



CAPABILITY STATEMENT

2024

Industry 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 a visionary, yet practical, consultancy focussed on enabling contractors and their industry partners to successfully position for, win, mobilise and deliver major infrastructure contracts.

With over 30 years' experience implementing collaborative contracts and integrated delivery frameworks, we have achieved global recognition as a trusted partner and problem solver.

Our offer is to bring genuine experience in developing, and leading, multi-billion-dollar program frameworks and program management offices from around the world.

Focussing on people and performance, we share hard lessons learned and bring ideas and solutions from a network of trusted partners to create a pathway to success.

We support contractors in positioning for and mobilising after winning major infrastructure contracts within integrated delivery frameworks.

Our services ensure a successful start by equipping teams to collaborate effectively with partners and owners, demonstrate value and efficiency, and embed the right approach and behaviours for long-term success. From pre-award strategy and bid preparation to post-award mobilisation and knowledge transfer, we offer tailored expertise to enhance performance, align with project goals, and optimise outcomes throughout the contract term.

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



Clients

At METAPHIC, we work closely with a diverse range of industry-leading organisations, including global engineering consultancies, contractors, and infrastructure specialists.

Our clients, ranging from large, multidisciplinary firms to niche technical experts, trust us to provide strategic guidance throughout the lifecycle of major infrastructure projects. We assist these organisations in positioning for, winning, mobilising, and delivering complex contracts, whether individually or in collaboration with other industry partners. Our expertise spans multiple sectors and delivery models, ensuring our clients are equipped to navigate contemporary infrastructure challenges.



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.



Services

Our services and solutions enable contractors and their industry partners to successfully position for, win, mobilise and deliver major infrastructure projects.





Business Development & Market Positioning

To win major infrastructure contracts, contractors and industry partners must diligently monitor and analyse the pipeline of upcoming projects.

Australian governments carefully select, prioritise, and release infrastructure projects based on a combination of economic, social, and strategic needs. These projects are typically aligned with long-term government plans, such as the Infrastructure Investment Program or state-specific infrastructure strategies, which are designed to meet growth, sustainability, and service delivery goals.

Understanding the broader priorities of government, including timelines for investment and the release of tenders, allows contractors to strategically position themselves early. Pre-positioning involves establishing relationships, building awareness of upcoming opportunities, and demonstrating capabilities well before a project hits the tender stage. By anticipating government priorities and aligning with policy objectives, contractors can be better prepared to tailor their offerings and enhance their chances of success, whether they are pursuing opportunities singularly or in partnership with other industry players.

We bring 30 years of experience in providing strategic business development and market positioning advice to contractors and industry partners seeking to win major infrastructure contracts.

Our expertise has been gained from working in 17 countries and across a diverse range of infrastructure categories—from power, water and rail to telecommunications, roads and health.

We understand the challenges associated with pre-positioning and infrastructure procurement. Our team excels in helping businesses position themselves for success, offering tailored strategies that align with market demands and government expectations. Whether it's monitoring the pipeline of projects, identifying the right partners, refining your value proposition, or determining the most appropriate delivery model, we deliver insights that make a difference.

Our deep experience in both government and industry enables us to provide unparalleled guidance on how to approach, engage, and secure complex, high-value contracts. Our global perspective and sectoral knowledge ensure that our industry clients are positioned for long-term success, allowing them to confidently compete for and secure major infrastructure projects.

Bid Development & Strategy

At METAPHIC, we deliver exceptional bid and pursuit strategy and development services tailored specifically for high-value critical infrastructure projects and programs. Leveraging leading methodologies, we bring decades of collective expertise and a proven track record of success to every pursuit, ensuring our clients' competitiveness and maximising their win potential.

We have successfully headed infrastructure bids for companies such as Stantec, Mace and Hatch, and partnered with many others including UGL, John Holland, Aurecon and Systra.

Our approach to bid strategy and development is grounded in the principles of the most respected global methodologies, systematic and disciplined frameworks designed to optimise the pursuit lifecycle. Through a series of structured phases, including Assess, Capture, Proposal, and Post-Submission, we meticulously guide our clients through each stage of the pursuit process, from opportunity identification to contract award.

Central to our methodology is the cultivation of strategic insight. We meticulously analyse market trends, competitive landscapes, and client needs to inform our pursuit strategies. By understanding each client's unique value proposition and differentiators, we craft compelling win themes that resonate with decision-makers and stand out from the competition.

At METAPHIC, we view our clients as strategic partners. We foster open communication, collaboration, and knowledge sharing throughout the pursuit lifecycle, ensuring alignment of goals, expectations, and deliverables. Our team of seasoned professionals works seamlessly with our clients' internal stakeholders to harness their collective expertise and drive pursuit success.

With a focus on quality, integrity, and excellence, we have consistently delivered outstanding results for our clients across a diverse range of critical infrastructure projects and programs. Our robust portfolio of successful pursuits speaks to our commitment to exceeding client expectations and delivering measurable value.



Collaborative Contract Mobilisation

Winning a collaborative contract—whether under an alliance, Early Contractor Involvement, Public-Private Partnership, or an integrated delivery model—presents unique mobilisation challenges. Understanding these challenges and effectively addressing them is crucial for the successful delivery of complex infrastructure projects.

With extensive experience in collaborative contracting, we understand how to overcome the challenges associated with mobilisation—aligning objectives, streamlining processes, managing risks, and fostering a collaborative culture—to ensure the effective delivery of complex infrastructure projects.

ALIGNMENT OF OBJECTIVES & EXPECTATIONS

Collaborative contracts demand a high level of alignment between all parties involved. Ensuring that government owners, contractors, and industry partners share common goals and expectations from the outset is essential. Misalignment can lead to conflicts and inefficiencies that undermine project success.

We excel in fostering alignment between all project stakeholders, ensuring that objectives and expectations are clearly defined and agreed upon. Via structured workshops and collaborative planning sessions, we align goals and develop a unified approach to project delivery.

INTEGRATION & COORDINATION

Mobilisation in a collaborative environment requires seamless integration of diverse teams and stakeholders. Coordinating activities, aligning processes, and ensuring effective communication across different parties can be complex, particularly in large-scale projects with multiple collaborators.

Our proven methodologies and tools facilitate the seamless integration of teams and processes. We implement comprehensive integration plans, establish clear communication channels, and use collaborative platforms to ensure effective coordination and workflow management.

RISK MANAGEMENT & SHARING

Collaborative models involve shared risks and rewards, which necessitates a robust risk management framework. Accurately identifying, assessing, and mitigating risks while maintaining transparency and trust among all parties is critical for managing project uncertainties.

We design and implement comprehensive risk management strategies tailored to the collaborative environment. By identifying potential risks early, developing mitigation plans, and maintaining transparent risk-sharing mechanisms, we manage uncertainties effectively and maintain project stability.

CULTURAL & BEHAVIOURAL ADJUSTMENTS

Transitioning to a collaborative working environment often requires a shift in organisational culture and behaviours. Developing a culture of trust, mutual respect, and shared responsibility is essential for fostering effective collaboration and achieving project objectives.

Our expertise extends to cultural and behavioural change management. We work closely with teams to foster a collaborative culture, emphasising trust, respect, and shared responsibility. Our training and development programmes support behavioural adjustments and enhance team dynamics.

CONTRACTUAL COMPLIANCE

Collaborative contracts often come with complex and detailed contractual obligations. Ensuring compliance with these requirements, including performance metrics, reporting standards, and contractual deliverables, is crucial for maintaining project integrity and stakeholder satisfaction.

We provide meticulous oversight to ensure compliance with contractual obligations and performance standards. Our approach includes rigorous monitoring, regular reporting, and proactive issue resolution to uphold contract integrity and achieve project milestones.

Project / Program Oversight & Governance

Our experience spans decades, with leadership roles on high-value, high-risk projects and programs across sectors including water and wastewater, roads, telecommunications, health. As Project or Program Directors, we oversee all aspects of delivery, from project planning and risk management to stakeholder engagement and team coordination. Our focus is on ensuring that the project or program is delivered on time, within budget, and to the highest standards.

As members of the governance group or Executive Leadership Team (ELT), we bring a strategic oversight that's critical to the success of major projects and programs. We

ensure that the executive decision-making aligns with the project's objectives, manage key risks at the highest level, and foster a culture of collaboration and accountability across all tiers of project delivery. Our experience allows us to navigate complex governance structures, manage multi-disciplinary teams, and maintain the focus on delivering value for all stakeholders involved.

We understand the unique challenges associated with infrastructure delivery and have the proven ability to make meaningful contributions at the leadership and governance levels to ensure project and program 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.



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