

CAPABILITY STATEMENT

COMPANY BACKGROUND AND PURPOSE:

P3 Outcomes Pty Ltd is a small business providing specialised advice and services that enables clients to enhance their provision of quality and value for money services to customers and communities by optimising contract, business operations and strategy performance.

David Clements, as Director and founder of P3 Outcomes, has over 30 years experience in the Victorian government water sector and has developed a particular understanding of how to make Public Private Partnerships (PPP) work for the long term. Since commencing operations in early 2015, P3 Outcomes has been providing advice to both public and private sector clients in strategic and operational aspects of infrastructure management and procurement.

P3 Outcomes' purpose is to advise clients and assist them to achieve strategic and operational performance improvements including:

- Realising business benefits through appropriate development and management of long term outcome focused contracts (including PPPs); and
- Optimising performance of contracts, business operations and strategy implementation.

P3 Outcomes can also partner with other private sector entities to add value to clients when appropriate.

VISION:

P3 Outcomes is an active provider of strategic and contract management advice to the public sector and across the PPP industry and is recognised as a key enabler of improved community infrastructure and facilities.

MISSION:

To work with clients to develop their business so they achieve their best in contract management and strategic and operational performance.

BUSINESS VALUES:

P3 Outcomes' values are:

- Integrity (honesty, transparency, equity, fairness);
- Partnership (communication, collaboration, clarity, commitment); and
- Outcomes (result focused, success, inclusive solutions).

BUSINESS APPROACH:

P3 Outcomes' approach is to deliver enhanced outcomes to clients by offering:

- Specialised cost-effective services;
- Individually tailored business solutions;
- Development of client internal capabilities through skills transfer and coaching; and
- Long term partnerships with regular clients

We will discuss your needs with you prior to any engagement and help determine the best approach to achieve your desired outcomes.

AREAS OF EXPERTISE:

P3 Outcomes, through David Clements, provides experience and expertise in a range of areas, including:

Management of PPP and other long term contracts, including operational performance:

- Contract development, advisors, probity, approvals, performance incentives and operational considerations;
- Optimise contract development and operational readiness requirements to create the best outcomes for long term operational performance, including transition from development to operations phase;
- Development and implementation of operational contract management frameworks aligning with DTF and VAGO expectations;
- Enhance business capability to manage long term contracts, including contract management plans and administration manuals, business processes, governance, obligations management, and stakeholder and contract relationships;
- Staff training and development with particular emphasis on maintaining contracted risk allocations;
- Achieve value for money outcomes during change management and demonstrate benefit realisation in long term contract management;
- Contract performance reviews, pre-audits and business contract management analysis;
- Cost effective contract management services; and
- Risk allocation, assessment, control and mitigation.

Outcome focused planning and implementation including:

- Strategic infrastructure planning, procurement and contract management;
- Program management: projects, strategy, operational improvements;
- Strategic asset management and performance;
- Strategy management: prioritisation, capacity, implementation, monitoring, performing;
- Strategic, operations, project risk assessment and management;
- Regulatory frameworks: expenditure planning and justification, revenue requirements;
- Performance review: incidents, outcomes, benefits realisation, projects, strategy implementation.

SERVICES INCLUDE:

Contract Performance

- Creating strong operational readiness for long term contracts (including PPPs)
 - Contract development advice
 - Operational management framework
 - Review of current RFT and/or contracts
 - Review of current client and/or contractor performance
 - Staff training and contract process documentation
 - Contract/Project delivery: Project Director
- Compliance with DTF, VAGO and sound business expectations for PPP contracts
 - Benefits realisation (service performance and value for money)
 - Contractor performance assessment (KPIs) and payment (including abatement regimes)
 - Governance, contract administration and obligations management
 - Change management and maintaining contracted risk allocations
 - Contractor management, negotiation, relationship, performance
 - Risk assessment (contract, contractor, contract management)
 - Asset management and performance
 - Hand back plans and transition

Business operations performance

- Strategic infrastructure planning and delivery
 - Asset management framework
 - Capital investment planning
 - Business case preparation
 - Contracts and project management
- Program management
 - Project lifecycle management
 - Program framework documentation and procedures
 - Operational performance review, including gaps and overlaps
 - Operational improvement planning and implementation
 - Benefits realisation, project/program reviews

Strategy performance

- Implementation of strategy
 - Strategic planning framework (long and short term)
 - Prioritisation and organisational capacity
 - Monitoring and performing
 - Reviewing and optimisation
- Economic regulation
 - Expenditure planning and justification
 - Revenue requirements
 - Linkage to strategic infrastructure planning

CURRENT AND RECENT ACTIVITY

Since its inception, P3 Outcomes has been assisting primarily government clients to improve their contract management, reduce their exposure to contract risks and optimise their contract, business operations and strategy performance. A summary of key activities is provided on the following page and includes:

- Contract management frameworks developed for long term outcome focused contracts
- Preparation and implementation of contract management plan for DBO contract including business awareness, contract administration and obligations management including knowledge and skills transfer
- Operational readiness review of RFT documentation for a DBO contract
- Contract risk profiling of PPP, DBO and operational contracts
- Strategic advice in preparation of EOI submission for DBO procurement
- Panel participant for APEC Study Centre - Best Practices in the Operations of a PPP Agency
- Regular Panel participant for Melbourne University – DTF public sector training “Contract Management for PPPs”
- Incident reviews, Gateway reviews and proposed improvement plans, including irrigation project mid-term review and report on lessons learned to support project closeout and future project commencement
- Procurement and program management advice, support and transaction management services
- Development of a framework for total project lifecycle management, including portfolio management
- Interim project manager for regional water corporation DBO contract
- Infrastructure strategy documentation for regional water corporation water pricing submission
- Business Case development for infrastructure investment and strategic directions, including relevant business decisions and governance

COMPANY INFORMATION

P3 Outcomes Pty Ltd
ABN: 47 602 362 578
ACN: 602 362 578
GST Registered: YES

Director: David L. Clements
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Email: david@p3outcomes.com
Phone: (0419) 528-307

Insurance:
Professional Indemnity: \$10M
Public Liability: \$20M
WorkCover: YES

COMMERCIAL RATES: can be provided upon request

David Clements



AREAS OF EXPERTISE:

- Public Private Partnerships, including operational performance
- Strategic infrastructure planning, procurement and contract management
- Driving business and strategy performance, including performance review
- Strategic asset management and performance
- Strategic, business, project, contract risk assessment and management
- Water industry operating environment, including economic regulation
- Facilitating business change to balance service delivery with appropriate risk management and value for money outcomes

EMPLOYMENT HISTORY:

- **2015 – Present:** P3 Outcomes Pty Ltd, Director and Principal Consultant
- **1982 – 2015:** Central Highlands Water (Work History detail can be supplied if requested)

KEY CONTRIBUTIONS

- Providing specialised Public Private Partnership (PPP) management to deliver community service improvements and value for money outcomes for over 13 years
- Driving improvements in community water and sewerage services and pricing from positions of management for over 20 years
- Working across most aspects of the Victorian State Government water sector for over 30 years
- Advising various clients on infrastructure strategy, investment, procurement and implementation including relevant documentation, procedures and business adaptation to deliver best value outcomes for clients and customers

WORK HISTORY

P3 Outcomes Pty Ltd: 2015 to Current

Director, Founder and Principal Consultant.

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- Operational readiness review of RFT documentation for a DBO contract
- Contract risk profiling of PPP, DBO and operational contracts
- Strategic advice in preparation of EOI submission for DBO procurement
- Panel participant for APEC Study Centre - Best Practices in the Operations of a PPP Agency
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- Incident reviews, Gateway reviews and proposed improvement plans, including irrigation project mid-term review and report on lessons learned to support project closeout and future project commencement
- Procurement and program management advice, support and transaction management services
- Development of a framework for total project lifecycle management, including portfolio management
- Interim project manager for regional water corporation DBO contract
- Infrastructure strategy documentation for regional water corporation water pricing submission
- Business Case development for infrastructure investment, including management of process, expert advisers, workshop facilitation and documentation
- Client support for federal funding agreements development and management

Key Roles and Achievements Within Public Sector: PRE 2015

PPP Contract Mgr / Contract Director (2002 – 2015)

- Implementation and operational management of DBO and DBFO (BOOT) water and sewer contracts
- Implementation of operational management practices across the business including staff training
- Successful outcome in VAGO audit report “*Operating Water Infrastructure Using Public Private Partnerships*” (tabled August 2013)

Mgr Strategic Projects/PPP Contracts (2013 – 2015)

- Development of Maryborough Water Quality Improvement Project and procurement strategy
- Negotiated early exit from D&C contract with 2 year operations achieving strong commercial outcome

Project Director, Country Towns Sewerage Project (2010 – 2013)

- Led implementation of a DBO contract delivering new sewerage services into three regional towns and upgrade to a lagoon wastewater treatment plant
- Successful management of complex political, regulatory and community stakeholder environment
- Led various internal organisational changes to enable conclusion of the project and “internalisation” of the new infrastructure management responsibilities

Mgr, Long Term Planning and Regulation (2007 – 2010)

- Managed business strategic planning processes to develop both long term organisational strategic direction and short term programs for performance improvement
- Managed infrastructure strategy development, including strategic municipal and statutory planning activities
- Managed regulatory planning processes and development of ESC submissions

Mgr, Strategic Projects (2002 – 2007)

- Development of Technical Planning Framework for holistic approach to infrastructure planning
- Development of Operations Improvement Program to identify, prioritise, implement and monitor key business operations improvement plans

Asset Development Mgr (1996 – 2002)

- Introduced business’ first capital projects management process having a whole of life approach to program management and project implementation
- Managed investigation and implementation of a wide range of projects, including strategic option assessments, business cases, procurement, delivery and handover to operations