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Utilities: Water Quality and Catchment Conditions

The Brief

Our client, a Queensland Government–owned water utility with over 700 permanent staff and approximately $1 billion in annual turnover, had several teams within the client's Scientific Services division who were responsible for monitoring and reporting on water quality and catchment conditions. The client wanted a clearer understanding of how these teams interrelate, with a view to restructuring the teams to maximise efficiency while improving health and safety standards.

They engaged Business Analysts Pty Ltd (BAPL) to deliver value streams, business process models, and resource/logistics modelling to inform an optimised future state for the teams through detailed business analysis.

The Challenge

The client faced the following challenges:

- Key stakeholders were situated 'in the field', meaning BAPL consultants needed to work with agility and adapt to changing circumstances.

- The client needed to:

  - determine the optimal physical locations to base cross-functional teams, and the required resource profiles for each location based on workload

  - determine the benefits to the business of physically relocating the teams involved

  - document the current (to-be) work process activities conducted by each team, with a view to highlighting potential areas of synergy

  - provide traceability to ensure alignment of tasks/activities to the client's roadmap and value drivers

  - investigate the feasibility of cross-skilling teams to make roles more multi-functional.

Our Approach

With over 10 years of in-depth experience providing consulting services, BAPL are experts at building capability and delivering business analysis services within organisations. Our large team of experienced consultants has an enviable track record in delivering outcomes based on exceptional business analysis. Our consultants tailor-make your engagement to ensure you achieve true business value.

BAPL began by running stakeholder identification and value-stream mapping exercises. This ensured that the correct people were involved, working collaboratively, and that they had a shared vision of the desired outcomes. This was followed by various deep-dive analysis activities, including:

- field trips with teams to observe in-field activity, with a view to providing context to processes and understanding the practicalities and pain points experienced by staff

- data modelling activities to determine the optimal resource profile at each location.

Throughout this process, BAPL ran several workshops with all staff members to present findings, iterate outcomes based on feedback, and ensure alignment to company needs.

The Outcome

Some of the key successes included:

- creation of over 50 process maps detailing work activities for each team

- recommendation to expand from the existing model of two sampling hub locations to a four-hub sampling location model. This included recommendations for re-routing and re-allocating routes to these hubs

- creation of required staff resource profiles for each of the identified hub locations based on workload

- an annual 50,000 km reduction in kilometres travelled

- an annual saving of 170 labour days brought about by reductions in travel time

- estimated savings of $550,000 over 5 years

- iterative steps in adopting the four-hub model and the associated change management activities have begun to assess both the feasibility and practicalities of the recommendations.