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:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Benefit</th>
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<tbody>
<tr>
<td>Less duplication of effort</td>
<td>One team approach. No more calling the consultant who then calls the contractor and vice versa. More direct communication.</td>
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<tr>
<td>Right team</td>
<td>The professional services provider is able to attract and provide the right team</td>
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<td>Increased productivity/efficiency</td>
<td>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.</td>
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<td>Improved in-house knowledge</td>
<td>Ownership of data sits with Council. Both Council and consultant engineers gain experience and develop in areas typically not possible without changing jobs.</td>
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<td>Improved ownership</td>
<td>The seconded staff are the face of Council; there is no separation of issues ownership. The one team approach shortens the arm’s length to the public.</td>
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<tr>
<td>Better value for money</td>
<td>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.</td>
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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.