Delivery as capital: Investing in the capability to deliver

Successful delivery depends on more than good plans. It requires sustained investment in the capability, capacity, governance, culture, knowledge and relationships that allow organisations and their partners to execute at pace and scale. Viewing these collectively as “delivery capital” recognises delivery capability as a value-generating asset that can be built, strengthened and mobilised to turn investment into outcomes.

Delivery as capital

The assets and strengths that enable delivery:

- Strategy, governance & processes
- Capability & capacity
- Culture
- Data, insights & institutional knowledge
- Relationships

Together, these enable

Delivery requisites

The conditions required for successful delivery:

Strategic direction & enterprise decision-making

Enterprise strategy and decisions drive alignment across programmes, regulatory commitments, delivery plans, risks and real-world constraints.

Portfolio integration & system orchestration

Integration across programmes, assets and locations; portfolio-level planning, scheduling and phasing; and visibility of delivery status and constraints at enterprise level.

Programme delivery model(s), governance & assurance

Programme delivery models (alliances, DPCs, JVs and frameworks) and governance structures to manage and allocate risk and drive how things get done.

Supply chain & market capacity

Supplier capability, capacity and resilience in a competitive environment, with other sectors also driving demand.

Collaboration, engagement & system-level trust

Engagement across water companies, suppliers, regulators and customers; collective problem-solving; and information sharing.

Learn more about capital delivery in water at wsp.com