Three Waters Collaboration

Ways of Working Project

Cathy Davidson
Orapai Woon

Western Bay of Plenty District Council

Tauranga City

Watercare

Downer

What was our "Ways of Working" Project

A COLLABORATION

USING A SHARED TECHNOLOGY PLATFORM

SHARED WAYS OF WORKING

ASSET MANAGEMENT AND WORK ORDER MANAGEMENT

ACROSS THREE COUNCILS

ONE CONTRACTOR (DOWNER)

https://youtu.be/abktMevFl6w

Three Waters Collaboration

Key Drivers (Why)

- TCC and WBOPDC formed a new collaborative contract for delivery of their 3 Waters Maintenance Contract
- 10 year contract (NZS 3917) – overall value of contract $160 million
- (5 years, + 1, + 1, + 1 + 1 + 1)
- Seeking to transform to a common way of working
- Needed a common digital platform for work order and data management
- WBOPDC had bespoke system (retiring)
- Two Options: (1) invest in TCC systems (2) future proof through Watercare option
- Three Waters Reform on the horizon

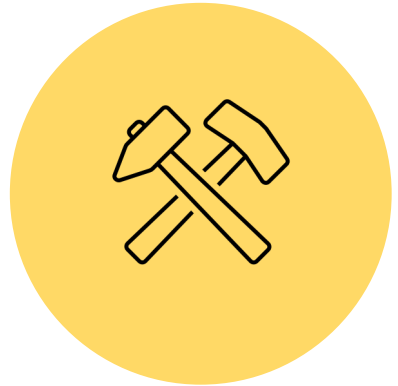
Three Waters Collaboration

Benefits Sought

Three Waters Collaboration

1. Raising people capability for a future-fit 3 Waters business

A larger contract provides greater career pathways for all people on all sides of the contract. The collaboration aspects of the contract mean that we can learn from each other, grow together and get better together across the region



2. Building resilience to meet all challenges on the region

By having a larger contract more qualified work force will be in a better position to cope with extreme environmental events and other challenges that are being presented across our industry including an ageing workforce and retention of skilled staff

3. Delivering on a consistent, quality customer expereince

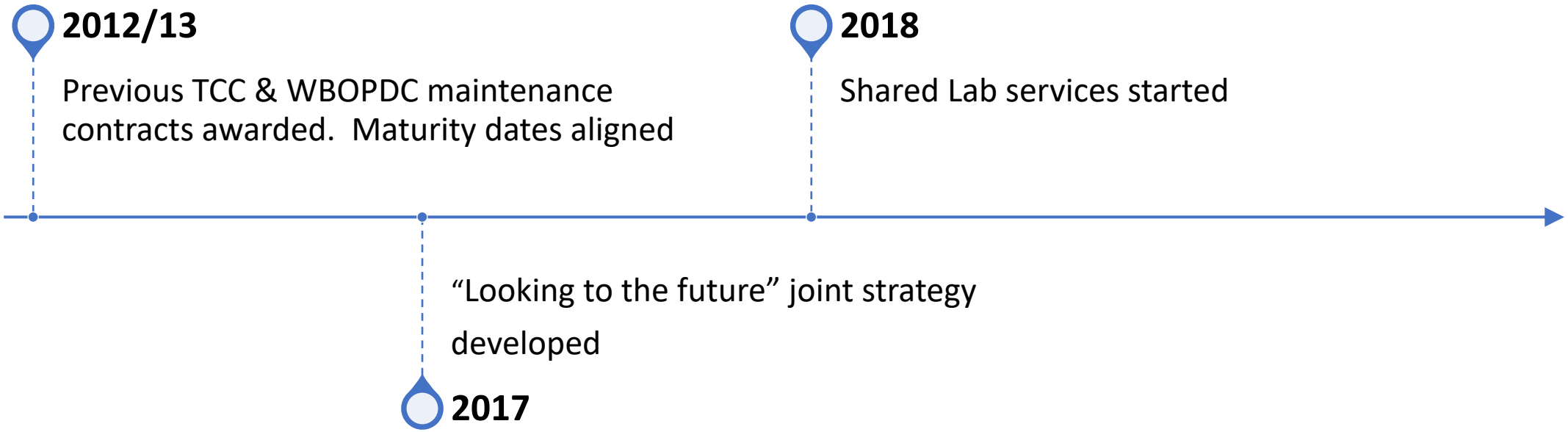
Ensuring that our population of over 200k residents receive that same great delivery of services regardless of where they are located.

4. Setting an exemplar standard for Water Reforms

An opportunity to show New Zealand, the Bay of Plenty way of getting stuck in and working together to achieve great outcomes for our communities and the industry as a whole.

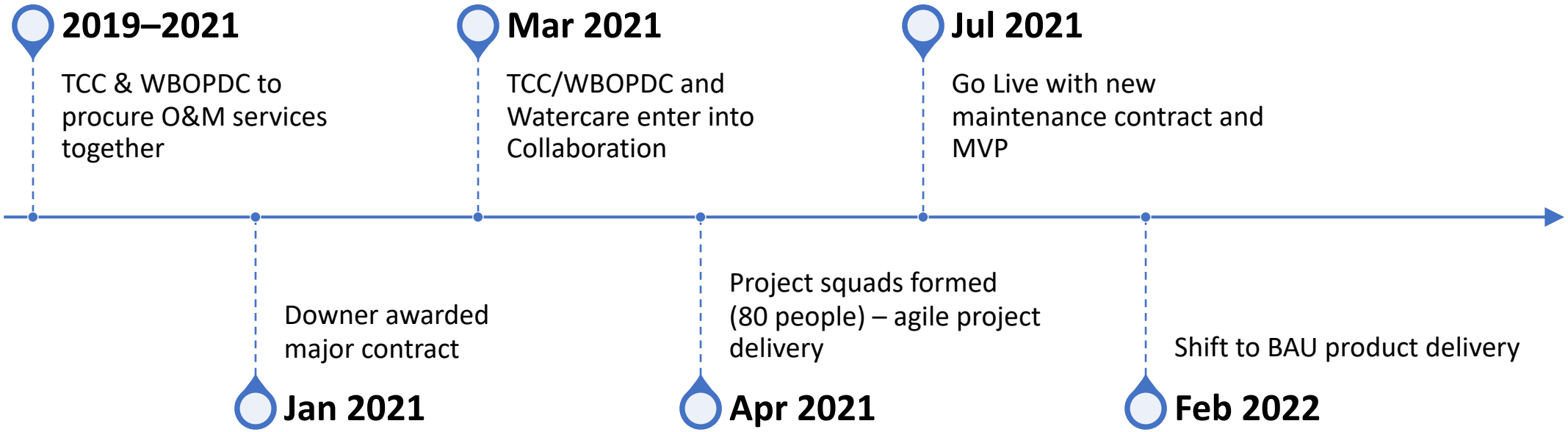
Three Waters Collaboration

Timeline



Three Waters Collaboration

Timeline



Three Waters Collaboration

Agile Working Principles

Customer Satisfaction	The customer is central to what we do
Quality	We focus on quality of output that meets our customers' needs
Teamwork	We work collaboratively to achieve everything in a sustainable way
Project Mgmt	We manage our time well – slow down to go fast

Three Waters Collaboration

Delivery Structure

Programme Governance

- Watercare Programme Lead
- WBOPDC / TCC Programme Lead
- TCC / WBOPDC Business Owner
- Watercare Exec Lead

Programme Governance

- Responsible for the overall programme of work
- Consolidates programme status to the executives
- Provides overall guidance on change and communication
- Owns the programme change

Product Owner

- Full time role critical to the success of the squad
- A single point of contact for getting answers to business questions and providing business direction
- Works with the business to bring together the right subject matter experts to work in the squad and provide business input
- Engages a wide set of business stakeholders to communicate progress and paint the vision for the squad
- Collaborates with the BA to prepare work ready to be executed by the squad and set the priority for the next sprint
- Curious, keen to learn and work in a different way
- Trusted by the business to represent the need of the business and empowered to make key decisions
- Not a technology expert

TCC / WBOPDC Business Owner

- Accountability for overall success and delivery of business outcomes
- Responsible for the business direction and facilitating executive decisions for the programme
- Support the programme by removing obstacles and making available key resources

Change Lead

- Responsible for defining and managing business change, communication and skills development
- Ensures business change is considered holistically
- Manages the change process and ensures leader led change is adopted

Business SME

- Provide business expertise to the squad
- Open minded and willing to challenge the current business processes
- Support organisational change by working with their business area
- Provide business expertise to the product testers
- Has sufficient capacity to support the squads commitments

KEY

- Watercare
- TCC or WBOPDC

Tribe

Business Design, Architecture and Change

- Tribe Architect
- Coach / Engineering Lead
- Business Architect
- Change Lead
- Release Train Engineer

Work Management Squad

- Product Owner
- Delivery Lead
- Application Config
- Application Config
- Technical Resource
- WBOPDC SME
- TCC SME
- Business Analyst
- Tester
- Change Consultant

Data Migration Squad

- Migration Lead
- TCC SME
- WBOPDC SME
- Data Analyst
- Data Analyst

Integration Squad

- Integration Lead
- TCC Integration Dev
- WBOPDC Integration Dev
- Integration Developer
- Business Analyst
- Tester

GIS / Reporting Squad

- GIS / Analytics Lead
- WBOPDC GIS
- TCC GIS Integration Dev
- GIS / Analytics Dev
- GIS / Analytics Dev
- Tester

When required

- Business SME
- Business SME
- Finance Technical SME

When Required

- Data Analyst
- Business SME
- Migration Specialist

When Required

- System SME

When Required

- System SME
- GIS / Analytics Dev
- Reporting Product Owner

Tribe support team is responsible for supporting the squads and removing impediments. Provide coaching to help the squads continue to improve and share learnings.

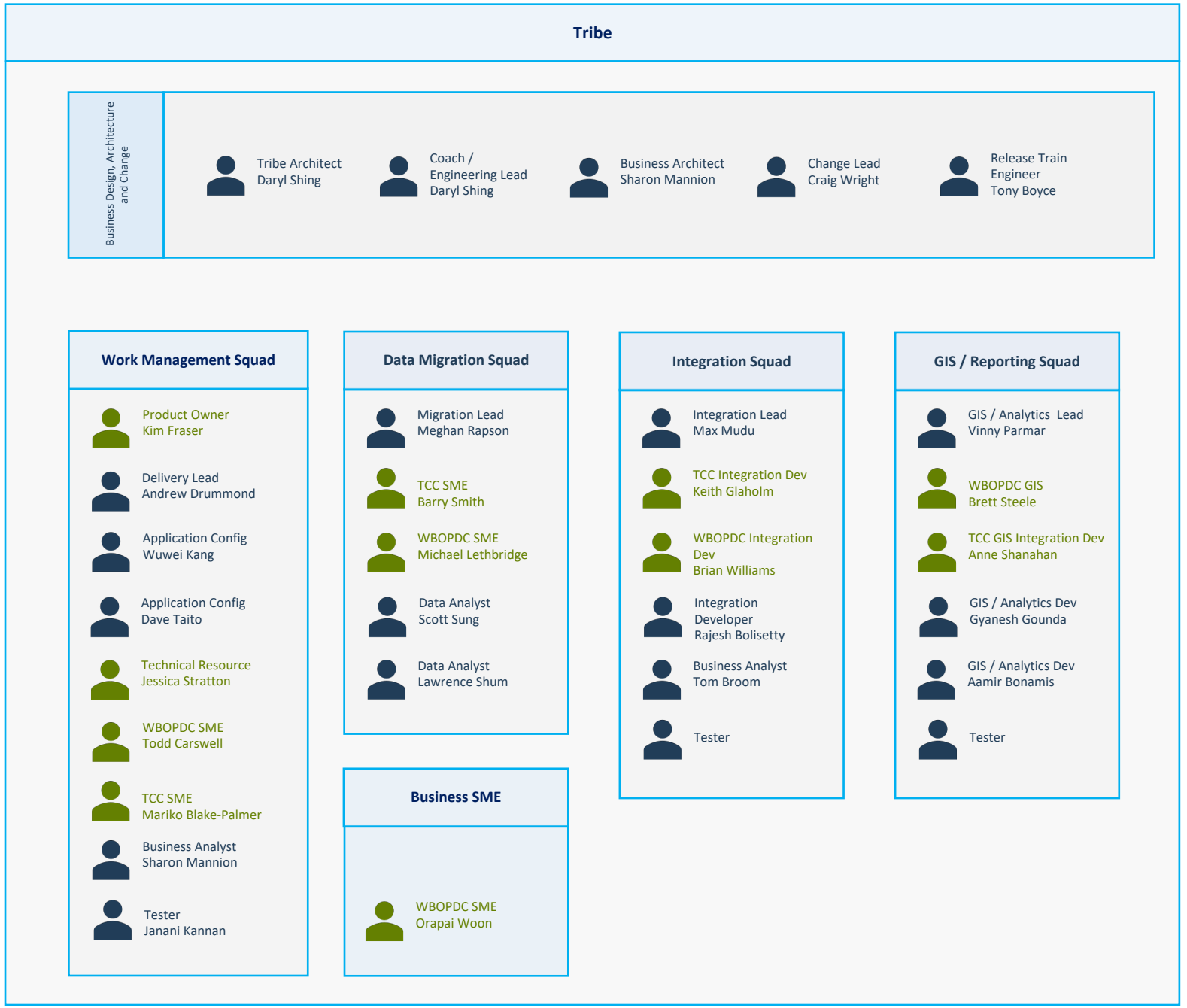
A **Tribe** contains a set of squads focused on delivering business value to the business. This encourages squads to collaborate around a common set of business drivers. Typically there is one tribe per value stream.

Squads

- Self organising multi-skilled team with 4 – 9 members
- Set up to run long term and own the process and quality of the product
- The squad is assembled on the principle that they have all the skills required to perform the backlog items assigned with no / limited handoffs
- Squads can be a combination of organisation members
- The product owner should be from the business and have in-depth business knowledge and is empowered to make business decisions quickly

Three Waters Collaboration

Multiple Work Squads



KEY

- Watercare
- TCC or WBOPDC

Tribe support team is responsible for supporting the squads and removing impediments. Provide coaching to help the squads continue to improve and share learnings.

A **Tribe** contains a set of squads focused on delivering business value to the business. This encourages squads to collaborate around a common set of business drivers. Typically there is one tribe per value stream.

Squads

- Self organising multi-skilled team with 4 – 9 members
- Set up to run long term and own the process and quality of the product
- The squad is assembled on the principle that they have all the skills required to perform the backlog items assigned with no / limited handoffs
- Squads can be a combination of organisation members
- The product owner should be from the business and have in-depth business knowledge and is empowered to make business decisions quickly

Three Waters Collaboration

Leadership to Support Project

Programme Governance

Watercare Programme Lead Paul de Quassteniet	WBOPDC / TCC Programme Lead Richard Lennox	TCC / WBOPDC Business Owner Cathy Davidson	WBOPDC Exec Lead Marion Dowd	Watercare Exec Lead Rebecca Chenery

Programme Governance

- Responsible for the overall programme of work
- Consolidates programme status to the executives
- Provides overall guidance on change and communication
- Owns the programme change

Three Waters Collaboration

Big Room Planning

- 18 ‘capabilities’
- Modelled on Watercare’s transformation journey

C1 – Asset Migration

Assess, Cleanse and Load assets from the TCC and WBOPDC systems

Team Lead: Meghan Rapson

Scope for July 1st	Candidate scope for Cycle 2
Design & Configure the stormwater asset hierarchy and attributes	Water Meter asset loads – (Timing TBC).
Cleanse and load all 3 water assets access (Network, Facility/Plant, Stormwater) TCC/WBOPDC into Watercare systems	Delta load of June 2nd to 1st July 2021 – (Timing TBC)
Reconciliation/Audit report of asset migration	(TBC) Any data remediation activities ? (Bundled into Hypercare)

Key business changes / impacts	Key Risk
All waters asset maintenance data updates must occur in the new systems.	All Segmentation workflows, formulas and integration must be in place prior to loading of data – UAT and PROD.
TCC data warehouse waters & Accela/AssetFinda info will become stale and won’t be updated.	Stormwater workflow to be loaded to UAT and PROD
	Clarity of who / how assets are created for all roles

C2 – Establish GIS Platform

Assess, Cleanse and Load assets from the TCC and WBOPDC systems

Team Lead: Vinny Parmar

Scope for July 1st	Candidate scope for Cycle 2
Standup and configure an enterprise ArcGIS instance for use by TCC/WBOPDC.	Delta loads for addresses from WBOPDC / TCC.
Extract and load asset locations	Move to Utility Network (still to be finalised)
Extract and load addresses from WBOPDC / TCC	Support for loading key customer data against water meters and automation of the load to GIS
Load of key customer data directly into GIS	Report for key customer data (short term GIS extract / long term Birst report)
	Datum Updates

Key business changes / impacts	Key Risk
All users that need to update geospatial water information must use the Watercare geospatial systems.	Requires guest account access in Watercare’s AAD to be resolved (UPN verse Email Address)
WBOPDC / TCC will need to log into a server in Watercare Azure to use	

C4 – Asset Information

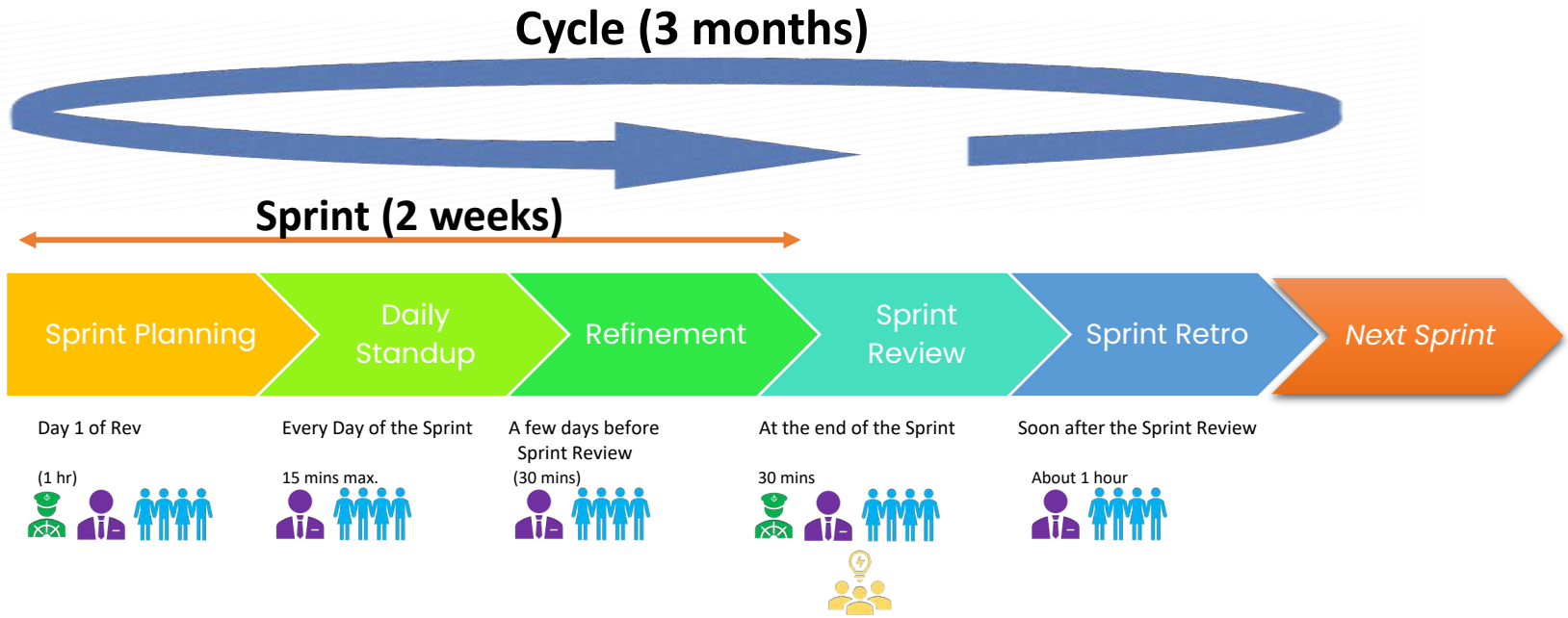
A TCC / WBOPDC Staff Member or External Contractor can see or receive details of assets

Team Lead: Kim Fraser

Scope for July 1st	Candidate scope for Cycle 2
Downers can retrieve all asset information via a nightly batch file	TCC / WBOPDC Staff Member or External Contractor can access as built documentation for assets via the GIS viewer. URL Links to **Infor IDM** and **Council(s) Objective** depending on source process for as-builts.
	Storage of as-built & digital inspection documents associated with a WO stored in Infor IDM.
	Store a copy of Accela & AssetFinda data into WC Waterlake.
	Historical Work Orders
	Condition Assessments
	Migrate asset document links
	Power plan failure data

Key business changes / impacts	Key Risk
	IDM Document segmentation needs to be addressed (confirm the document size limit)

Agile Cycle



KEY

- Product Owner
- Squad Lead
- Stakeholders
- Squad

For the Squad, each sprint starts on a Wednesday and ends on a Monday
Tuesday's are for ceremonies

Three Waters Collaboration

Change Management

User Centric

- Introduced a change mgmt. framework
- Detailed stakeholder plan
- Multiple communication options
- Impact analysis - honest feedback
- Readiness assessments
- Capability assessments

Three Waters Collaboration

Channels Used

Building Relationships

- Co-location
- Intranet(s)
- Big Room Planning
- Sprint Reviews / Showcases
- “Download” issues
- After work - beersies

Three Waters Collaboration

Regular Updates

3WC

Download

Three Waters Collaboration – News Update

21 May 2021 In this update:

- What is the 3 Waters Collaboration Programme?
- Agile Ways of Working
- Delivery efforts so far
- What's happening in the coming weeks?
- Who to talk to about these changes?

What is the 3 Waters Collaboration programme?

The 3 Waters Collaboration programme is really all about the common goals of TCC and WBOPDC to deliver long term, sustainable and consistent outcomes for teams involved in the delivery of services for water and the customers who they support.

From July 1, 2021, a joint maintenance contact with Downer across the two regions will take effect. New systems and processes are being developed in partnership with Watercare to support it.

Back to top

What's happening in the coming weeks?

It's going to be a busy one.

The delivery squads will continue to develop functionality and the wider team will start to focus on busines readiness activities in preparation for the upcoming changes.

A couple of key dates that you might be interested in include a 'mid-cycle showcase' on Thursday 27th May, and timing for finalisation of scope on Tuesday 1st June.

Thursday 27 May – Mid cycle showcase, 9.30am to 11am, University of Waikato – Tauranga – Room 3.03.

Showcases are open to everyone at TCC and WBOPDC and we would love to see you there, even if you're just interested in what's going on.
The primary purpose of a Showcase is to demonstrate the value the work is delivering to the business. This often includes working technology demonstrations and guest speaking slots.

Tuesday 1 June – Scope for 1 July finalised.

This is a key milestone when we can confidently validate business impacts and the subsequent plans that have been put in place to deliver the 1 July changes. Teams can expect to see more targeted messaging from this date.

Back to top

Who to talk to about the changes?

With approximately 40 employees from TCC, WBOPDC & Watercare actively involved in the 3 Waters Collaboration programme there are plenty of people that you can reach out to if you have any questions.

If you're unsure about who the people are that are representing your area, please get in touch with either Cathy, Kim, Marion or Chris.

TCC
Cathy Davidson (3 Waters Collaboration programme business owner) or Kim Fraser (3 Waters Collaboration programme Product Owner)

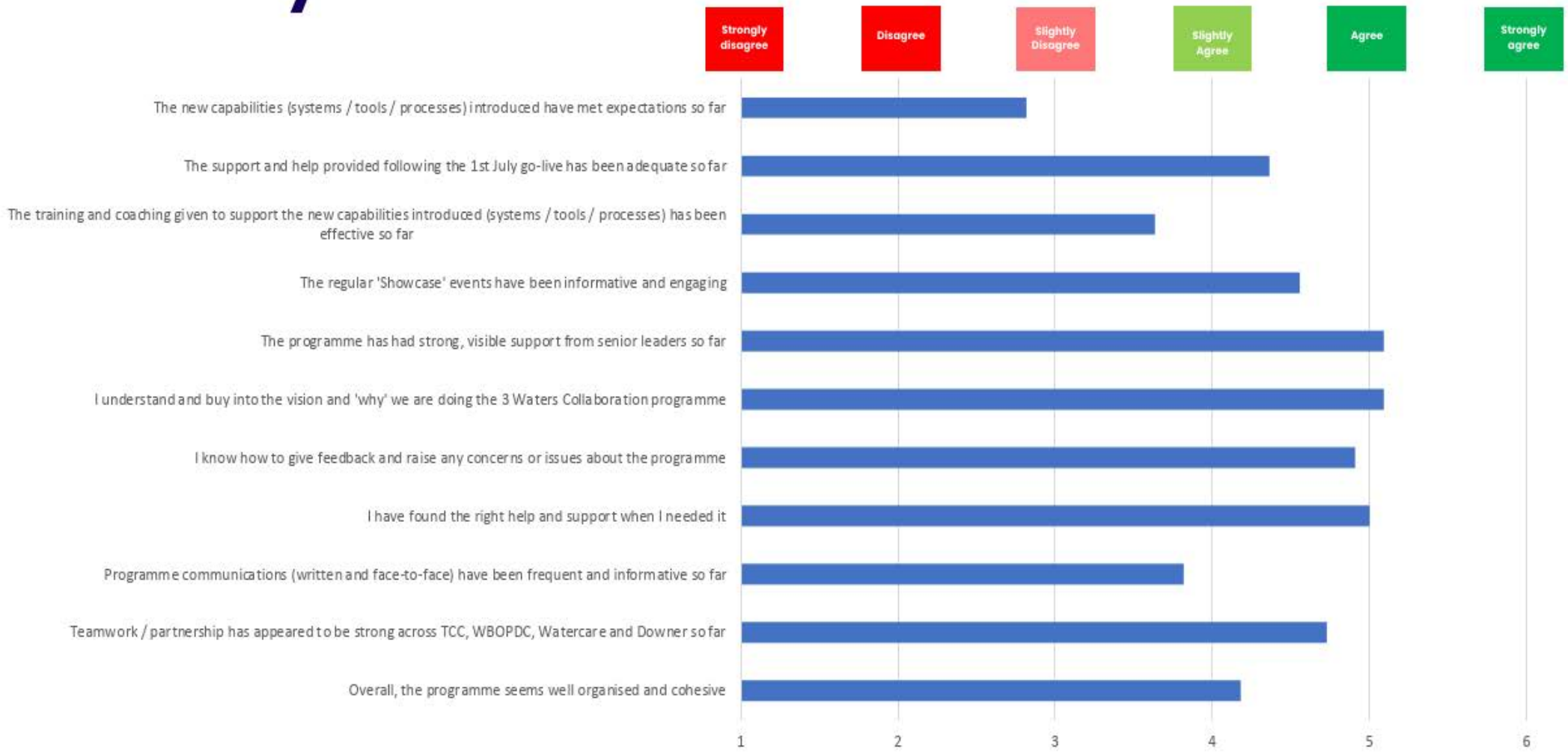
WBOP
Marion Dowd (Western Bay programme executive lead) or Chris Shaw (Western Bay programme support)

Back to top

Pictured, left to right:
Kim Fraser, Marion Dowd, Cathy Davidson, Chris Shaw

Three Waters Collaboration

Summary chart.



ıree Waters Collaboration

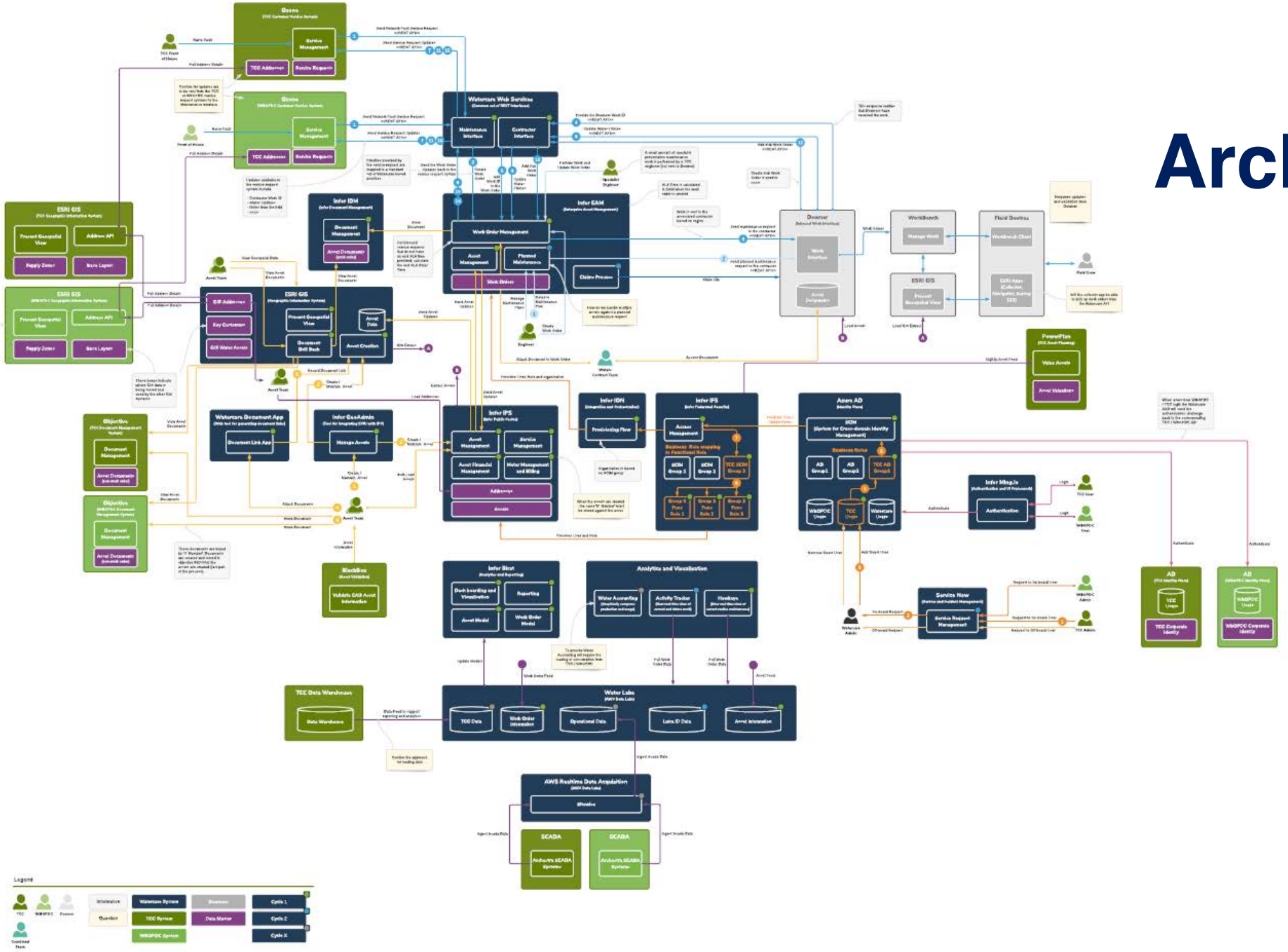
Putting the systems together

Data lakes, analytics, working smarter and with more agility

- Work Management & Asset Management
- GIS
- Reporting, Insights and Analytics
- Data Migration
- Integration to CRM and contractor systems

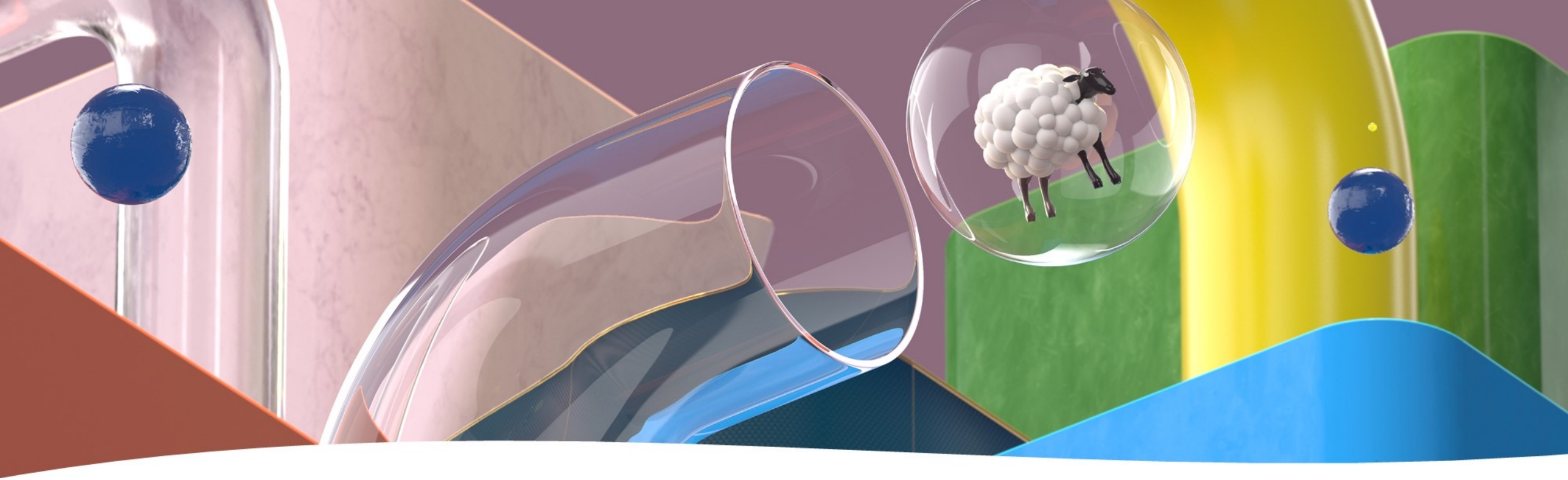
Three Waters Collaboration

System Architecture



Key Challenges

- Resource (getting the right people)
- Data Migration - 643,000 assets, and 80,000 water meters
- Mixed Project – Technology as well as business processes
- Working across multiple organisations
- Managing the change
- Key leader in WBOPDC departed
- Time – Hard and fast go live date - Developed hypercare support



Innovation

- Collaboration – 3WC Project
- Contractor treated like a partner
- Co-location
- Future proofing services - scale operations
- Share staff
- Introduced new ways of working “agile”
- Improving staff knowledge and capability in systems and process
- Shared Product Owner role (embedded into BAU role)
- Agreed shared metadata standards and processes

Three Waters Collaboration

Successes

COST SAVINGS

EFFICIENCY

IMPROVED CUSTOMER SERVICE

COLLABORATION

Three Waters Collaboration

Key Learnings

- Agile methodology – works
- Collaboration - works
- Having a common goal - works
- Relationships count
- Change management – never underestimate it
- Technology is the enabler
- Look to your business for the experts
- Data is king

Three Waters Collaboration

Nearly a year down the track

- Move into BAU for 3 waters work order and asset management
- Participate jointly with Watercare in BRP “big room planning”
- Contributed to 3 Waters NTU investigations of systems
- Training of users still in progress
- Data attributes – further migration
- Bedding in of support processes with Watercare
- Analytical reporting (parts) a work in progress
- New governance structure in place to support BAU

Three Waters Collaboration

Team Building and Supporting the Local Economy

Three Waters Collaboration

Questions?

Cathy Davidson
Orapai Woon

Marion Dowd
Kim Fraser

Western Bay of Plenty District Council

Tauranga City

Watercare

Downer