



LOCKWOOD  
ADVISORY

ENGAGEMENT PROPOSAL · MMXXVI

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# Strategic Workshop

*for the Encon Leadership Team*

*Reviewing current business strategy and exploring opportunities for growth, with particular focus on diversification into the government sector.*

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PREPARED FOR

Michael Van Dongen, Director · Encon

PREPARED BY

Nicole Lockwood · Lockwood Advisory · Perth, Western Australia

DATE

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*Eight sections of considered thinking, and one fixed fee for the work ahead.*

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## § 01

# Context

Encon is a West Australian-owned advisory, project management and development management consultancy operating across complex projects in education, health, residential, commercial, retail, industrial, social infrastructure and specialist recreation. The business currently holds 50+ live projects under management, with an estimated aggregate construction value of circa \$1.8 billion, reflecting a sustained portfolio of multi-year, high-complexity work across both public and private clients.

Encon's strategic focus is the deliberate diversification of its public project portfolio, particularly in major projects, infrastructure, defence and energy. The business has built a strong foundation in front-end certainty, disciplined governance and senior-led delivery: positioning it well for the next phase of growth.

What is needed now is a structured conversation with the leadership team to test the current strategy against the opportunity set in front of it, surface where alignment, capability and positioning need to evolve and translate that into a clear action plan.

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## § 02

# Purpose and outcomes

This workshop is designed to:

- Step back from execution and review the current business strategy with fresh perspective.
- Surface and explore the most viable opportunities for growth, with particular focus on government and public-sector work.
- Test where Encon's existing capability, networks and positioning create natural traction, and where new capability or positioning may need to be built.
- Align the leadership team on direction, priorities and the first concrete moves.
- Produce a written record of decisions, insights and next steps the team can act on immediately.

# Approach

The engagement is built around one structured workshop with the Encon leadership team, with pre-work and a follow-up write-up to make sure the conversation is both rigorous and immediately actionable.

## Pre-work

A pre-scoping discussion with Mike to sharpen the focus, confirm the participant group and tailor the workshop frame to where Encon is right now. Development of preparation questions for each participant, sent in advance, so leaders arrive with their thinking already in motion.

## Workshop

Facilitation of a three-to-four-hour session with the leadership team. The shape is designed to move from broad strategic perspective into specific opportunities and decisions, with space held for honest discussion. The session closes with networking and a debrief over drinks.

## Write-up and action plan

Synthesis of the conversation into a clear, decision-ready document: key insights, agreed priorities, opportunities to pursue, and a written action plan with owners and a sensible time horizon.

*Front-end certainty before cost is committed. That is the discipline that separates a good project portfolio from a great firm.*

On Encon's existing strength

## § 04

# Scope of work

The engagement includes:

- Pre-scoping discussion with Mike Van Dongen.
  - Development of preparation questions for workshop participants.
  - Facilitation of the three-to-four-hour workshop with the Encon leadership team.
  - Write-up of findings and development of an action plan.
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## § 05

# Time and format

Three to four hours of facilitated workshop with the leadership team, followed by networking and an informal debrief.

Date and venue to be confirmed in the pre-scoping discussion.

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## § 06

# Investment

A single fixed fee covers all four scope items: pre-scoping, preparation questions, facilitation, and the written action plan.

| ITEM                          | FEE (EX GST) |
|-------------------------------|--------------|
| Strategic workshop engagement | \$5,000      |
| TOTAL (EX GST)                | \$5,000      |

*GST and any pre-agreed travel will be invoiced separately if applicable. Payment terms: 10 business days from invoice.*

## About Nicole Lockwood

Nicole Lockwood is a national systems reform leader working at the intersection of infrastructure strategy, climate resilience, industrial decarbonisation and governance reform. Over the past two decades she has been entrusted to lead transformation where policy, politics, industry and community collide, guiding complex systems toward clarity, alignment and long-term sustainability.

Her landmark roles include Chair of Infrastructure WA (2019 to 2026, delivering WA's first 20-year State Infrastructure Strategy), Independent Chair of the Westport Taskforce, Inaugural Chair of Infrastructure Net Zero, and Joint Reviewer of the Federal Government's Infrastructure Australia Review. She is a current Board Member of Net Zero Economy Agency, Deputy Chair of the Green Building Council of Australia, and holds advisory and chair roles across more than thirty boards spanning government, industry and community.

Nicole brings a rare blend of systems thinking, climate leadership, economic insight and human-centred governance, alongside a deep working knowledge of how the public sector procures, decides and partners. That perspective is well suited to a leadership conversation about deliberate diversification into government work.

*Transformation begins with people: in their values, their vision, and their courage to choose a better future together.*

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## Next steps

If this scope and investment is acceptable, please confirm by reply and we will lock in:

- A date for the pre-scoping discussion with Mike.
- The participant list for the workshop.
- A workshop date that suits the leadership team.

Looking forward to the work.

Kind Regards,

**Nicole Lockwood**

*Lockwood Advisory*



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## Nicole Lockwood

*Founder & Principal*

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*The future of our planet depends on how we lead together.*