



# CAPABILITY STATEMENT

## 2024

**Government Services**

**METAPHIC**



**ACKNOWLEDGMENT  
OF COUNTRY**

We acknowledge the Traditional Owners of the lands on which our business is based, the Gamaragal and Turrbal people. We pay our respects to their Elders past and present.



# The Transformation of Public Infrastructure Delivery

**In recent years, the delivery of major infrastructure projects has undergone a significant transformation, driven by the increasing complexity of modern demands and the need for more integrated and efficient delivery models.**

The adoption of contemporary frameworks, such as collaborative contracting, is reshaping how governments and private sector contractors engage in project delivery. These models seek to foster stronger partnerships, improve risk-sharing, and promote innovation, all while aligning the objectives of multiple stakeholders.

However, the shift towards integrated delivery brings with it certain challenges. One of the key hurdles is ensuring effective collaboration throughout the entire project lifecycle, from the early stages of planning and design, through procurement, construction, and eventually operations and maintenance. This requires seamless coordination between all parties involved, particularly as projects scale up in size and complexity.

Risk allocation is a critical consideration. While collaborative contracting aims to balance risk more equitably between parties, it often demands new levels of transparency and trust, which can be difficult to maintain over the course of long-term projects. Furthermore, achieving a unified project vision and consistent decision-making can be challenging when diverse

teams and contractors with varying expertise and interests are involved.

The infrastructure project lifecycle itself is becoming increasingly interconnected. The early phases of planning and design must anticipate not only the construction process but also long-term operational and maintenance requirements. Collaborative contracting, when executed effectively, can bridge these phases, creating a more resilient and adaptable project framework. Yet, to fully capitalise on these benefits, owners and contractors must embrace new governance structures, enhanced communication protocols, and agile management approaches, all while navigating the evolving regulatory landscape.

As Australia moves towards more integrated approaches to project delivery, addressing these challenges head-on will be critical to ensuring the success of major infrastructure projects, particularly in the face of growing public expectations, technological advancements, and sustainability considerations.

# Introducing METAPHIC

**METAPHIC is ideally positioned to assist government clients in navigating the evolving landscape of infrastructure project delivery. As the demands of modern infrastructure become more complex, the need for integrated and efficient delivery models has never been greater. Our extensive experience working with governments and industry equips us to provide expert guidance throughout the entire project lifecycle.**

The adoption of contemporary frameworks such as collaborative contracting has fundamentally reshaped how governments engage with the private sector. These models promote stronger partnerships, improve risk-sharing, and encourage innovation, all while ensuring alignment among multiple stakeholders. However, this shift introduces a range of challenges that require careful management, particularly in the coordination of diverse teams and ensuring seamless collaboration from planning and procurement to construction and long-term operations.

With our deep understanding of these complexities, METAPHIC offers tailored solutions that ensure strategic alignment, risk management, and agile governance across every phase of project delivery. We help government clients implement governance structures that foster transparency and trust, enabling effective risk allocation and consistent decision-making even on large-scale, multi-stakeholder projects.

Our approach ensures that infrastructure projects not only meet immediate delivery goals but are also positioned for long-term operational success. Moreover, by providing robust frameworks for decision-making and risk management, we enable governments to deliver projects that meet public expectations while maximising societal benefits.

Our experience spans 17 countries and 12 diverse infrastructure classes – from health, ports and power to roads, wastewater, and telecommunications.

By partnering with METAPHIC, government clients gain access to our proven expertise in collaborative contracting, risk management, and program delivery, ensuring their major infrastructure projects are delivered efficiently, sustainably, and in line with public expectations.



# Clients

We are engaged by local, state and federal governments throughout Australia including those listed to the right.

In addition, METAPHIC Managing Director, Mark Simister, has contributed to significant government infrastructure initiatives:

- Major Infrastructure Procurement Reform (NSW Treasury and Victoria Treasury joint review)
- House Infrastructure, Transport and Cities Committee (Public inquiry into government procurement practices, 2021)



## STRATEGIC PARTNERS

METAPHIC has strategic partnerships in place with adjacent and complementary infrastructure advisory, supply chain, and project management firms. We look to our partners for niche expertise and advice.



# Supporting Every Stage of the Project Lifecycle



## PLANNING

- Develop the project/program management framework
- Align the project/program lifecycle with the chosen delivery pathway
- Establish governance structures and performance indicators.



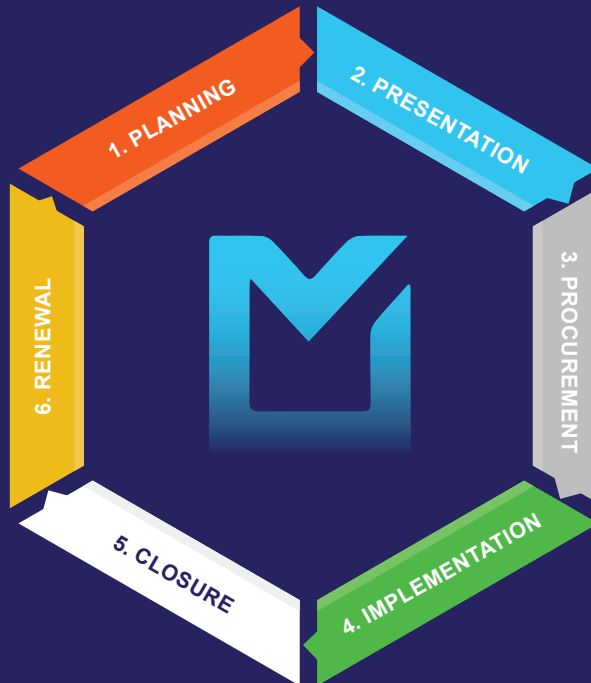
## RENEWAL

- Apply lessons learned from closure reviews to enhance future projects and transaction strategies
- Document the approach so it can become standardised and repeatable.



## CLOSURE

- Conduct post implementation reviews, capturing lessons learned to enhance future project/ program delivery and facilitate knowledge sharing
- Coordinate satisfaction surveys with stakeholders and end-users to assess project/ program success (benefits sought versus benefits realised) and gather valuable feedback for continuous improvement.



## PRESENTATION

- Support organisational structure development, whether internal capability build, outsourced or blended integrated teams
- Develop a stakeholder engagement strategy that fosters transparency and collaboration
- Consider the change impacts and management requirements
- Support the development of business cases that align project benefits and objectives with strategic needs
- Ensure all project/program governance and communication structures are in place to facilitate a smooth mobilisation.



## PROCUREMENT

- Select the route to market, including forms of contract and packaging strategy
- Perform delivery benchmarking
- Commence market engagement
- Develop procurement strategies that align with the project/program management framework and delivery pathway
- Support the transaction process by establishing clear evaluation criteria and ensuring transparency in contractor selection
- Optimise contractor capabilities and align them with project/program goals and timelines.



## IMPLEMENTATION

- Support and coach to embed collaborative behaviours
- Implement governance and assurance frameworks for effective and timely decision making
- Implement benefits realisation approach to ensure delivery objectives are tracked and achieved
- Ensure performance KPIs are in place, and being monitored and adjusted, as necessary
- Facilitate regular communication between all parties, fostering a cooperative and problem-solving environment.

# Delivery Framework Planning & Implementation

**As the originators and custodians of major infrastructure, governments face complex decisions at the outset of each project. Selecting the most suitable delivery model and developing an efficient implementation strategy are key to ensuring that public objectives are met and taxpayer value is maximised.**

We are trusted partners to government entities in planning and implementing delivery frameworks for major infrastructure projects and programs.

In addition to framework selection, we develop detailed implementation processes tailored to the specific needs of government-led projects. Our expertise in defining project scope, setting measurable goals, and crafting achievable schedules and budgets ensures that public investments are strategically managed.

Recognising the unique demands on government to balance cost, time, quality, and sustainability, we work to ensure that all project aspects are aligned with broader public policy objectives.

By partnering with us, government clients gain access to our comprehensive expertise in delivery framework planning and implementation, empowering them to deliver critical infrastructure projects that serve the public interest efficiently and effectively.





# Delivery Benchmarking & Market Engagement

**We provide robust delivery benchmarking services that inform project development and decision-making on major infrastructure projects. By benchmarking against comparable projects, organisations can set realistic expectations and avoid the pitfalls of inaccurate estimates, which can derail capital, lifecycle cost projections, and expected benefits.**

Our experience shows that consistent, data-driven benchmarking underpins both government and industry decisions on project selection and delivery. While benchmarking is valuable across the entire project lifecycle, it plays a critical role at the early stages, where uncertainties around cost, carbon footprint, timelines, and outcomes are the greatest. In this phase, benchmarking helps mitigate risk by offering an informed, data-backed challenge and assurance process, ensuring that key decisions are grounded in real-world insights.

Our benchmarking services are always tailored to the requirements of the project, sector, and client. We aim to uncover lessons learned, identify risks, and highlight opportunities that may otherwise be overlooked.

We conduct benchmarking in two focused phases: an initial desktop review of comparable projects, followed by targeted industry interviews to validate findings and add practical, on-the-ground insights. Our support equips clients with a clearer path forward, enhancing project success from the outset.



# Market Sounding

**We understand the critical role that market sounding plays in shaping successful infrastructure projects.**

As an essential early-stage activity, market sounding helps project sponsors and managers test delivery frameworks by engaging with key stakeholders—such as potential delivery partners, investors, regulators, and end-users. This process allows teams to assess the feasibility of project approaches, gain market insights, and refine strategies before moving forward.

By facilitating structured interviews, workshops, and surveys, we ensure that market dynamics are properly understood, potential barriers identified, and opportunities for collaboration and innovation explored. METAPHIC's market sounding approach not only gauges interest but also uncovers valuable feedback that can mitigate risks and improve the project's viability.

Our tailored market sounding exercises focus on drawing insights from a diverse range of stakeholders, fostering open communication, and ensuring confidentiality throughout the process. The feedback we gather enables project teams to align with market conditions, optimise delivery frameworks, and build stakeholder consensus—all key factors in securing successful outcomes.

With a proven track record in delivering structured and insightful market sounding exercises, we empower project teams to lay a strong foundation for successful infrastructure delivery, ensuring that strategies are both practical and informed by the broader market environment.





# Commercial Frameworks & Transaction Management

**Effective procurement strategies, grounded in strategic decision-making, are essential for ensuring infrastructure projects deliver maximum value to society. To achieve quality infrastructure investment, procurement should focus on creating broader value, encompassing not only economic gains but also environmental and social benefits.**

Our priority is understanding the drivers and objectives of every project and program to ensure the strategy creates best value.

We also advise on commercial frameworks, having extensive practical experience of design and construct, construct only, early contractor involvement, alliance, managing contractor, collaborative framework agreements, and incentivised target cost.

## FORMS OF CONTRACT

Our deep understanding of delivery models through recent work on collaborative and traditional contracts, enables us to bring this commercial and delivery expertise to our engagements.

These have been implemented using a range of contract forms, including GC21 (for engagement under the Construction General Works over \$1 Million Scheme and Procurement List (SCM1461) in NSW), NEC 4 (the New Engineering Contracts series of plain English contracts), FIDIC (the global contracts published by the International Federation of Consulting Engineers), bespoke alliance and collaborative framework agreements.

## TRANSACTION MANAGEMENT

We support the coordination, management, and execution of major commercial transactions, including high-value and high-risk infrastructure procurements and complex collaborative agreements between government and the private sector.

These transactions often involve one-off construction projects with long-term operational implications, falling outside traditional procurement methods due to their scale, complexity, or particular market dynamics. With METAPHIC's transaction management expertise, we develop and implement tailored processes that address the specific needs of each project.

Our approach goes beyond providing theoretical advice. We support our clients through every stage, ensuring careful navigation of complexities such as risk, stakeholder alignment, and regulatory requirements. Major transactions require a dedicated focus, and our team brings the resources, expertise, and bespoke strategies needed to achieve optimal outcomes. We work side-by-side with our clients to help them confidently manage the intricacies of high-value, high-risk transactions, ensuring successful project delivery and long-term success.

# Competitive (Interactive) Dialogue

**Competitive or interactive dialogue is a dynamic, transparent procurement method which fosters collaboration and trust and promotes creative solutions.**

It is well suited to complex projects with hard-to-determine specifications as it enables government buyers to communicate and collaborate with suppliers so they better understand how a project will work. Through the process, government can assess a potential provider's capabilities. Meanwhile, suppliers can clarify government expectations and are able to address concerns, issues, and uncertainties. The process involves the following steps:

## 1. INITIATION & PLANNING

The government buyer defines the project's objectives and requirements. This process helps them determine whether engaging in competitive dialogue is the appropriate approach.

## 2. PRE-QUALIFICATION

Potential partners are identified based on extensive supplier selection criteria which, in addition to price and cost competitiveness, might include such things as capability to meet the current and future requirements, financial stability, geographic location, sustainability considerations, and technological capability.

## 3. NOTIFICATION & INVITATION TO PARTICIPATE

Potential partners are invited to engage in competitive dialogue. This step marks the start of the dialogue and its subsequent phases in the procurement process.

## 4. THE DIALOGUE

Both parties engage in an interactive discussion which helps them explore collaboration possibilities, clarify complex project requirements, discover solutions, and resolve any uncertainties. Suppliers then present their initial proposal.

## 5. REQUEST FOR FINAL PROPOSALS

Suppliers submit their final and comprehensive proposals.

## 6. EVALUATION & SELECTION

The government assesses the supplier's final proposal using extensive evaluation criteria. If all goes well, the supplier progresses to the negotiation stage.

## 7. CONTRACT NEGOTIATION

Negotiations commence to finalise the contract terms and ensure a mutual understanding and satisfactory agreement with their conditions. Importantly, this step lays the foundation of a robust and trusting partnership relationship.

## 8. CONTRACT AWARD

Upon completion of negotiations, the contract is awarded.



# Collaborative Contracting

**Collaborative contracting is a procurement method that fosters a cooperative environment among all parties involved in an infrastructure project—clients, contractors, subcontractors, suppliers, and other stakeholders. This approach contrasts with traditional adversarial contracts, focusing on mutual benefits, risk sharing, and joint problem-solving.**

Collaborative contracting represents the future of infrastructure project delivery. By fostering a cooperative environment, sharing risks and rewards, and emphasising early involvement and continuous improvement, this approach transforms how projects are managed and delivered. As an expert in collaborative contracting, I am committed to helping you navigate this innovative approach, ensuring your projects are completed on time, within budget, and to the highest quality standards.

What are the benefits of collaborative contracting?

## ENHANCED PROJECT PERFORMANCE

Collaborative contracting leads to improved project performance by aligning the goals of all stakeholders. This synergy fosters a more proactive and innovative approach to solving problems, leading to reduced delays, cost savings, and quality improvements.

## RISK MITIGATION

By sharing risks and responsibilities, collaborative contracting reduces the likelihood of disputes and litigation. This cooperative atmosphere increases profitability (as risks are identified and managed collectively, resulting in fewer surprises) and enhances flexibility (as the project team can quickly adapt to changes and unforeseen challenges).

## STAKEHOLDER SATISFACTION

A collaborative approach fosters a sense of partnership and mutual respect, leading to higher satisfaction among all parties. The benefits include the fostering of stronger, long-term partnership relationships coupled with improved morale and productivity.

### PRINCIPLES OF COLLABORATIVE CONTRACTING





# Program Management / PMO

**Effective program management is crucial for the successful delivery of critical, complex, and high-value infrastructure projects. However, it hinges on several key components:**

- Strategic alignment ensures that all projects support the overall business goals and strategic vision.
- Integrated planning develops cohesive plans that coordinate timelines, budgets, and resources across all projects.
- Proactive risk management identifies and mitigates risks to ensure smooth project execution. Stakeholder engagement manages communication and expectations with all stakeholders.
- Continuous performance monitoring tracks progress to keep projects on course.

With our program management expertise, we help clients navigate the complexities of major infrastructure programs, ensuring cohesive, high-performance delivery across all phases. Our comprehensive program management services drive successful delivery of complex infrastructure programs and our approach ensures that all projects within a program are aligned with the organisation's strategic objectives.

## **STRATEGIC ALIGNMENT**

We ensure every project under a program aligns with the broader business goals, helping drive consistent progress and measurable outcomes across the entire program.

## **INTEGRATED PLANNING**

Our team develops detailed, synchronised plans that effectively coordinate timelines, budgets, and resources across multiple projects, ensuring efficient execution and minimising delays.

## **RISK MANAGEMENT**

We take a proactive approach to risk, identifying potential challenges early, assessing their impact, and developing mitigation strategies to maintain project stability and resilience.

## **STAKEHOLDER ENGAGEMENT**

Our program management services include effective stakeholder management, ensuring clear communication, alignment, and collaboration between all parties, including government agencies, contractors, and partners.

## **PERFORMANCE MONITORING**

We continuously track and evaluate key performance metrics to ensure projects remain on track, adapting our approach when necessary to meet evolving objectives.

## **RESOURCE OPTIMISATION**

We maximise value by efficiently allocating resources across the program, ensuring that each project has the tools and personnel needed to succeed without unnecessary waste or duplication.

## **GOVERNANCE & CONTROL**

We implement robust governance structures and control mechanisms to maintain accountability, ensure compliance, and facilitate sound decision-making at every level of the program.

## **CONTINUOUS IMPROVEMENT**

Our commitment to ongoing evaluation and process optimisation ensures that lessons learned from each project are applied to future initiatives, driving continuous improvement and long-term success.



# Mark Simister

Mark is a global expert in shaping the built environment, known for his leadership in collaborative contracting, program management, and operations management. With extensive experience across both regulated and non-regulated sectors, including public infrastructure, commercial developments, and telecommunications, Mark excels in guiding teams to overcome complex corporate challenges.

His expertise spans strategic planning, change facilitation, and customer-focused performance, with a strong emphasis on fostering innovation within high-performing teams. Mark is recognised for his ability to assess organisational challenges and develop tailored solutions, particularly in procurement, contract selection, and change implementation.

Working effectively with boards and executive teams, Mark brings creativity, flexibility, and resilience to problem-solving. His clear communication and collaborative approach drive commercially sustainable solutions. With a focus on power, water, transportation, and commercial development, Mark has delivered outstanding value on multi-billion-dollar programs within integrated delivery frameworks.

While Head of Delivery Management (Enterprise Infrastructure PMO) at Sydney Water, Mark was the architect of Sydney Water's ground-breaking and multi award-winning collaborative infrastructure procurement framework: Partnering for Success (P4S).

P4S includes three regional delivery consortia appointed to manage design, construction and maintenance, and facilities management for 10 years. P4S established Sydney Water as the first international early adopter of the ICE Project 13 best practice framework and the first major infrastructure company in Australia to use the full suite of NEC4 contracts (which also align with the NSW Government's ten-point plan for infrastructure delivery) to deliver new works.

P4S builds upon the six-year transformation of Sydney Waters' Infrastructure PMO, which achieved Sydney Water's most successful capital delivery performance on record. In 2018, the team's efforts were recognised by the UK Major Projects Association – Global Client Models Study as “an exemplar responsive model, which is improving commercial efficiency with customers at the heart of the strategy”.

Mark was previously APAC Head of Infrastructure and Programs for construction company, Mace, where he was responsible for leading high performing teams to proactively address significant, often high profile, client challenges.

Mark has led successful program operations such as London Victorian Water Mains for Thames Water, Christchurch Earthquake Recovery Program for Vero Insurance, and Fitzroy Region Transport Network Recovery Program for Transport and Main Roads Queensland.

Mark is an advisor on executive leadership in major projects at Sydney University's John Grill Institute for Project Leadership.



## **CONTACT**

+61 (0) 439 415 172  
metaphic.com.au  
info@metaphic.com.au

## **SYDNEY**

Level 12  
275 Alfred Street  
North Sydney NSW 2060

## **BRISBANE**

Level 18  
324 Queen Street  
Brisbane QLD 4000