstrates that better planning and procurement can lead to a real, lasting impact, building not just assets but also trust, capability, and culture.

Chapter 1: Vision Before Blueprints – Purpose-Driven Infrastructure

When most infrastructure programs launch, they come tied to spreadsheets and engineering drawings. But the Transport Access Program (TAP) started differently. It began with a simple, bold question: *What would it take to make public transport truly inclusive for everyone in New South Wales?*

This wasn't about adding ramps or replacing lifts. It was about reimagining infrastructure as a platform for dignity, equity, and opportunity. TAP didn't emerge from a compliance requirement or cost-benefit analysis. It was born of strategic insight: accessible transport is not a luxury but is essential for social inclusion and economic participation.

> **"Big goals don't start with blueprints—they start with vision."**

TAP's Origin Story

TAP's foundations were laid in response to growing public demand for accessibility, a national shift toward inclusive services, and a rare moment of cross-party political alignment. But the real catalyst wasn't policy. It was a vision to create a transport system that worked not just for the average commuter, but for the people most often excluded.

- **Not Just Another Upgrade Program**
  While most programs start with assets, TAP started with people. It redefined infrastructure upgrades as opportunities to rebuild trust, restore inclusion, and deliver human-centred service.
  A ramp was no longer just a physical requirement. It became a symbol that every person, regardless of ability, age, or language, has the right to access their city.

- **Catalyst for Systemic Reform**
  TAP quickly evolved beyond construction. It became a proving ground for integrated planning, smarter procurement, streamlined approvals, and collaborative delivery.

These new ways of working didn't just stay in TAP. they rippled across Transport for NSW.

TAP proved that purpose and performance are not at odds. Purpose *amplifies* performance by aligning teams and energising stakeholders.

- **Designed to Scale**

  TAP's multi-year pipeline gave it the time and scope to do more than deliver projects; it built a system. The team could plan, test and improve delivery models, and embed continuous learning. Political support and public trust followed, reinforcing TAP's place as a long-term government priority.

A Community-First Mindset

TAP didn't just build for the public; it built with them. Community engagement wasn't a final checkbox. It was integral from the start.

> **"When you start with people, not just plans, you build more than projects—you build trust."**

- **Early and Ongoing Engagement**

  TAP embedded community input throughout every project stage, including planning, design, and delivery. It wasn't a consultation for compliance. It was co-designed for impact.

- **Focus on Real Users**

  TAP elevated voices often unheard: people with mobility challenges, carers, seniors, migrants, and regional travellers. Their experiences helped shape more intuitive, empathetic, and inclusive outcomes.

- **Accessible Infrastructure, Accessible Language**

  TAP pushed for cognitive accessibility as much as physical. Plain language signage, culturally relevant translations, and intuitive design helped ensure that everyone could confidently navigate public transport—on day one.

Strategic Leadership

TAP's success wasn't accidental. It came from a new model of leadership, collaborative, cross-agency, and grounded in a shared mission.

- **A Clear Shared Vision**
  A simple goal, *every station, for every person,* integrated teams across engineering, planning, policy, and customer service. It breaks down silos and accelerates decisions.

- **Empowered Decision-Making**
  Project leads were trusted to act, escalate quickly, and solve problems locally. This decentralised approach built capability, reduced bottlenecks, and encouraged ownership.

- **Strategic Champions**
  High-level government champions helped protect the program's intent, fast-track decisions, and sustain funding. With their backing, TAP teams had the freedom—and confidence—to innovate.

> **"Planning isn't just about predicting the future. It's about preparing to shape it together."**

A New Starting Point

TAP flipped the script on traditional infrastructure. It has been proven that when you lead with vision and people, performance follows. Accessibility can be embedded from the beginning, rather than being bolted on at the end. That infrastructure can be more than efficient; it can be transformational.

The message was clear: if you want better blueprints, start with a bigger vision.

In the chapters ahead, we explore how TAP delivered on this vision—through collaborative planning, strategic procurement, risk-savvy execution, and a lasting institutional legacy.
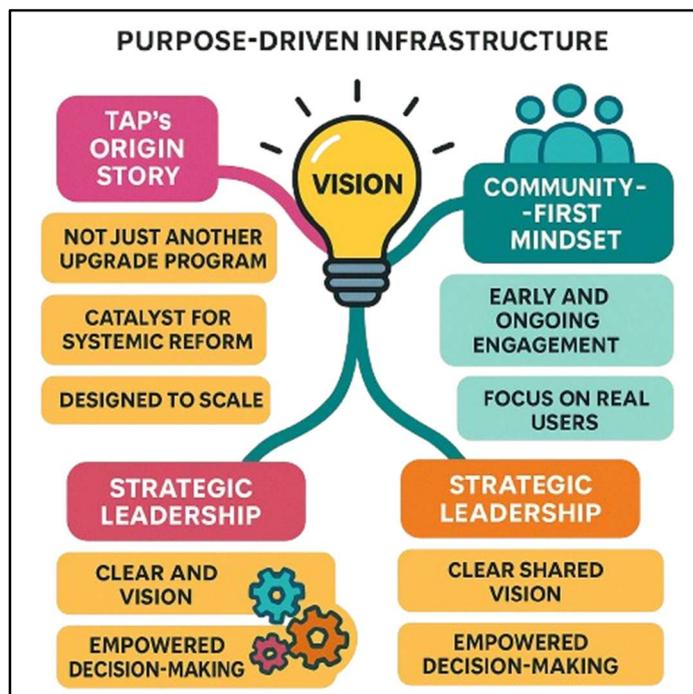
Figure 1: Reimagining infrastructure through vision, inclusion, and leadership.

Chapter 2: Planning Together – Integrated, Inclusive Planning

In most infrastructure programs, planning is often viewed as a preliminary phase, a checklist of maps, drawings, and approvals before the "real" delivery begins. But under TAP, planning was reframed as an active, strategic discipline that shaped every outcome.

TAP didn't see planning as a static document but as a *shared mindset*. Planning became the connective tissue between intention and implementation. Done well, it drove clarity, cohesion, and confidence. Done differently, it delivered real change.

Cross-Functional Collaboration

TAP's planning success rested on breaking down barriers between functions, agencies, and contractors. It brought together diverse disciplines not at the end of a process but at the start.

- **Integrated Planning Teams**
  From day one, TAP created teams that mirrored the complexity of the work. Planners sat side-by-side with engineers, quantity surveyors, access consultants, architects, and even community representatives. This multidisciplinary setup ensured that

planning decisions were practical, human-centred, and technically sound from the outset.

Rather than passing plans along a pipeline, teams co-created solutions. This didn't just reduce rework. It unlocked better, more responsive outcomes.

- **Early Contractor Involvement**

  TAP changed the traditional model of handing over completed designs to contractors. Instead, it engaged delivery partners early, sometimes before design had even begun. Contractors contributed real-world insights into constructability, safety staging, cost efficiencies, and procurement strategy.

  This early engagement enabled smarter trade-offs and fewer surprises. It helped projects avoid "designing in" risk and allowed innovation to be embedded upfront.

- **Co-Location and Collaboration Hubs**

  To turn coordination into collaboration, TAP invested in physical and virtual co-location models. Shared workspaces brought teams together to solve problems quickly and organically. When a planning issue arose, the answer was often a few desks away—not weeks down the line.

  These hubs weren't just logistical conveniences; they fostered a sense of shared purpose, psychological safety, and agile responsiveness. Trust and transparency improved, and so did outcomes.

Tranche-Based Learning

One of TAP's most powerful innovations was its tranche-based delivery model. Rather than planning every project all at once, TAP structured its program into waves—each one a learning opportunity that improved the next.

- **Built-In Feedback Loops**

  At the end of each tranche, TAP conducted structured post-implementation reviews. These weren't box-ticking exercises. They were critical reflection sessions that examined what worked, what didn't, and what should change. Learnings were not just stored. They were *applied* to shape the next planning phase.

  Planning evolved in real time, shaped by lived delivery experience. Knowledge was cumulative and collective.

- **Faster Iteration, Less Risk**

  Each tranche delivered faster, better, and more predictably. Teams became more confident, and processes more refined. Risks were no longer managed project-by-project. They were anticipated across the program.

  This cycle of "plan → build → learn → replan" became TAP's planning engine. Every new tranche reflected a higher maturity level in both people and processes.

- **Flexibility Within a Consistent Framework**

  While TAP kept its strategic objectives and program principles consistent, it allowed flexibility in how each tranche was delivered. This "tight-loose" approach meant teams could tailor plans to local station conditions, community feedback, and project risks, without losing sight of the bigger picture.

Planning as a Strategic Tool

Most view planning as a technical or operational task. TAP changed that. Here, planning became a tool for strategic alignment and value creation. It was used not just to plot timelines, but to test ideas, align intent, and drive accountability.

- **Planning Aligned to Vision, Not Just Scope**

  Every TAP project had to answer more than "is this feasible?". It had to answer: *Does this station upgrade serve the community's needs, now and in the future?*

  By embedding strategic intent into planning decisions, TAP ensured that every line on a drawing was a step toward equity, access, and service quality.

- **Scenario-Based Planning**

  Rather than locking into a single plan too early, TAP teams explored multiple pathways to deliver each outcome. What if access was delivered from the rear entrance, not the front? What if the lifts were staged later to avoid disruption? Scenarios were tested for impact on access, budget, time, and constructability.

  This approach encouraged innovation and resilience. It created space to manage uncertainty without paralysis.

> **"Procurement isn't a handoff—it's a handshake. It's where collaboration begins."**

WWW.EDSICO.COM.AU | BEYOND THE PLAN SERIES   8
©2025

BEYOND
THE
PLAN
Real conversations in
Project Strategy & Delivery

- **Live Planning Dashboards**

  TAP embraced digital planning tools to track progress, model risks, and visualise dependencies across hundreds of projects. Dashboards weren't static trackers. They were real-time windows into a living program.

  Planners could see where station access risks were rising, where design delays might cascade, and where scope needed refining. These insights informed better prioritisation and faster decision-making.
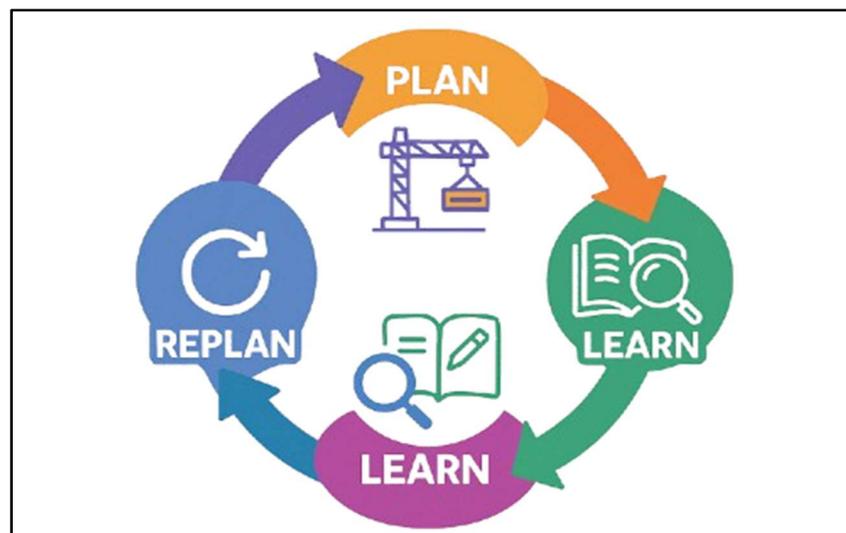

Figure 2: Planning as a Dynamic, Learning-Oriented Process

Planning as Culture, Not Just Process

What made TAP planning different wasn't just structure. It was a *mindset*. Planning wasn't a discrete task for a few. It became part of the culture for everyone.

It helped transport planners think more like service designers. It helped engineers consider social outcomes. And it helped leadership use data to steer—not just monitor—the program.

> **"When diverse minds plan together, infrastructure becomes more than functional—it becomes transformational."**

From Static Plans to Living Strategy

TAP proved that planning isn't about guessing the future; it's about building the capacity to adapt to it. It showed that integrated, inclusive, iterative planning could drive not just efficient delivery, but real public value.

Planning wasn't what happened before the work. It *was* the work and it was never finished.

In the next chapter, we'll explore how TAP carried this ethos into its procurement strategies using commercial arrangements not just to buy services, but to shape outcomes, share risk, and build long-term capability across the sector.

> **"The real world doesn't care how perfect your plan was. What matters is how you respond when things don't go to plan."**

Chapter 3: Buying Better – Strategic Procurement as a Value Driver

In most infrastructure programs, procurement is seen as a necessary but transactional step, an administrative bridge between planning and delivery. Under TAP, procurement was something more. It was a lever, a strategy, and a culture shift.

Procurement was used not only to source contractors, but to **build markets**, **share risk intelligently**, and **drive innovation**. By redefining how, when, and why procurement occurred, TAP unlocked better relationships, better outcomes, and better public value.

Early Market Engagement

One of TAP's most powerful shifts was its decision to engage the market before tenders were released. Where traditional procurement begins with a fixed scope, TAP began with open ears.

- **Pre-Tender Industry Workshops**
  TAP hosted early dialogue sessions well before procurement documents were drafted. These workshops built trust, revealed the strengths and constraints of local contractors,

and allowed government teams to shape the scope in response to real market intelligence.

This didn't just produce better designs. It reduced wasted effort, clarified commercial expectations, and gave bidders confidence that their voice mattered.

- **Industry Sounding Boards**

    Beyond formal briefings, TAP created recurring sounding boards; a safe space for industry partners to raise concerns, suggest delivery improvements, and flag emerging risks. Importantly, these forums were non-commercial. They were about insight, not negotiation.

    By separating market engagement from contract competition, TAP encouraged open feedback without fear of losing work. That transparency paid dividends in reduced disputes, fewer misunderstandings, and more collaborative relationships.

- **Clarity on Risk Appetite and Flexibility**

    Early discussions gave the market something rare: clarity. TAP clearly communicated which elements of design or staging were fixed, and which could be negotiated. It also clarified the government's appetite for innovation and where standardisation was non-negotiable.

    This prevented costly scope misalignment, eliminated assumptions, and helped suppliers craft realistic, value-for-money bids.

Packaging Strategy

TAP didn't tender projects one by one. It employed a packaging strategy designed to match contractor capability, optimise resources, and maintain a healthy, not overheated market.

- **Geographically Bundled Packages**

    Station upgrades were grouped by region or corridor. This reduced mobilisation costs, allowed contractors to base crews locally, and enabled more innovative sequencing across projects. TAP reduced fragmentation and duplicated effort and boosted efficiency for both clients and suppliers.

- **Matched to Market Maturity**

    TAP recognised that the Tier 1s weren't always the best fit. Packages were intentionally scaled to allow mid-tier contractors, often more agile and community-responsive,

to compete and deliver.

This helped grow the market, avoided dependence on a few large players, and improved value through competitive tension.

- **Consistent Terms and Templates**

  TAP standardised its contracts, scopes, and evaluation criteria across tranches. This dramatically reduced procurement admin for both agencies and contractors and created clarity and consistency.

  When a new package was released, bidders weren't starting from scratch. They could focus on value creation, not paperwork interpretation.

Risk-Sharing and Supplier Capability

TAP approached risk with nuance. Instead of pushing all responsibility to contractors, it designed contracts that reflected shared accountability. That mindset attracted better partners and helped them grow.

- **Clear, Fair Allocation of Risks**

  TAP clearly delineated which risks the government would retain such as land access, third-party interfaces, and policy changes and which risks contractors were best placed to manage, such as safety, construction sequencing, and subcontractor performance. This clarity de-risked the tendering process, avoided inflated pricing, and created fewer disputes down the track.

- **Performance Incentives, Not Penalties**

  TAP moved away from punitive models. Instead of relying on harsh penalties, it embedded positive performance incentives recognising early completion, innovation, and community impact. This encouraged a partnership mentality: success for the contractor meant success for the program.

  Contractors felt like collaborators, not adversaries. That was evident in how issues were resolved faster, with fewer legal threats, and better outcomes.

- **Capability Uplift Built In**

  Each contract wasn't just a job; it was a chance to build supplier capability. TAP projects helped contractors improve their planning methods, digital engineering skills, and stakeholder engagement practices. The more they delivered, the better they got.

This wasn't accidental. TAP's procurement model rewarded learning. Contractors who showed improvement were more likely to win future packages. In this way, TAP didn't just buy services. It grew into a more capable industry.

Procurement as Policy in Action

Under TAP, procurement became more than a process. It became a delivery philosophy. It reflected public values: fairness, transparency, inclusion, and resilience.

It was also practical. Strategic procurement provided TAP with the flexibility to respond to shifting markets, inflationary pressures, and workforce constraints without derailing the program's purpose or delivery goals.
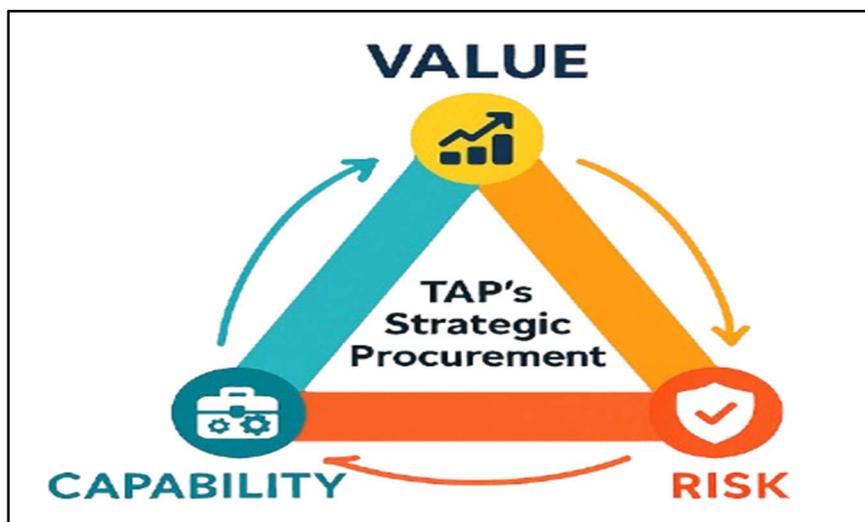

Figuree 3: Strategic Procurement in Action

From Buying Work to Building Relationships

TAP proved that you don't have to choose between commercial rigour and collaborative relationships. You can have both if procurement is approached with transparency, fairness, and a clear vision of value.

By engaging early, packaging smartly, and sharing risk meaningfully, TAP redefined what it means to "go to market." It didn't just buy better but built better, with the market as a true partner.

In the next chapter, we'll explore how TAP tackled complexity and uncertainty—not by avoiding risk, but by managing it as a shared, strategic asset.

Chapter 4: Delivering Real Value – Managing Risk and Building Trust

Planning and procurement set the stage, but delivery is where programs live or die. It's where unknowns surface, complexity compounds, and pressure mounts. TAP succeeded not because it avoided these challenges but because it was designed to face them.

Rather than reacting to risk, TAP embraced it as a fact of delivery. It managed risk early, shared accountability across teams, and built a governance model that encouraged agility over rigidity. The result? More predictable outcomes, faster issue resolution, and stronger delivery partnerships.

Integrated Delivery Teams

TAP didn't "hand off" projects to contractors. It co-delivered them. Teams from Transport for NSW (TfNSW), consultants, and contractors worked side by side from planning to commissioning.

- **Joint Client–Contractor Teams**
  By forming blended teams with shared goals, TAP created mutual ownership of risk, quality, and outcomes. It wasn't "us vs them"—it was one team delivering together.
- **On-Site Decision-Making**
  Authority sat where it mattered—on site. Teams were empowered to resolve issues without waiting on distant approvals, reducing bottlenecks and accelerating progress.
- **Blended Leadership**
  Titles didn't dictate project roles. They were based on capability. Contractors might lead stakeholder engagement; TfNSW might own change control. Leadership was fluid but accountable.

Early De-Risking

TAP invested upfront in reducing delivery uncertainty. By the time projects reached site, many risks were already addressed—or at least understood.

- **Utility Scanning and Land Access Early**
  These were completed during planning, reducing surprises, redesigns, and claims. Knowing what lay underground—or who owned what—meant fewer late-stage delays.

WWW.EDSICO.COM.AU | BEYOND THE PLAN SERIES   14
©2025

BEYOND
the
PLAN
Real conversations in
Project Strategy & Delivery

- **Scope and Interface Clarity**

  Clear allocation of scope and roles—especially at interfaces—helped avoid misunderstandings between contractors and internal delivery teams.

- **Digital Risk Registers**

  Dynamic, shared tools allowed real-time risk tracking, trend analysis, and prioritisation. Risk wasn't static—it was actively monitored and managed.

Agile Governance

TAP's governance supported delivery without stifling it. Control was balanced with flexibility.

- **Rolling Wave Reviews**

  Plans weren't locked too early. "Rolling wave" oversight allowed decisions to evolve as more information became available without triggering constant rework.

- **Escalation Without Blame**

  Clear escalation paths ensured issues reached the right people quickly without a culture of fear. Escalation was expected, not punished.

- **Named Risk Owners**

  Every major risk had a clear, empowered owner not just a generic "manager." This improved accountability and ensured real-time action.
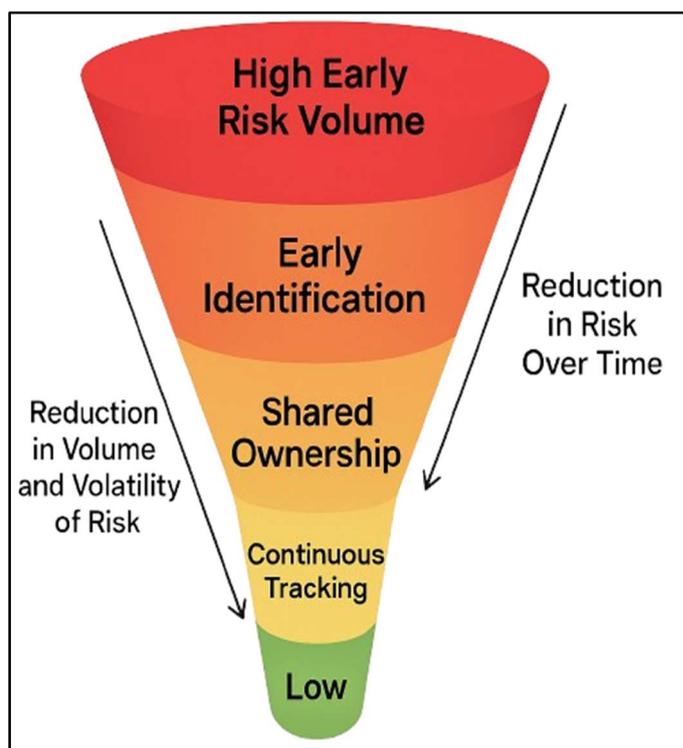

Figure 4: Narrowing the Risk Funnel

Trust as Delivery Infrastructure

The most important enabler of TAP delivery wasn't just risk tools or reporting lines. It was trust. Trust in teams to make decisions. Trust in contractors to surface problems. Trust that escalation wouldn't be punished.

That trust wasn't granted. It was built through consistent behaviour, shared goals, and transparent communication. It made delivery faster, more adaptive, and less adversarial.

> **"The true measure of a program isn't what it builds—it's what it changes."**

From Risk Avoidance to Risk Maturity

TAP didn't eliminate risk, but it managed it maturely. By integrating delivery teams, identifying risks early, and building agile governance, it turned risk from a problem into a planning input.

More importantly, it proved that managing risk well wasn't about control—it was about capability, communication, and culture.

In the final chapter, we'll look at how TAP embedded these lessons into institutional memory— leaving behind not just projects, but a playbook for smarter, more human-centred infrastructure delivery.

Chapter 5: Leaving a Legacy – Institutionalising Public Value

By the time the first lifts were installed and ramps opened under TAP, something bigger was happening: TAP had shifted how infrastructure was done.

It wasn't just a construction pipeline. TAP became a blueprint for institutionalising public value embedding lessons, building capability, and setting a new **sta**ndard for inclusive, efficient, and community-responsive delivery. Its real legacy isn't just concrete and steel. It's the way of thinking, working, and leading that lives on long after handover.

Program vs. Project Mindset

TAP succeeded because it didn't think like a project. It thought like a program. That mindset shift changed everything.

- **Program Logic Model**
  TAP aligned every activity, regardless of its operational nature, to its broader goals of inclusion, access, and public value. Planning, procurement, delivery, and engagement weren't siloed; they were integrated to serve a strategic vision.
  This clarity of purpose helped teams make better decisions more quickly. Everyone knew the "why," not just the "what."

- **Flexibility and Repeatability**
  Each station upgrade was treated as both a unique local project *and* a test case for the wider program. Processes were repeatable but adaptable. This enabled TAP to scale while still addressing specific community needs.
  It created a modular system that could flex with changing policy priorities, market conditions, and user expectations.

- **Culture of Continuous Improvement**
  TAP didn't wait for formal reviews to learn. It built feedback loops into every tranche. Wins and missteps were analysed, shared, and embedded into future phases. Lessons weren't stored in documents. They lived in practice.
  This culture helped drive better performance across time, not just within projects, but across the entire program.

Capability Building

TAP wasn't just about infrastructure; it was about people. It elevated the capabilities of public servants, delivery partners, and local stakeholders, ensuring that knowledge didn't leave with individuals it stayed with the institution.

- **Tools and Templates for Replication**
  TAP created and refined a suite of reusable resources from planning toolkits to engagement checklists and procurement playbooks. These weren't theoretical; they were lived tools, shaped by delivery experience and made available to future programs. That meant others didn't have to start from scratch. They could start from *what works*.

- **Upskilling Public Sector Teams**
  Through on-the-job learning, TAP gave TfNSW teams exposure to best-in-class commercial, planning, and program management practices. Many staff went on to lead larger portfolios and brought TAP's mindset and methods with them.
  This internal capability reduces reliance on external consultants and improves delivery maturity across the government.

- **Mentorship and Communities of Practice**
  Beyond tools and training, TAP fostered mentorship. Senior leaders mentored emerging practitioners across disciplines. This informal but powerful knowledge transfer created a community of shared purpose and a future generation of infrastructure leaders shaped by TAP's values.

Public Trust and Ripple Effects

Perhaps TAP's most lasting contribution was to public confidence. It made infrastructure delivery feel human again, visible, honest, and grounded in service.

- **Visible, Tangible Results**
  Communities didn't just hear about progress, they saw it. Upgraded stations, improved access, and shorter delivery times fostered trust through tangible outcomes. TAP's projects improved daily life in ways that were direct and relatable.
  In an era of big promises and slow delivery, TAP stood out for getting things done— and doing them well.

- **Trust Through Transparency**

  TAP didn't pretend things were always perfect. It communicated proactively, including during setbacks. Whether it was a scope change, construction delay, or community concern, TAP responded with honesty and humility.

  This transparency builds credibility. Communities and stakeholders felt respected— not managed.

- **Replication Across Programs**

  TAP didn't end with its own projects. Its principles, tools, and leadership approach influenced major reforms across NSW and beyond. From precinct planning to hospital upgrades, other programs adopted tranche-based learning, inclusive engagement, and strategic procurement inspired by TAP.

  Its influence extended through policy, practice, and people. The ripple effects were real—and measurable.
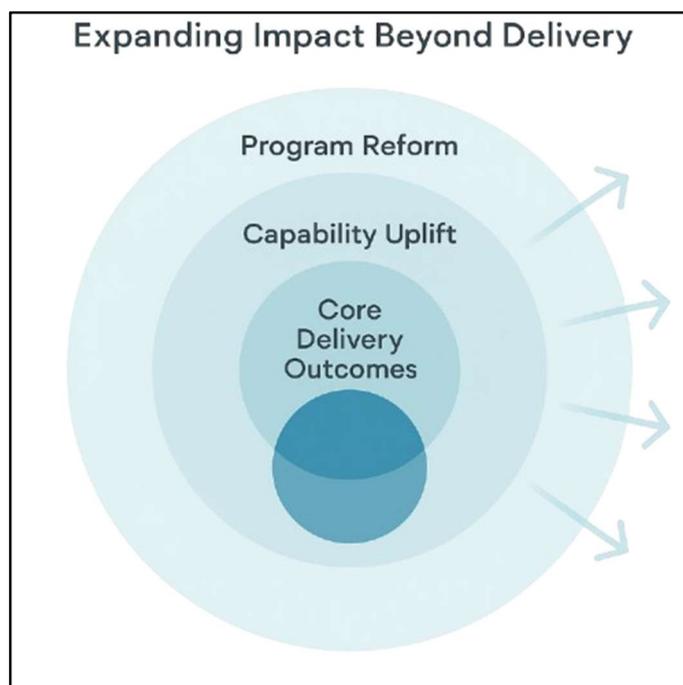

Figure 5: Influence Beyond the Scope - Concentric circles showing core delivery outcomes, followed by program reform, capability uplift, and wider public value.

From Projects to Practice Change

TAP's legacy isn't just the number of stations upgraded. It's how it redefined what good delivery looks like: integrated, inclusive, scalable, and human-centred.

It showed that purpose and performance can go hand in hand. That government can be bold, capable, and trusted. And that with the right mindset, even a transport program can become a driver of profound, lasting change.

Epilogue: Beyond the Plan

As TAP showed, infrastructure is never just about infrastructure. It's about how we serve, include, and empower. The question now isn't just what TAP built but what we *build next* with what it taught us.

Conclusion: Final Reflections

TAP was more than a portfolio of projects. It was a proof of concept for what's possible when vision, planning, procurement, delivery, and legacy work come together in harmony. Its success did not come from a single innovation or policy shift, but from the cumulative effect of many deliberate choices: engaging communities early, building integrated teams, sharing risks fairly, and holding fast to a purpose bigger than the projects themselves.

In every chapter of TAP's story, one theme is constant: alignment. Alignment between agencies and contractors, between political intent and community need, between long-term aspirations and day-to-day delivery. This alignment allowed TAP to move faster, respond to challenges with agility, and consistently deliver value beyond the immediate scope.

The lessons here are not confined to rail stations or transport corridors. They apply to any program or organisation that seeks to create lasting public value. TAP's legacy is a template— a reminder that infrastructure is at its best when it is designed with people, procured with insight, delivered with trust, and left as a foundation for future capability.

> **"TAP's true legacy isn't what it built. It's how it changed the way we build, lead, and serve."**

The final measure of TAP's impact is not in the kilometres of track upgraded or the number of lifts installed, but in the confidence, it built in communities, in government delivery, and in the belief that public infrastructure can be both efficient and deeply human.

What's Next?

At EDSICO, we help public and private sector organisations put the five transformational lessons from TAP into practice: starting with purpose, planning together, procuring strategically, managing risk with trust, and leaving a legacy. These principles aren't abstract. They're practical steps to deliver smarter, fairer, and longer-lasting infrastructure.

Start with just one: whether it's engaging the community earlier, aligning procurement with long-term outcomes, or building risk-sharing models that foster trust—apply it on your next project and experience the difference.

Take the next step:

- Book a free consultation to explore how TAP's lessons can strengthen your program
- Visit https://edsico.com.au to learn more about our integrated project solutions.
- Explore our knowledge Hub for more eBooks, case studies, and free resources.

Biography

About Scott Beveridge| Procurement Strategist at Downer

Scott Beveridge is a highly regarded Procurement Strategist at Downer, with over two decades of experience delivering complex, high-value infrastructure programs across transport, energy, and social infrastructure sectors. Recognised for his ability to bridge commercial strategy with operational delivery, Scott has led procurement initiatives that consistently deliver enhanced value for money, foster innovation, and strengthen industry capability.

His career has spanned both the public and private sectors, giving him unique insight into the challenges and opportunities on both sides of the procurement table. At Downer, Scott has played a pivotal role in shaping procurement strategies for multi-million-dollar programs, focusing on:

- Early market engagement to ensure clear, informed, and collaborative relationships with suppliers.
- Risk-sharing models that balance government, contractor, and community needs.
- Supplier capability development, particularly supporting mid-tier contractors to grow sustainably and innovate.

Known for his practical, solutions-focused style, Scott has a reputation for turning complex commercial frameworks into workable, mutually beneficial agreements. His work has contributed to industry-wide improvements in procurement processes and has been instrumental in delivering long-term outcomes that extend beyond the immediate project scope.

Outside of project delivery, Scott is committed to mentoring the next generation of procurement professionals, sharing his insights on strategic sourcing, negotiation, and the evolving role of procurement in achieving public value.

About EDSICO

EDSICO is a leading Australian project management company with access to global expertise. At EDSICO, we have highly qualified and professional teams who provide a range of services to develop projects from inception to delivery and commissioning.

EDSICO has been operating since 2006, with a primary focus on providing a comprehensive range of integrated project services for infrastructure projects. With 25 Years of experience

from multi-billion-dollar projects and serving numerous clients, EDSICO opened its first Australian Branch in Sydney in 2014.

We appreciate that our clients are different, and their projects are unique, so one solution doesn't fit all. This is why we take the time to listen and analyse each client's specific requirements, enabling us to provide tailored solutions that adequately address their needs.

EDSICO's client portfolio includes a range of public and private sector clients, including Australian Federal, State, and local government agencies, as well as tier-one contractors and Consultants.

Further Reading and Standards References

NSW Government – Transport Access Program (TAP) Reports

Publisher: Transport for NSW

📘 *Primary source on TAP's vision, planning, procurement, and delivery approach.*

Demonstrates how inclusive design, tranche-based learning, and collaborative procurement

delivered real public value.

🔗 https://www.transport.nsw.gov.au/projects/tap

ISO 21502:2020 – Project, Programme and Portfolio Management

Publisher: International Organization for Standardization

📘 *Global standard outlining lifecycle management, governance, roles, and stakeholder*

coordination. Reflects TAP's principles of integrated planning, risk management, and

capability building.

🔗 https://www.iso.org/standard/75794.html

Infrastructure Australia – Assessment Framework (2021)

Publisher: Infrastructure Australia

📘 *Guidance for developing strong infrastructure business cases. Covers options analysis,*

value-for-money evaluation, and benefits realisation—echoing TAP's focus on legacy and

public value.

🔗 https://www.infrastructureaustralia.gov.au/publications/assessment-framework

Transformational Lessons from the Transport Access Program

This tool helps project teams, procurement leaders, and delivery partners apply TAP's five transformational lessons to their own programs. By reviewing each area and marking your status, you will:

- **Test alignment** between purpose, planning, procurement, and delivery
- **Identify risks and gaps** before execution
- **Build stronger collaboration** and stakeholder trust
- **Track improvements** across branches or multiple projects
- **Demonstrate commitment** to leaving a legacy

Projects guided by TAP's five lessons are more resilient, collaborative, and capable of delivering long-term public value.

Scoring method:

0 = No

1 = Partially / In progress

2 = Yes

Each section scores up to 8 points. Total score is out of 40. Divide the final score by 2 to align with the 0–20 score interpretation.

1. Vision Before Blueprints – Purpose-Driven Infrastructure

Have you defined the project purpose (community value) before design?

Score: ☐ 0 ☐ 1 ☐ 2

Are users (seniors, carers, migrants, people with disabilities) actively represented?

Score: ☐ 0 ☐ 1 ☐ 2

Is there a shared vision supported by visible leadership champions?

Score: ☐ 0 ☐ 1 ☐ 2

Have universal design and plain language been embedded from the start?

Score: ☐ 0 ☐ 1 ☐ 2

Section total: ___ / 8

2. Planning Together – Integrated, Inclusive Planning

Do planners, engineers, and community representatives co-create solutions?

Score: ☐ 0 ☐ 1 ☐ 2

Are delivery partners engaged early (pre-design)?

Score: ☐ 0 ☐ 1 ☐ 2

Are lessons captured and applied at the end of each tranche?

Score: ☐ 0 ☐ 1 ☐ 2

Are live dashboards and scenario planning tools in use?

Score: ☐ 0 ☐ 1 ☐ 2

Section total: ___ / 8

3. Buying Better – Strategic Procurement as a Value Driver

Are suppliers engaged before tender release?

Score: ☐ 0 ☐ 1 ☐ 2

Are contracts packaged to suit market capability (not just Tier 1s)?

Score: ☐ 0 ☐ 1 ☐ 2

Is risk clearly allocated and incentives balanced?

Score: ☐ 0 ☐ 1 ☐ 2

Do procurement models support supplier capability uplift?

Score: ☐ 0 ☐ 1 ☐ 2

Section total: ___ / 8

4. Delivering Real Value – Managing Risk and Building Trust

Do clients and contractors form integrated delivery teams?

Score: ☐ 0 ☐ 1 ☐ 2

Are utilities, land access, and scope clarified before site work?

Score: ☐ 0 ☐ 1 ☐ 2

Are rolling-wave reviews and clear escalation paths used?

Score: ☐ 0 ☐ 1 ☐ 2

BEYOND
the
PLAN

Is escalation encouraged without blame?
Score: ☐ 0 ☐ 1 ☐ 2

Section total: ___ / 8

5. Leaving a Legacy – Institutionalising Public Value

Is each project aligned to broader public value outcomes?
Score: ☐ 0 ☐ 1 ☐ 2

Are toolkits, templates, and playbooks captured for reuse?
Score: ☐ 0 ☐ 1 ☐ 2

Are public sector teams and suppliers actively upskilled?
Score: ☐ 0 ☐ 1 ☐ 2

Is communication open with communities, even during setbacks?
Score: ☐ 0 ☐ 1 ☐ 2

Section total: ___ / 8

Final Score

Total score: ___ / 40
Final score (divide by 2): ___ / 20

Score interpretation:

0–5   High Risk
6–15 Developing
16–20 Strong

Summary & Next Steps

After completing the checklist:

- Review your scores across the five lessons.

- Use the results to guide discussions with your team and stakeholders.

- Revisit this checklist at key stages (initiation, planning, procurement, delivery, and close-out).

- Apply lessons iteratively like TAP's tranche model for cumulative improvement.

Need Support?

If your results show challenges in one or more pillars, **EDSICO is here to help**.

📞 Book a Free Consultation with EDSICO

👉 https://edsico.com.au/
📧 Email: info@edsico.com.au
🔗 Or reach out via LinkedIn

Download the full eBook
Learn how project teams and procurement leaders can apply TAP's five transformational lessons to deliver community value, manage risks early, and leave a legacy.
👉 Download your free copy

Watch the full podcast episode.
Hear from procurement leader **Scott**, with over 25 years of experience delivering major transport infrastructure programs.

👉 Watch the full episode on YouTube

Use the insights, tools, and checklist together to strengthen your project planning and delivery.