

About Morrison Low – Three Waters Reform



Morrison Low's consultants are New Zealand's leading advisors to councils and government on three waters reform. We are experts in the use of section 17A reviews and the Treasury Better Business Case (BBC) approach for analysing different models of service delivery, the planning and procurement of three water services and infrastructure, and establishment, operation and review of alternative delivery models.

Our capability is demonstrated by the company's extensive track record in advising New Zealand and Australian councils as well as the Department of Internal Affairs.

✓ Excellent reputation

Morrison Low consultants are experts in local government – this is our main client base – we advise 80% of New Zealand councils and over 200 councils in Australia. We understand councils and what it takes to deliver three water services in their communities.

✓ Our value add

Morrison Low's three waters experience is based on practical working knowledge of plants, networks and services in operation rather than theoretical desktop exercises. Our team has extensive operational and asset management experience allowing us to support our clients with practical improvements within the realities of the industry. We take a strategic view to the issues, ensuring that our clients focus on the big issues.

✓ Business case capability

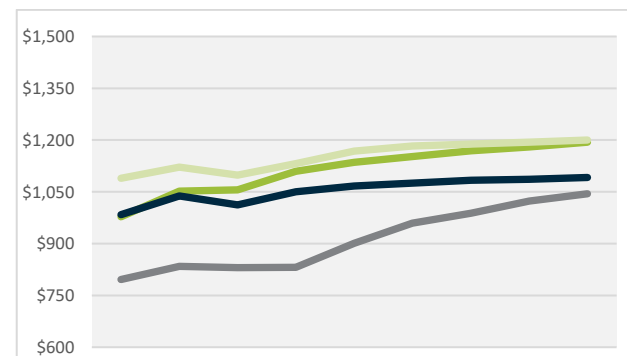
Morrison Low is experienced in applying the BBC five cases approach. This includes the implementation of an adapted BBC approach to explore full range of options, engage widely with stakeholders and assess the options systematically. We are also familiar with the use of

Investment Logic Mapping (ILM) process to develop investment objectives by pinpointing councils' underlying issues, problems and opportunities.

Our multidisciplinary team work together and in close partnership with council staff to ensure that the shortlisted options are tangible and realistic.

✓ Financial modelling capability

Our years of experience of working on consolidations, de-amalgamations, establishment of business units and CCOs means we have well developed tools and models which demonstrate the financial impact of different options over the ten years of a long term plan. We can separate out capex and opex and demonstrate impacts on ratepayers through the use of simple, clear charts and outputs.



We continue to be at the forefront in assisting councils in developing their thinking about the future delivery of three waters and implementing changes in approach. Following is a sample of our track record which clearly demonstrates our capacity and ability to deliver a wide range of three waters related work.

Our approach is flexible to cater for a range of council requirements. For more information about our approach please contact Dan Bonifant or Ewen Skinner.

✓ Extensive relevant experience

Examples of projects that demonstrate our relevant experience include:

- Hawke's Bay Councils (combined five councils)
 - Better Business Case based analysis of the future options for three waters service delivery in the region
- Department of Internal Affairs
 - Three waters reform
 - Review of the costs and funding of local government
- Waipa District Council
 - Review of proposal for Waikato Water and development of an alternative Management CCO option
- Reviews of three waters services
 - Far North District Council (s17A)
 - Hastings District Council (s17A)
 - Kaikoura District Council
- Procurement process for three waters infrastructure and services
 - Rotorua Lakes District Council: Highly successful innovative process to develop and manage the process to procure a \$500M DBFO contract for wastewater infrastructure and services
 - Far North DC: Development of an alliance contract
 - Tasman District Council: Development of an operations and & maintenance contract
 - Wellington Water Ltd: Regionalisation of the operations and maintenance contracts across Wellington
 - Waikato District Council: Support Council in developing the specification for the 30 year franchise contract with Watercare

Consultants with relevant experience



Dan Bonifant – Managing Director



Dan is an experienced public sector lawyer who spent a decade working in central and local government in Australia, NZ and the UK. His work at Morrison Low includes a broad spectrum of advice based on his areas of expertise in governance, procurement, reform / amalgamation, project management, sustainability and local government law. He has advised on a number of projects involving the use of shared services and alternative service delivery options as well as projects relating to the reorganisation of local government. d.bonifant@morrisonlow.com

Cushla Anich – Director



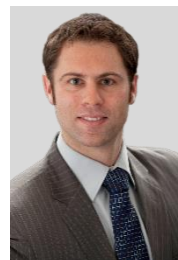
Cushla is an experienced infrastructure manager and a chartered professional engineer. She has extensive experience in strategic planning for the water sector, and across other infrastructure sectors including transport, power, property and community assets. Her skills and expertise include strategy development, operations and maintenance, practices reviews and audits, asset criticality, production of asset management plans, benchmarking, international best practice for asset management and financial management. c.anich@morrisonlow.com

Ewen Skinner – Director



Ewen is a qualified civil engineer with post-graduate business qualifications and he has extensive experience within the local government market in both New Zealand and Australia. Ewen has been involved in a wide variety of projects for councils ranging from organisational and governance reviews through to infrastructure development, complex procurement and project management. He is an industry leader in procurement, service delivery reviews, waste management and sustainability areas. e.skinner@morrisonlow.com

Steve Browning – Central Government Manager



Steve is an asset management specialist with extensive experience working with infrastructure assets in New Zealand, the United Kingdom and Canada. He has worked on all sides of the infrastructure management process and has a robust understanding of construction and maintenance, data modelling and forward works planning. Steve has specialised in the transport, property and water sectors. He is leading the IPWEA NZ training working group to develop the next generation of AM training. s.browning@morrisonlow.com

Tessa McGregor – Senior Consultant



Tessa is an experienced management consultant and civil engineer who has provided strategic advice to executive teams in both the private and public sectors, developing responses to external market forces, as well as optimising organisational performance. Tessa's recent experience covers the construction/infrastructure, financial services and primary industries; and includes growth and internationalisation strategies, operational improvements, merger benefit analysis, business case development and organisational redesign. t.mcgregor@morrisonlow.com

Stu Cross – Senior Consultant



Stuart is a chartered accountant and better business cases practitioner with significant experience in providing financial, accounting and strategic advice to a broad range of public sector organisations. His recent experience includes multi-agency financial modelling to support development of policy initiatives, financial improvement and amalgamation modelling and best practice assessment. He has also been involved in the development of policy and procedure documentation, governance frameworks and providing strategic advice concerning the establishment of subsidiary operations. s.cross@morrisonlow.com