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the
PLAN**

Real conversations in
Project Strategy & Delivery



REBUILDING VALUE:

A SMARTER FUTURE FOR AUSTRALIA'S INFRASTRUCTURE

Insights on innovation, people, contracts, and regulation to build infrastructure that delivers lasting value for Australia.



INNOVATION

Driving productivity through technology and capability



PEOPLE

Building a diverse, healthy and high performing workforce



CONTRACTS

Creating trust and collaboration through better contract models



REGULATION

Cutting through red tape to enable productivity and innovation



VALUE

Delivering better outcomes for communities and future generations



**BASED ON A PODCAST WITH
VENO PANICKER**

PARTNER AT HAMILTON LOCKE

Sharing insights from decades of experience advising complex infrastructure and construction projects, contract reform, and risk allocation.

Rebuilding Value: Infrastructure Delivery Health Check

How to Use This Checklist

This checklist helps project owners, government agencies, contractors, consultants, and project teams assess whether their projects are positioned to deliver sustainable value, improve productivity, and reduce delivery risk.

Successful projects are not defined by the absence of challenges, but by the systems, decisions, and behaviours that enable teams to respond effectively when challenges arise.

What Does This Checklist Help You Achieve?

Successful infrastructure projects are shaped by more than technical expertise alone. They depend on effective governance, collaborative relationships, capable people, sound decision-making, and a commitment to continuous improvement.

This checklist has been designed as a practical self-assessment tool to help project owners, government agencies, contractors, consultants, and project teams evaluate their readiness to deliver successful project outcomes.

By completing this assessment, organisations can:

- Identify potential risks and gaps before they impact project performance.
- Evaluate whether governance, risk management, and decision-making processes are fit for purpose.
- Assess how effectively innovation, technology, and workforce capability are being incorporated into project delivery.
- Strengthen collaboration, trust, and alignment across stakeholders.
- Improve procurement and contracting strategies to support better project outcomes.
- Reduce productivity losses caused by inefficient processes and unnecessary complexity.
- Support a culture of continuous improvement and long-term value creation.

The objective is not simply to achieve a high score. The real value lies in identifying opportunities for improvement, strengthening project capability, and starting meaningful conversations about how infrastructure can be delivered more effectively, collaboratively, and sustainably.

Use this checklist at key project stages including initiation, planning, procurement, delivery, and close-out to monitor progress and drive continuous improvement.

Scoring

✓ Yes = 1 Point

X No = 0 Points

1. The High Stakes of Building Big – Risk & Governance

Key Area	Question	Status
Business Case	Has the business case been tested for optimism bias and realistic delivery assumptions?	☐ Yes ☐ No
Risk Management	Have major project risks been identified and assessed before procurement?	☐ Yes ☐ No
Value Focus	Are project decisions based on whole-of-life value rather than lowest upfront cost?	☐ Yes ☐ No
Governance	Is there a clear governance and assurance framework throughout the project lifecycle?	☐ Yes ☐ No

2. Innovation Isn't Optional – Capability & Technology

Key Area	Question	Status
Digital Strategy	Has a digital delivery or technology strategy been established?	☐ Yes ☐ No
Innovation	Are innovation opportunities actively identified and encouraged?	☐ Yes ☐ No
AI & Automation	Have AI, automation, or data-driven solutions been assessed to improve productivity?	☐ Yes ☐ No
Workforce Capability	Is investment being made in workforce skills and future capability development?	☐ Yes ☐ No

3. The Human Blueprint – People & Culture

Key Area	Question	Status
Wellbeing	Are workforce wellbeing and mental health initiatives actively supported?	☐ Yes ☐ No
Leadership	Do leaders promote collaboration, trust, and accountability?	☐ Yes ☐ No
Diversity & Inclusion	Does the project actively encourage diverse perspectives and inclusive participation?	☐ Yes ☐ No
Learning & Development	Are training, mentoring, and capability-building programs available to project teams?	☐ Yes ☐ No

4. Contracts That Build Trust – Procurement & Contracting

Key Area	Question	Status
Contract Strategy	Has the contract model been selected based on project complexity and risk profile?	☐ Yes ☐ No
Early Involvement	Has Early Contractor Involvement (ECI) been considered where appropriate?	☐ Yes ☐ No
Risk Allocation	Are risks allocated to the party best able to manage them?	☐ Yes ☐ No
Collaboration	Do contract arrangements encourage transparency, collaboration, and shared outcomes?	☐ Yes ☐ No

5. Cutting Through the Red Tape – Regulation & Productivity

Key Area	Question	Status
Compliance Efficiency	Have unnecessary compliance burdens and duplication been minimised?	☐ Yes ☐ No
Regulatory Planning	Are regulatory and approval risks identified early?	☐ Yes ☐ No
Harmonisation	Have opportunities to standardise processes and requirements been considered?	☐ Yes ☐ No
Productivity Focus	Does the project actively measure and seek to improve productivity outcomes?	☐ Yes ☐ No

Total Score

0–5 Points → High Risk

Significant gaps exist across governance, capability, collaboration, and delivery practices. Immediate attention is recommended.

6–10 Points → Developing

Some foundations are in place, but several areas require improvement to support successful project outcomes.

11–15 Points → Strong

Good practices are established across most areas. Focus on continuous improvement and capability development.

16–20 Points → Leading Practice

Your project demonstrates strong alignment with the principles of sustainable infrastructure delivery and is well positioned to create long-term value.

Reflection

Successful infrastructure delivery is not determined by a single factor. It requires effective governance, innovation, strong leadership, collaborative contracting, and smart regulation working together.

Use this checklist as a conversation starter with your team and stakeholders to identify opportunities for improvement and build a stronger foundation for project success.

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.

Discover how governments, contractors, consultants, and project leaders can create greater value through smarter risk allocation, innovation, workforce capability, collaborative contracting, and more effective regulation.

Learn practical strategies for improving project outcomes, strengthening industry capability, and delivering infrastructure that creates lasting value for communities and future generations.

👉 <https://edsico.com.au/ebooks-strategic-guides/>

Watch the full podcast episode.

Hear from **Veno Panicker, Partner at Hamilton Locke**, as he shares insights from decades of experience advising some of Australia's most complex infrastructure and construction projects.

Drawing on his expertise in contract reform, risk allocation, collaborative contracting, and infrastructure delivery, Veno explores how the industry can rebuild value through smarter procurement, stronger partnerships, and more sustainable project outcomes.

👉 [Watch the full episode on YouTube](#)

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