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BEYOND CONTRACTS

Building Collaborative Framework
for Complex Infrastructure Delivery

INSIGHT FROM
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ALIGN EARLY



COLLABORATE



SHARE RISK



DELIVER TOGETHER



CREATE LASTING VALUE



PEOPLE



PROCESS



PARTNERSHIPS



PERFORMANCE

Beyond Contracts: Building Collaborative Frameworks for Complex Infrastructure Delivery 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.

The absence of challenges does not define successful projects, but by the systems, decisions, and behaviours that enable teams to respond effectively when challenges arise.

Projects that perform strongly across all sections are significantly more likely to achieve predictable delivery, improved stakeholder confidence, and long-term asset value.

How to Use This Checklist

This tool is designed for infrastructure leaders, procurement teams, and delivery partners seeking to move beyond transactional contracting and into true collaborative delivery.

By working through this checklist, you will:

- **Identify where traditional delivery** models are undermining outcome
- **Strengthen alignment** between clients, contractors, and stakeholders
- **Build trust-based** and outcome-focused delivery environments
- **Improve integration** from strategy through to execution
- **Shift from contract management** to collaborative value creation

1. The Limits of Traditional Delivery – Recognising System Failure

Key Area	Questions	Status
Complexity Awareness	Do you recognise the complexity and interdependence in your project environment?	☐ Yes ☐ No
Fragmentation Risk	Are roles, responsibilities, and interfaces clearly understood across all parties?	☐ Yes ☐ No
Contract vs Conversation	Are issues resolved through collaboration rather than contractual escalation?	☐ Yes ☐ No
Alignment of Objectives	Do all parties share a common understanding of project success?	☐ Yes ☐ No
Delivery Model Fit	Is the chosen delivery model appropriate for project complexity?	☐ Yes ☐ No

2. Collaboration as a Mindset – Building the Foundation

Key Area	Questions	Status
Behavioural Alignment	Is collaboration embedded in behaviours, not just formal agreements?	☐ Yes ☐ No
Trust Building	Is there active effort to build trust across all delivery partners?	☐ Yes ☐ No
Openness and Transparency	Is information shared openly and consistently?	☐ Yes ☐ No
Cultural Readiness	Do teams demonstrate willingness to work beyond silos?	☐ Yes ☐ No
Resistance Management	Are barriers to collaboration being actively identified and addressed?	☐ Yes ☐ No

3. Aligning Early – Setting the Foundation for Success

Key Area	Questions	Status
Early Engagement	Were stakeholders and market participants engaged early in the process?	☐ Yes ☐ No
Shared Vision	Is there a clearly defined, shared project vision across all parties?	☐ Yes ☐ No
Integration from Start	Are planning, procurement, and delivery aligned from the outset?	☐ Yes ☐ No
Clarity of Expectations	Are roles, responsibilities, and expectations clearly defined early?	☐ Yes ☐ No
Decision Transparency	Are key decisions made transparently and collaboratively?	☐ Yes ☐ No

4. Sharing Risk, Creating Value – Moving Beyond Transfer Models

Key Area	Questions	Status
Risk Ownership	Is risk allocated to the party best able to manage it?	☐ Yes ☐ No
Joint Risk Management	Are risks actively managed as a shared responsibility?	☐ Yes ☐ No
Cost of Risk Awareness	Is the cost of inefficient risk transfer understood?	☐ Yes ☐ No
Fair Allocation	Are risks allocated fairly rather than excessively transferred?	☐ Yes ☐ No
Incentive Alignment	Do contract structures encourage collaboration rather than protectionism?	☐ Yes ☐ No

5. One Team Delivery – Embedding Collaboration into Execution

Key Area	Questions	Status
Integrated Teams	Are teams operating as a single integrated unit across organisations?	☐ Yes ☐ No
Supply Chain Collaboration	Is the supply chain engaged early and treated as a partner?	☐ Yes ☐ No
Performance Focus	Is performance measured beyond cost and time (e.g., outcomes, behaviours)?	☐ Yes ☐ No
Continuous Improvement	Are lessons learned actively captured and applied during delivery?	☐ Yes ☐ No
Scalability of Collaboration	Can collaborative practices be scaled across programs, not just projects?	☐ Yes ☐ No

Interpretation Guide

Total Score	Delivery Health	Interpretation
22–25	Leading Practice	Your project demonstrates strong collaborative behaviours and is well positioned to deliver sustainable value. Teams are aligned, risk is appropriately managed, and delivery practices support innovation, trust, and continuous improvement. Focus on maintaining momentum and sharing lessons across future programs.
18–21	Healthy but Needs Strengthening	The project has a solid foundation for collaborative delivery, but there are several areas where stronger alignment, governance, or integration could improve outcomes. Addressing these gaps early will help reduce delivery risk and improve productivity.
13–17	Moderate Risk	The project shows a mix of collaborative and traditional delivery practices. Misalignment, fragmented decision-

Total Score	Delivery Health	Interpretation
		making, or inconsistent risk management may impact delivery performance. Prioritise improvements in early engagement, shared objectives, and integrated team behaviours.
8–12	High Risk	Significant gaps exist in collaboration, trust, integration, or risk allocation. The project is likely relying on transactional approaches that can increase cost, delay, and disputes. A structured review of delivery strategy and governance is recommended.
0–7	Critical Attention Required	Traditional contracting behaviours are likely limiting project performance. Without meaningful changes to collaboration, stakeholder alignment, and risk-sharing, the project faces a high likelihood of poor delivery outcomes. Immediate intervention and a collaborative delivery reset should be considered.

Summary & Next Steps

After completing the checklist:

- Identify where traditional contracting approaches are limiting collaboration
- Highlight gaps in early alignment, trust, and integration
- Assess whether risk and incentives support or hinder value creation
- Prioritise shifts from transactional delivery to collaborative frameworks
- Embed lessons into future procurement and delivery strategies

Need Support?

If your results highlight areas for improvement, **EDSICO can help:**



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Watch the full podcast episode.

Hear from Mark Simister, Founder & CEO of Metaphic, a global infrastructure leader with over 30 years' experience in collaborative contracting, integrated delivery frameworks, and major program leadership across water, transport, and public infrastructure projects.

 [Watch the full episode on YouTube](#)

Use the eBook, tools, and checklist together to strengthen your bids, improve operational readiness, and build lasting trust with buyers.