



# Wellington Water Capital Delivery Model



Our water, our future.

# Agenda

1. Transition and the formation of Wellington Water
2. Brief overview of our operating model and service delivery
3. Development of the capital delivery model
  - a) WWL programme delivery teams
  - b) Consultant panel
  - c) Contractor panel

# Our client councils



Absolutely Positively  
**Wellington City Council**

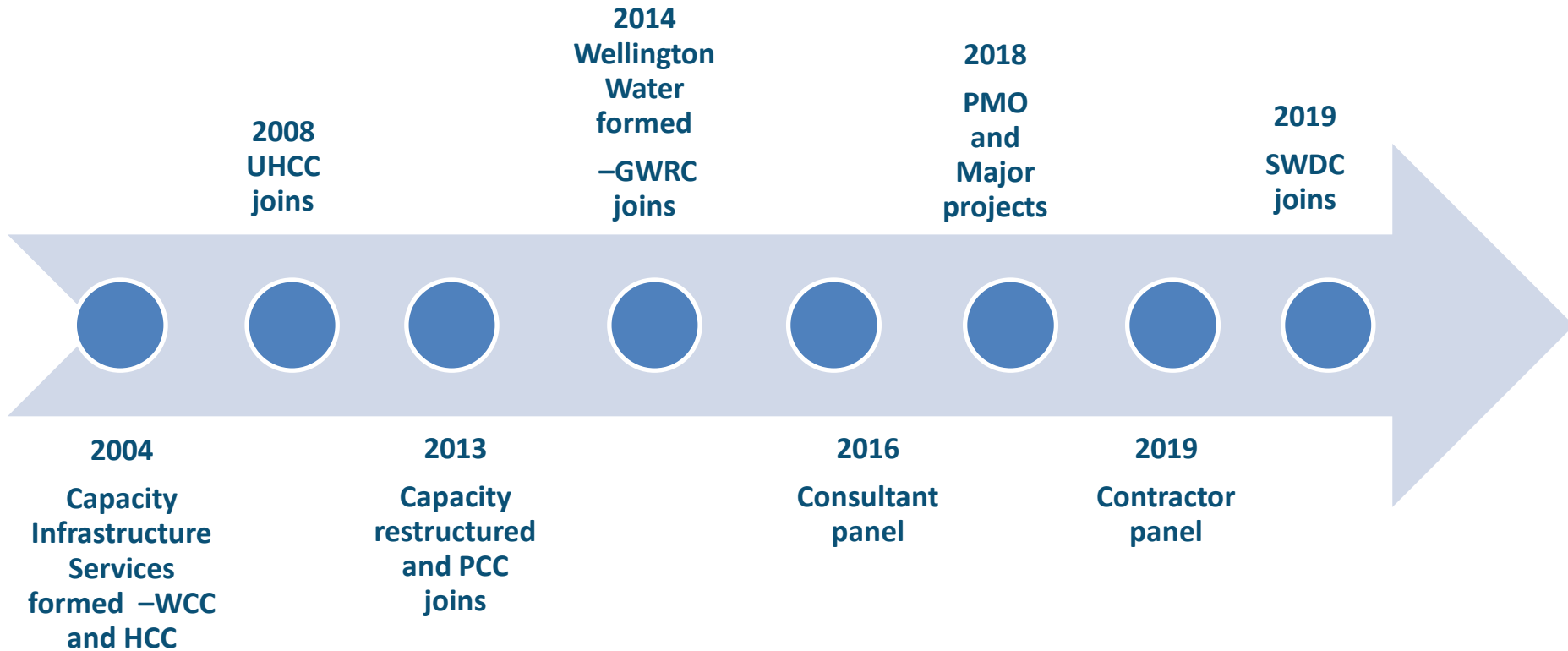
Me Heke Ki Pōneke

porirua**city**




Our water, our future.

# Timeline



Our water, our future.



Safe and healthy water  
Respect for the environment  
Resilient networks that  
support the economy

**Our water, our future.**



## Safe and healthy water



We provide safe and healthy drinking water



We operate and manage assets that are safe for our suppliers, people and customers



We provide an appropriate region-wide fire-fighting water supply to maintain public safety



We minimise public health risks associated with wastewater and stormwater

## Respectful of the environment



We manage the use of resources in a sustainable way



We will enhance the health of our waterways and the ocean



We influence people's behaviour so they are respectful of the environment



We ensure the impact of water services is for the good of the natural and built environment

## Resilient networks support our economy



We minimise the impact of flooding on people's lives and proactively plan for the impacts of climate change



We provide three water networks that are resilient to shocks and stresses



We plan to meet future growth and manage demand



We provide reliable services to customers



# Shaping Our Future

Wellington Water was established in September 2014

After a period of consolidation we developed our Shaping Our Future strategy, with three focus areas:

1. Customer
2. Smart Services
3. Regionalization (Service Delivery Strategy)
  - Water Treatment
  - Wastewater Treatment
  - Consulting Panel
  - Contracting Market
  - Network Maintenance



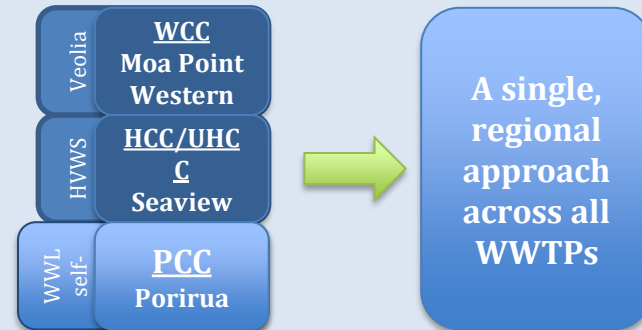
# What changes were made?

## 1. Water Treatment



- Fundamental to our strategic outcomes
- High value-add area for customers
- High risk operation
- High capability team

## 2. Wastewater Treatment Plants (WWTPs)



- Economies of Scale
- Management focus
- Interoperability Single network view

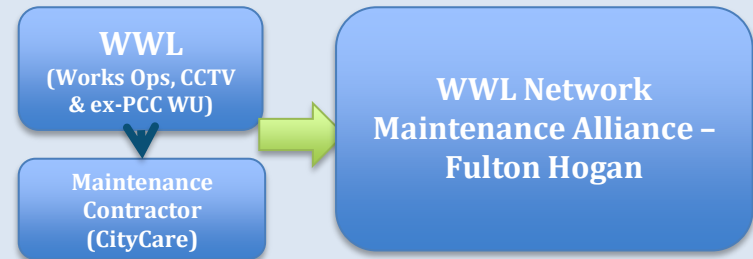
## 5. Consultant panel



Further develop panel to drive improved value and outcomes

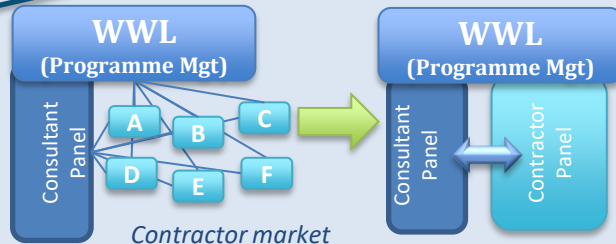
- Part of panel development strategy
- Significant opportunity to drive improved value and customer outcomes
- Gives the panel time to mature

## 3. Network Maintenance



- Allows for full integration between outsourced provider and own staff with appropriate incentives to drive innovation and customer service
- Competitive market likely to deliver increased value
- Improve customer and outcome focus
- Retain internal capability for network knowledge and resilience
- Fully utilise specialist capability in Work Operations Team

## 4. Contractor panel



Establish a Wellington Water contractor panel

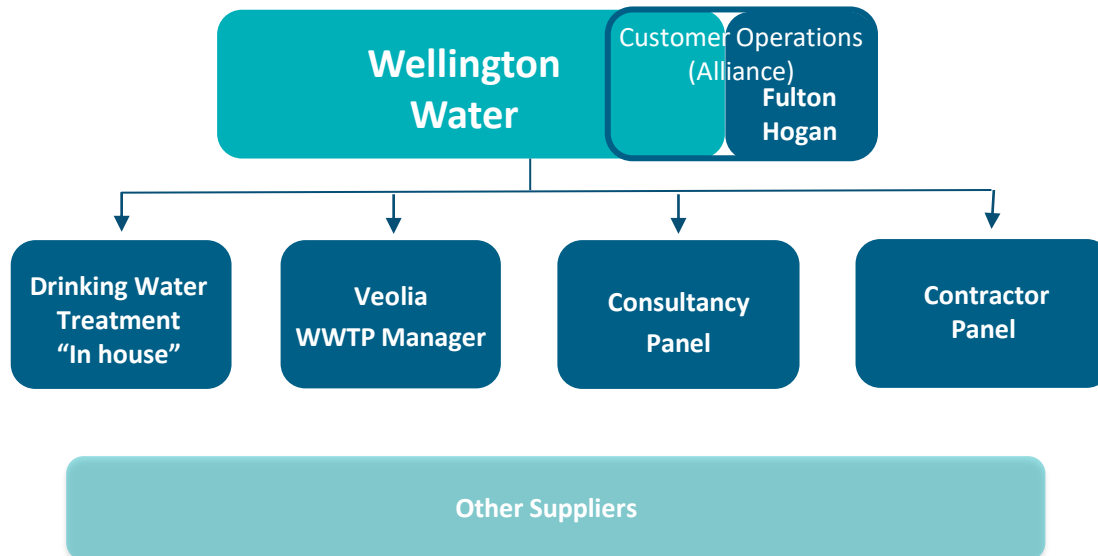
- Improved work planning to increase delivery confidence, avoid peak pricing and reduce customer disruption
- Reduce administrative burden of repeat tendering or smaller works
- Allows competitive market to mature with Wellington Water
- Incentivised H&S performance and better relationship management
- Allows easier consultant-contractor teaming for earlier contractor involvement opportunities



# We work with our water whānau



We have around 250 staff, but we see ourselves as 500 strong. We include everyone who works on our water network as part of our water whānau.



At the heart of our value for money strategy is the desire to take the same approach to common work across the region.

# Consultant panel –formed in 2016

Three teams, each with a lead consultant



Our water, our future.

# Contractor panel- formed in 2019

Three teams, each with a lead contractor



Juno Civil Ltd.



Our water, our future.



# RfP and Evaluation

- Quality Based Evaluation
- Collaboration, relationships and trust key
- Methodology linked to Key Result Areas



# Key Result Areas for our panels



- 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

# Key Features of our Panels



- **Long term contracts:** provide long term certainty for all
- **Scalable:** as our programme of work increases and/ or Wellington Water grows eg: South Wairarapa District Council joining our panels can scale
- **Highly collaborative:** our model has been set up to eliminate unproductive behaviors and focus on outcomes
- **Agile:** our model has the ability to flex and evolve to meet changing needs eg: responding to emergency events
- **Regional approach:** we do what's best for the region in building capability, allocating projects etc.



# Work Allocation

Wellington Water puts as much work as possible through our panels



## Key features.....

- Transparency, work is allocated collaboratively by the panel leads
- Everyone gets an equal share of the pie
- Work is allocated on a best for project basis, right resources on the right project
- Healthy Market: Leads have a minimum and a maximum they can self deliver.

# Benefits and lessons

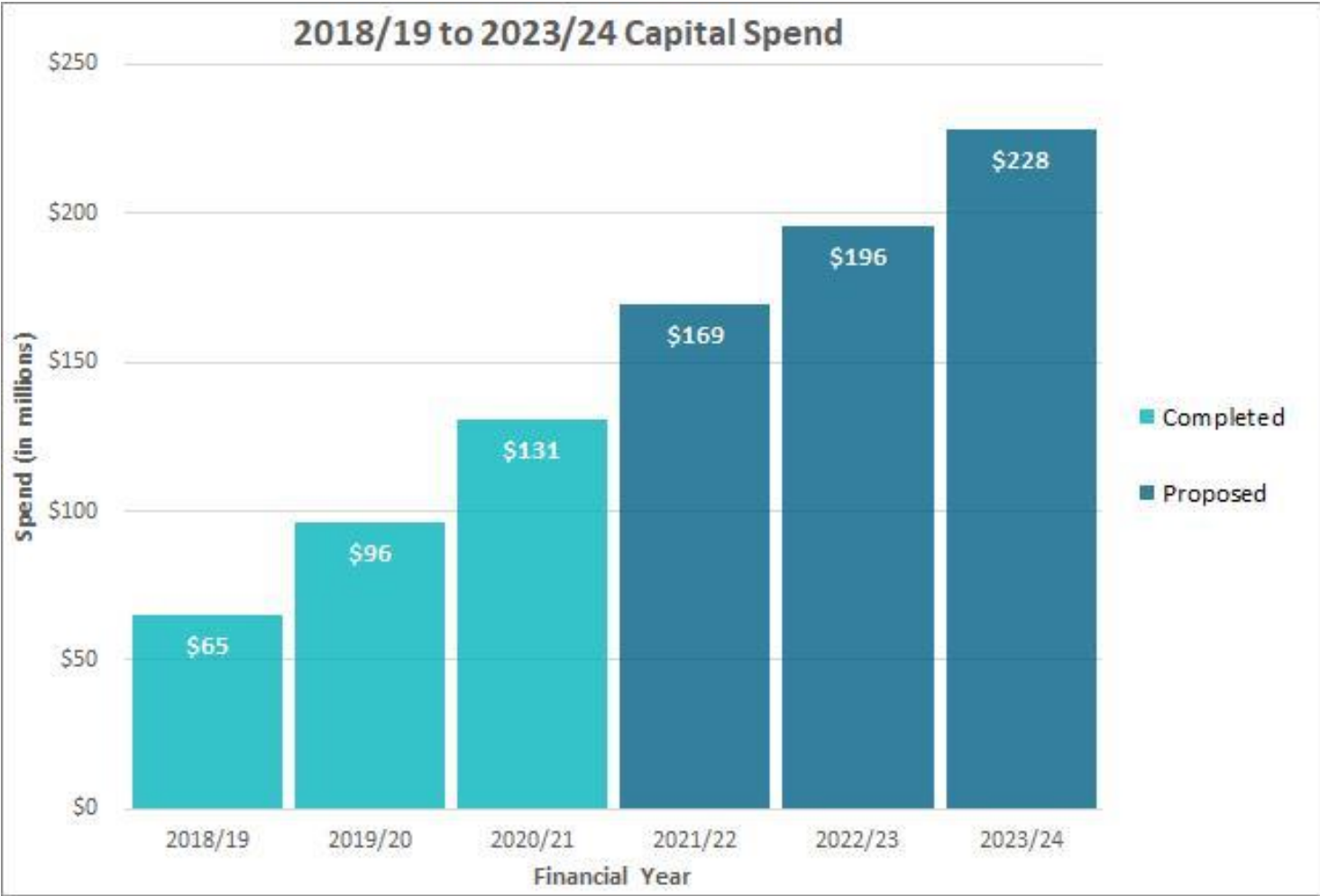


## Collaborative culture

This has been a huge success that has significant benefits. It has built over time and changed the dynamics of the client, consultant, contractor relationships.

- Breaking down barriers
- Fast tracking programmes of work
- Early contractor involvement
- Sharing ideas and creating an environment for innovation
- Streamlining processes
- Improving technical standards
- Reacting to emergencies

# Growth of capital delivery





# Programme Management Office (PMO) and Major Projects Team



## PMO

- Management of the less complex projects under NZ3910 contract using the consultant and contractor panels

## Major Projects team

- Management of more complex high-risk projects with flexibility to use different contracts such as NZ3916 for design & construct and to use resources and specialists to suit the project

# Omaroro Reservoir

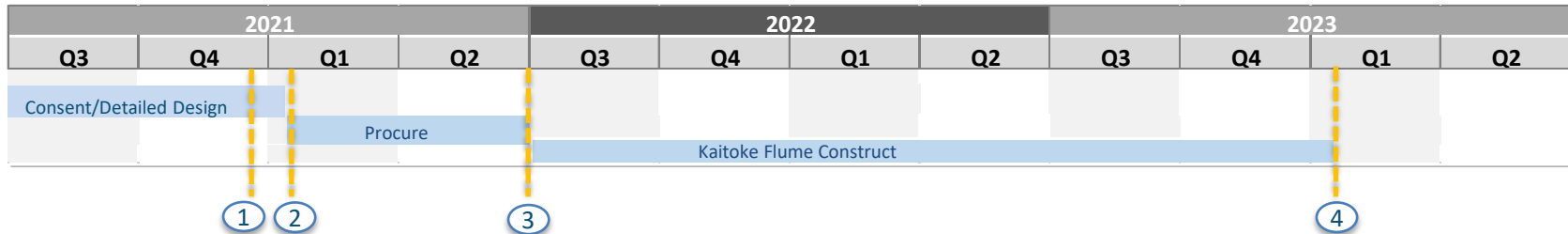


# Major Projects - Kaitoke Flume Bridge

## Project Outcome

Supply of raw water to Te Marua WTP through a new seismically resilient pipe bridge

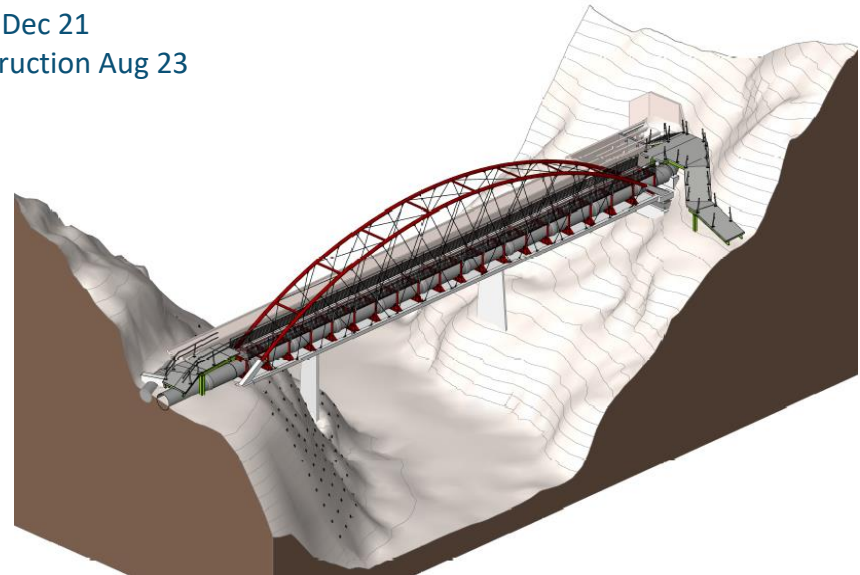
## Timeline & Key Milestones



1. Consents approved
2. Design complete & issue tender Sept 21
3. Award contract Dec 21
4. Complete construction Aug 23

## Project Status – on track for award December 2021

- Design solution is a network arch bridge
- Procurement Strategy involves single ECI contractor
- Procurement of long lead items under review to mitigate risk on supply and price –expected in Sept 21
- Access road bridges capacity review ongoing – indications that minimal work required to allow Kaitoke to proceed. Follow on seismic strengthening to be assessed post flume award.





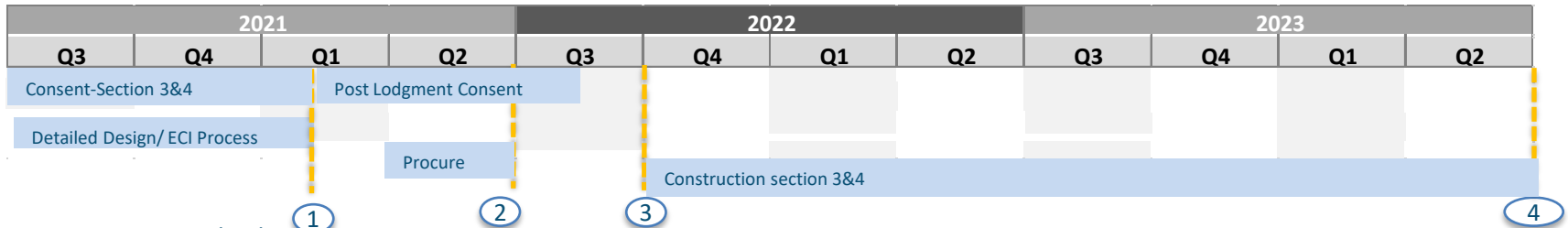
# Major Projects - Silverstream Pipe Bridge



## Project Outcome

Replacement of bulk water supply pipeline to Porirua City and North Wellington to improve resilience of the water supply network.

## Timeline & Key Milestones



1. Consents Lodged
2. Design complete, tender issue Sept 21
3. Expected contract award Dec 21
4. Complete construction Aug 23

## Project Status – on track to secure award Dec 2021

- Design solution is a network arch bridge which allows for fault movement and piers out of river channel
- Design includes deck for maintenance and multi use as pedestrian/ cycleway
- Split Kingsley Main from Pipe Bridge due to complexity in Consenting (non-notified vs notified)
- Combined Notified Consent to be lodged shortly. Expect outcome Feb 2022.
- Competitive ECI procurement (contractors x2) . Expect to price design Sept to Oct 2021.
- Procurement of long lead items – Section 1 1067mm Steel Pipe on site at Kingsley Main



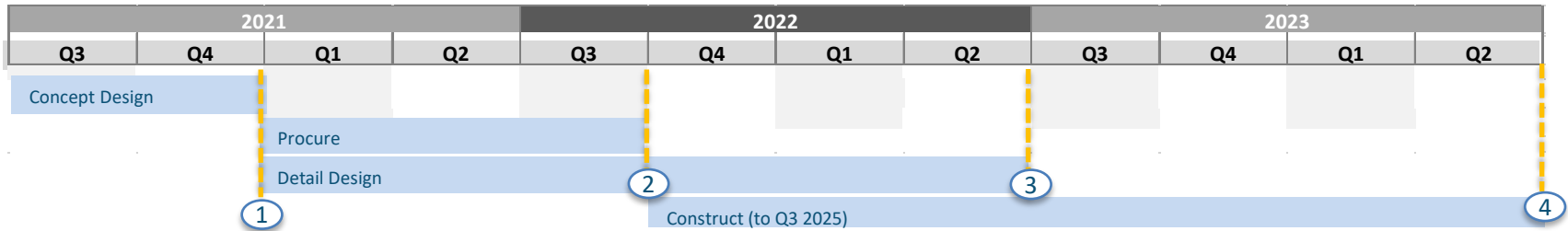
# Major Projects - Te Marua WTP Upgrade



## Project Outcome

Upgrade the plant to increase capacity to 140 Million Litres per Day (average of 125 MLD) under all foreseeable raw water quality conditions

## Timeline & Key Milestones



1. Concept Design – June 2021
2. Procurement – Mar 2022
3. Detail Design – Dec 2022
4. Construction – March 2025

## Project Status

- Design solution is a dissolved air flotation (DAF) plant and associated upgrades
- Concept design complete
- Detailed ground and site investigations will be complete this month
- Dewatering technology selection under way.
- Procurement Strategy under development. Expected this month. Market engagement complete.
- Programme will be re-baselined following approval of procurement strategy
- Principals' requirements and procurement specifications started





An aerial photograph showing a town built on a hillside overlooking a river. The river flows through a rocky bed, and a multi-lane road runs parallel to it. The background features rolling hills and mountains under a clear sky. A semi-transparent dark box is overlaid on the top left of the image, containing white text.

**Its early days but we are starting  
to see the benefits of having long  
term partnerships**

**Our water, our future.**