

SunWater Procurement Capability Review

SunWater Ltd engaged Charles Kendall to undertake a review of its procurement process to identify improvements and provide recommendations for better managing its procurement practices with regards to its \$7 billion in water infrastructure assets (40% of all water used commercially in Queensland).

The Challenge

- Review end-to-end procurement processes to identify improvements;
- Increase value for money in procurement, address weaknesses in procurement culture and mitigate associated risks;
- Improve compliance and performance related to procurement practices, including legislative compliance, contractual issues and supply chain vulnerability.

Our Approach

- Desktop review of SunWater's existing processes and 25 contracts across different departments and categories;

- Identify procurement function effectiveness, strengths, gaps and weaknesses via employee surveys;
- Map existing procurement capability against Charles Kendall's Capability Assessment Matrix based on best practices.

Outcomes

- Recommendations and pathways for transforming SunWater's procurement into a strategic function with prescribed medium and long-term goals;
- Recommendations for improved procurement structure and processes, including centred structuring supported by policies, procedures and management, plus a framework for implementing supplier/contract/spend measurements, analysis and management;
- Recommendations for equipping staff with required purchasing and contract management skills, with focus on roles/responsibilities and training needs analysis.

