

Summary of David Clements' Public Sector Experience

PPP and Contract | Project Management

Project Director/Project Manager for various Capital projects and DBO/DBFO contracts including numerous small towns sewerage projects, water and wastewater treatment plant major refurbishments/developments and ICT system implementations.

PPP Project Director/Contractor Manager for range of PPP contracts for over 13 years including for smaller PPP contracts.

Various Strategic Options Assessment studies and development of preferred procurement and implementation pathway, including workshop facilitation and risk assessment/mitigation plans.

Developed and managed corporate Strategic PPP Management Framework including management of business PPP information, ensuring contracted risk allocation is not eroded, ongoing value-for-money performance of contract, management of contractor relationship and management of contract change.

Development and inclusion of appropriate outcome focused asset management requirements into several PPP contracts to ensure asset performance and condition maintenance during PPP contract Term.

Developed various PPP Contract Management Manuals, including implementation into organisational "business-as-usual" activities, including training, workshop facilitation and changes to governance/organisational responsibilities.

Developed and ongoing management of PPP Obligations Management System across range of PPP contracts, ensuring and demonstrating organisation compliance with contract requirements including oversight of Contractor compliance.

Communication and management of stakeholders to ensure smooth progression of projects, including regulatory approvals under *Non-Metropolitan Urban Water Authority Approval Process for Partnerships Victoria Projects*.

Various contract negotiations achieving best commercial outcomes for client/organisation, including contract review and provision of strategic advice to other project managers.

Successful outcome from Victorian Auditor General review - *"Operating Water Infrastructure Using Public Private Partnerships"* (final report tabled in Parliament August 2013)

Developed new Board reporting structures to accord with DTF and DEPI reporting requirements post VAGO report.

Responsible for key strategic activities in response to Corporate Strategic Risk *"Failure of PPP Partner"*.

Various advice/presentation to business on PPP requirements including State/Federal Policy updates and *Partnership Victoria Guidelines* requirements.

Presentation/advising various international and national study groups on PPP principles and how to maximise the benefits from PPP procurement and contracts.

Member of Victorian DTF and Infrastructure Australia PPP Contract Managers Forums.

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Business Operations | Strategy Performance

Development and implementation of Strategy Implementation Program, including assessment of organisational priorities and capabilities, and outcome focused monitoring and reporting framework.

Development and implementation of Operational Improvement Program, including assessment of divisional improvement (non-technical) priorities and capabilities, and outcome focused monitoring and reporting framework.

Development and implementation of holistic technical planning framework linking strategic priorities, regulatory obligations and asset performance requirements into an optimised 10 year asset development and asset management plan as a basis for economic regulatory audit of organisational tariff requirements.

Change management in support of the above, including implementation of cross-organisational process changes to improve business outcomes requiring inputs from multiple business units.

Development (requirements specifications and implementation) of various ICT systems to support new organisational programs, including strategic and operational improvement programs, technical planning framework, etc

Facilitation and development of various Corporate Plans and Water Plans, including communication to government and regulators within the Essential Services Commission (ESC) regulatory framework.

Development of internal audit processes to assess current business technical planning against ESC requirements and identify areas for improvement.

Project Manager for implementation of business' first GIS and Asset Management systems, including facilitating organisational change management, process regeneration and advising on consequential structure change options.

Conducted various situational analyses studies and reports including strategic and organisational planning, divisional performance within the business and corporate strategy implementation capability.

Workshop facilitation including internal training, risk assessment/mitigation planning, value-based brainstorming and process regeneration.

Development and implementation of new corporate strategic planning framework, incorporating outcomes of scenario planning processes.

Development of optimum asset utilisation by combining strategic town planning with strategic asset management, including numerous presentations to VCAT, town planning panel hearings, local councils and state government regional planning forums on strategic infrastructure requirements and town planning processes.

Apply risk management processes to projects, operational improvement and strategy implementation for improved outcomes.

Apply gap analysis processes against required outcomes to eliminate gaps and overlaps, and improve business efficiency and performance.