



Sydney
WATER

**Partnering for
Success (P4S):
A new era in
Program Delivery
(Exploring Deeper)**

Mark Simister, Head of Program Delivery, Sydney Water

Project Controls Expo Australia 2022

Melbourne Cricket Ground, Melbourne | 30 November 2022

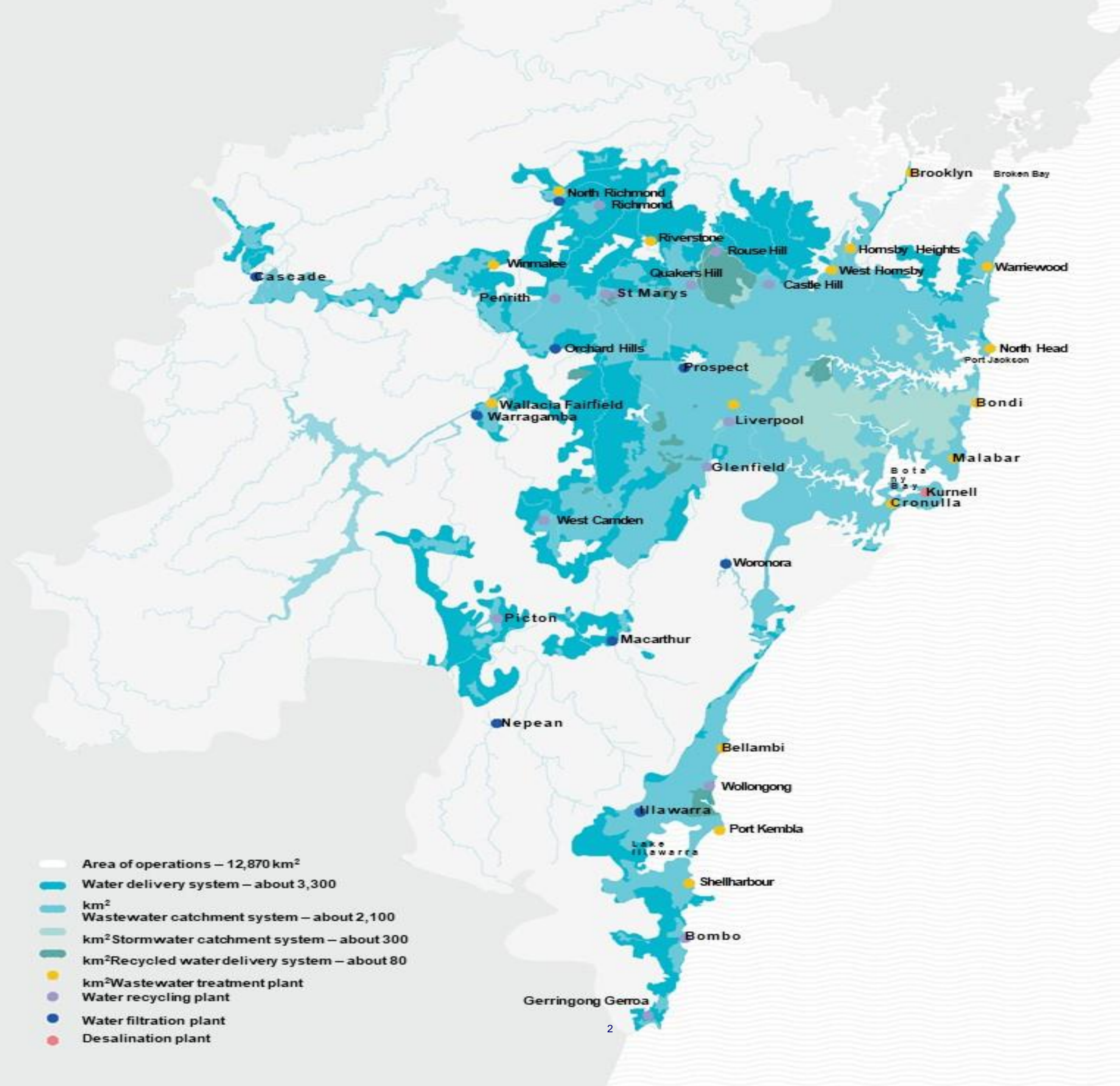


Operations:

- 12,870 km²
- 5 million customers across Sydney, Blue Mountains and Illawarra

Program Delivery:

- Design and delivery of capital infrastructure
- \$500m+ annually
- 1500 projects



The challenge

Traditional delivery will no longer be valid

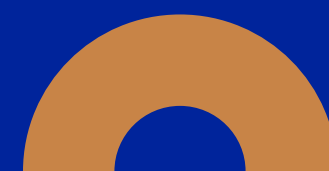
Our response

Sydney Water is transforming its capital delivery model

- 10 year multi-billion \$mega program of works employing 000's of workers
- Integrated design, build and maintain capital Infrastructure

By 2036, across greater Sydney, we can expect:

- an extra 2.7 million people
- over 570,000 new homes
- 600,000 new jobs

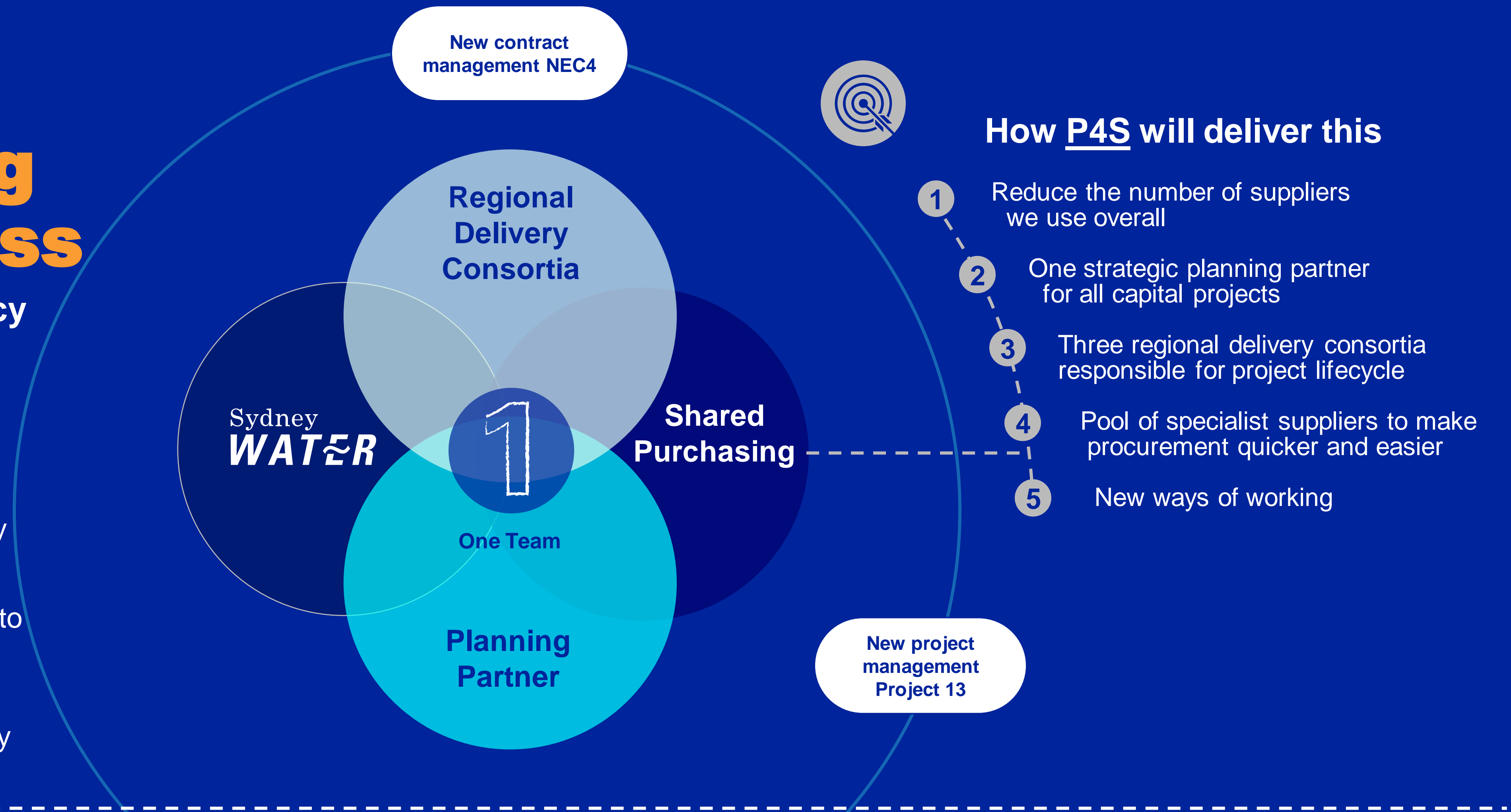


P4S Partnering for Success

Integration, consistency
and value

Why we need P4S

- 1 Reduce costs with opportunities to further enhance value for money
- 2 We want to consistently deliver high-quality work to customers every time
- 3 Provides opportunities to further improve our safety record



How P4S will deliver this

- 1 Reduce the number of suppliers we use overall
- 2 One strategic planning partner for all capital projects
- 3 Three regional delivery consortia responsible for project lifecycle
- 4 Pool of specialist suppliers to make procurement quicker and easier
- 5 New ways of working

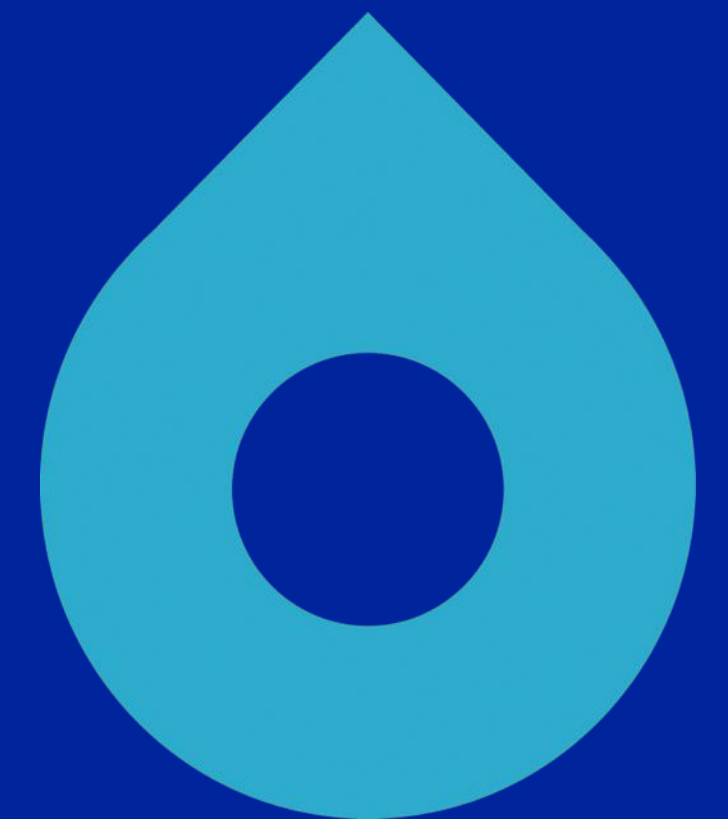
What are the benefits?

- | | | |
|---|---------------------------------------|--|
| 1 High quality customer outcomes every time | 3 Resource security for the long term | 5 Competitive & incentivised contracts |
| 2 Integration and long-term partnerships with suppliers | 4 Save money and drive efficiencies | 6 Staff upskilled in contract and project management |

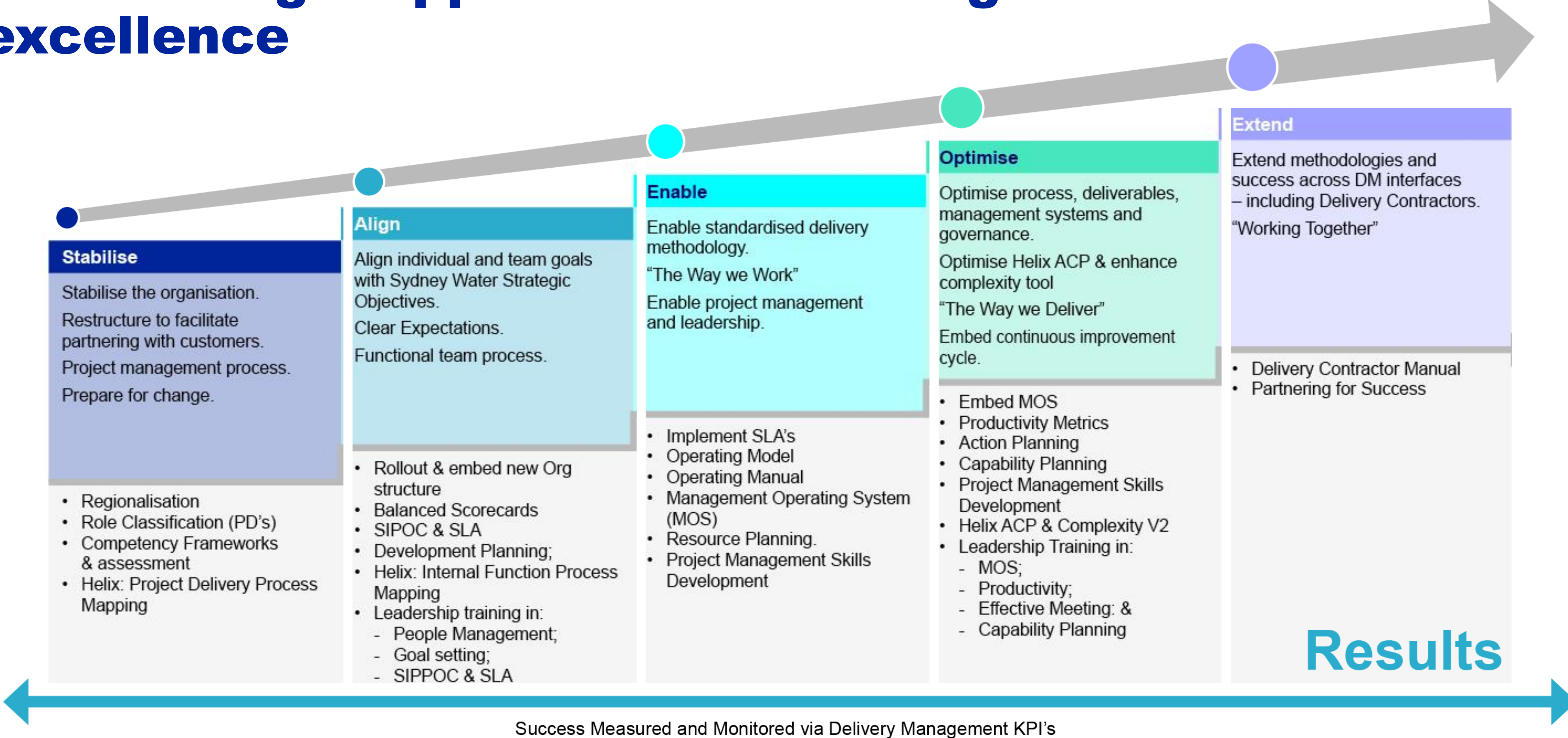
Sydney
WATER

**Delivery Management:
Infrastructure Delivery
through NFRP
Framework 2013-2020**

A business unit centric Directive Delivery PMO

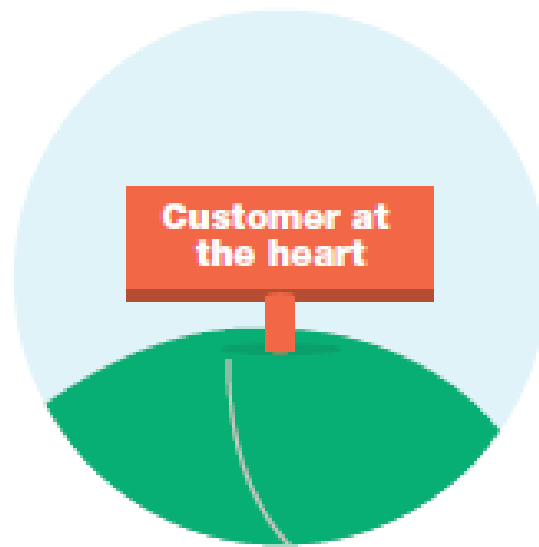


Sydney Water Infrastructure Delivery took a structured and strategic approach towards organisational excellence



Success Measured and Monitored via Delivery Management KPI's

Delivery Management Business Plan



Customer at the heart

Our Customers will find us easy to deal with, **experience transparency** and **trust us**.

DELIVERY MANAGEMENT will . . .

- Better align with our Customers, Client and Suppliers - regional structure
- Improve Customer relationships – clear stakeholder engagement plan
- Embed customer journey - training and developing our team



High performance culture

Our Customer will see us living our **values**, taking **ownership** as **role models** for SW.

DELIVERY MANAGEMENT will . . .

- Lead and drive for continual improvement – not accepting status quo
- Set clear accountabilities -defining teams and clarifying roles & responsibilities
- Develop a constructive culture within DM - internal culture development plan



World class performance

Our Customers will see us providing **great value** for **quality** they expect.

DELIVERY MANAGEMENT will . . .

- Refine our delivery model, benchmark ourselves & improve our KPI regime
- Resource / capability planning
- Process, systems and tools optimised

Unity Water Session

10 May 2016

V3.0



A CURRENT STATE



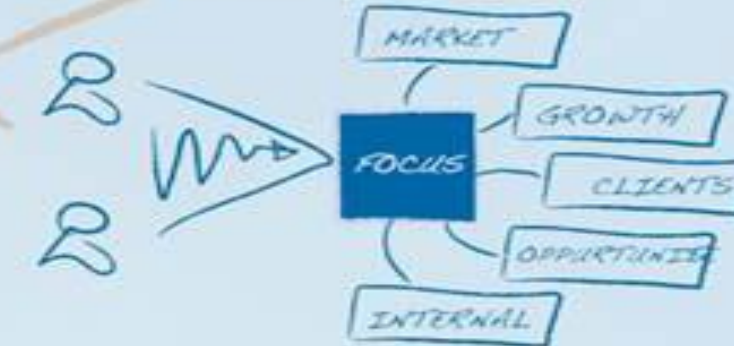
What's working well:

- **People**
 - Team is committed to make things work, and shown they can challenge, adapt and accept change.
 - A one team momentum is building.
 - Interaction with the DC has improved performance,
- **Systems**
 - Introduced a number of PM systems:
 - Pweb, Data Portal, Workbench, P6, 3D Design
- **Processes.**
 - DC payment process is effective
 - Global procurement strategy has reduced effort

What needs to be addressed:

- **People**
 - Structure & capability to deliver projects with clear R&R's
 - Customer focus, perception we are too expensive
 - We are not fully empowered as a PM
 - Lack of common goal, No one team – lots of small teams (team ethos)
- **Systems**
 - Integration of and access to systems
- **Processes**
 - Inefficient processes
 - Focus on benefits / outcomes
 - Lack of visibility of forward plan

C STRATEGY



Horizon 1 – Prepare for success

- Develop cultural improvement plan / maturity plan.
- Identify current issues / road blocks.
- Formulate capability model and processes.
- Formulate forward program with PMO.

Horizon 2 – Implement Change

- Mould newly shaped team.
- Drive cultural change.
- Embed new processes.
- Focus on our customers.
- Enforce roles & accountabilities across value chain.

Horizon 3 – Deliverer of Choice

- Be a workplace of choice.
- Operate the optimised model.
- Measure & demonstrate improved outcomes.
- Drive continuous improvement.
- Promote our success

B VISION



Deliverer of choice for Sydney's Lifestream

Horizon 1 (through June 2015) 3 month

- The management team is effective and operating as one team.
- Target 'Quick Wins'. Identified and delivered.
- Identify rules for consistent use of systems.
- Optimised processes developed.
- Shape the success of the Forward Program.

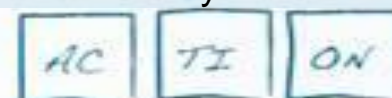
Horizon 2 (July 2015– June 2016) 1 year

- One team culture aligned to corporate values and behaviours working across DM.
- Successfully deliver our Program.
- Processes implemented consistently and reliably.
- Consistently use our current systems.
- Right shape team to deliver program.
- Trusted by customers and stakeholders.

Horizon 3 (July 2016-June 2018) 3 year

- One team culture across Sydney Water and our partners.
- Have a world class delivery model.
- Shape & create the future state.
- Shape integrated systems.

D ACTIONS



- **High Performance Culture**
 - Increase ripple, leadership framework, cultural plan, clarify R&R's, Internal Culture and Comms Plans
- **Customer at the Centre**
 - Driving, Encouraging and Improving
 - Implement stakeholder plan, team development and embed customer journey
- **World Class Performance**
 - Refine deliveyr model & engage in 4x4 IT roadmap
 - Benchmark baseline, resource/capability planning
 - Process, systems and capability review

E MEASURES



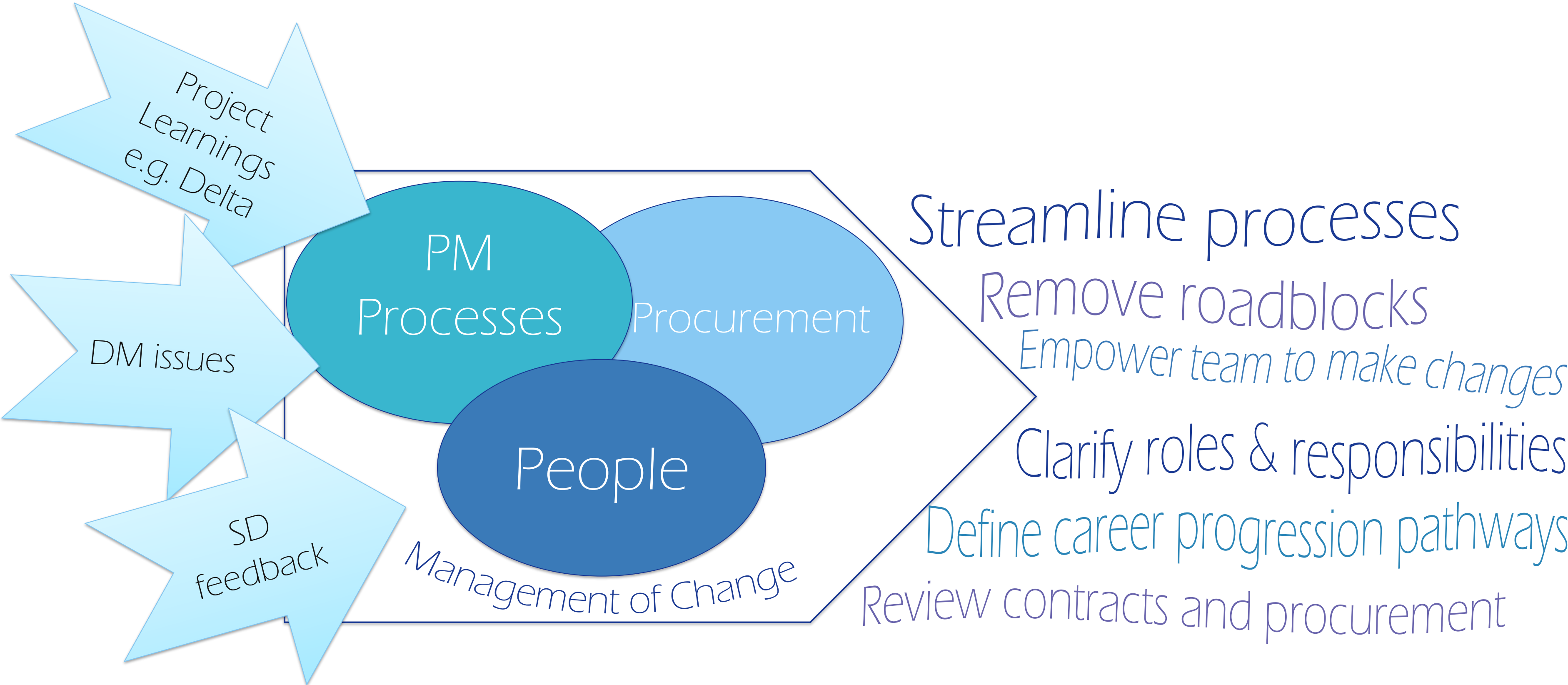
Outcomes

- Engaged Team
- World class delivery
- Trusted Partner
- High Performing Team

Measures

- Cultural Inventory
- Benchmark/ efficiency target
- Customer Satisfaction/ KPIs
- Employee Satisfaction

Improving project management



Project Learnings
e.g. Delta

DM issues

SD feedback

PM Processes

Procurement

People

Management of Change

Streamline processes

Remove roadblocks

Empower team to make changes

Clarify roles & responsibilities

Define career progression pathways

Review contracts and procurement

Improving project management

PDM based on P3O model

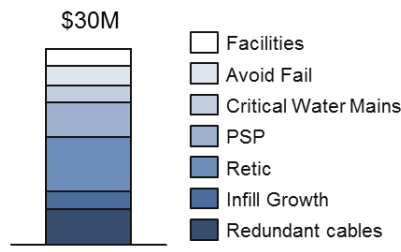


Regionalisation and KPI based work allocation

League Table & allocating work:

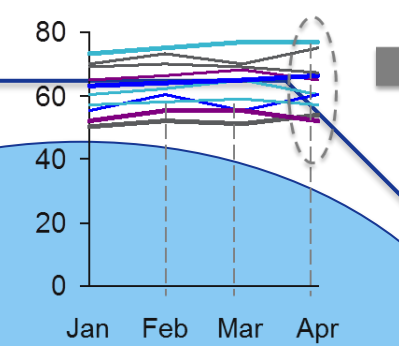
Work to be awarded based on League table scores, suitability, capacity and region

Work packages for Allocation



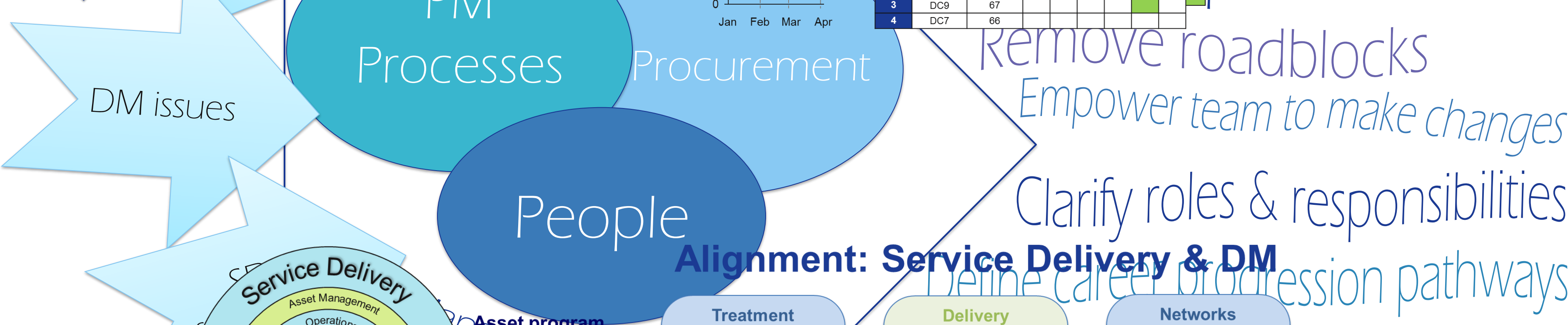
Work packages will be sorted by program and region and then the relevant league sub table will apply

Monthly DC League Table %



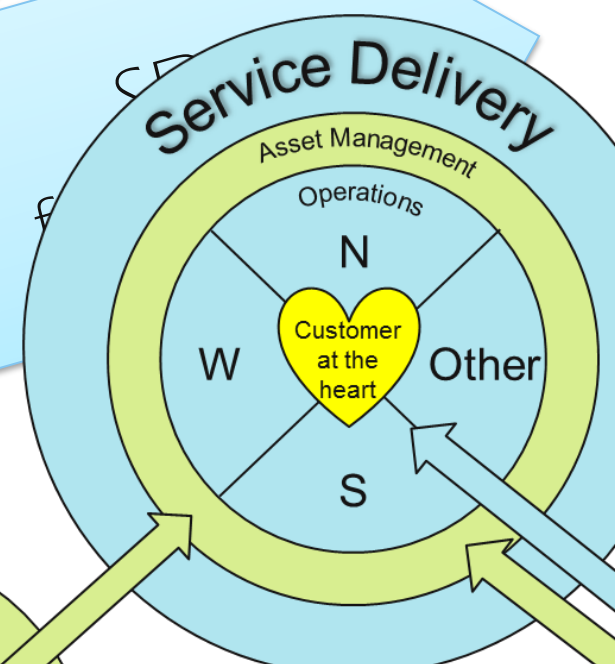
Works Allocation for April

Rank	Facilities	Score	1	2	3	4	5	6
1	DC6	77						
2	DC1	75						
3	DC9	67						
4	DC7	66						



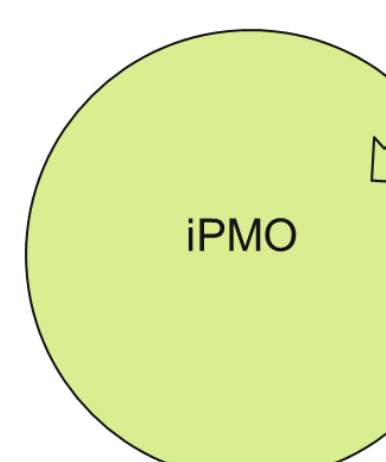
Regionalisation
for improved alignment to Service Delivery operations and Sydney Water customers

- Consistent relationships and communication



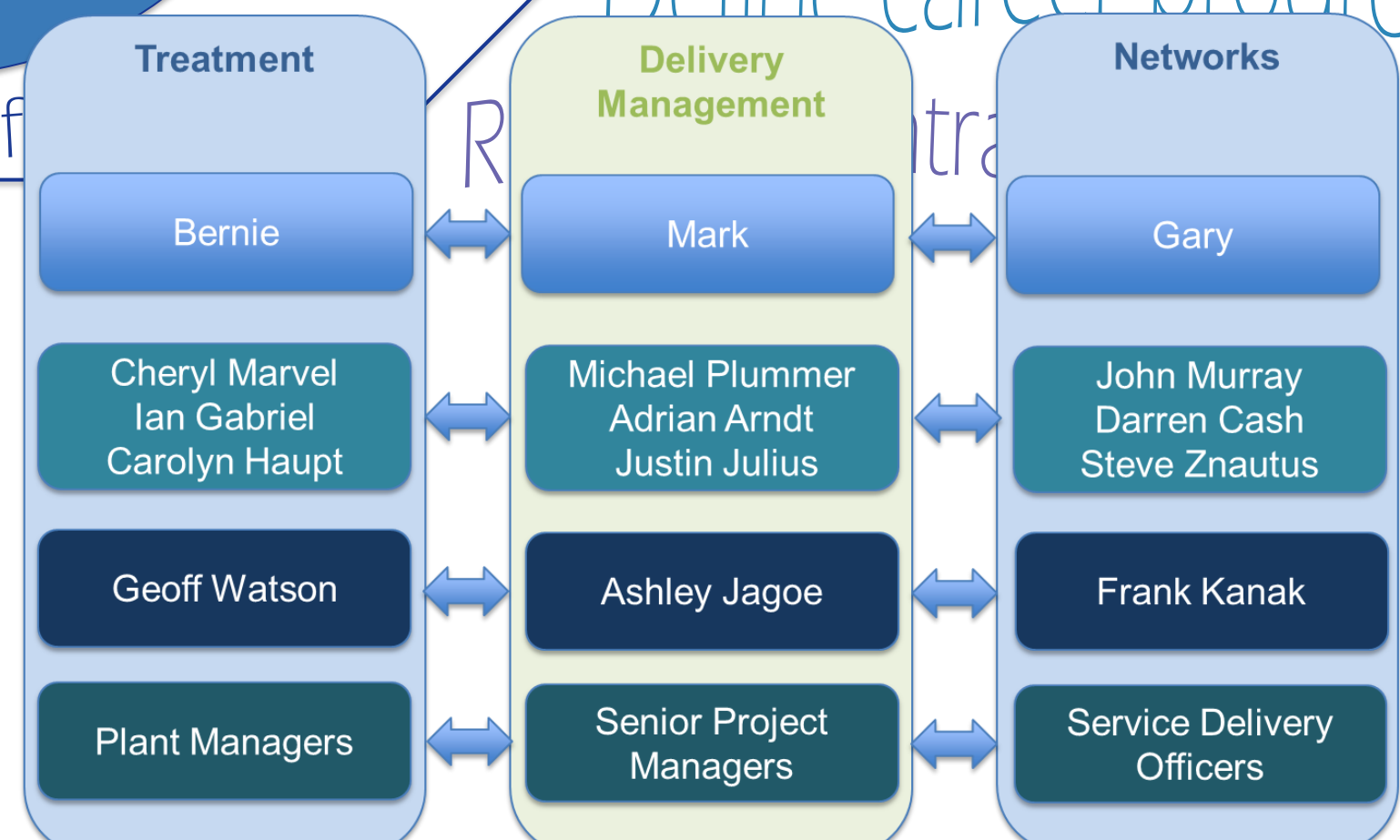
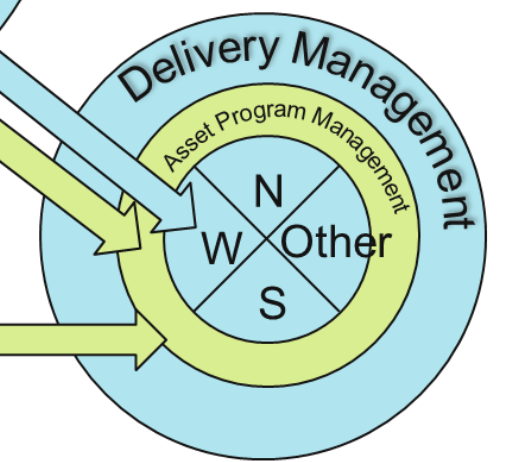
Asset program management
for linking in with Service Delivery asset managers

- Improved project initiation
- Increased focus on delivering customer needs
- Opportunity to bundle projects to create efficiency



Asset program management
for communication into PMO

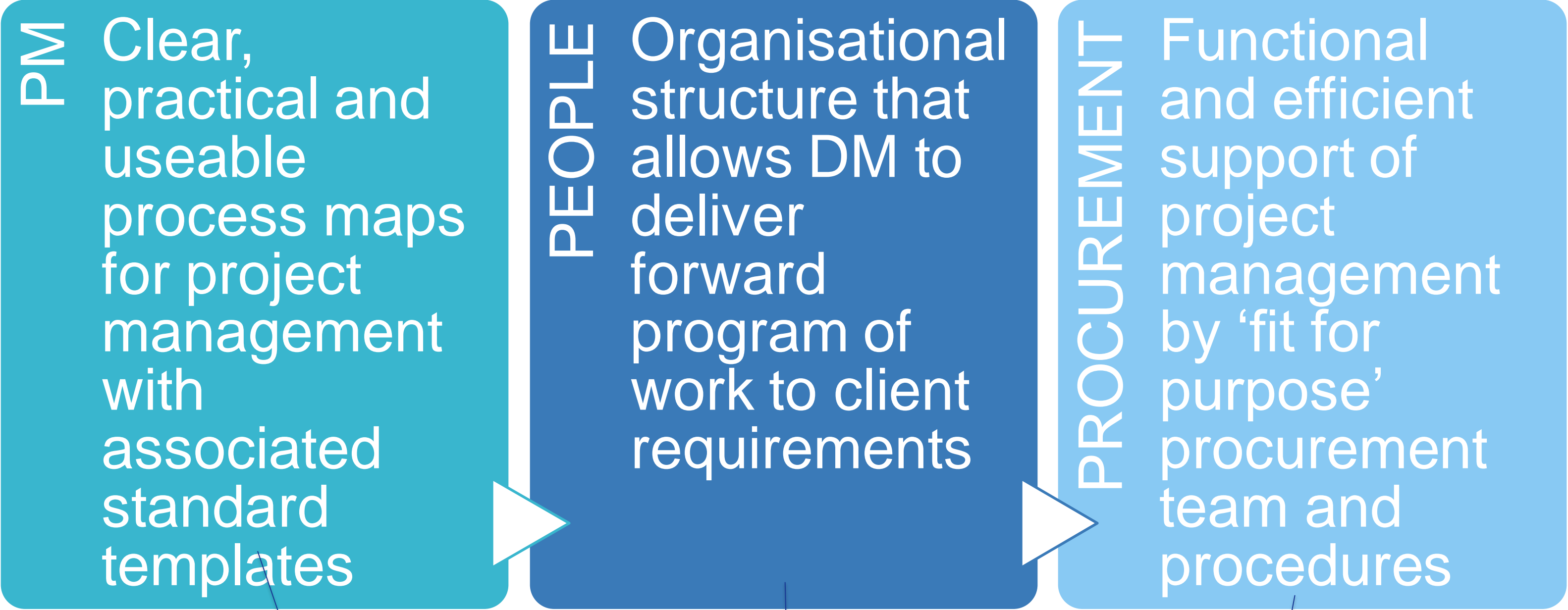
- Forward visibility for resourcing and procurement
- Early participation in initiation and kick offs



procurement

Deliverables & Progress

Improved and streamlined project management



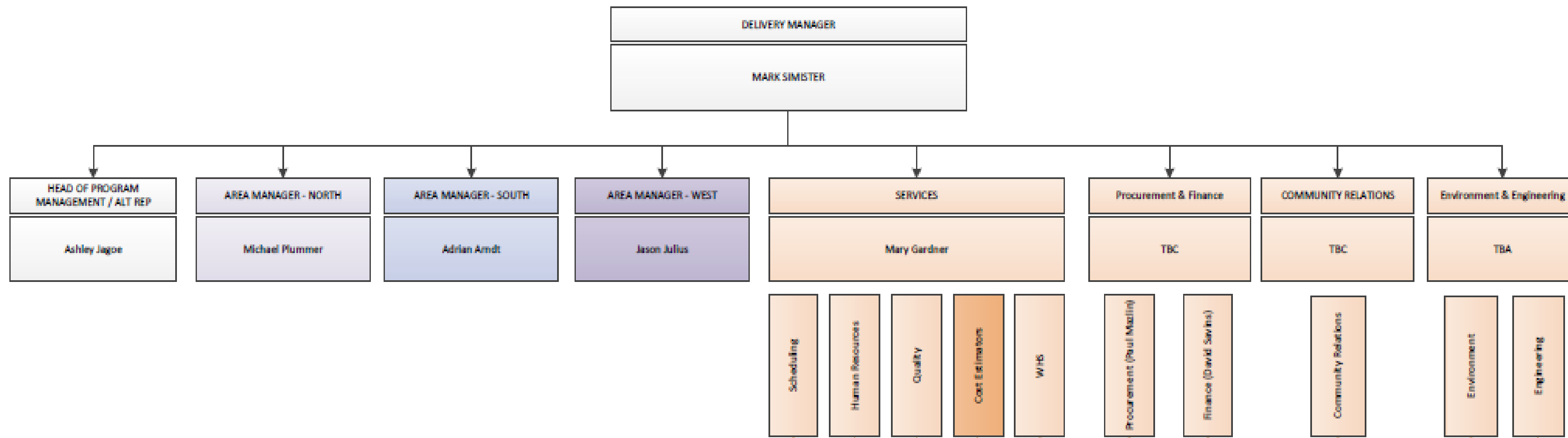
PM Clear, practical and useable process maps for project management with associated standard templates

PEOPLE Organisational structure that allows DM to deliver forward program of work to client requirements

PROCUREMENT Functional and efficient support of project management by 'fit for purpose' procurement team and procedures

<p>Identified improvements</p> <ul style="list-style-type: none"> Standardised DM templates Project on a Page (PMP) Teams – align to SD Approvals Program and Project Delivery Roles Simplify various approvals Document capability Assessments Stakeholder Alignment to upcoming program needs Streamline EOTs 	<p>Identified improvements</p> <ul style="list-style-type: none"> Regionalised delivery Performance based work allocation - KPIs Relationship driven Familiarity with PM, SD and Stakeholders Understand complexity of local environment Competitive tension across panel 	
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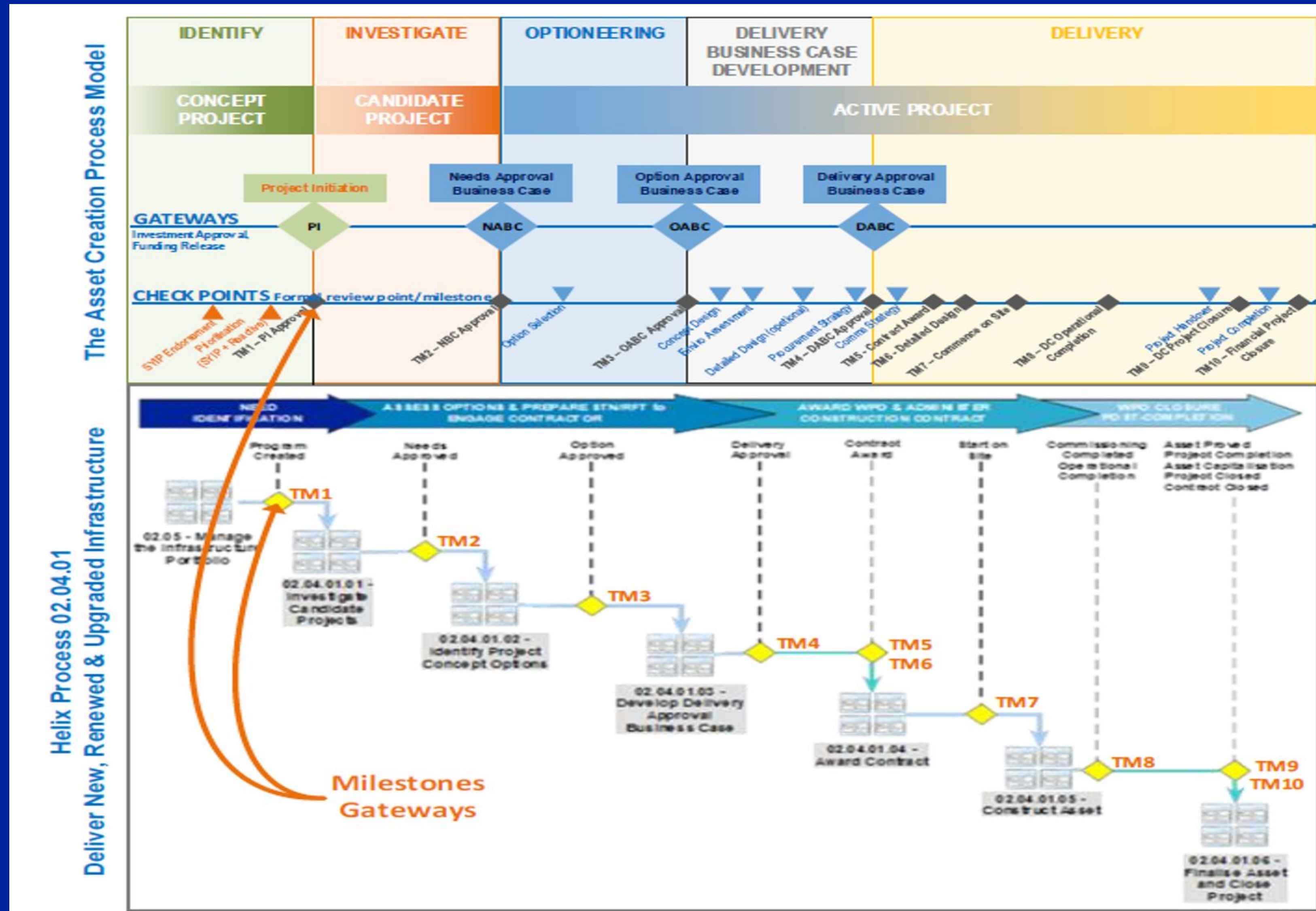
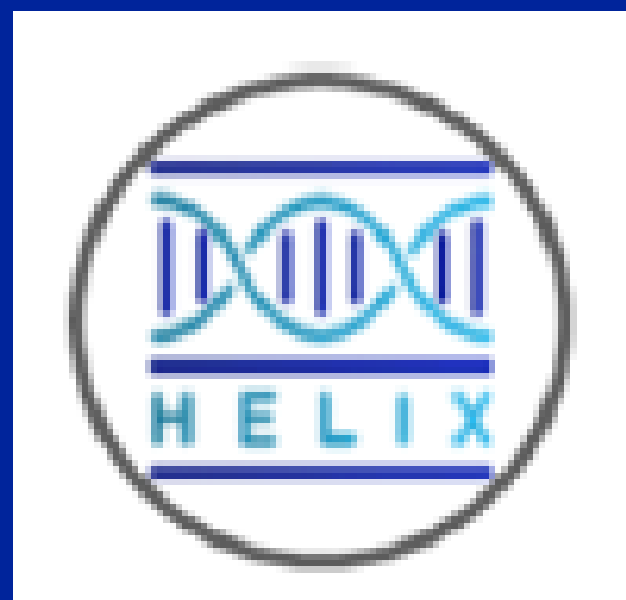
People



Note: All name allocations are indicative only.

Delivery Management established as a Directive PMO in 2013 and by 2016 had enhanced project delivery processes.....

- 2013: Renewals program (NFRP) established, using existing SW Project Systems
- 2015: Developed regional structure
- 2016: Project delivery process mapped and into Helix



FY 2016/17: people & performance development key initiatives:

1. Service Level Agreements:
 - 💧 Between DM COE's and Regions
 - 💧 External to DM
2. Contribution discussion training:
 - 💧 Why & when
 - 💧 How to conduct it effectively
3. ***My Career***: Training program for PM's & PE's:
 - 💧 Evaluated individual capabilities
 - 💧 Identified development opportunities
 - 💧 **CHOSE THEIR OWN CAREER PATH**



Contracts & Procurement



Contracts & Procurement

Key initiatives

- 💧 Introduce best practice procurement
- 💧 Redesign the delivery contractor KPI framework
- 💧 Expand procurement team to provide a full contracts & procurement service to DM
- 💧 Redesign procurement approval documents
- 💧 Support the rollout of regionalisation
- 💧 Established new process for
 - Direct negotiation
 - Early Contractor Involvement
 - Developing collaborative TOCs
- 💧 Develop capital project delivery model selection tool
- 💧 Conduct procurement strategy workshops in-house

A partnering approach was adopted in addition to project processes

Three core elements of new approach:

1. Regionalised delivery and contracting structure
2. Global procurement strategy with a collaborative framework core
3. Performance KPI based award





Regionalised delivery and contracting structure

Regionalised teams

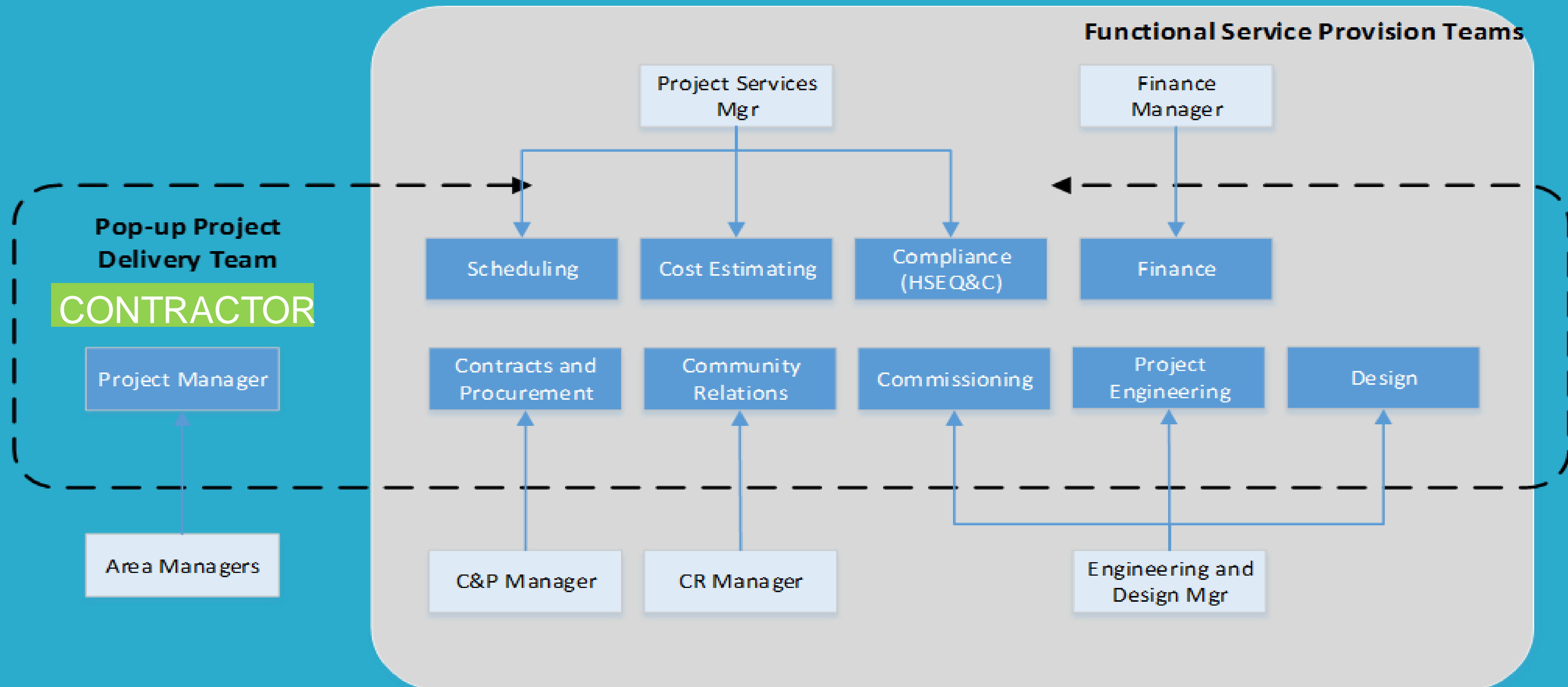
- Project Managers
- Regional Support
- Contractors

This regional focus improves

- Customer at the heart
- Performance
- Collaboration
- Consistency

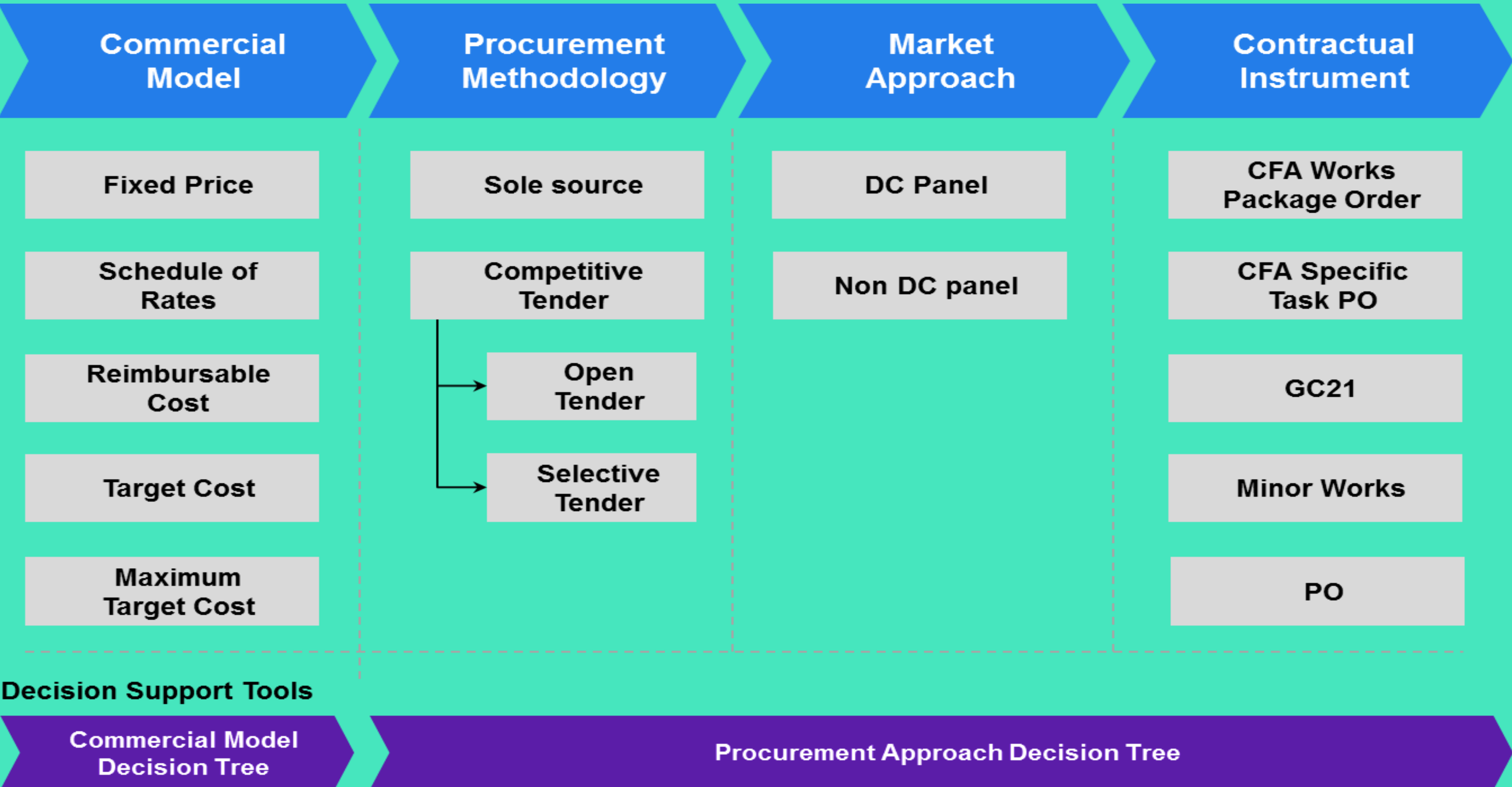
Regions delivered through “pop-up project teams”

A team came together for the duration of the project led by the Project Manager, but the team members continued to report to their Line Managers



Global procurement strategy

The strategy consists of four key steps that focus on efficiency and collaboration



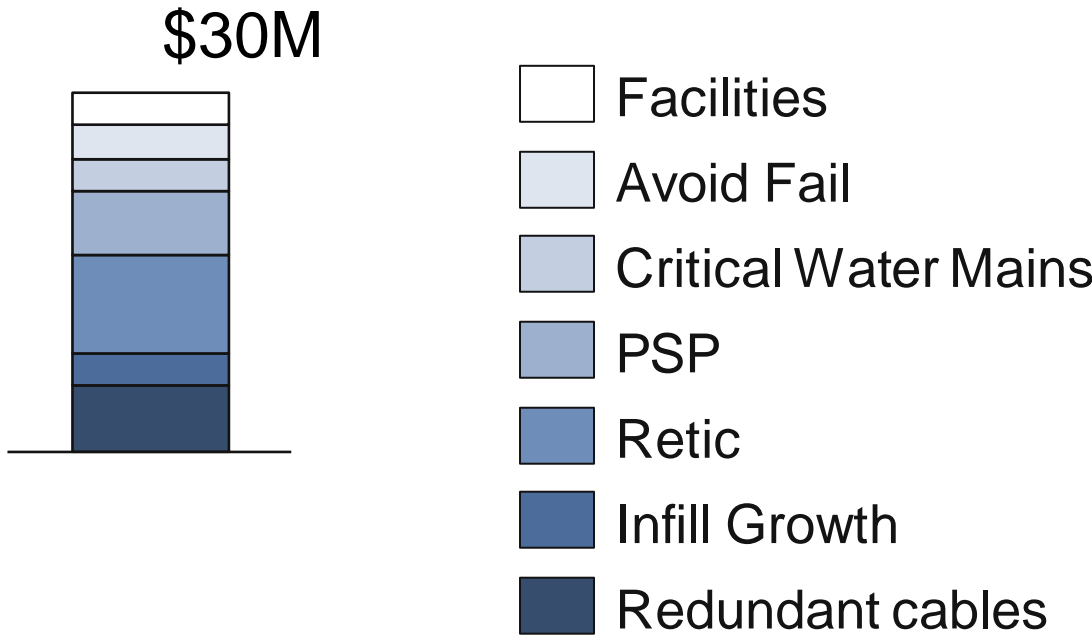
Global procurement strategy with a collaborative framework core

KPI based work allocation

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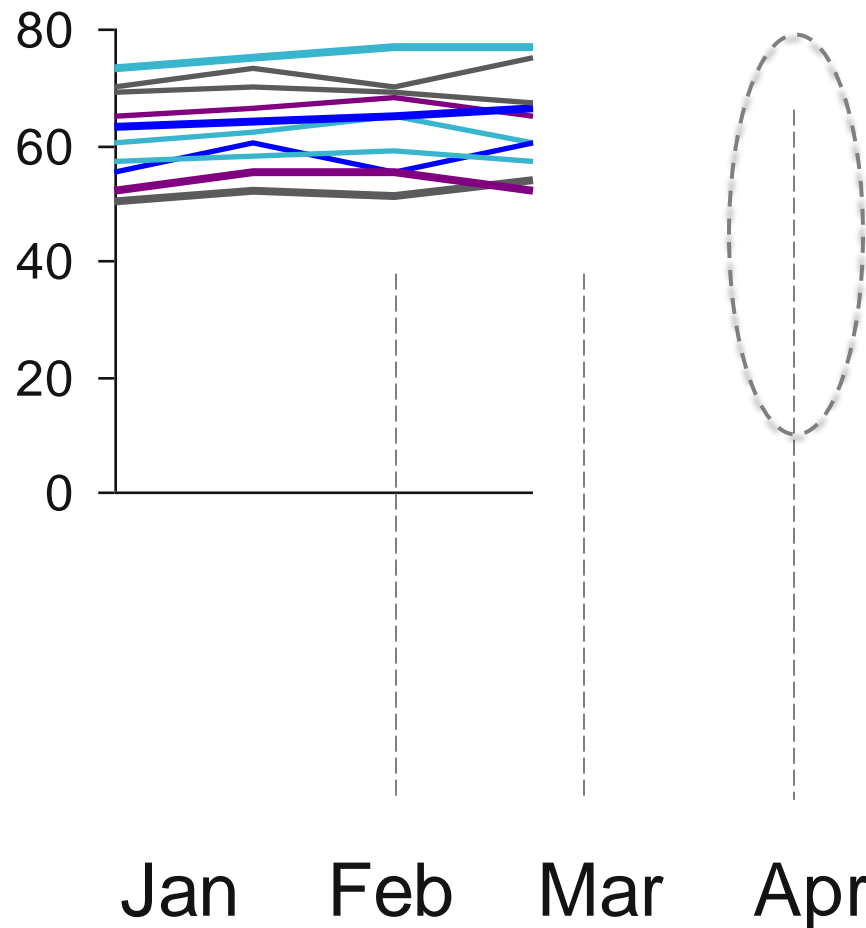
Work packages for Allocation



Work packages will be sorted by program and region and then the relevant league sub table will apply

Works Allocation for April

Monthly DC League Table %



Rank	Program	Score	1	2	3	4	5	6
1	Facilities	77						
1	Water	77						
1	Sewer	77						
1	Growth	77						
1	Storm W.	77						
2	DC6	75						
3	DC1	67						
4	DC9	66						
4	DC7	66						

Performance KPI based award

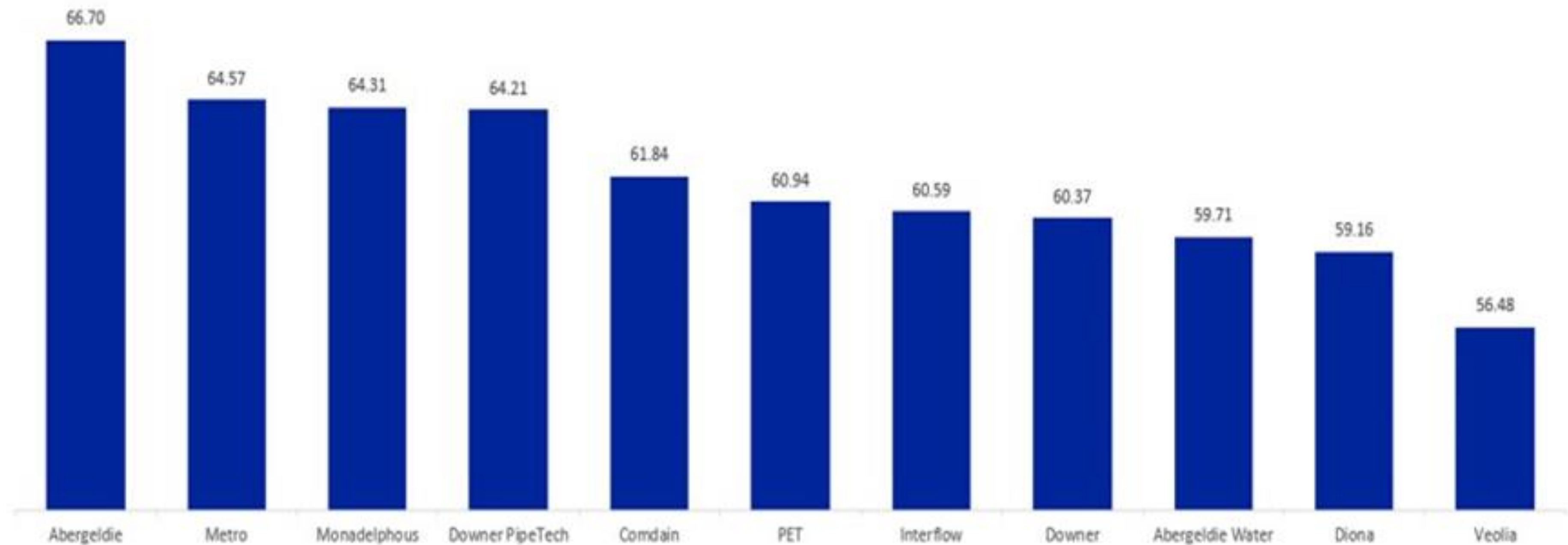
Strong competitive framework supported global procurement strategy through a simple performance centered core (KPIs)

“ We decided not to focus on the KPI table and just focus on getting things right, we soared up the table ”

“ We all continue to work towards the common goal ”

League Table Weightings			100%
No.	KPI's	Scores	
1	Safety	20%	
2	Environment	10%	
3	Community	10%	
4	Quality	25%	
5	Schedule	20%	
6	Stakeholder Satisfaction	15%	
	Total	100%	

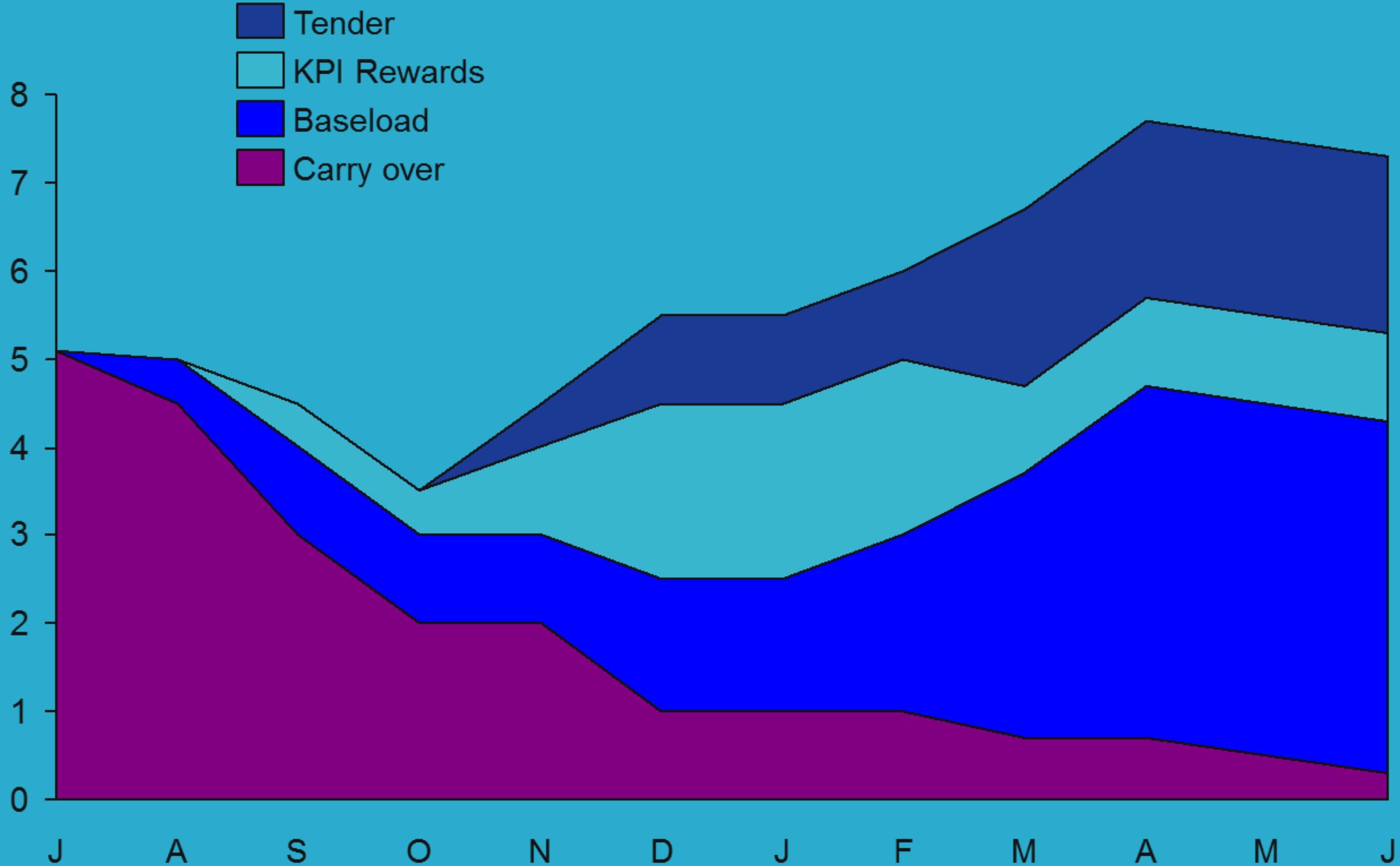
Sydney Water Delivery Contractors (DC) League Table – June 2019 results



	Abergeldie	Metro	Monadelphous	Downer PipeTech	Comdain	PET	Interflow	Downer	Abergeldie Water	Diona	Veolia
KPI Weighted Average	66.70	64.57	64.31	64.21	61.84	60.94	60.59	60.37	59.71	59.16	56.48
DC KPI 1: Safety	72.81	60.37	69.22	67.19	67.74	67.30	49.80	65.46	62.40	65.77	61.29
DC KPI 2: Environment	71.86	69.41	66.71	70.47	68.87	61.86	48.39	63.86	62.24	48.70	66.41
DC KPI 3: Community	74.54	88.13	79.80	87.40	82.60	71.04	87.47	77.07	76.09	74.32	97.05
DC KPI 4: Quality	69.95	58.33	65.88	58.57	52.70	56.41	65.88	56.70	52.52	59.25	53.61
DC KPI 5: Schedule	47.49	52.00	48.39	49.24	50.51	48.75	50.55	49.67	49.86	49.62	20.36
DC KPI 6: Stakeholder Satisfaction	70.09	78.38	64.46	69.98	65.75	68.95	69.76	60.51	68.63	59.81	69.32
Claimed Amount (\$m) exc GST	\$0.76	\$1.35	\$2.50	\$0.65	\$1.76	\$0.61	\$3.89	\$3.43	\$0.54	\$6.53	\$0.00
No. of Positive Comments	0.00	1.00	2.00	0.00	2.00	0.00	3.00	0.00	0.00	2.00	0.00
No. of Self Imposed RAs	7.00	1.00	4.00	2.00	4.00	0.00	9.00	6.00	0.00	13.00	0.00

KPI Performance Based Award for Collaborative Framework Delivery Contractors (DC's)

DC revenues have four cash flow elements



After achieving so much in project delivery, Business Improvement tackled processes for the wider DM operation

- Commenced development of the DM Operating Model in Jan 2017
- Commenced development of the DM Operating Manual in Feb 2017
- Commenced development of the DM Management Operating System (MOS) in July 2017

“It’s How We Do Things”

“Its How We Deliver”

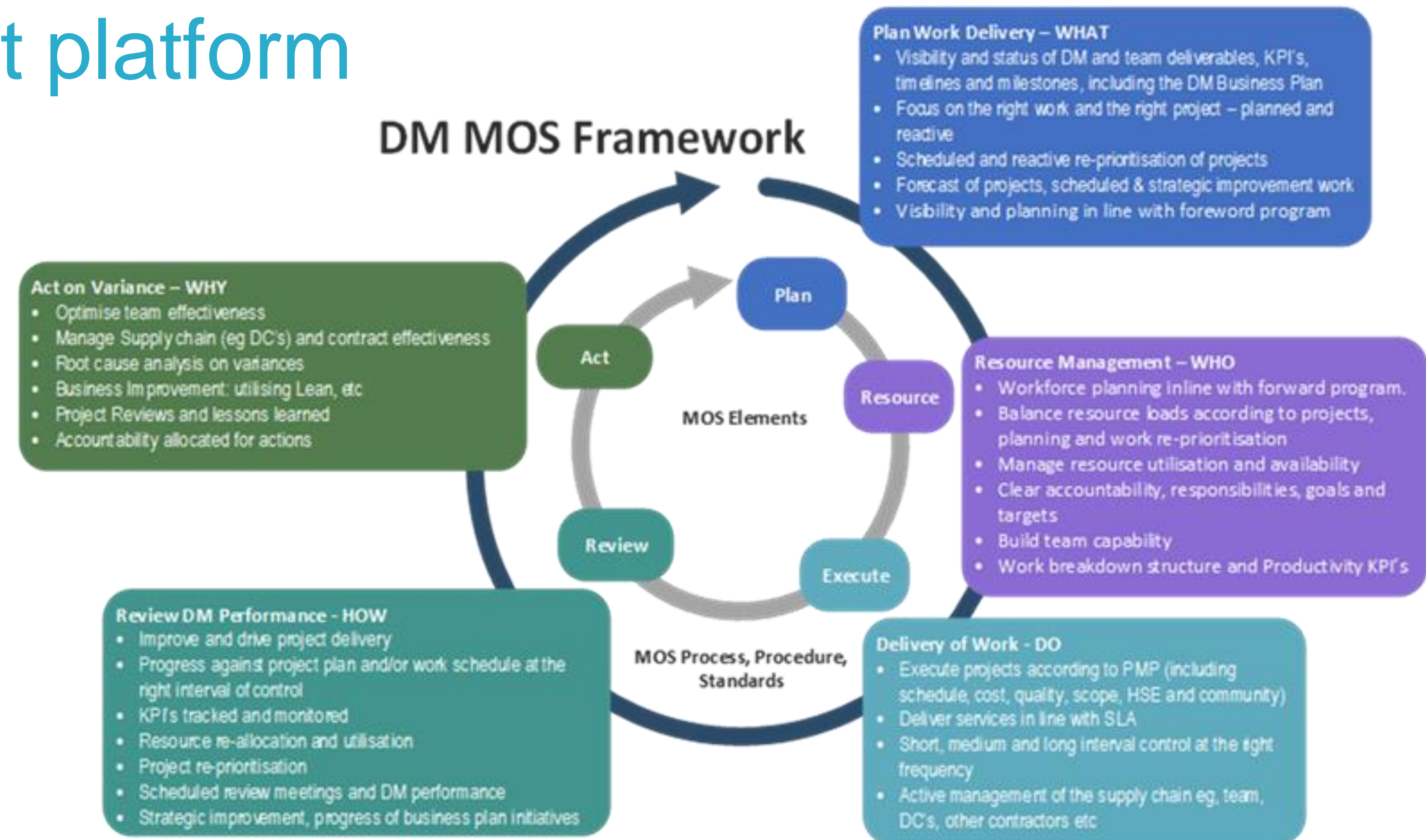
By 2017 we were ready to implement!



What is a Management Operating System (MOS)?

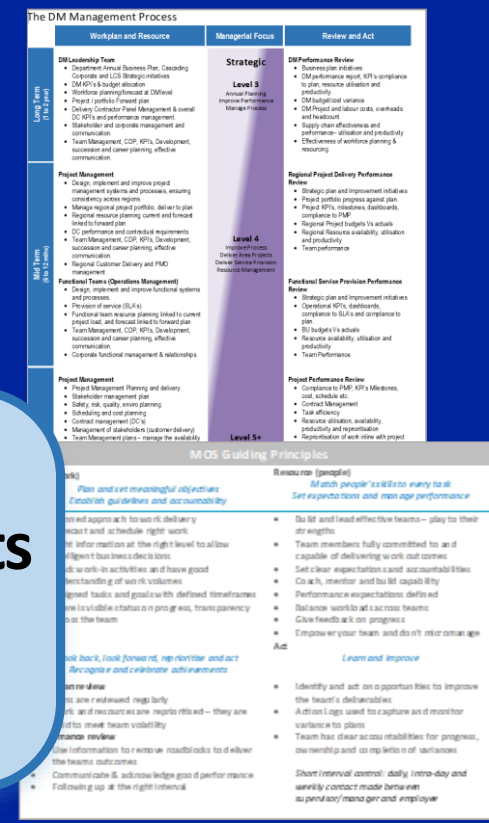
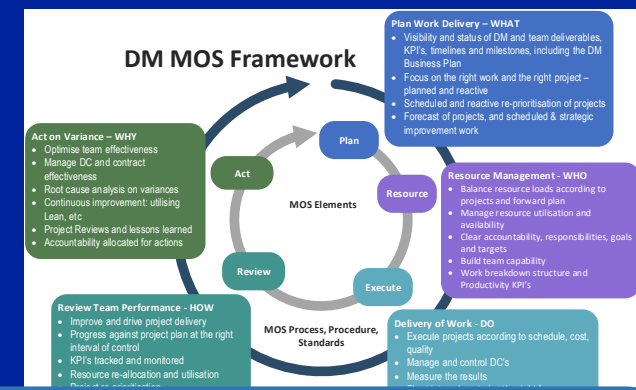
Common management platform

- **Alignment** of Operations with Corporate Goals
- In its most basic form it overlays the **continuous improvement** elements of Plan, Do, Check, and Act
- **Consistent** approach
- How we act on **variances** to still deliver what was planned.
- Comprised of structured **tools**, templates and processes which allows businesses to control operational/project delivery, and trade-offs between different KPIs.



The MOS framework and management process has four prime components

COMPONENT 1
MOS Framework Elements
Guiding Principles
Management Process



COMPONENT 2
MOS Standard Requirements
(Detailed by Leadership Level)

Detailed DM MOS Standard Requirements for each Leadership Level

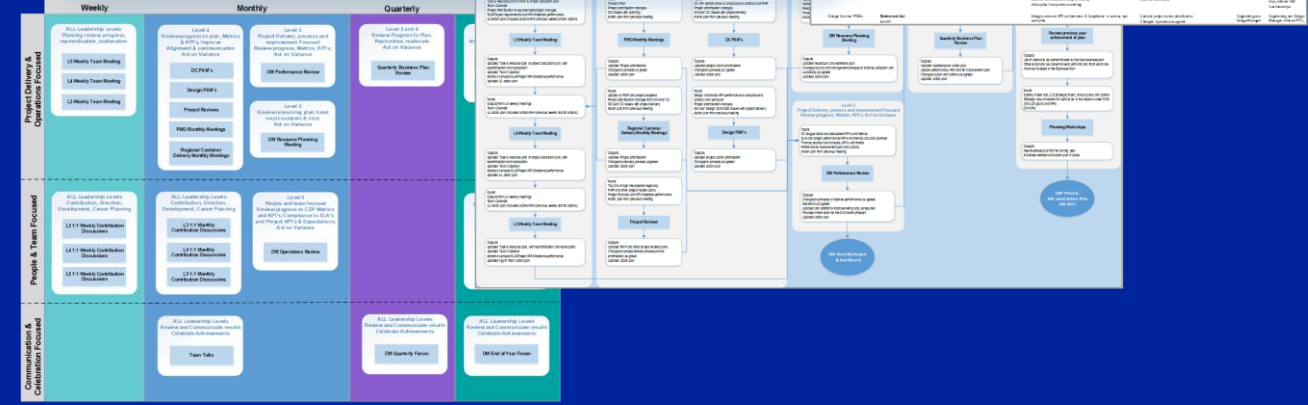
Management Focus	PLAN	RESOURCE	DO/DOES	REVIEW	ACT
L3 DM Leadership Team	Standard Requirements: <ul style="list-style-type: none"> Develop and approve the DM Business Plan Communicate the DM Business Plan Identify and allocate resources Establish a clear timeline Communicate the plan to the team 	Standard Requirements: <ul style="list-style-type: none"> Balance resource loads according to projects and forward plan Manage resource utilisation and availability Clear accountability, responsibilities, goals and targets Build team capability Work breakdown structure and Productivity KPI's 	Standard Requirements: <ul style="list-style-type: none"> Execute projects according to schedule, cost, quality Manage and control DC's Improve the quality 	Standard Requirements: <ul style="list-style-type: none"> Improve and drive project delivery Progress against project plan at the right interval of control KPI's linked and monitored Resource re-allocation and utilisation 	Standard Requirements: <ul style="list-style-type: none"> Optimise team effectiveness Manage Supply chain (eg DC's) and contract effectiveness Root cause analysis on variances Business Improvement, Utilising Lean, etc Project Reviews and lessons learned Accountability allocated for actions

COMPONENT 3
MOS Standard Tools
(for each element)

Management MOS Standard Tools

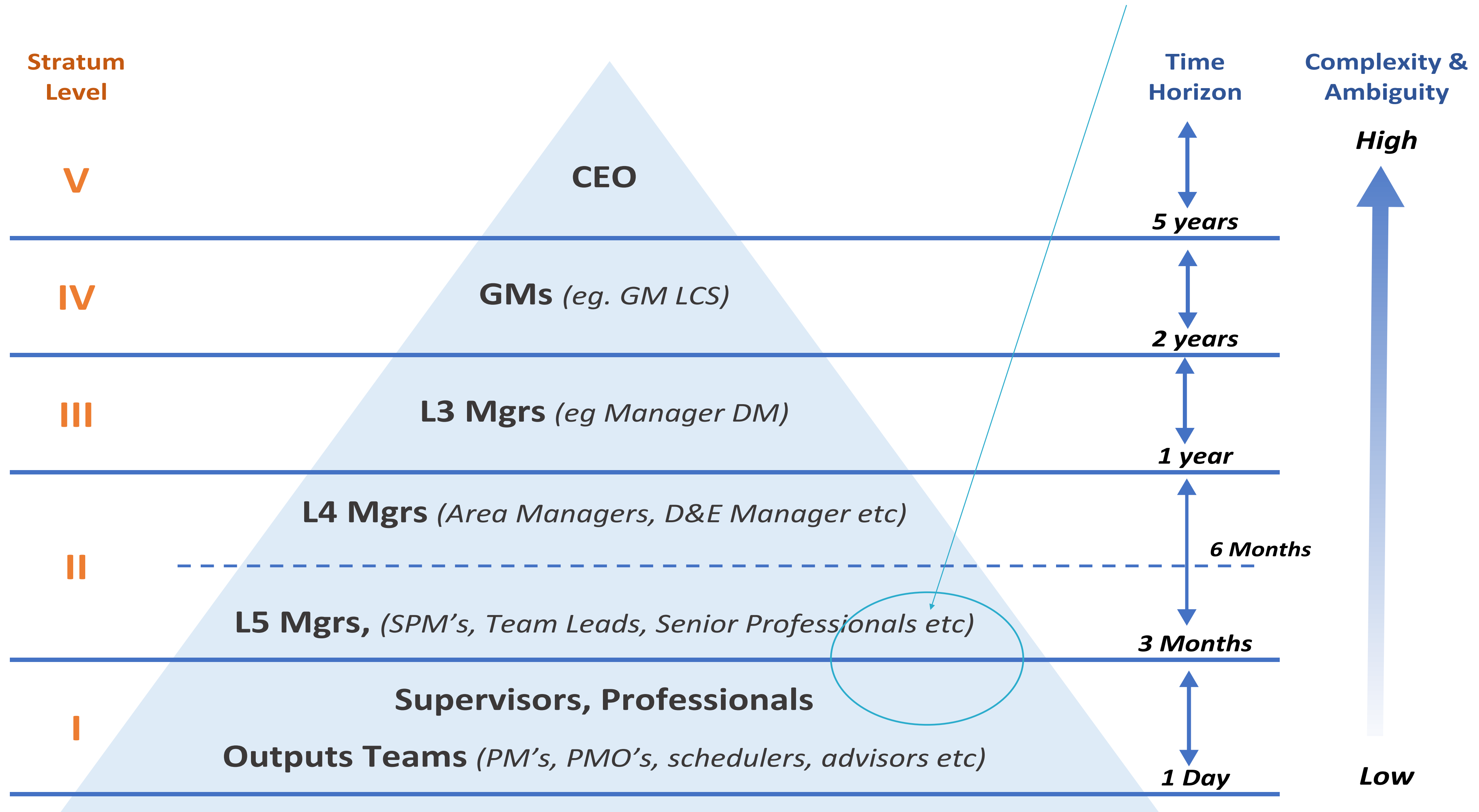
- Plan**: DM Annual Plan, DM KPI's, Meeting Calendar, Business Improvement Register, Project Forward Plan (P3), Safety Improvement Plan
- Resource**: WBS & Time Model, Individual Scorecard & Goals, Capability Matrix & Development, Team Calendar
- Execute**: DM Helix, SLD Processes, Project Mgmt Plan, SIPOC & SLA's, Master Schedule (P3), Project Risk Register
- Review**: Project Governance, DM KPI Review, Project Review Report, Financial Reviews, Dashboards, DM Monthly Report, DC League Table
- Act**: Action Plan Template, Lessons Learned, PIR Lessons

COMPONENT 4
MOS Standard Meetings
(details purpose, inputs, outputs, and data flow)



Concept of Levels of Work for team leaders

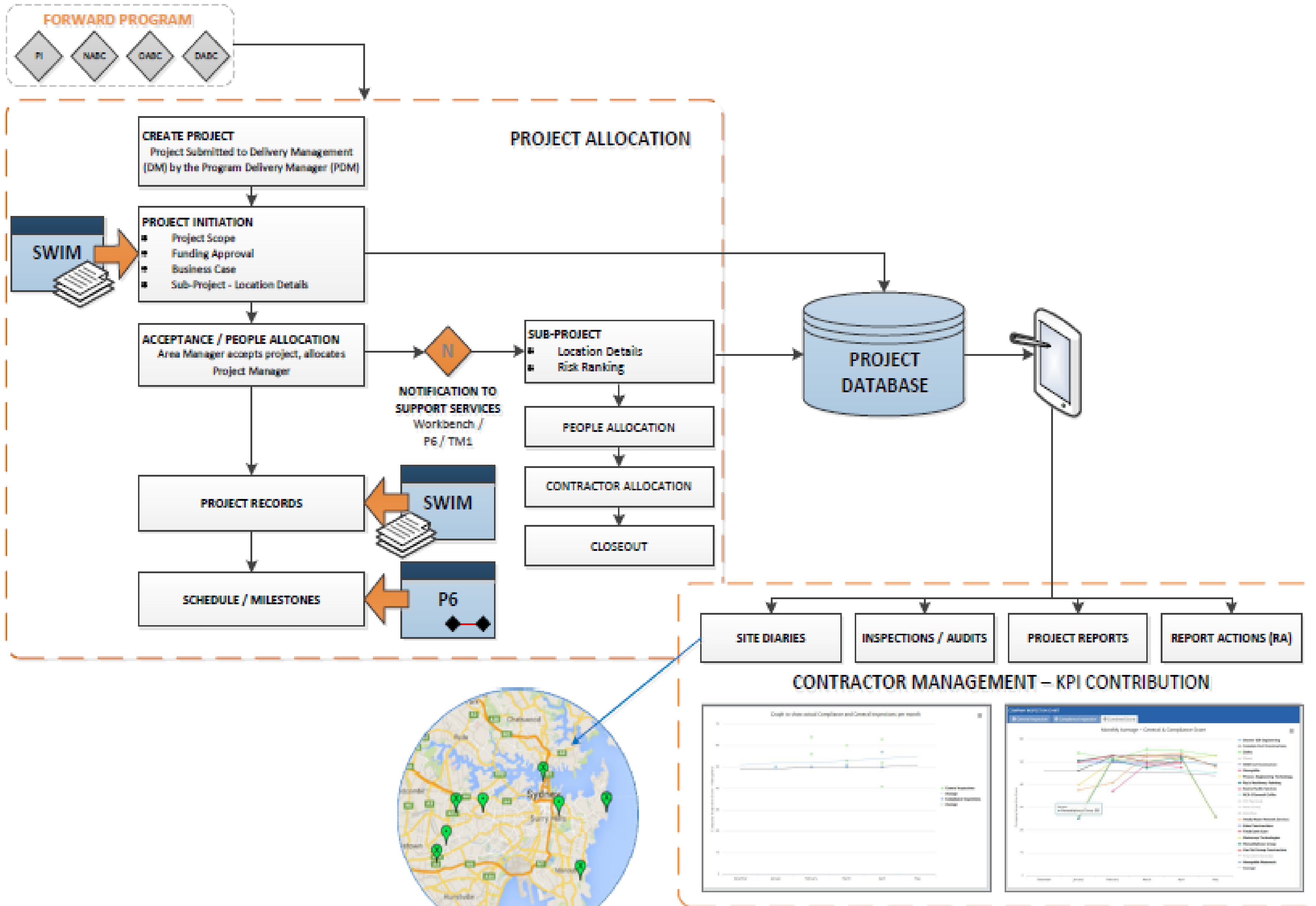
Every role will always do some work of the level above it, and below it. The MOS standard applies to the roles main level of work.



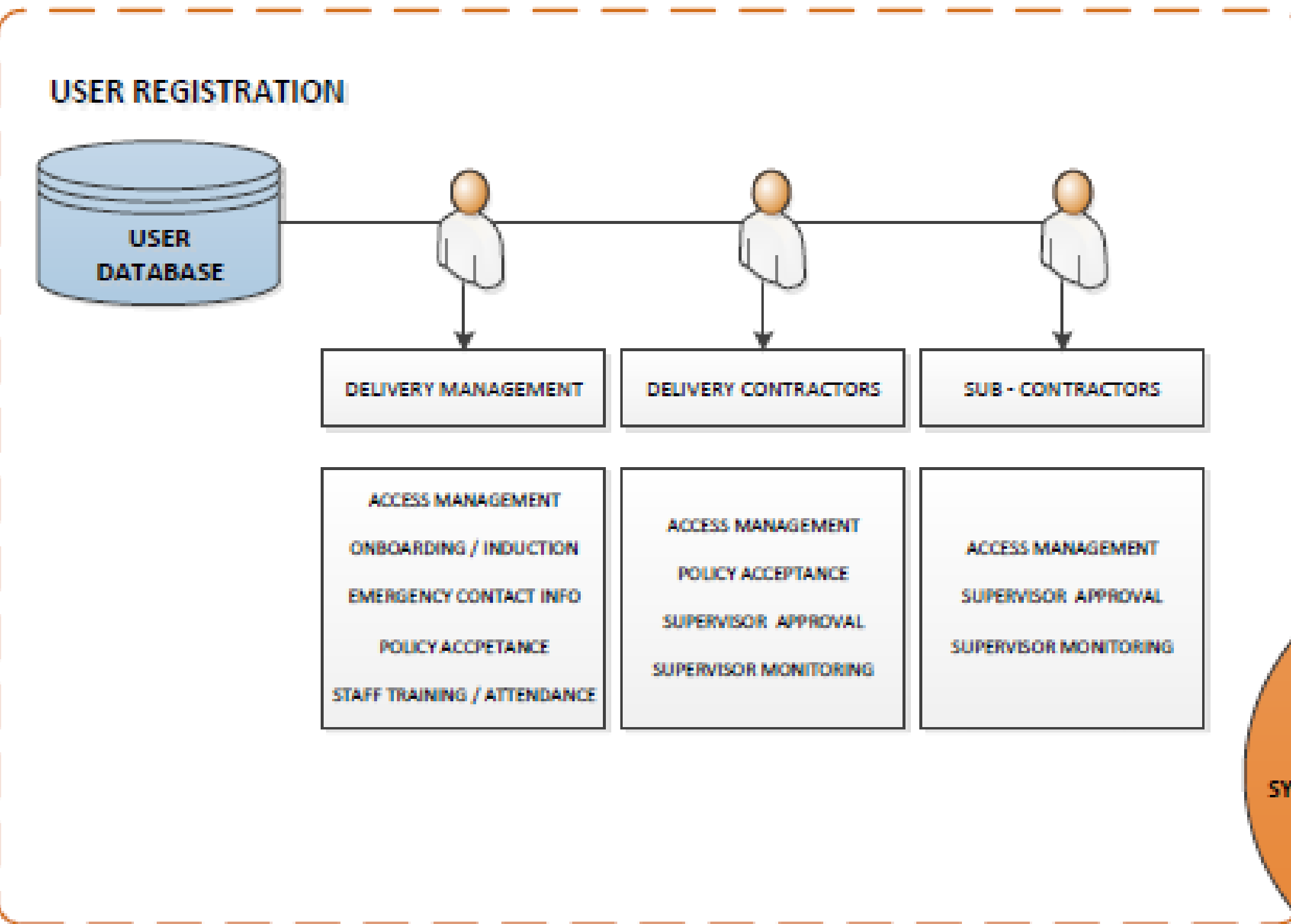
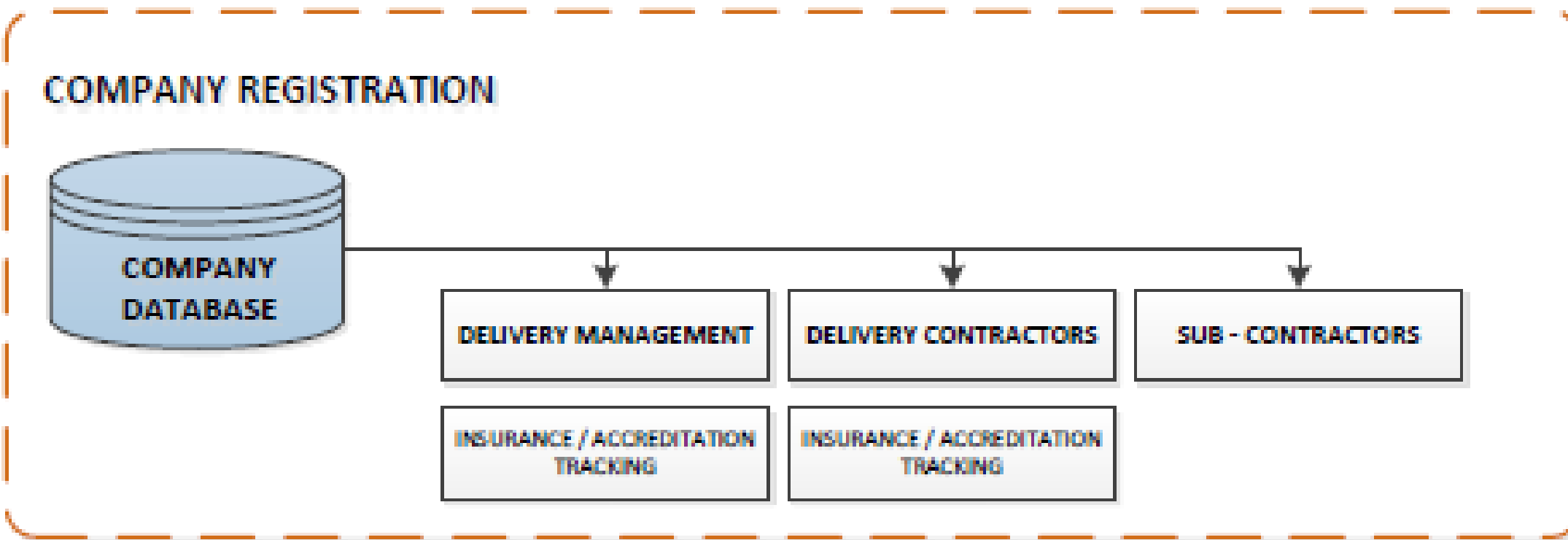
Business Systems



DATA PORTAL – SWDelivery.com.au



DATA PORTAL – SWDelivery.com.au



USER LONE WORKER SYSTEM & INCIDENT NOTIFICATION

Tuesday 8:13 AM
DELIVERY MANAGEMENT NOTIFICATION: Potential SafeWork NSW Notifiable Finger laceration, Weolia Toongabbie School Project, approx. 7:40 am. Finger injured while starting generator. DC Supervisor transported man to hospital. Site shut down and secured. Project Manager Paul Busst to ensure site is safe and incident is reported to Work NSW.

We very much reaped the benefits

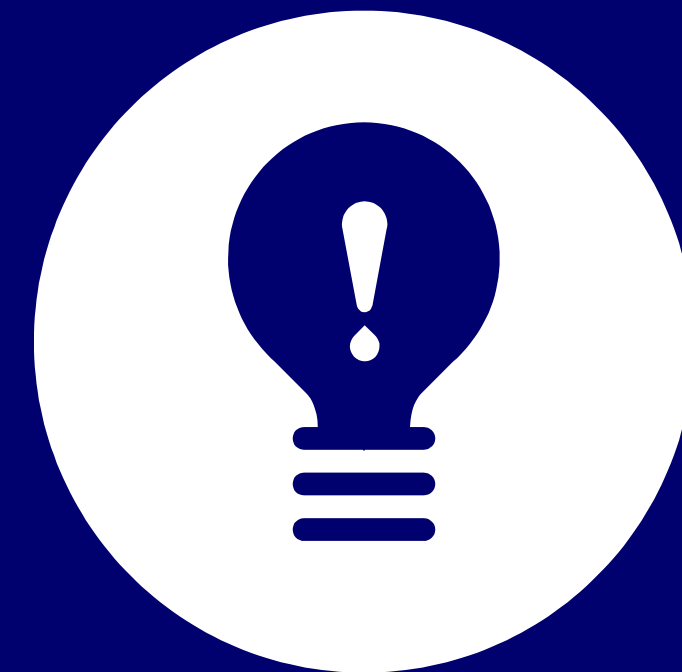


15%
cost efficiency
(keeping customer bills affordable)

Exemplar
Delivery model:

Major Project Association UK

Delivery Contractor scores improved by **6%**



Enhanced collaboration and innovation



High staff engagement

3x more **efficient**
from 2014 to 2018

Contract allocation streamlined



Key Takeaways

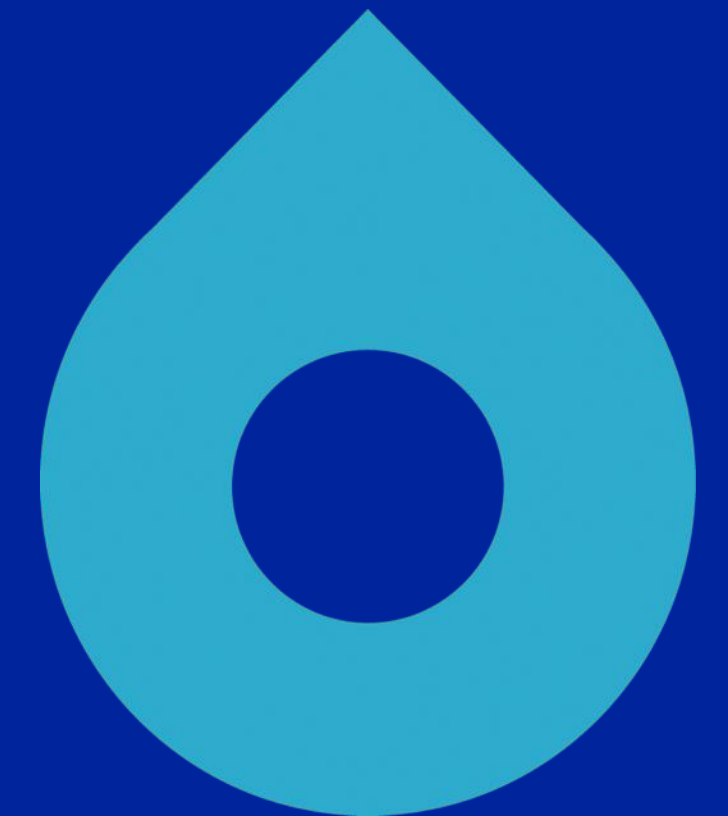
1. Build key fundamentals:
 - People skills/ roles & structure (RACI)
 - Clear Processes & Systems
 - Simple KPIs aligned to commercial objectives
2. Vision & leader to champion across all parties involved
3. Ensure key Executive fully understand and are bought into the vision & objectives

Sydney
WATER

P4S

**Partnering for Success:
Enterprise program
framework**

An Enterprise Directive Delivery PMO



Why have we implemented P4S?

P4S creates an opportunity to drive efficiencies and increase value through a new sourcing, contract and delivery approach

100s

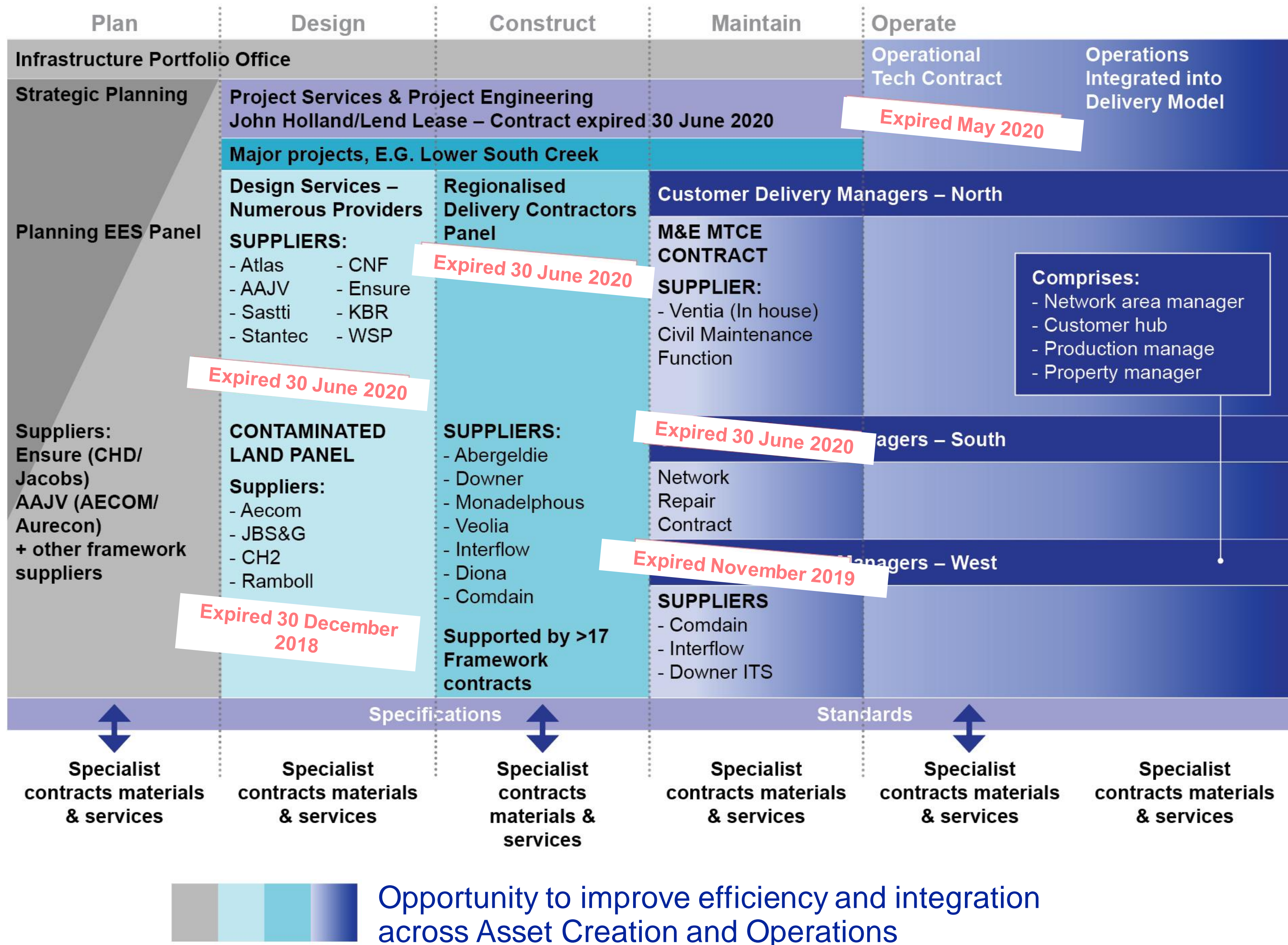
Contracts awarded annually

1000s

Suppliers in the supply chain

30 JUNE

A number of Key Panels expired in 2020



P4S primary objectives



Improve collaboration and integration across the value chain



Outcomes that customers value



Enhance management of lifecycle costs across all stages of asset lifecycles



Promote innovation for new and improved solutions



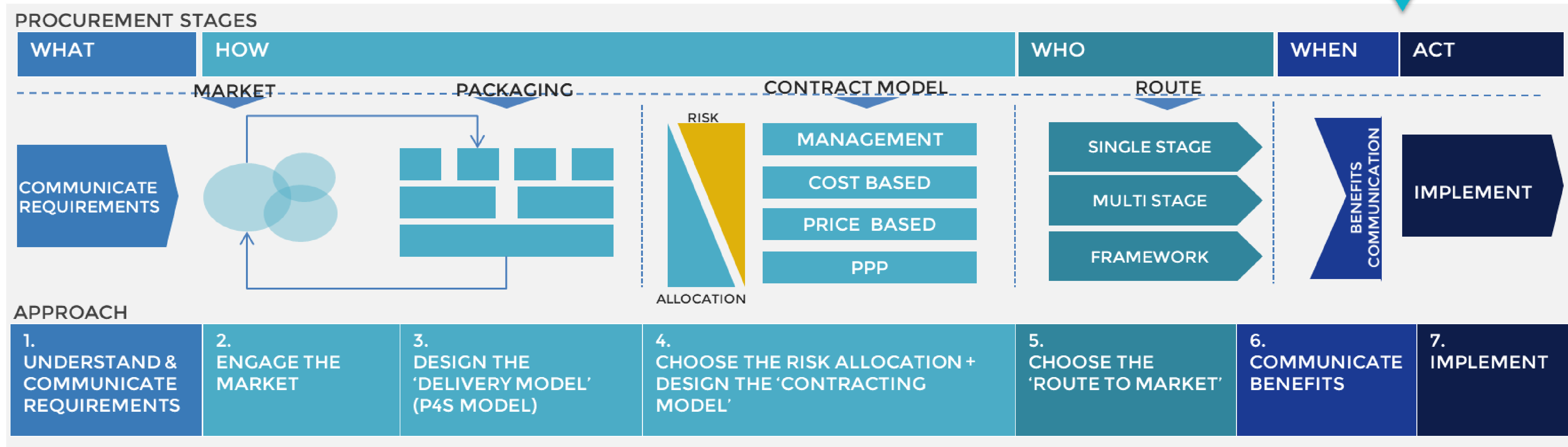
Effective management of safety



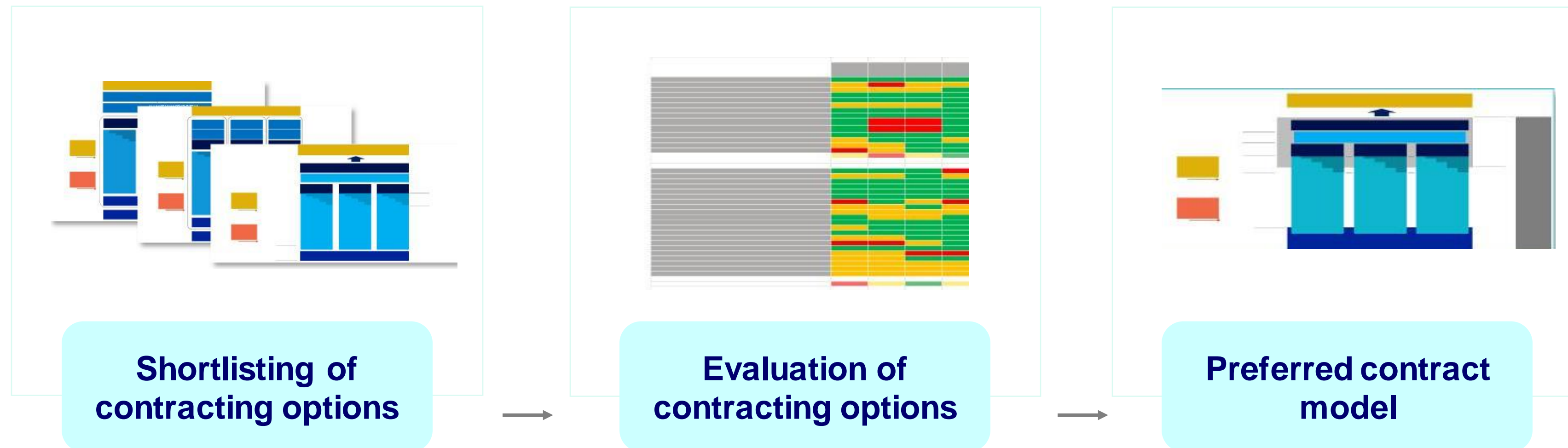
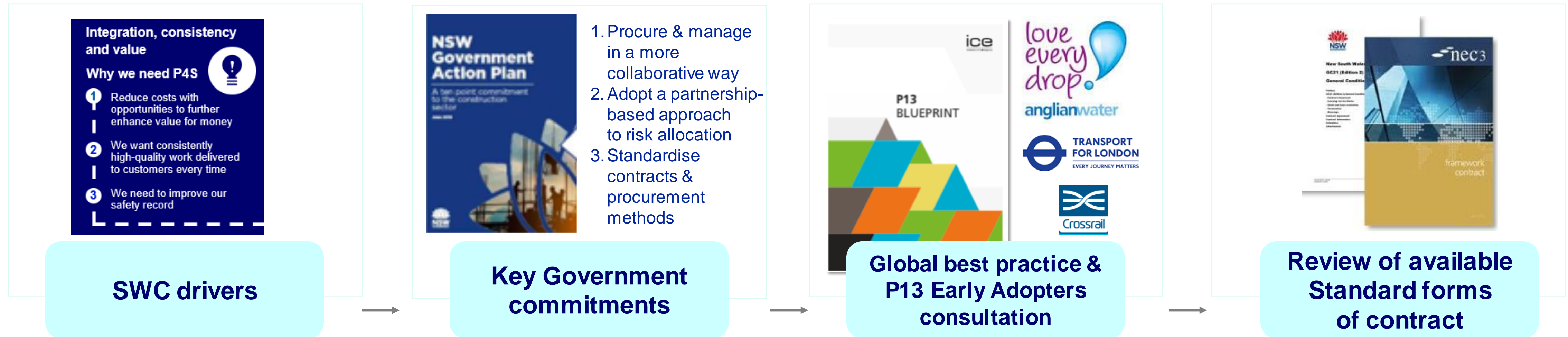
Develop flexible model providing long term stability and promoting partnerships

P4S Procurement Planning

Procurement planning of P4S took a six-pillar approach to develop the next evolution of Sydney Water's Infrastructure planning, delivery and maintenance framework



Development of P4S structure



So how did alignment with Project 13 in 2018 as an Early Adopter help Sydney Water develop the model: Partnering for Success (P4S)?

There was a strikingly clear alignment of goals between P13 principals and Sydney Water's aspirations for Infrastructure Delivery

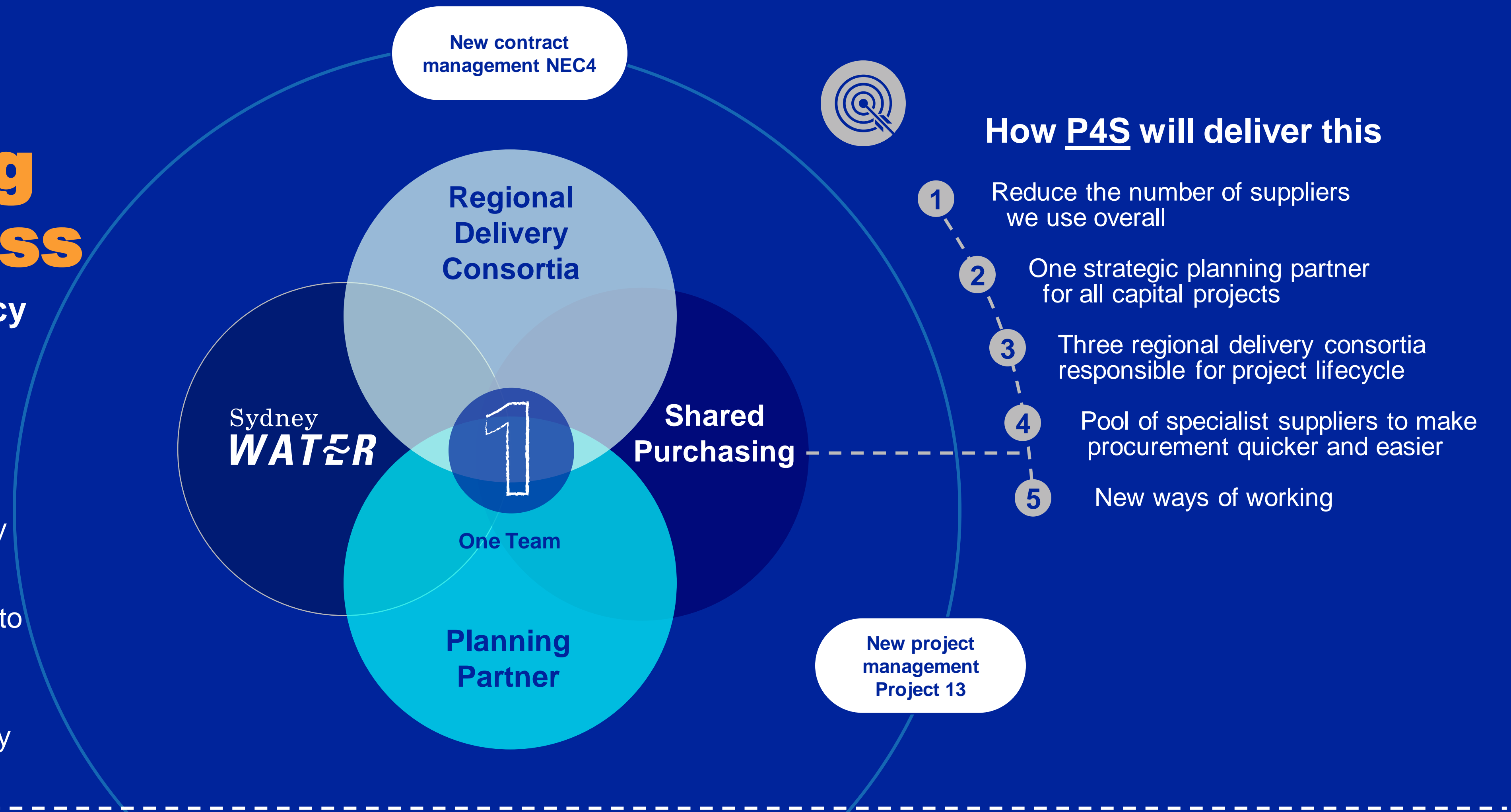
- P13 offered an enterprise blueprint for an integrated business model supporting closer collaborative working between owner and supply chain
- Concepts of owner, integrator, supplier chain, shareholders are clear, simple and easy to understand. **It is not always so easy to convince the owner business to adopt**
- The community is multi-dimensional – a wide variety of industries are involved
- Openness and sharing are a core of the movement/ community
- All members share in open forum what works, doesn't work, lessons learned, new ideas, successes and challenges
- Joining allowed Sydney Water to test ideas, evaluate options and build a framework for P4S that could be shared with our supply chain, **AND THE FEEDBACK IS AMAZINGLY POSITIVE!**

P4S Partnering for Success

Integration, consistency
and value

Why we need P4S

- 1 Reduce costs with opportunities to further enhance value for money
- 2 We want to consistently deliver high-quality work to customers every time
- 3 Provides opportunities to further improve our safety record



How P4S will deliver this

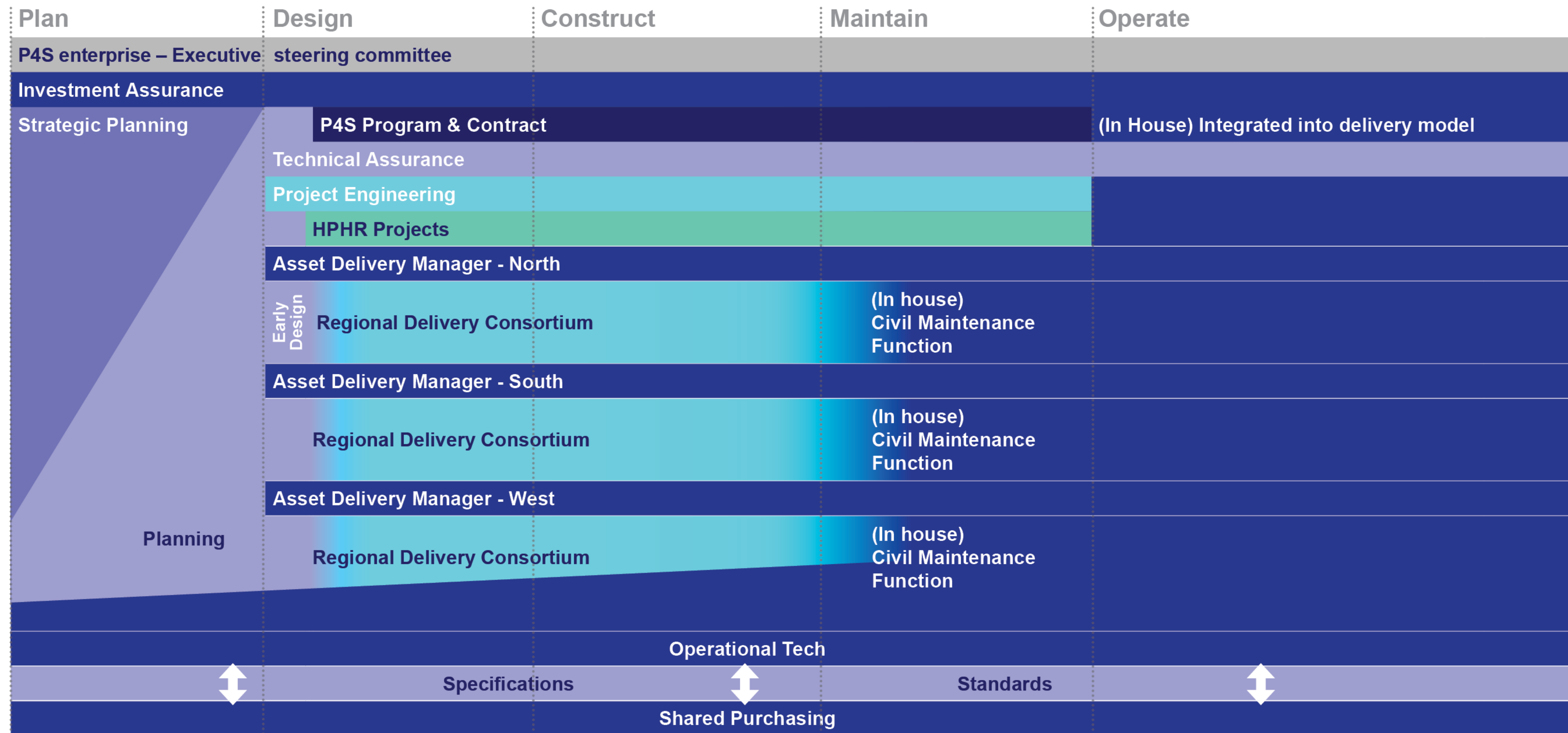
- 1 Reduce the number of suppliers we use overall
- 2 One strategic planning partner for all capital projects
- 3 Three regional delivery consortia responsible for project lifecycle
- 4 Pool of specialist suppliers to make procurement quicker and easier
- 5 New ways of working

What are the benefits?

- | | | |
|---|---------------------------------------|--|
| 1 High quality customer outcomes every time | 3 Resource security for the long term | 5 Competitive & incentivised contracts |
| 2 Integration and long-term partnerships with suppliers | 4 Save money and drive efficiencies | 6 Staff upskilled in contract and project management |

P4S Model

An Enterprise Directive Delivery PMO



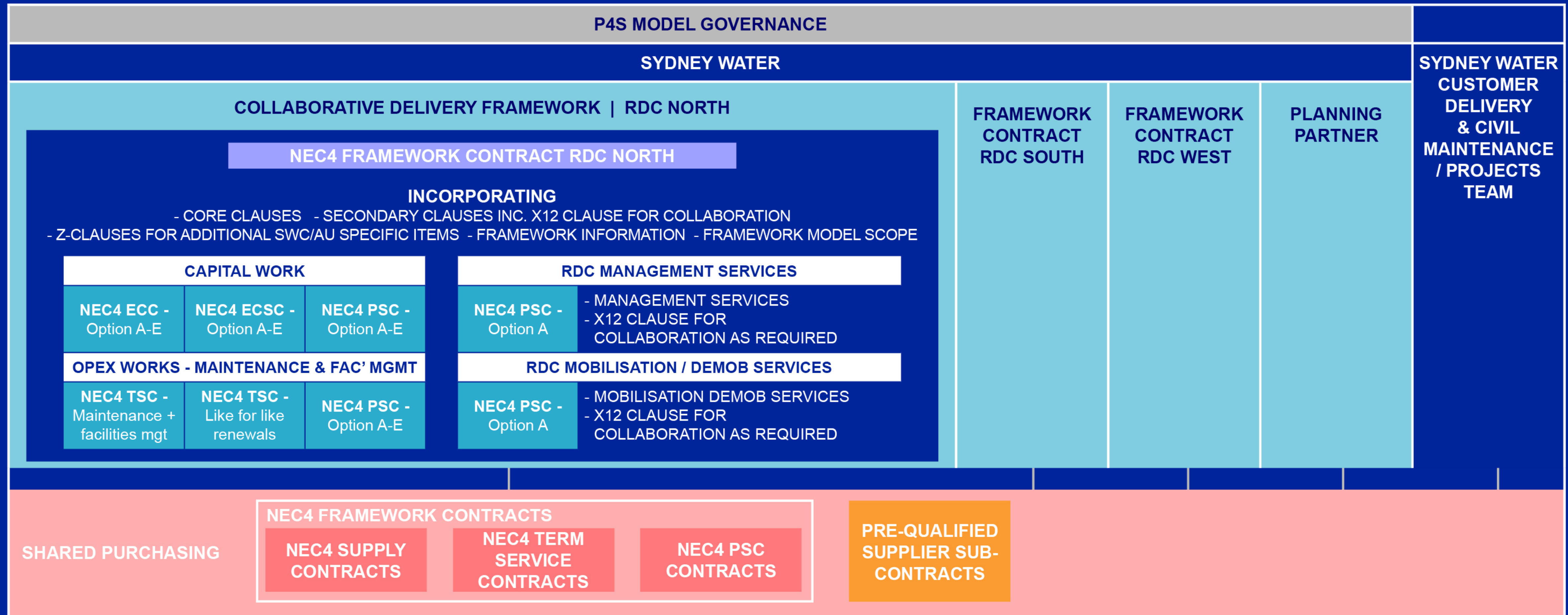
● Sydney Water Core Function

● Planning Partner To Deliver Function With Sydney Water

● Regional Delivery Consortium Role/ Special Purpose Vehicle

● With All Partner(s)

P4S Contract structure



NEC4

Contracting Philosophy

Contract model development

Why standardise using NEC4 forms of contract?

- ✓ Collaborative Framework Agreement and Work Order forms based on **NEC4 suite of contracts**;
- ✓ NEC philosophy promotes / requires **proactive project management** – distinct from “set and forget” contract terms common in traditional government contracts;
- ✓ Parties agree to act in a “**spirit of mutual trust and cooperation**”;
- ✓ Core clauses incentivise **early identification** and **resolution** of issues which may affect time and cost outcomes of project;
- ✓ Drafted in the **present tense**.

Contract and delivery model development

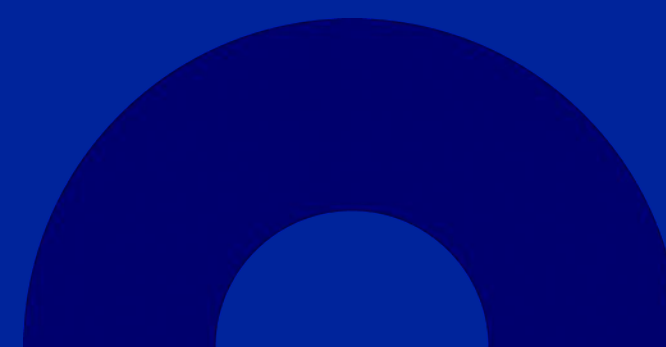
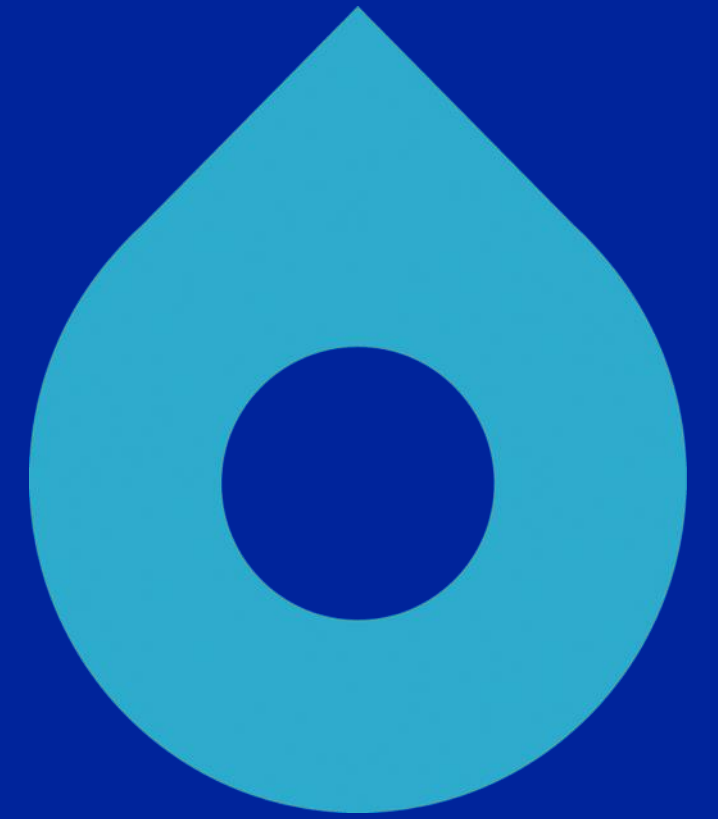
Forms of contract evaluation

NEC = Opportunity

EVOLUTION NOT REVOLUTION	NEC is similar in philosophy to SWC's current approach. NEC represents a further level of maturation and evolution to 'best practice'
LOW COST	Minimal legal costs associated with development of contract Minimal training required in it's use
CAPABILITY ALREADY DEVELOPED	Will need some capability development and awareness training, but DM resources are already on the journey
APPLY TO SPF AS WELL AS RDC	NEC contains a full suite of contracts that apply to the full range of services/products procured by SWC. Opportunity to have a standard suite of contracts across the supply chain including for all suppliers in the Shared Purchasing Function.
BACK-TO-BACK	Standard form of contract makes it easier for organisations to go 'back-to-back' in contracts, thereby driving business efficiency for all parties
INNOVATOR IN THE MARKET	Opportunity for SWC to be the 'first mover' in introducing NEC to Australia. Opportunity to collaborate with other major infrastructure providers, e.g. Sydney Metro to pioneer new practice in the market
FOMO	Given the RDC is a 10-year contract, there is a potential reputational risk that if SWC does not adopt NEC, the rest of the market will 'overtake' SWC in adopting 'best practice'
MINIMISE RISK OF DISPUTE	NEC is built on a fundamental philosophy of collaboration and dispute avoidance. The level of successful delivery has increased under NEC whilst the number and scale of disputes has minimised significantly.

Project Controls

Eyes and ears of the P4S PMO



P4S addresses common challenges and promotes opportunities for integration, consistency and value



Many mega projects are late and over budget.....with disputes and blowouts increasing!

We need the A-Team on the project, it's losing millions!.....???

Contractors are losing millions...
\$\$\$\$\$
restructures, sales, new CEO's, old CEO's...

“...we need to be more ‘commercial...’”, “...we need people to make commercially based decisions...”, “...we need accurate commercial data...”, “...we need our projects to be more commercially astute...”, “we need to improve our commercial processes and procedures” ...

Investment in tools and systems are lagging behind the demands of owners and stakeholders



Controls for the end-to-end project lifecycle

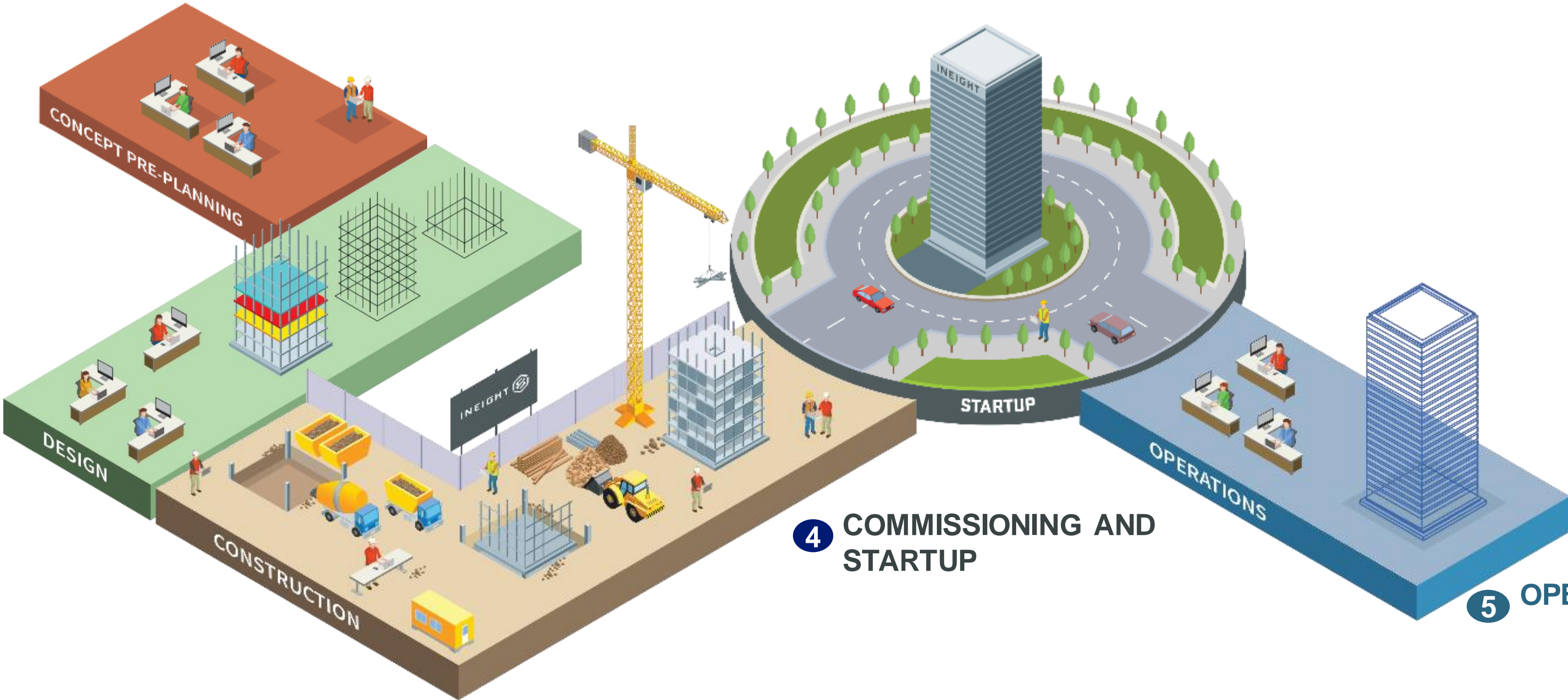
1 CONCEPT / PRE-PLANNING

2 DESIGN AND ENGINEERING

3 CONSTRUCTION

4 COMMISSIONING AND STARTUP

5 OPERATIONS



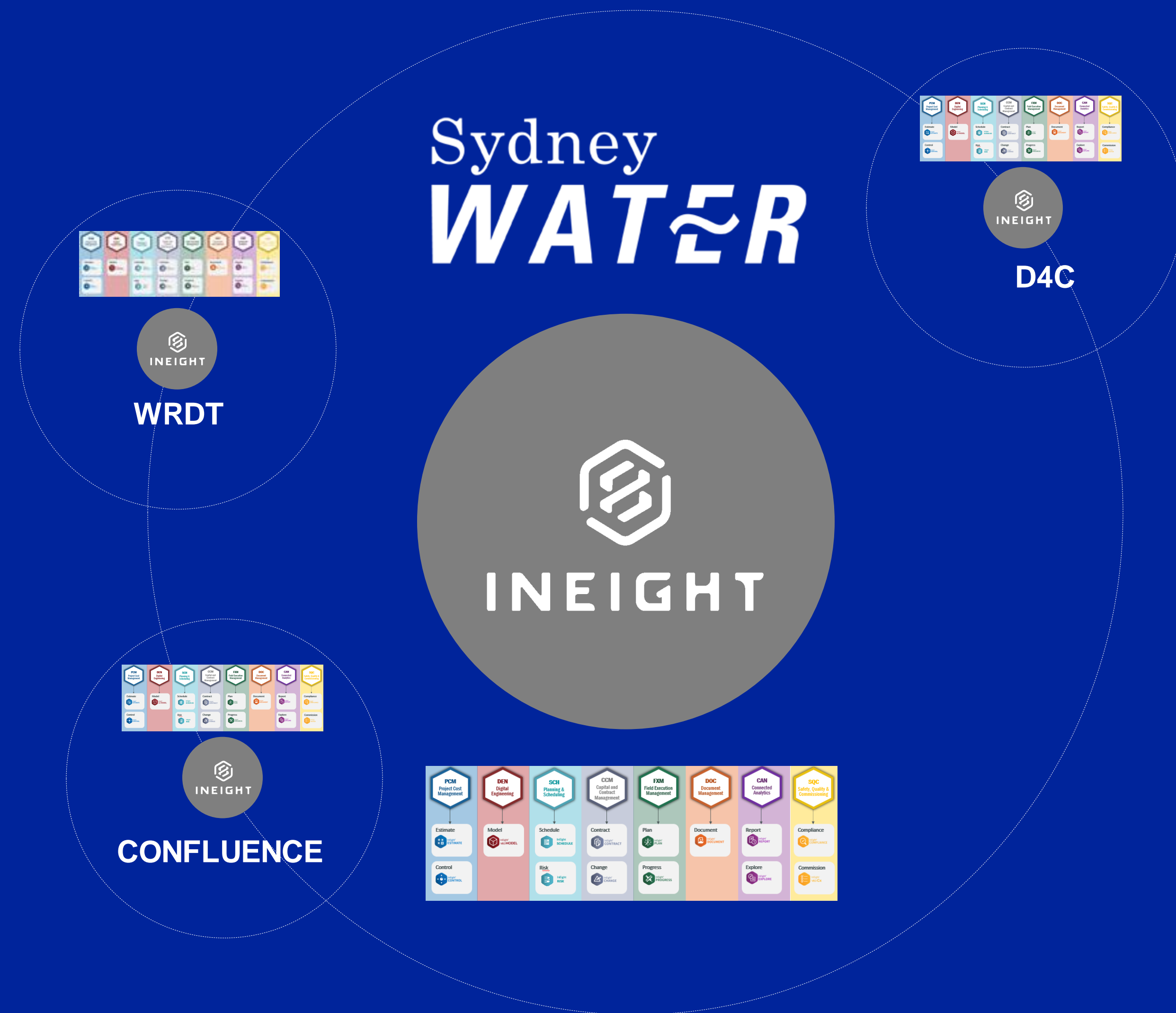
InEight: Providing a shared system for Sydney Water and the RDCs

Shared SW Configured environment for:

- Consistent data collection
- Controlled data formats
- Consolidated reporting
- Digital asset material

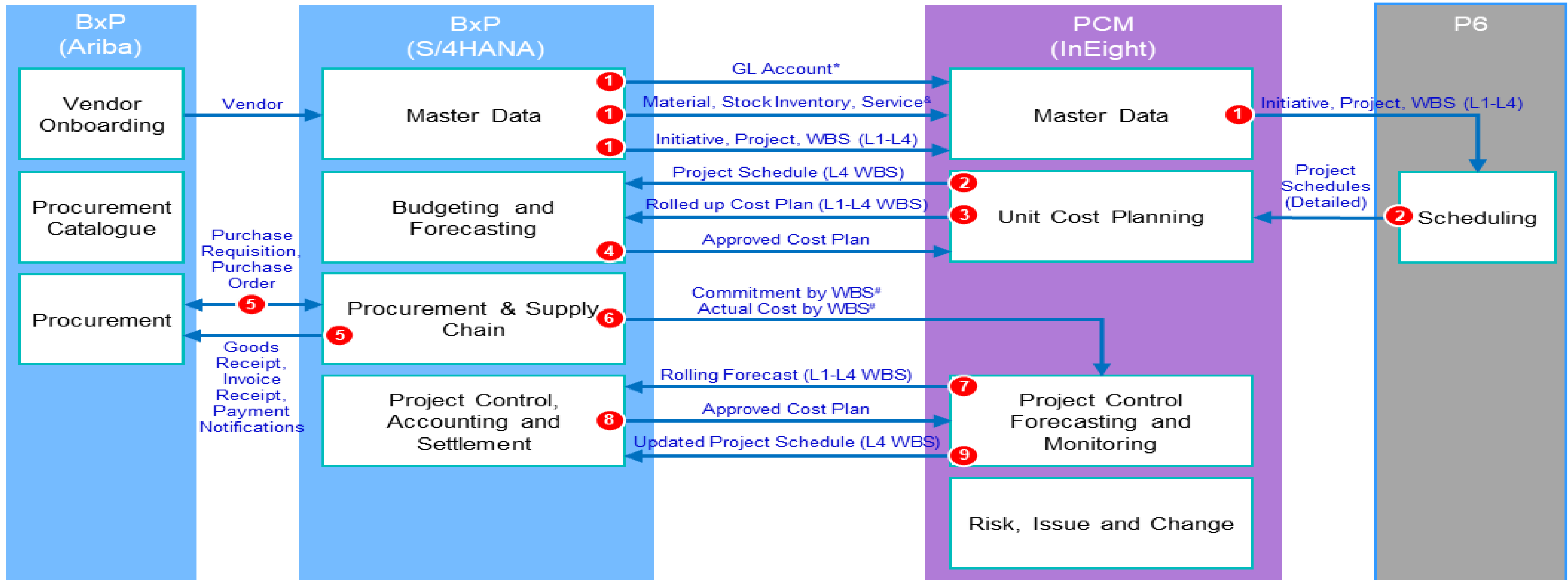
RDC configured environments for:

- Provide contained working environment
- Facilitates ease of sharing data with Sydney Water and other collaborating RDC's
- Provide a record of all project data created by the RDC



P4S and InEight

Integrated Project Controls requires both master data and transaction data from SAP to function. Integrations are very complex



*This integration may be manual as the frequency of change is low

^aPotentially the same interfaces between S/4HANA and Maximo can be reused

[#]Granularity of integration to be further discussed. If line item level detail is required, integration will be highly complex but rolled up comment and actual costs to L4 WBS elements may not provide what PCM requires

1 Master data synchronisation

4 Approved cost plan and budget synchronisation

7 Rolling forecast

2 Project scheduling and schedule synchronisation

5 Procurement execution and supply chain operations

8 Update of approved cost plan and budget

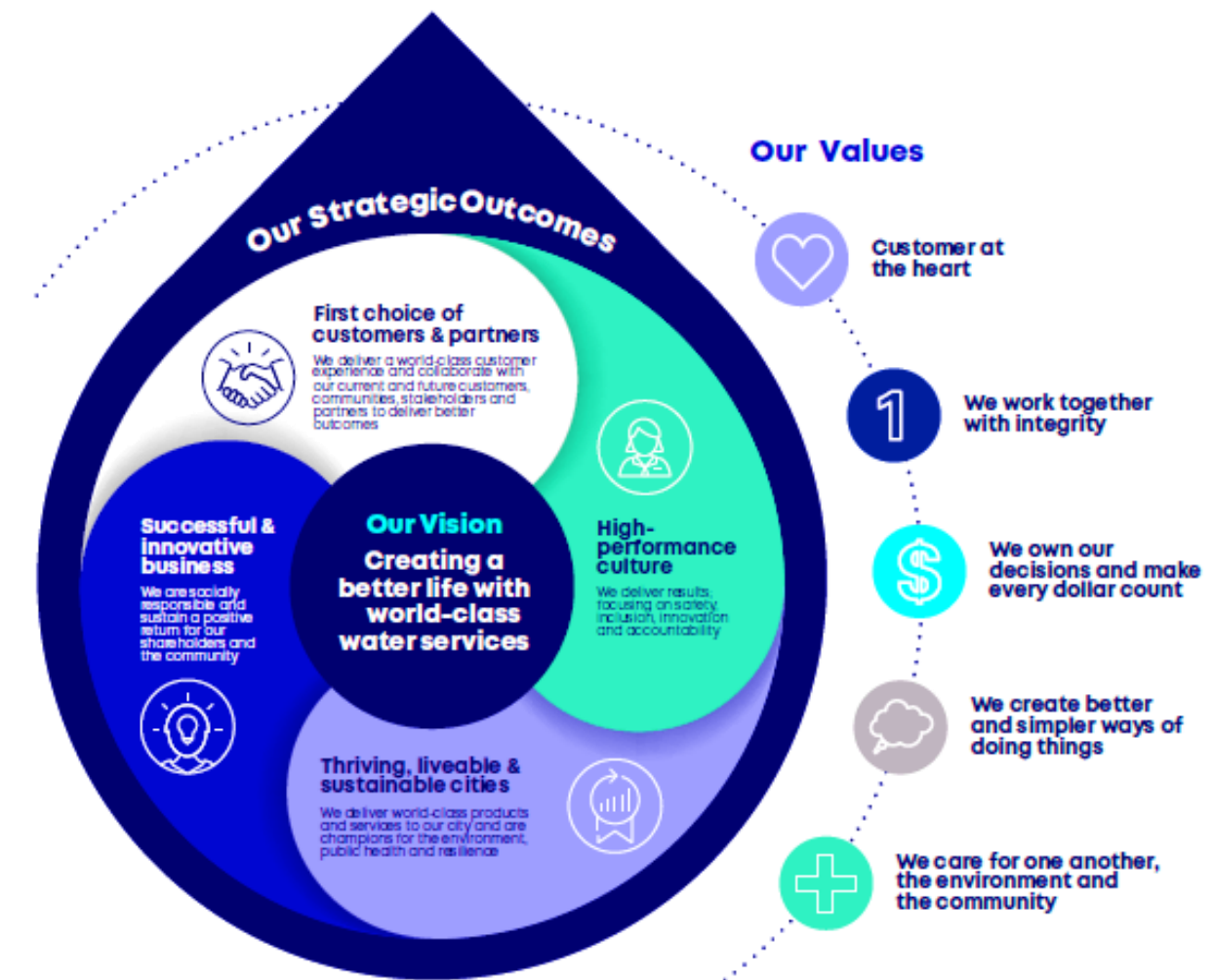
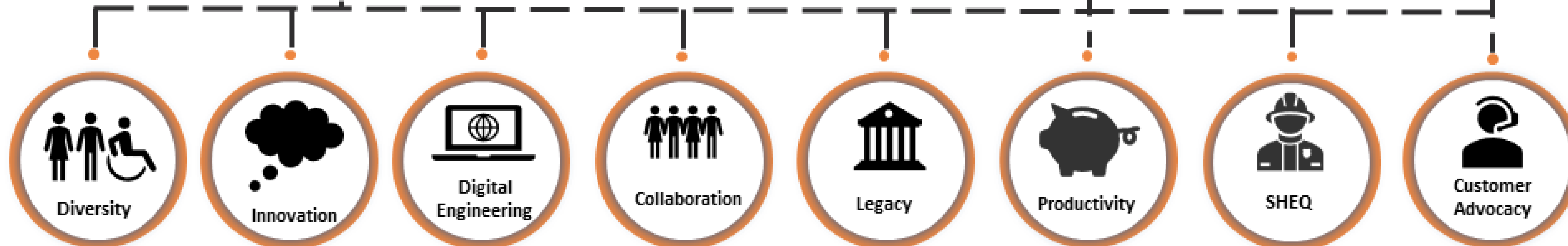
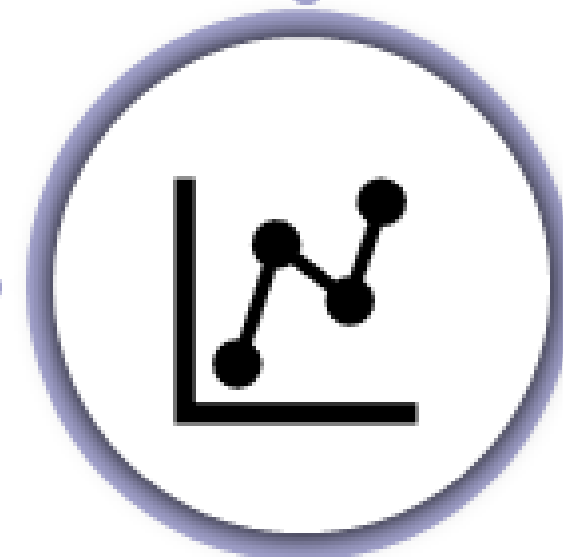
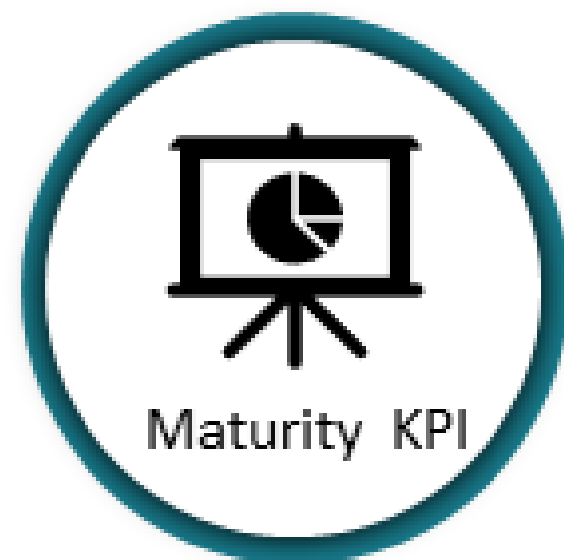
3 Planned cost synchronisation for budget approval

6 Provision of commitment and actual costs to PCM

9 Update of revised schedule

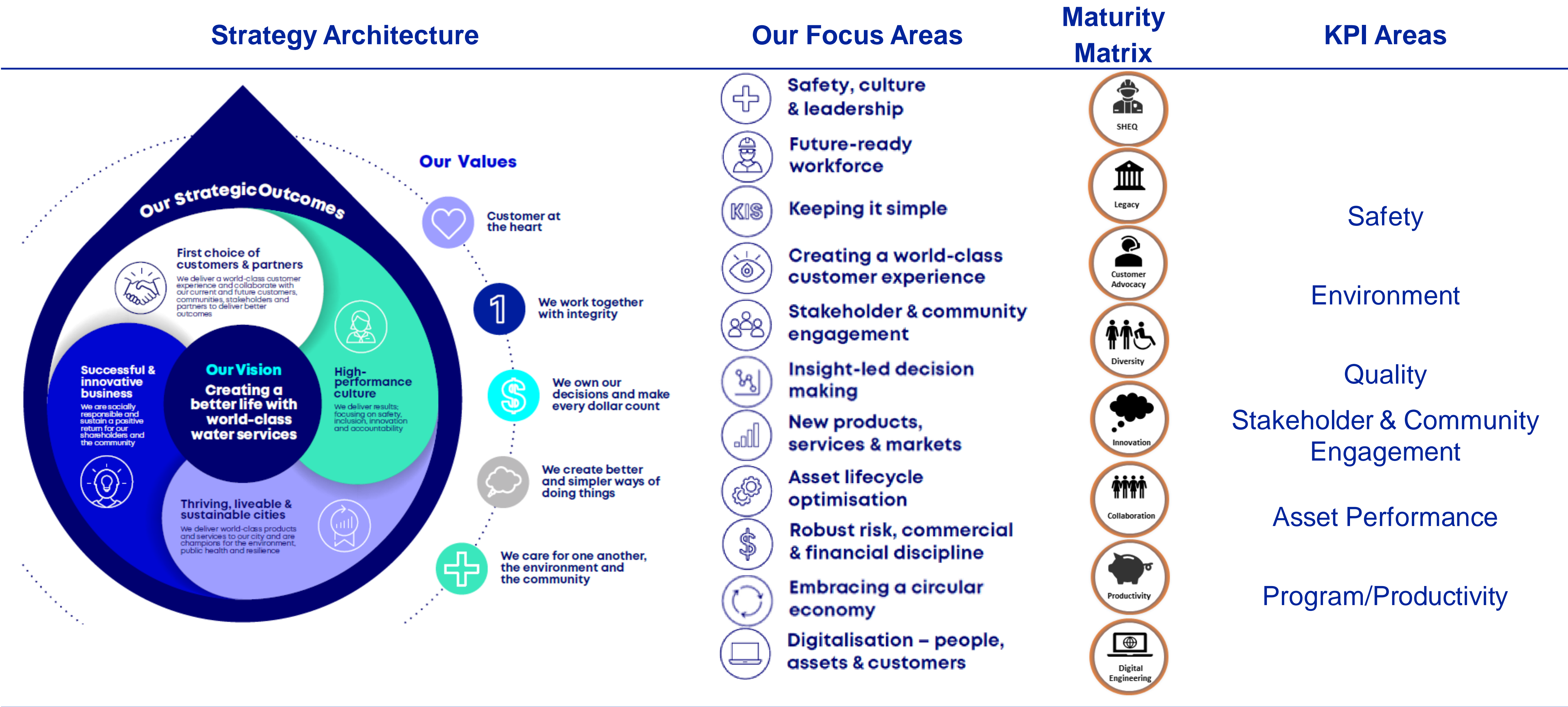
P4S Integrated Maturity Framework and BAU KPIs

Our Strategy architecture



Integrated KPIs with a clear line of site to corporate strategy

KPI Hierarchy



P4S achievements to-date

- Awarded over 400 projects, started construction in 96 projects and delivered over 210,000 maintenance work orders in the last 20 months
- Established 3 regional offices and onboarded over 1,000 employees working in a fully integrated environment
- Became the first Australian major infrastructure company to implement the NEC4 contracting framework
- Prequalified 600 suppliers as part of Shared Purchasing, with 400 contracts awarded
- Uplifted HSE maturity of our supply chain with zero environmental incidents and achieved lower TRIFR of 4.63 (June 2021 – May 2022)
- Started the implementation of integrated project controls (or IPC) project
- Won various awards for best practices across project management, human resources and procurement areas



Partnering for a resilient water future



<https://www.sydneywater.com.au/about-us/our-suppliers/procurement-approach/partnering-for-success.html>





Thank you

sydneywater.com.au

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