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# Taking the Plunge: Shaping the Future of Water Infrastructure Delivery

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## Wellington Water's operating environment



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## Historical approach to professional services



### Lowest price conforming = Race to the bottom

- Transactional Relationships
- Large number of providers
- Selected invited tenders
- Awarded on lowest price basis
- Resulted in low customer satisfaction

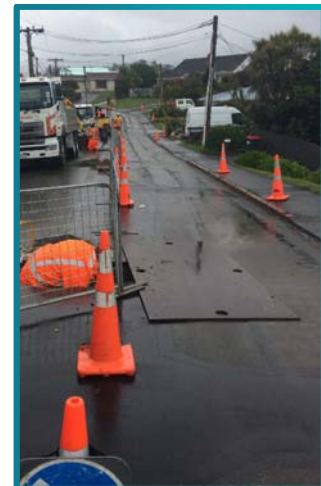


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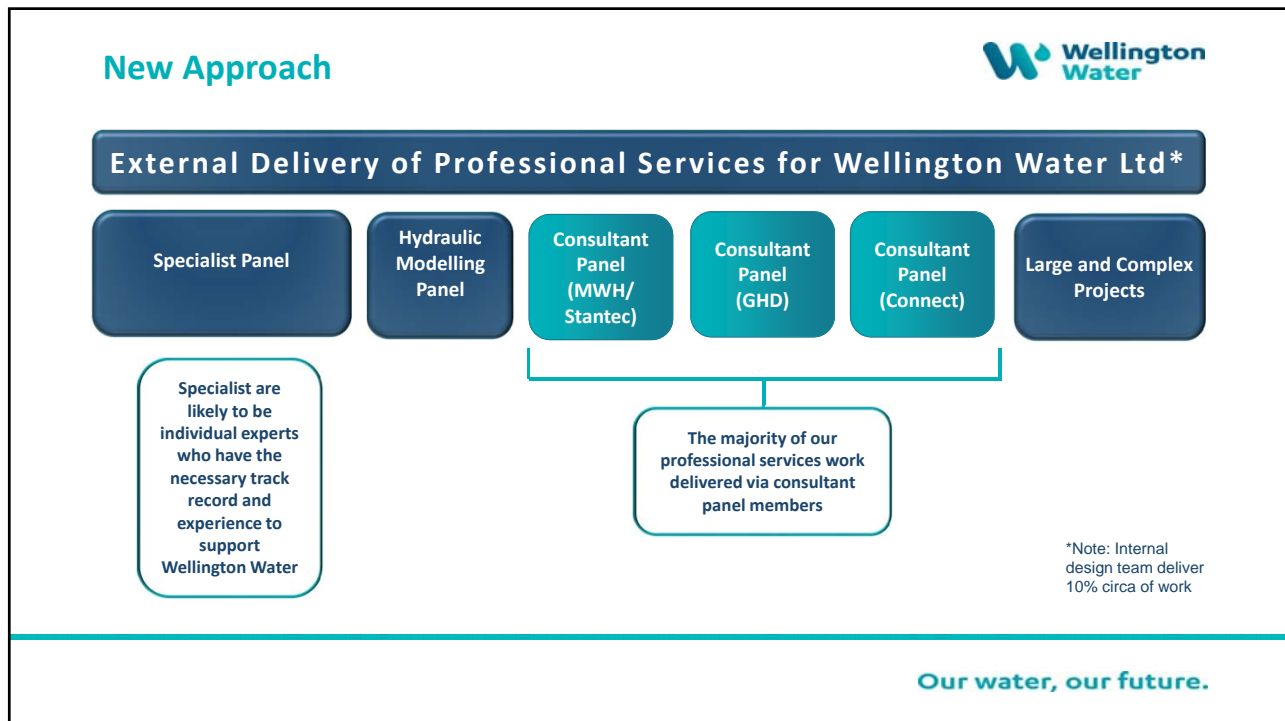
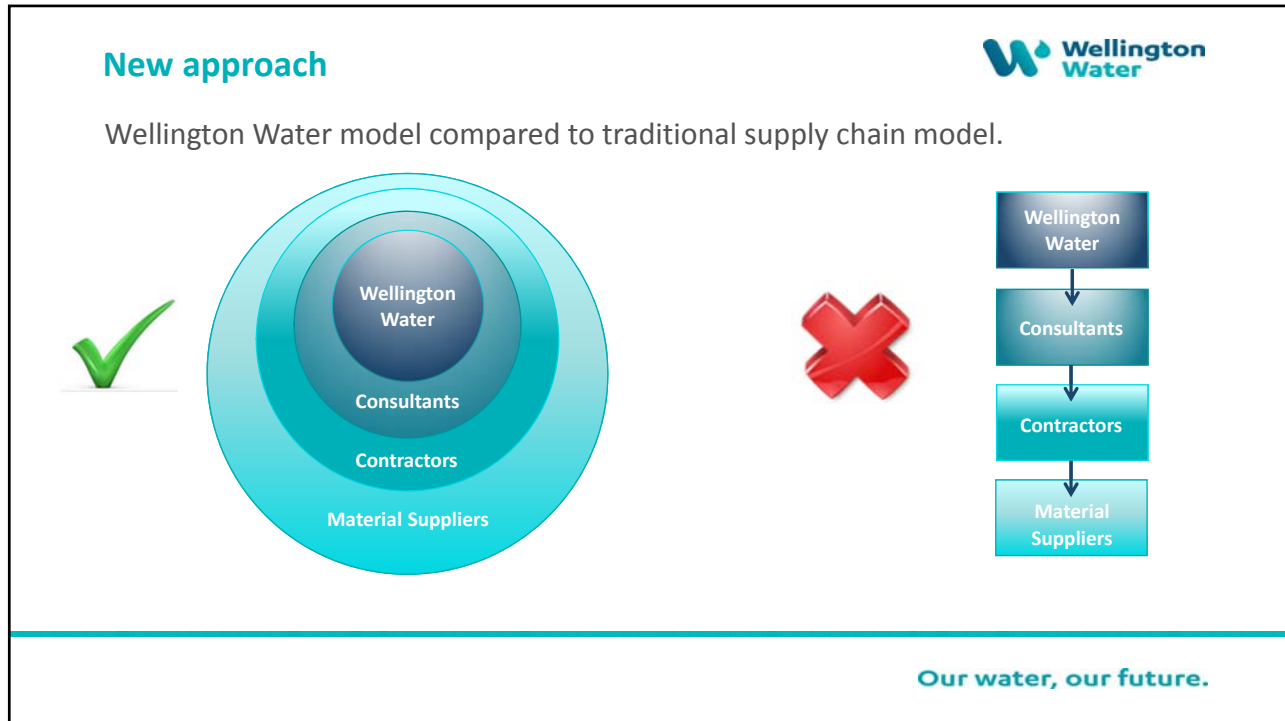
## Outcomes with the old approach




- ✗ Client/consultant conflict
- ✗ Low levels of trust
- ✗ Little incentive to provide VfM/innovation
- ✗ Costly construction & safety issues
- ✗ No visibility of workload - lack of investment in recruitment



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## Supply Chain Engagement Process



### Healthy Market Proposal Examples ...

✓ Four interactive sessions with 8 consultants

✓ Seeking feedback

✓ Changes incorporated

**Key Principle**

A minimum of 75% of the professional services work within each panel member's portfolio shall be delivered by Wellington-based teams

**Panel Member Example 1**

Significant portion of professional services to be delivered by panel member

**Panel Member Example 2**

Majority of professional services to be delivered by Panel Member in Wellington Region with very little input from other consultants

**Panel Member Example 3**


Portion of professional services to be delivered by Panel Member

**Contract Panel Member to sub-consult to a mix of large and small companies to suit best outcome for Wellington Water and build/maintain regional capability**


Panel Member to sub-consult a significant portion of work to a mix of large and small companies outside the Wellington Region

**Tender Outcome**


**PASS**



**FAIL**




**FAIL**




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## RfP and Evaluation




- Quality Based Evaluation
- Collaboration, relationships and trust key
- Methodology linked to KRA's






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## Panel Structure




MWH.  
a part of  
Stantec



Approximately 90% of CAPEX Programme is delivered through external partners

10% delivered through internal design team



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## Key Result Areas

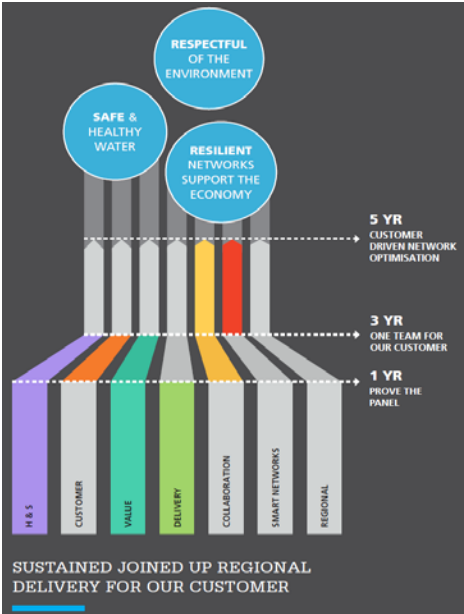


- H&S** Health and Safety
- RD** Reliable Delivery of Quality Projects
- HSM** Healthy and Sustainable Market
- KM** Knowledge Management
- VFM** Value for Money & Innovation
- CF** Customer Focus
- CRT** Collaboration Relationships & Trust

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## Strategic Priorities




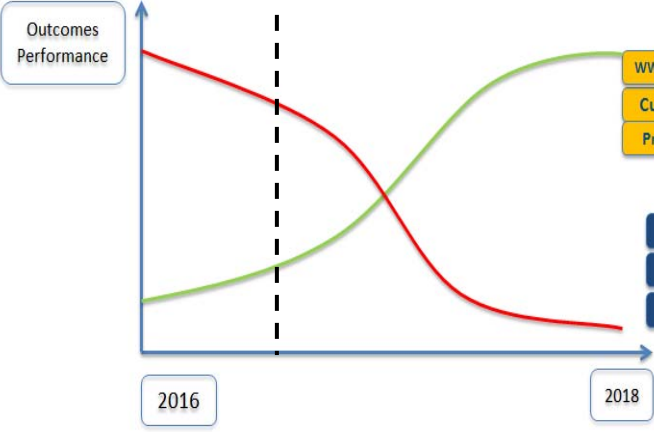


- VFM Value for money & Innovation
- H&S Health and Safety
- RD Reliable Delivery of Quality Projects

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## Strategic Priorities





- WWL Reputation and Brand
- Customer Satisfaction
- Programme Reliability
- Residual Defects
- Lost Time Injuries
- Whole of Life Cost

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## Value for Money & Innovation



- Focussed on better outcomes, not necessarily reduced costs e.g.
  - Safer to construct/operate
  - Lower whole life costs
  - Less bureaucracy and more effort managing risks and achieving delivery
- Positive outcomes for whole supply chain
- Value for Money Register created with 65 examples with 60% implementation

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## Health & Safety

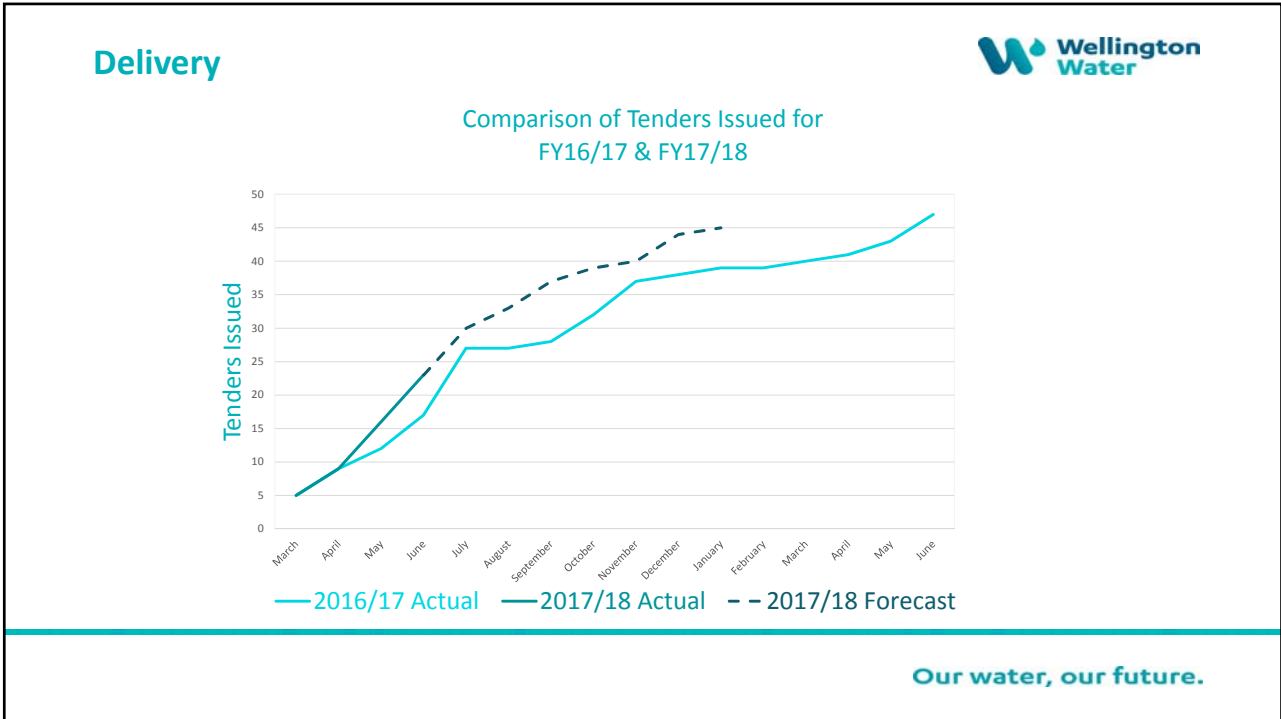


- ⚠ Establishing common SiD processes between all panelists
- ⚠ Develop panel wide H&S Skills Matrices for staff attending construction sites



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## Ongoing Journey



- Panellists to support each other to continue to improve KRAs
- Working more closely with Contractors towards a new way of working
- Collaborative problem solving and value creation



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