

Managing Future Demands



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Contract 465 - A Change for the Better,
an Update Three Years on.

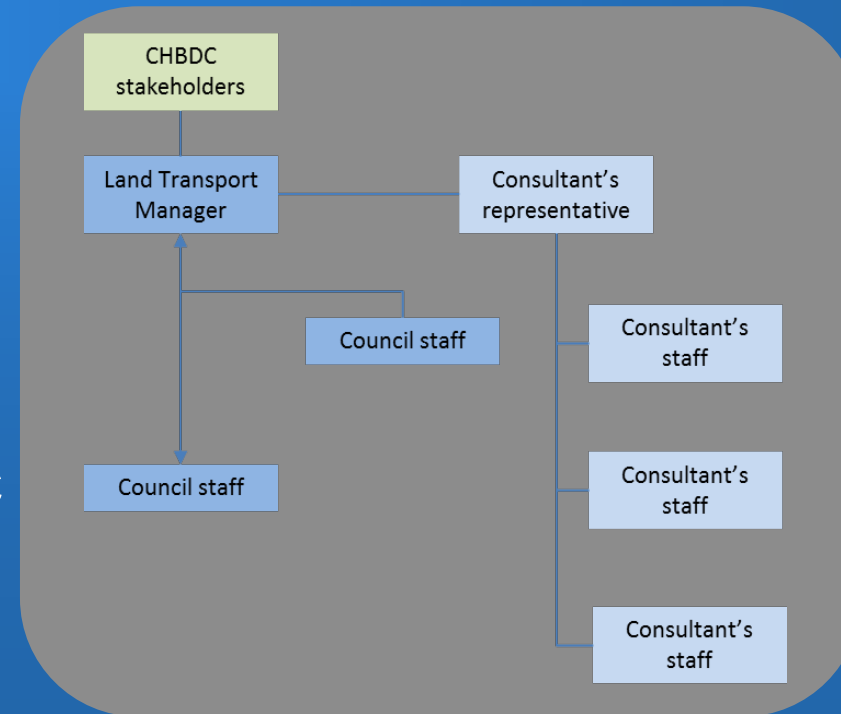


Previous Contract form:

- Traditional professional services model with Consultant's Representative reporting to CHBDC's Land Transport Manager
- Existing CHBDC staff
- Both entities were at arms length

Issues:

- Duplication
- Lack of connectivity with Stakeholders
- Knowledge and Data sitting outside of CHBDC

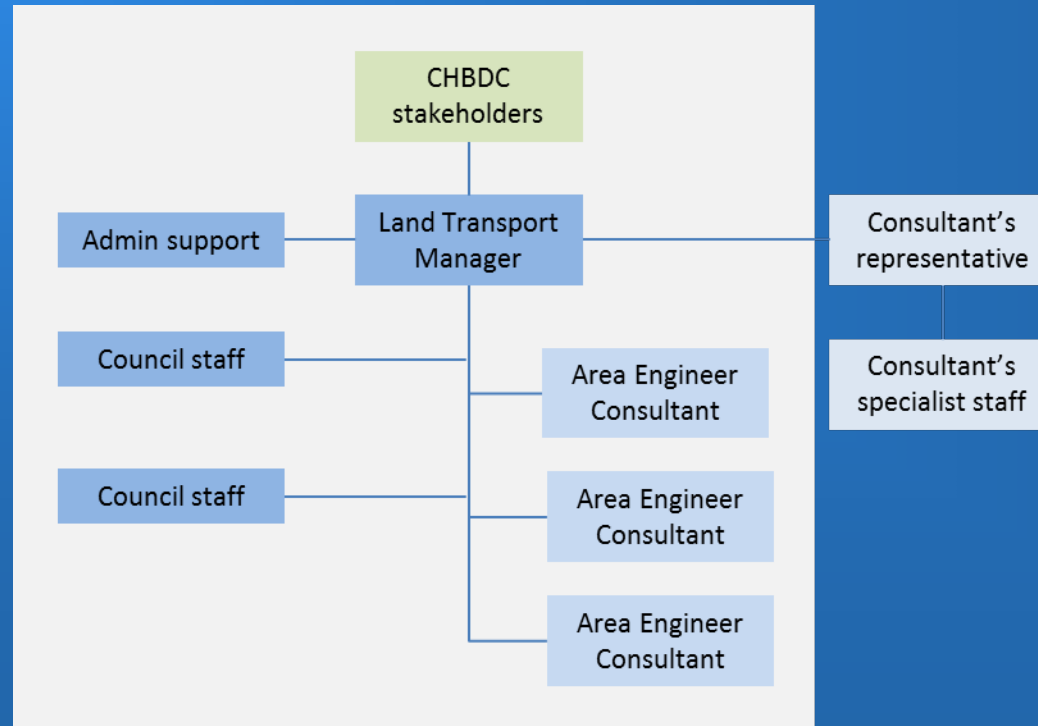


New Contract form:

- Three GHD staff initially seconded full time into CHBDC Waipawa office working as a part of a larger team that includes existing CHBDC staff.
- Specialist elements tasked direct to GHD to manage similar to a traditional PS contract.

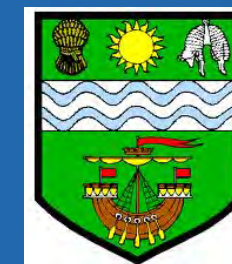
Objectives:

- Less duplication of Effort
- Getting the Right team
- Increased Productivity
- Improved In-house Knowledge
- Improved Ownership
- Better Value for Money



Meeting the Objectives:

Objective	Benefit
Less duplication of effort	One team approach. No more calling the consultant who then calls the contractor and vice versa. More direct communication.
Right team	The professional services provider is able to attract and provide the right team
Increased productivity/efficiency	The secondment team has 100% focus on the network and no internal company issues to deal with. They can apply 100% technical focus and there are no management responsibilities as they report directly to the Land Transport Manager. A 'one team', open plan environment in means more efficient resource planning and balancing of workloads.
Improved in-house knowledge	Ownership of data sits with Council. Both Council and consultant engineers gain experience and develop in areas typically not possible without changing jobs.
Improved ownership	The seconded staff <u>are</u> the face of Council; there is no separation of issues ownership. The one team approach shortens the arm's length to the public.
Better value for money	Seconded staff are 100% utilised and the overheads of office space, computers, cars, etc. are incurred by Council. There is less duplication of effort and systems provide cost savings.



Less Duplication of Effort:

Clients View:

Became better as we went along

Unassigned responsibilities an issue

Consultant's View:

- Routine tasks are managed by the embedded team.
- Secondees are managed day to day as part of the wider CHBDC transport team.
- Manage specialist elements only – reduced management effort.



The Right Team:

Clients View:

- Consultant had a good understanding of what I was looking for
- Multi-skilled and experienced secondees
- Good external support from wider company



Consultant's View:

- Access to wider company resources providing specialist advice, only as required.
- Maintain responsibility of succession planning, professional development and personnel changes for the seconded staff.
- Understanding the goals is key to getting the right team.
- It's a struggle to keep secondees integrated and upskilled on the company ways.



Increased Productivity:

Clients View:

- Improved as we grew
- Everyone assisting everyone
- Better scheduling of activities reducing re-work

Consultant's View:

- Goes hand in hand with reduced duplication,
- Reduced management effort, not a full time role



In house Knowledge:

Clients View:

- Ability to enhance in-house skills due to “one team” approach
- Exposure to more facets of the work
- A better understanding of what should or should not be retained in-house



Consultant's View:

- Sharing of in house knowledge is critical in getting an appropriate solution and informs future solutions, accelerated knowledge gain.
- Construction knowledge and experience is primarily limited to the Land Transport team – double edged sword



Improved Ownership:

Clients View:

- Better understanding of who must own what
- Secondees and in-house staff motivated to get things right the first time
- Pride in workmanship from all staff



Consultant's View:

- Secondees also “own” the network, and are closer to the end user, part of getting the right team
- This ownership extends to the specialist staff



Value for Money:

Clients View:

Due to reduced duplication more gets done with less

Solutions proposed are fit for purpose

Alternatives along with inherent risk offered with solutions

Consultant's View:

- Ultimately its about getting a best for network outcome, to improve its condition for the end user
- Network reinvestment does flow back to the consultant
- Flexible approach means funds are diverted to where its needed, not all scheduled items are executed.



Summary:

Clients View:

Less waste of resource time and effort

Better over-all solutions to problems

Good sharing of experience and knowledge providing growth and different in-sights for all team members



Consultant's View:

- Focus on specialist technical delivery
- Staff management is best placed with the consultant, larger organisation
- Re-investment and network improvements are great for the end user.

