

REGional Workshop

R13 – A ‘Call for Action’

next steps; your ‘to do’ list, AMP
improvements and procurement (LA8 & LA15)



Workshop Purpose

Purpose

To support the sector in prioritising their improvement planning and building procurement capability to deliver on Activity Management Plans.



Overview

Agenda

- Welcome & introductions
- Innovation Space
- Update on NLTP and discussion on GPS
- Procurement and Service Delivery
- Developing your 'to do' list of actions
- Overview of REG Learning & Development Programme through to Dec 2018
- REG Data Quality Project Update
- REG & Regional Champions Update
- Review & close

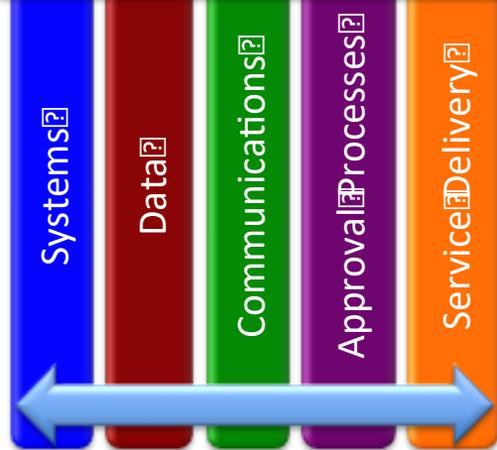


Check In

- Intro's for any new members
- Any constraints on the day?



5 Pillars of Success



Learning Activity

Learning Activity	Systems	Data	Communications	Approval Processes	Service Delivery
LA1 Functional Classification	<input type="checkbox"/>				
LA2 Customer Promises, Customer Levels of Service & Performance Measures (to include DIA Performance Measures)		<input type="checkbox"/>	<input checked="" type="checkbox"/>		
LA3 RAMM		<input type="checkbox"/>			
LA4 Long-term condition and deterioration modelling; use of non-asset variables (i.e. economic, social, and environmental value)		<input type="checkbox"/>			
LA5 Interpretation, analysis, and understanding how to use data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
LA6 Road network planning	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
LA7 Business Case Approach Investment Logic Mapping	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA8 Transport System - Why we are doing this, how it fits together, dynamic nature, and 'sharing the story'	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA9 How to effectively use the ONRC, CLoS, and BCA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA10 Managing and leading change			<input type="checkbox"/>	<input type="checkbox"/>	
LA11 Communicating and engaging with stakeholders			<input type="checkbox"/>	<input type="checkbox"/>	
LA12 Effective collaboration and building buy-in			<input type="checkbox"/>		
LA13 Financial & strategic planning systems - improving internal engagement and understanding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA14 Overview of existing knowledge base and tools	<input type="checkbox"/>				
LA15 Procurement & using the CLoS/PM in contracts					<input type="checkbox"/>

Outcomes

Culture change is progressed

- Sector capability is increased
- Collaboration is enhanced
- Sector buy-in is increased
- Improve trust across the sector
 - Costs are reduced
- Improved investment decision making
- Improved relationships between co-investment partners (RCA/NZTA)

Support high quality delivery

- ONRC & Business Case Approach is fully implemented (in time for 2018 NLTP - Due Nov 2017)
- Implementation is more efficient and effective
- Implementation is tracked
- Sector issues identified in a collaborative manner
- Delivery is on time and high quality
- Buy-in and understanding is enhanced

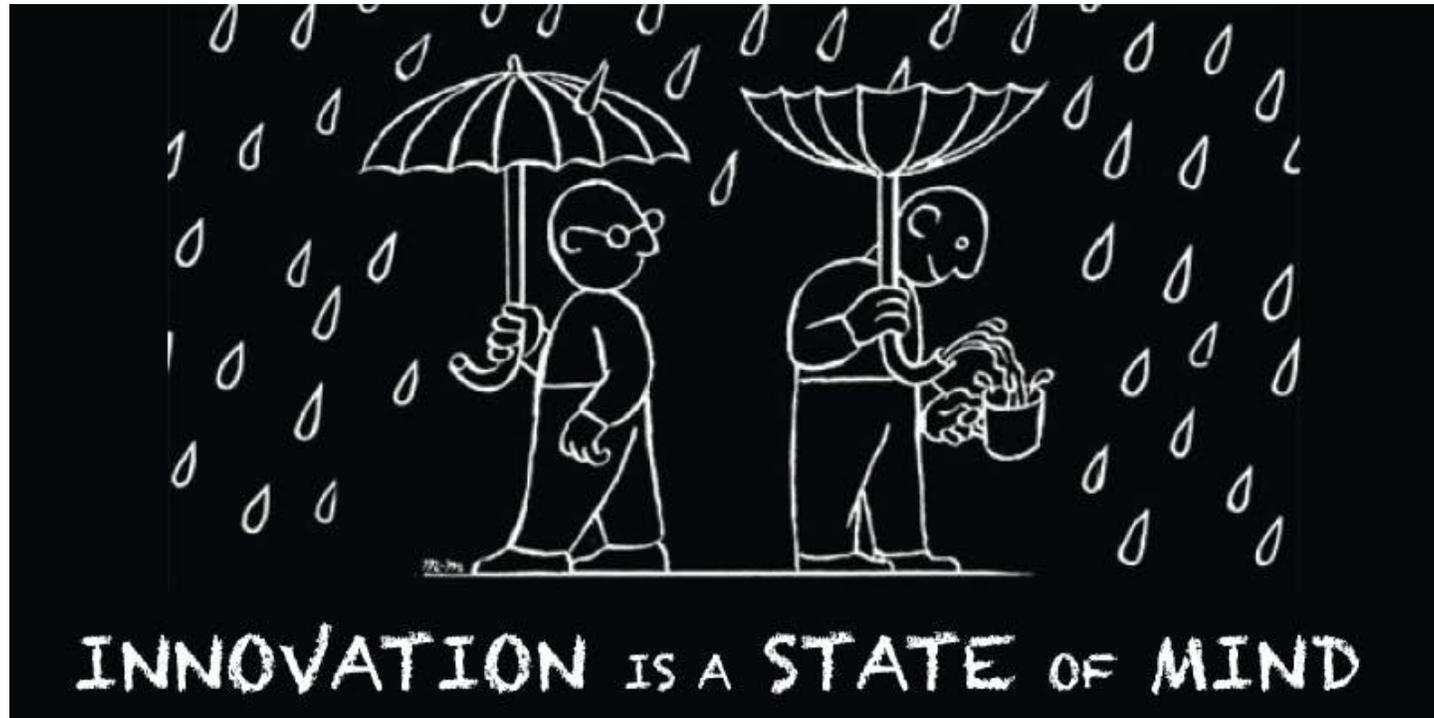
Improved governance oversight

- Improved governance understanding and engagement.
- Support to elected members.
- Support to steering groups.

Continuous feedback loop to REG



Innovation Space



Innovation....

The process of translating an idea or invention into a good or service that creates value or for which customers will...



National Overview of the NLTP

We are.
LGNZ.
Equip

The
Centre of
Excellence

Road
Transport
Unit



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NZ Transport Agency NLTP progress report to REG R13 workshops

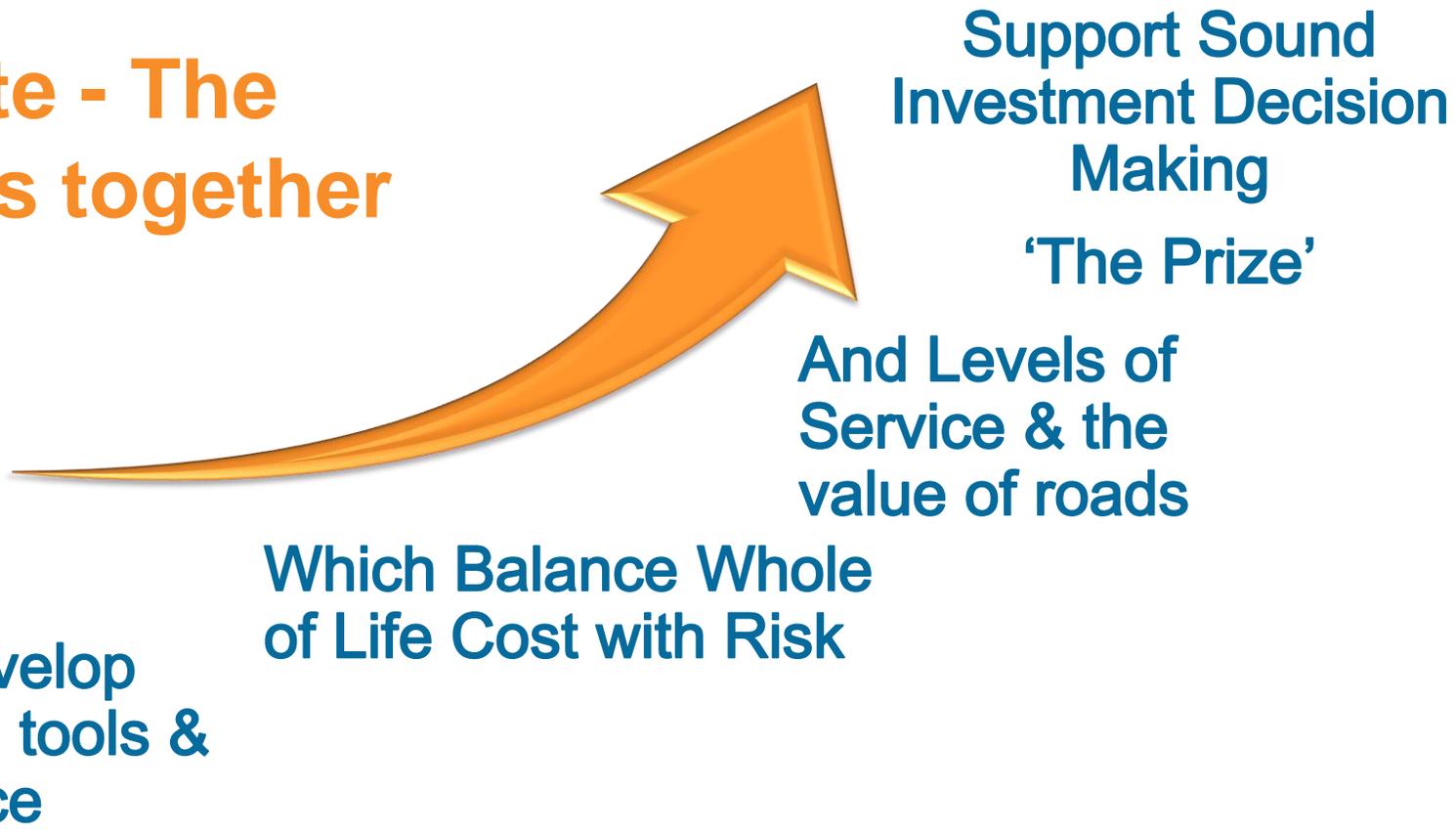


Building our collective confidence



Delivering the changes needed for the 2018- 21 NLTP through partnering with REG

REG Mandate - The Sector works together to:



Indicative allocations built on:

- informed AO discussions,
- REGional challenge process and
- robust moderation

- Improving the transparency of our decision making – observers (for every activity Class)
- 2 Maintenance moderation sessions January & March:
 - Denis Lewis (Taupo DC)
 - Mr. Russel Hawkes (Environment Southland - session 2 only)
- Moderation confirmed:
 - BCA assessments
 - Agreeing basis for:
 - Activity Class recommendations
 - for general and AO specific conditions
 - Optimising the maintenance allocation against draft GPS, including provisions for potential enhanced programmes for specific AOs



The value add from the observers

- Great to have them offering their reflections as the sessions proceeded;
 - they challenged us all - keep discussions based on quality of the evidence, ONRC principles and outcome focussed and not revert to a cost plus approach
 - Encouraged us not to score a 'soft' pass for the BCA assessment
 - they reaffirmed at stages through the session that they were observing discussions / moderations were being done in a consistent way
- Some comments from the observers of stage two are:
 - Good robust process, surprised how 'brutal' the critiquing of each other's assessments and recommendations was while being as fair as possible
 - Pleased to hear how much discussion and emphasis there was in recognition the importance of the relationship side of the interaction with councils
 - Encouraged us to be as specific as possible in commenting on areas for improvement – don't mask over critical gaps.



We're not there yet – we've just started.

Summary of sector progress and our AMP / BCA assessments ratings

	Oct	Nov	Dec	January	As at 1 March	As at 20 April
Pass	8	8	31	40	58	62
rework	42	34	31	27	9	5
Fail	4	4	1	0	0	0

Are you committed to improving your AMP for 2021?



Recent Board decisions

- Local Road maintenance indicative allocation set mid range within GPS band plus
 - provision for Emergency works
 - provision for footpath maintenance and renewals (\$120 million)
 - Decision to accelerate FAR transition for increasing FARs (21 AOs)
 - some allocation statistics:
 - over 60% within 1% of request
 - a further 20% within 5% of request
- Plus enhanced programme provision to be managed nationally
 - allocation based on case by case basis and affordability across the NLTF
- Extension of enhanced FAR @85% for LED conversions for 2018 -21 NLTP



New Footpath maintenance policy



- New policy under Work category 125 released
 - maintenance and renewal
 - improvements thru existing WC 451 walking or 452 cycling facilities
- We have an NLTF provision of up to \$120 million
- Bids were due by 30 June
- Your AMP should already have a section covering footpath maintenance and renewals and should be the basis for your bid
 - Details in general Circular 18 / 02 and PIKB



Thank you



Procurement & Service Delivery

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Sector Observations RMTF

Procurement Improvement

- 3 Communicate expectations that RCAs will be creating opportunities for **more efficient delivery.**
- 12 Undertake further analysis to **identify procurement issues** that hinder the achievement of obtaining value for money, and consider options for **resolving those issues** through regular meetings of sector participants.
- 13 Communicate expectations that RCAs will consider and, where the benefits are proven, **adopt different forms of collaboration and clustering arrangements**, aimed at increasing efficiency,
- 15 Monitor the success, failure and learning points of any new collaboration or clustering arrangements plus **use of alternative contract / delivery models** or changes in the degree of aggregation or bundling of works or services in order to strengthen the guidance and increase the opportunity for success.



Sector Observations RMTF

Procurement Improvement

- 16 Innovative procurement methods
Amend the NZTA's procurement framework to mandate requirements for RCAs to:
- Use **standard form documentation** where available, including specifications for processes and materials
 - **Justify changes or amendments to standard forms** for individual contracts against named criteria, including whether it is best value for money to do so
 - **Be transparent** within the documentation about any changes or amendments to standard forms for individual contracts
- 17 Innovative services and products
- Pursue the **use of new materials, technology and methods** where appropriate, **including alternative procurement methods and delivery models.**



GPS Expectations Procurement Improvement

- Strategic Direction
 - » Safety
 - » Access
 - » Environment
 - » Value for money

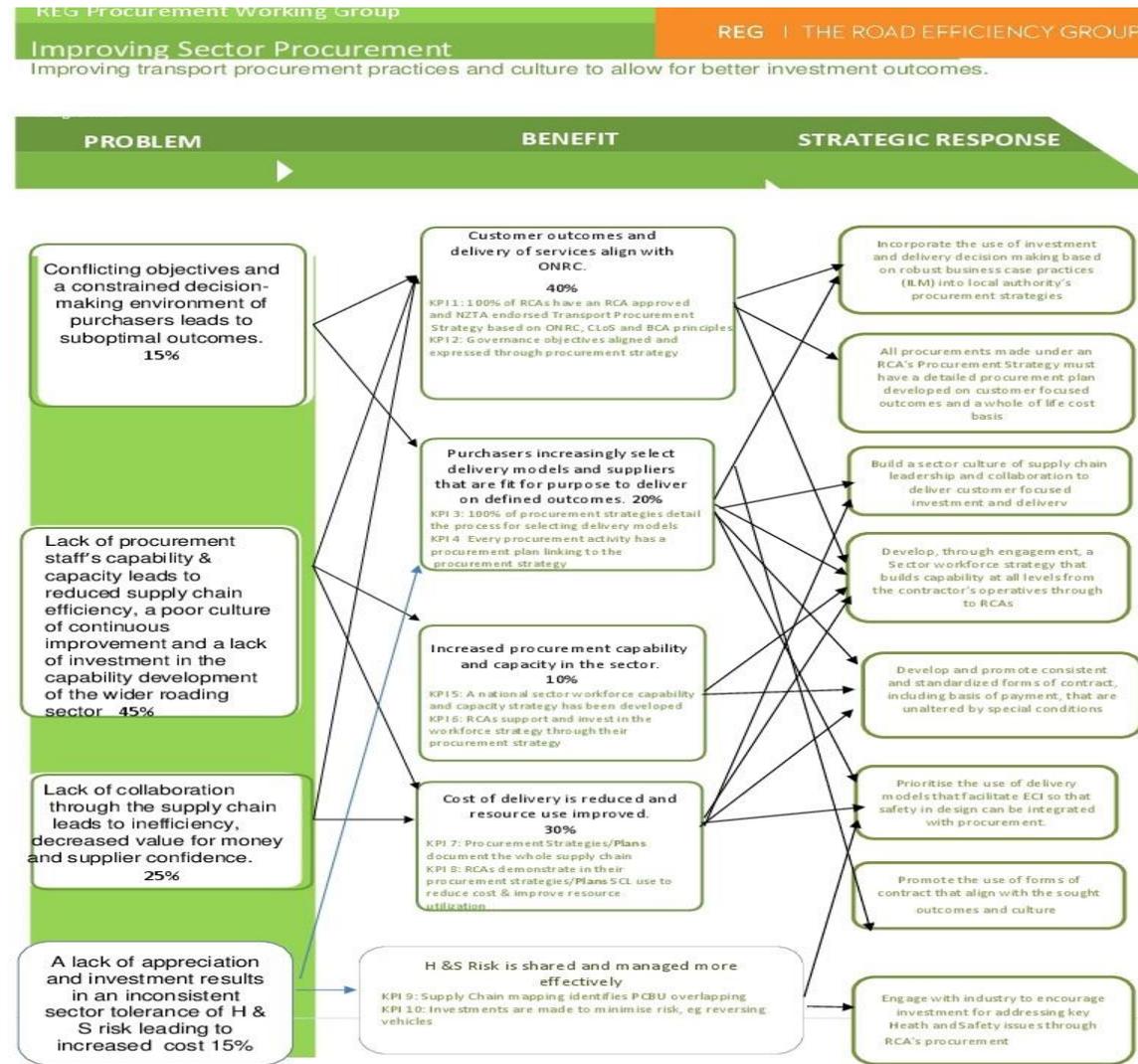


- Environment Objective: A land transport system that reduces the adverse effects on the climate, local environment and public health
 - **procurement related measures, for example choice of materials for use in infrastructure based on whole-of life performance**
- Value For Money Objective: A land transport system that delivers the right infrastructure and services to the right level at the best cost
 - **using innovation in systems, standards, procurement and technology to improve the effectiveness and efficiency of the transport system.**



REG Observations Procurement Improvement

REG Procurement ILM with Local Authorities, NZTA & contractors



Sector Procurement Problem Statements

- **Conflicting objectives** and a constrained decision-making environment of purchasers leads to suboptimal outcomes -15%
- Lack of procurement staff's **capability & capacity** leads to reduced supply chain efficiency, a poor culture of continuous improvement and a lack of investment in the capability development of the wider roading sector – 45%
- **Lack of collaboration** through the supply chain leads to inefficiency, decreased value for money and supplier confidence - 25%
- A lack of appreciation and investment results in an inconsistent sector tolerance of **H & S risk** leading to increased cost 15%



CCNZ Observations Procurement Improvement

- Use simple user friendly RFT documents
- Let the supply chain know what's coming
- Use standard documents
- Understand the risks; be careful what you ask for

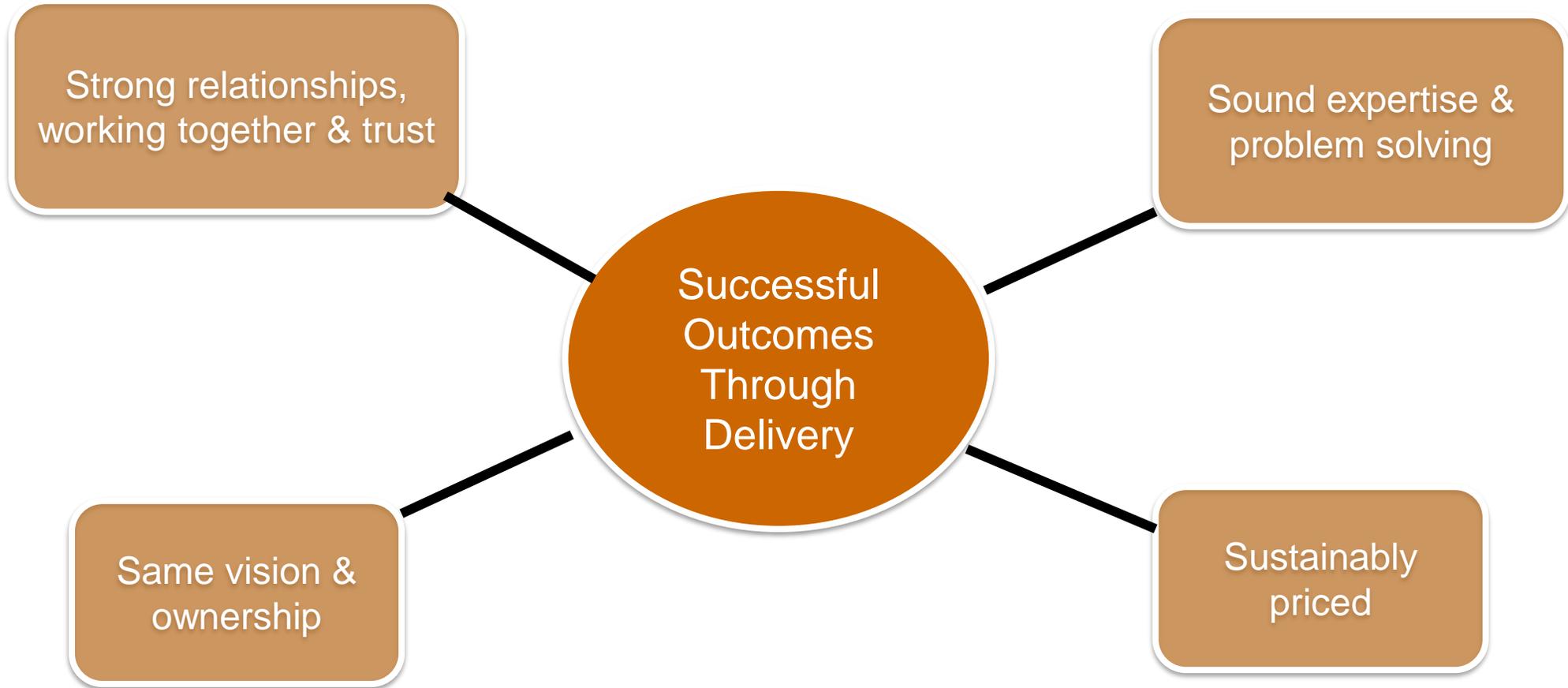


Partnering with NZTA

- NZTA procurement centre of excellence – they are here to help you & are engaging with REG
 - Strategic
 - Operational
 - Innovation
- General circular 17/06 expectations
- Procurement strategies
- Would you like NZTA to get involved and help you out?



R12 Procurement feedback You Told Us



R12 Procurement feedback

You Told Us

- **Contract lead times generally around 18 months to 2 years**
 - An additional 18 months required to get councillors & staff on the same page for change
- **There was a wide spread of results for assessing MBIE Cycle with REG Pillars**
- **Regional issues included**
 - aggregate supply
 - the need for a local meeting to discuss the potential for clustered contracts around specialised services
 - lack of trained engineers available to employ
 - gaining a better understanding of the NOC model and what it can offer

Worksheet R12b- Procurement - Pillars of Success

Self - Assessment

This worksheet asks participants to score their organisations procurement using prompt questions based on the REG Pillars of Success and risk that are derived from the three phases of MBIE's procurement cycle; namely plan, source and manage.



Score the following by ticking the appropriate box - (1) Disagree to (5) Strongly Agree

Whenever you score yourself "4 or 5" think of an example you can use to justify your score to an independent auditor or the other attendees at this workshop

Assessment statement	Score				
	1	2	3	4	5
Our Organisation Has					
Systems, documented and auditable, covering who does what, when, & for					
1. determining the organisations strategic procurement objectives and sought outcomes					
2. aligning delivery model selection and supplier non-price attributes to the above objectives and sought outcomes					
3. regular meetings with Industry to discuss and agree work programmes					
4. imbedding the ONRC into your procurement and service delivery					
Robust data for					
5. market rates and number of potential suppliers					
6. selecting the best tenderer					
7. demonstrating achievement of contract KPIs and requirements					



How can we realise better outcomes?

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- 17 - Innovative services and products
 - o Pursue the **use of new materials, technology and methods** where appropriate, including alternative procurement methods and delivery modes.

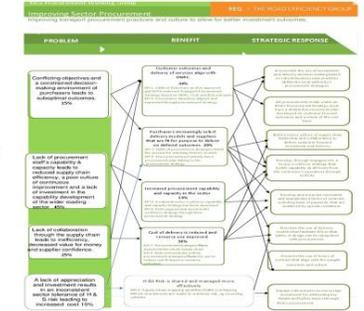
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REG Observations Procurement Improvement

REG ILM with Local Authorities, NZTA & contractors



What's changed?

- Introduce the procurement NZTA centre of excellence
- Examples of support
- General circular 17/06 expectations
- Procurement strategies
- Alignment with international 'trade treaty'

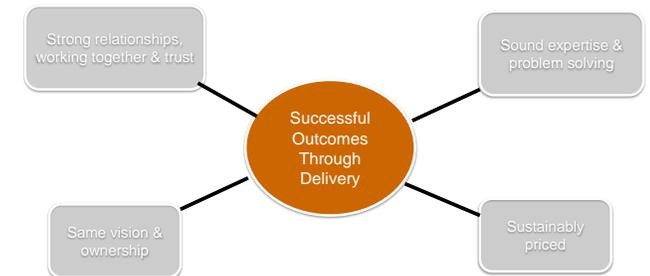
Need to update

R12 Procurement feedback

You Told Us

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- Regional issues included
 - o aggregate supply
 - o the need for a local meeting to discuss the potential for clustered contracts around specialised services
 - o lack of trained engineers available to employ
 - o gaining a better understanding of the NOC model and what it can offer

R12 Procurement feedback You Told Us



Delivering the changes needed for the 2018- 21 NLTP through partnering with REG

REG Mandate - The Sector works together to:



**Support Sound Investment Decision Making
'The Prize'**

And Levels of Service & the value of roads

Which Balance Whole of Life Cost with Risk

Use/develop existing tools & guidance



REG Procurement Response

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Current work plan

- Smart buyer/supply chain leadership programme
- Strategic approach to procurement framework
- Service delivery performance incentives
- Incorporate ONRC into contracts
- Standardise RFT /RFPs for contracts and delivery models
- Service delivery bench marking
- Service delivery & procurement collaboration framework
- Procurement & service delivery accreditation system

Tools developed to date

- Smart Buyer Self Assessment Tool
- Selecting the best delivery model for you
- RFT examples of different delivery model types

Road Maintenance Procurement: Delivery Model Guidelines



Sector Leadership

Procurement work group is engaging for alignment and roll out with:

- MBIE
- Local Government Strategic Procurement Group
- NZTA Systems Design and Delivery
- NZTA Procurement Centre of Excellence
- SOLGM



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- IPWEA
- CCNZ
- ACENZ
- OAG
- LGNZ
- RCA Forum



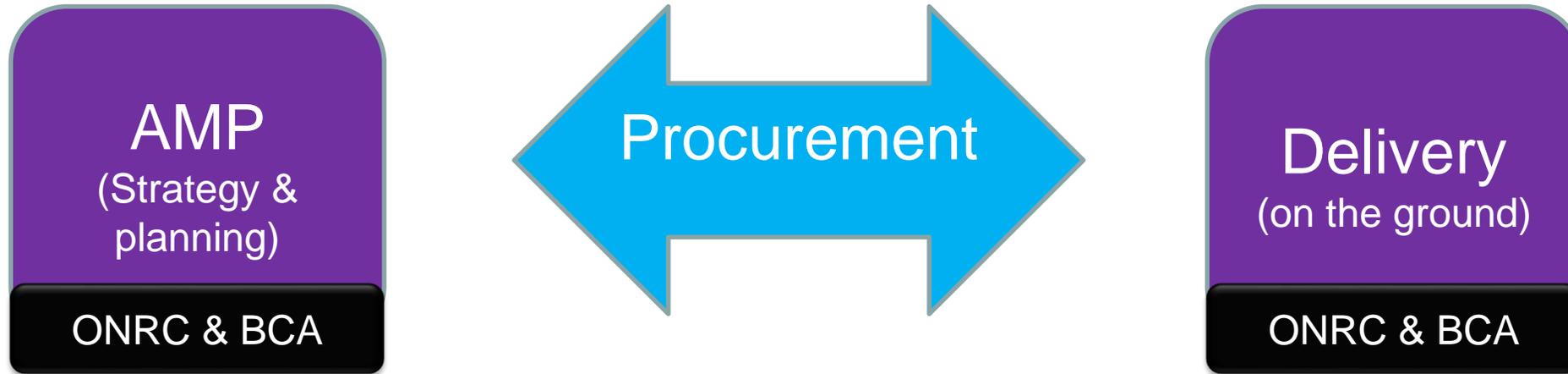


REG Procurement

www.nzta.govt.nz/roads-and-rail/road-efficiency-group/procurement/



Planning to Action



Need to maintain a clear line of sight from AMP to delivery to ensure we do the right thing, at the right time, at the right level on the network.

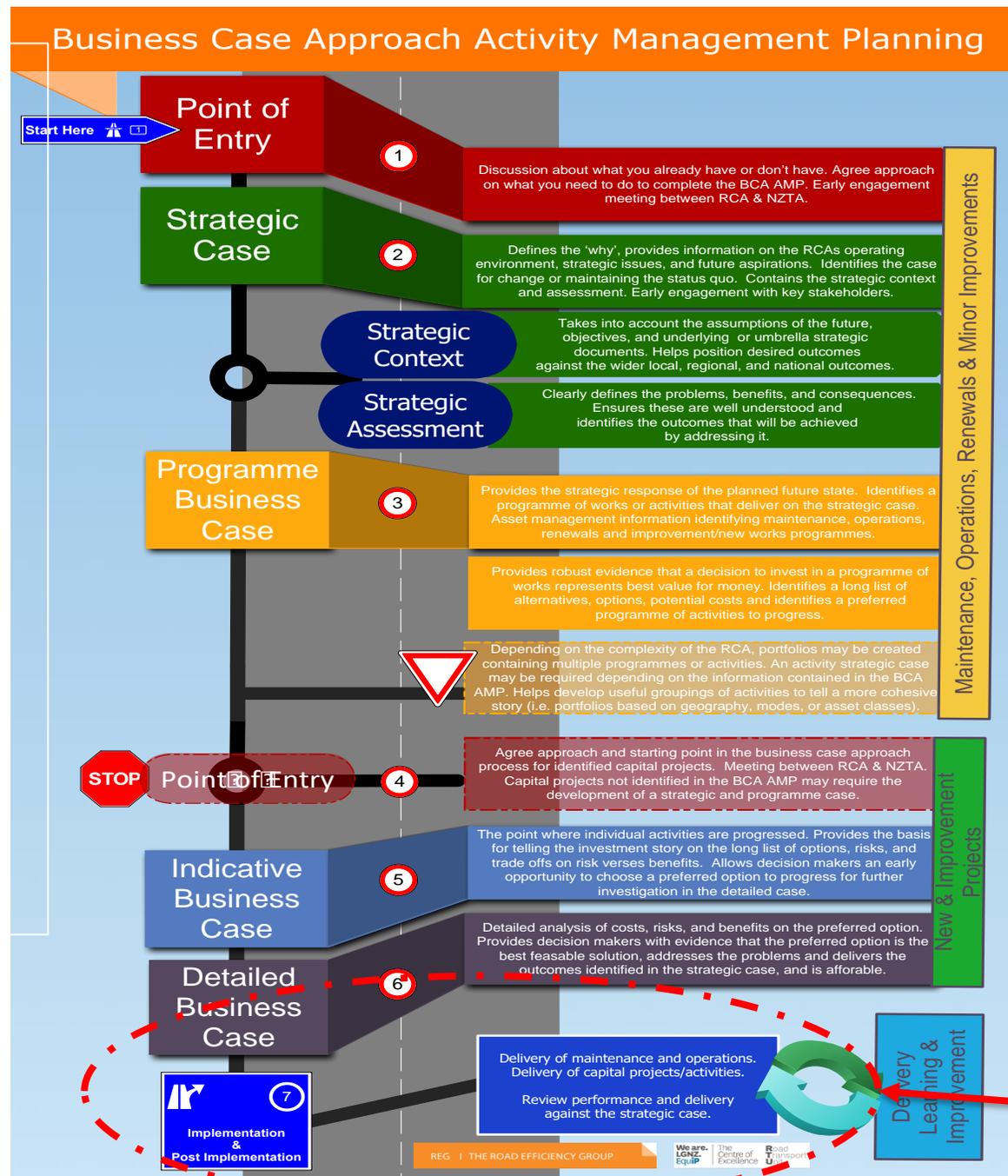
Look at how the planning and principles you have developed in the AMP are/can be incorporated into your service delivery and procurement.

Why does Procurement have arrows going both ways?



Planning to Action

realising the benefit of an AMP that utilises the ONRC & BCA



- Provides the Strategic & Programme Case for delivery (Maintenance, Operations, some Renewals; i.e. low cost/low risk)
- Identifies the line of sight for delivery
- Provides the basis for ONRC CLoS & classification
- Identifies the programme of work and the outcomes they will deliver for customers
- Sets the ground work for the procurement and service delivery

Procurement & Service Delivery

What do we mean by implementing your AMP business case outcomes and the REG ONRC into Procurement?



It means integrating all the work from the REG workshops into our procurement practices

- » ONRC Classification
- » CLoS and technical performance measures
- » REG Pillars
- » Business case approach incorporating these
- » Connecting the AMP strategy to service delivery ('line of sight')



Its more than contracts!

Its procurement – MBIE Procurement Cycle

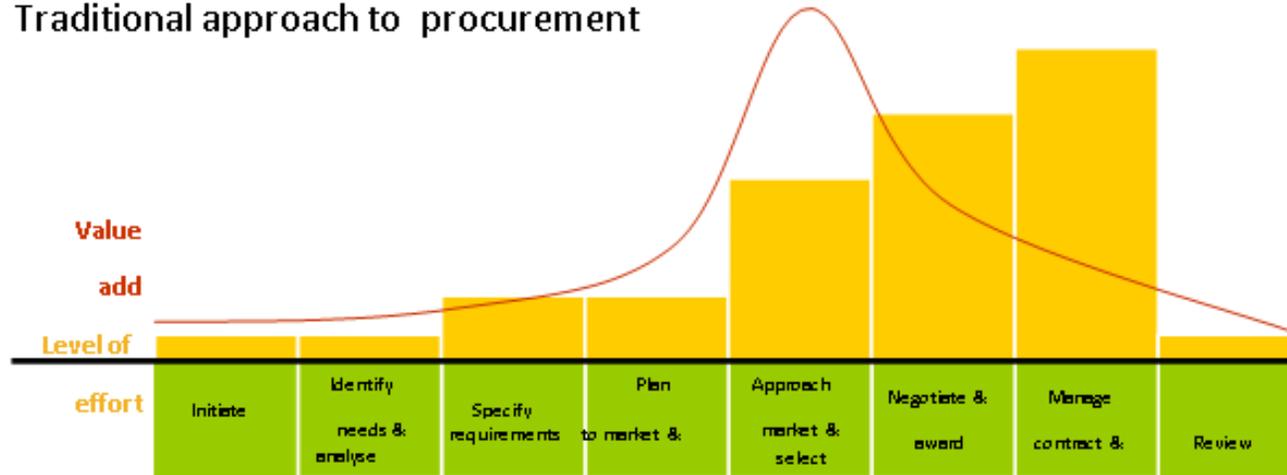


What does imbedding the BCA and ONRC into procurement look like for each segment of the Procurement Cycle?

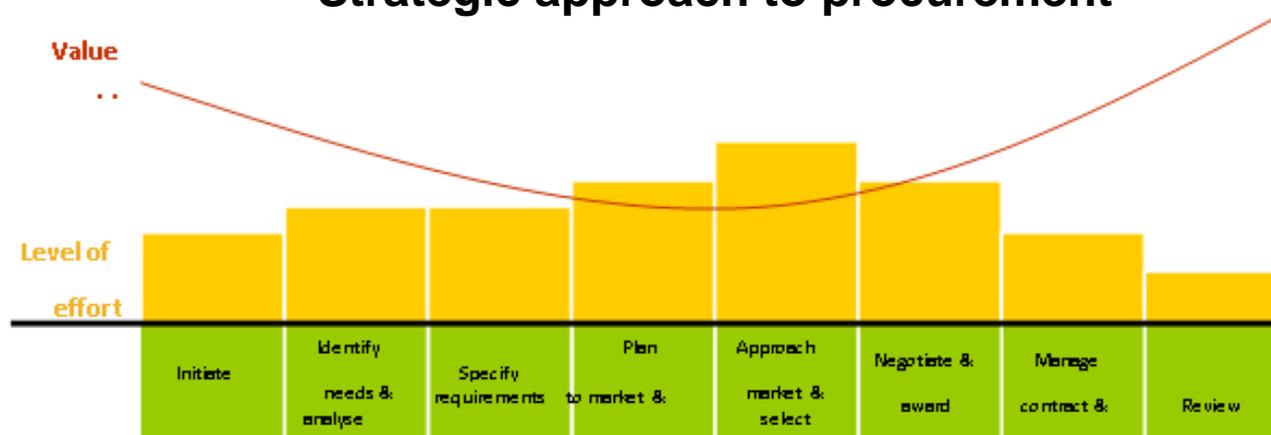


Strategic Procurement Gives Better Outcomes

Traditional approach to procurement



Strategic approach to procurement



Mastering procurement

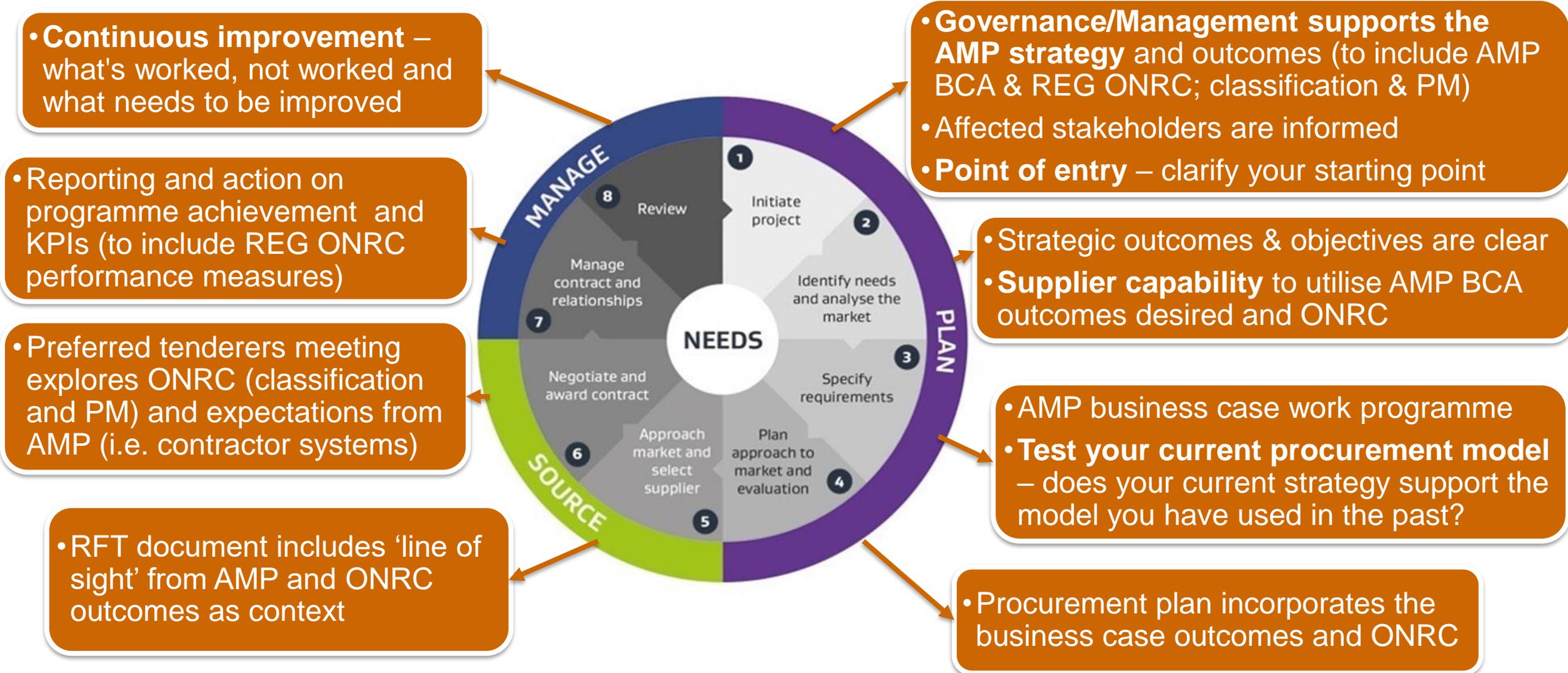
A structured approach to strategic procurement

A guide for government agencies

March 2011



REG Actions Under MBIE Procurement Cycle



REG Actions under MBIE Cycle

In small groups complete worksheet R13a

- Do the ONRC actions for each segment of Cycle look appropriate?
- What needs to be added ?
- What needs to be deleted?

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Work Sheet 13a

Do the REG actions for each segment of Cycle look appropriate?

Yes

No

What needs to be added/deleted?

	MBIE Segment	ONRC Action	Delete	Add
Plan	Initiate Project	<ul style="list-style-type: none"> Governance/Management supports the AMP strategy and outcomes (to include AMP BCA & REG ONRC; classification & Performance Measures) Affected stakeholders are informed Point of entry – clarify your starting point Strategic outcomes & objectives are clear Supplier capability to utilise AMP BCA outcomes desired and ONRC 		
	Identify your high-level needs and options. Carry out market analysis	<ul style="list-style-type: none"> AMP business case work programme Test your current procurement model – does your current strategy support the model you have used in the past? 		
	Specify your requirements	<ul style="list-style-type: none"> Procurement plan incorporates the business case outcomes and ONRC 		
	Develop Procurement Plan	<ul style="list-style-type: none"> RFT document includes 'line of sight' from AMP and ONRC outcomes as context Preferred tenderers meeting explores ONRC (classification and PM) and expectations from AMP (i.e. contractor systems) 		
Source	Approach the Market and select Supplier	<ul style="list-style-type: none"> Reporting and action on programme achievement and KPIs (to include REG ONRC performance measures) Continuous Improvement – what's worked, not worked and what needs to be improved 		
	Negotiate and award contract			
Manage	Manage contract			
	Review			



Strategic Procurement – Sector Example



Te Kaunihera-ā-Rohe o Ngāmotu
NEW PLYMOUTH
DISTRICT COUNCIL
newplymouthnz.com

Sought Outcomes - New Plymouth Example



New Plymouth Sought Outcomes Applied to Procurement



Te Kaunihera-ā-Rohe o Ngāmotu
NEW PLYMOUTH
DISTRICT COUNCIL
newplymouthnz.com

NPDC Sought Outcomes	GPS 2108	NPDC Procurement Sought Outcomes
People	Safety Access	<ul style="list-style-type: none"> Improved workforce capability through contracts Improve Health and safety performance
Place	Environment	<ul style="list-style-type: none"> Improved environmental impacts through contracts
Prosperity	Access Value for money	<ul style="list-style-type: none"> Improved value creation through contracts



Procurement Drivers/Objectives

Strategic Key Drivers of procurement models - REG research 2016

- What is the RCA's smart buyer capability and capacity?
- How strong is the RCA's desire to control the work programme?
- How healthy is the RCA's supplier market, including the number of potential players?
- How good is the availability of quality network data?
- How flexible, are the RCA's funding levels and levels of service?
- What is the RCA's risk appetite?
- What is the RCA's appetite for improved value for money and continuous improvement?
- What is the RCA's appetite for commercial tension?
- What is the RCA's appetite for a collaborative model?
- What is the RCA's appetite for sustainable pricing?
- What is the RCA's appetite for outstanding customer care?



Strategic Procurement

In small groups complete worksheet R13b

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Worksheet R13b

Procurement Strategic Context

Please complete the following for your organisation.

Strategic Context	Response
1. What are my Council's Sought Outcomes?	
2. How do my Council's Sought Outcomes relate to procurement?	
3. What are my Council's Procurement Objectives?	
4. How do the objectives relate to GPS, LTP, and AMP?	
5. What are my Council's Sought Outcomes?	
6. How do my Council's Sought Outcomes relate to procurement?	

- What are my Council's Sought Outcomes
- How do my Council's Sought Outcomes relate to procurement?
- What are my Council's Procurement Objectives?
- How do the objectives relate to GPS, LTP, and AMP?



Your Procurement Strategy

In small groups complete worksheet R13c

- Do you have a **current Procurement Strategy?**
- Is it endorsed by NZTA?
- Is it adopted by your Council?
- When does it expire?
- Do you have a plan to review and update?
- Is it stored in your document management system?

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Worksheet R13c
My Procurement Strategy

Please complete the table below for your organisation

Organisation _____

Question	Response
1. Do you have a current Procurement Strategy?	
2. Is it endorsed by NZTA?	
3. Is it adopted by your Council?	
4. When does it expire?	
5. Do you have a plan to review and update?	
6. Is it stored in your document management system?	



Recap on Procurement

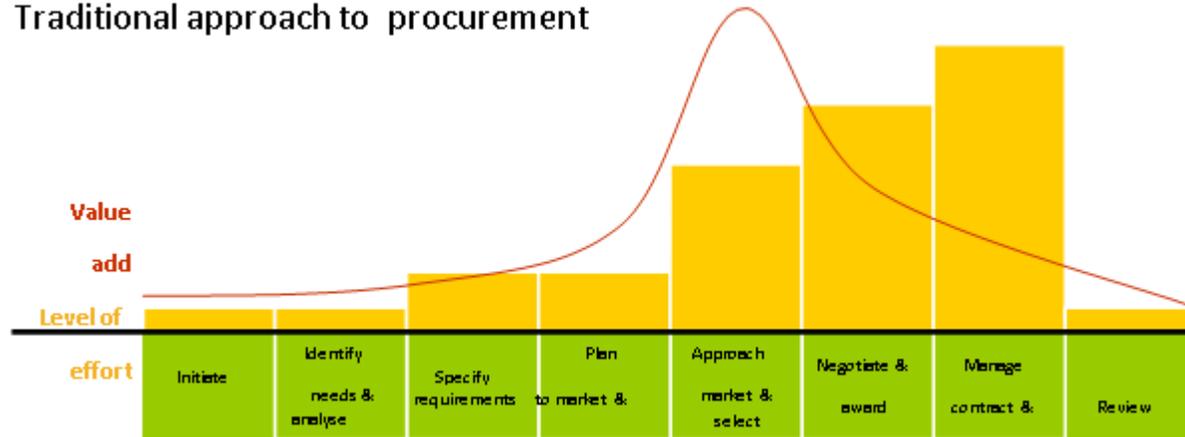
How can we realise better outcomes?



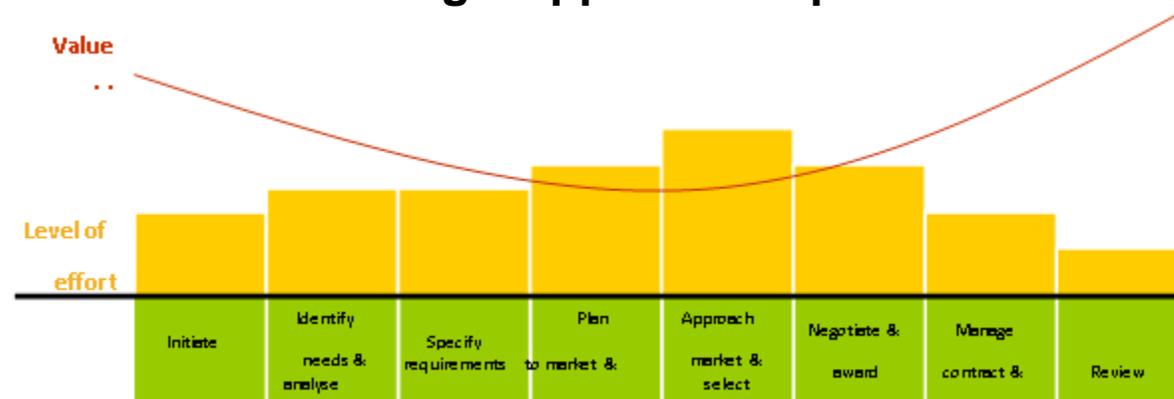
Recap on Procurement

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Recap on Procurement



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New Plymouth Sought Outcomes Applied to Procurement

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Recap on Procurement

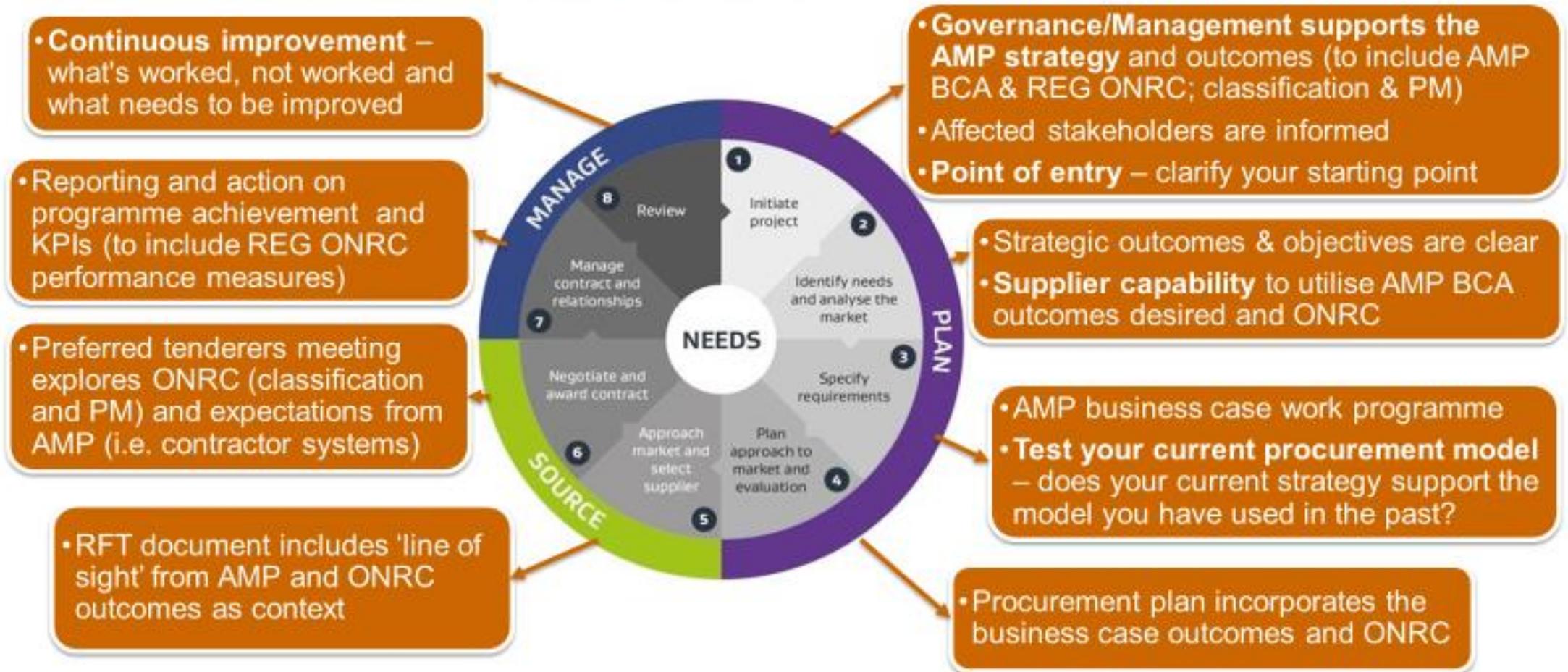
Strategic Key Drivers of procurement models - REG research 2016

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- What is the RCA's appetite for sustainable pricing?
- What is the RCA's appetite for outstanding customer care?



Recap on Procurement

REG Actions Under MBIE Procurement Cycle



Developing your 'to do' list of actions



Moving to Action



To do:

Update manager regarding AMP improvement plan progress

Update RAMM data in the PMRT

Update asset data in RAMM (check my data quality results)

Prepare procurement plan

It's about you and the action you start

To do:

Update manager regarding AMP improvement plan progress

Update RAMM data in the PMRT

Update asset data in RAMM (check my data quality results)

Prepare procurement plan

- Also consider:
 - Today's discussion
 - Improvement actions in the AMP
 - Other work you are doing

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NZTA Co-funding General Conditions

- Ensuring the organisation's business systems, planning documents, management **practices and reporting integrate the ONRC framework into all transport related decision making.** This is to ensure robust evidence investment decisions are made which deliver value for money on a best whole of life basis.
- **Delivering and report of the organisation's ONRC** and your own key performance indicators.
- **Delivering and reporting the planned improvements** that form part of the programme as submitted and accounted for in the Transport Agency's approved funding.
- **Ensuring that the organization's investment decisions** within the approved NLTP allocation **are focused on delivering the outcomes as set out in the draft GPS and the submitted programme of works** set out as the basis for the Transport Agency's approval of your programme.
- Ensuring the **organisation advises** the Transport Agency at the earliest opportunity of **any changes that materially affect the planned programme of works** and expected outcomes to be achieved over the NLTP period.



3 Month Plan – look at the higher level

A, B, C

Priority

To do:

Due Date

Update manager regarding AMP improvement plan progress
 Update RAMM data in the PMRT
 Update asset data in RAMM (check my data quality results)
 Prepare procurement plan

Consider your AMP Improvement Plan & Procurement / Service Delivery



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REG Update

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**A Conversation with
the Sector – the REG ‘New
Programme’**

Andrew McKillop
REG Programme Manager

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REG has delivered success

- enabled a **single classification** for all roads in New Zealand under One Network Road Classification (ONRC). ONRC is the foundation for reporting transport system performance by road controlling authority classification and also for setting customer levels of service
- adopted a national suite of **ONRC performance measures** for the 2018-21 National Land Transport Programme (NLTP), which are consistent with and support the draft Investment Assessment Framework (IAF)
- developed the **Performance Measures Reporting Tool**, which enables the Transport Agency and Approved Organisations to review the performance of their transport networks (for example, crashes, costs, and levels of service)
- developed **performance measure guidelines and comparative reporting** (benchmarking)
- facilitated **improved data quality** and reporting across the transport sector
- encouraged the transport sector to shift to an outcomes focused approach to the management and operation of the transport system
- promoted a greater **appetite for collaboration** between authorities and officers
- implemented in part the change sought - including greater value for money (The rate of expenditure for operating the transport system was less than previously forecast, while maintaining an appropriate level of service for the system customers)
- **But - we are not there yet**



Proposed 2018-21 REG programme

- A new strategic case and programme business case has been prepared to support the continuation of REG through the 2018-21 NLTP period
- The strategic case identified four opportunity:
 - better tell a customer centric investment story, and demonstrate an integrated transport network
 - a disconnect between what is conceived, planned and delivered
 - taking a whole of system approach to service delivery
 - jointly deliver at the right level of risk and thus failing to deliver value for money
- The draft Government Policy Statement on Land Transport (GPS) identifies the opportunity to expand the ONRC to include walking, cycling and public transport in urban areas
- The benefit of investing in the continuation of the REG programme will be:
 - **improved public trust and confidence in transport investment**
 - **improved value for money from transport investment**



Proposed 2018-21 REG programme



Deliver a step change in customer focused investment through quality governance, leadership, and collaboration.



Deliver a step change in the sectors' ability to deliver fit for purpose activity management.



Enable the sector to understand and use the data needed to deliver transparent, evidence based investment.



Develop and enhance the use of tools, information, and systems across the sector that enable the future transport system.



Incentivise a change in delivery by the delivery and supply chain (governors, clients, consultants, contractors).



Are you on the boat?

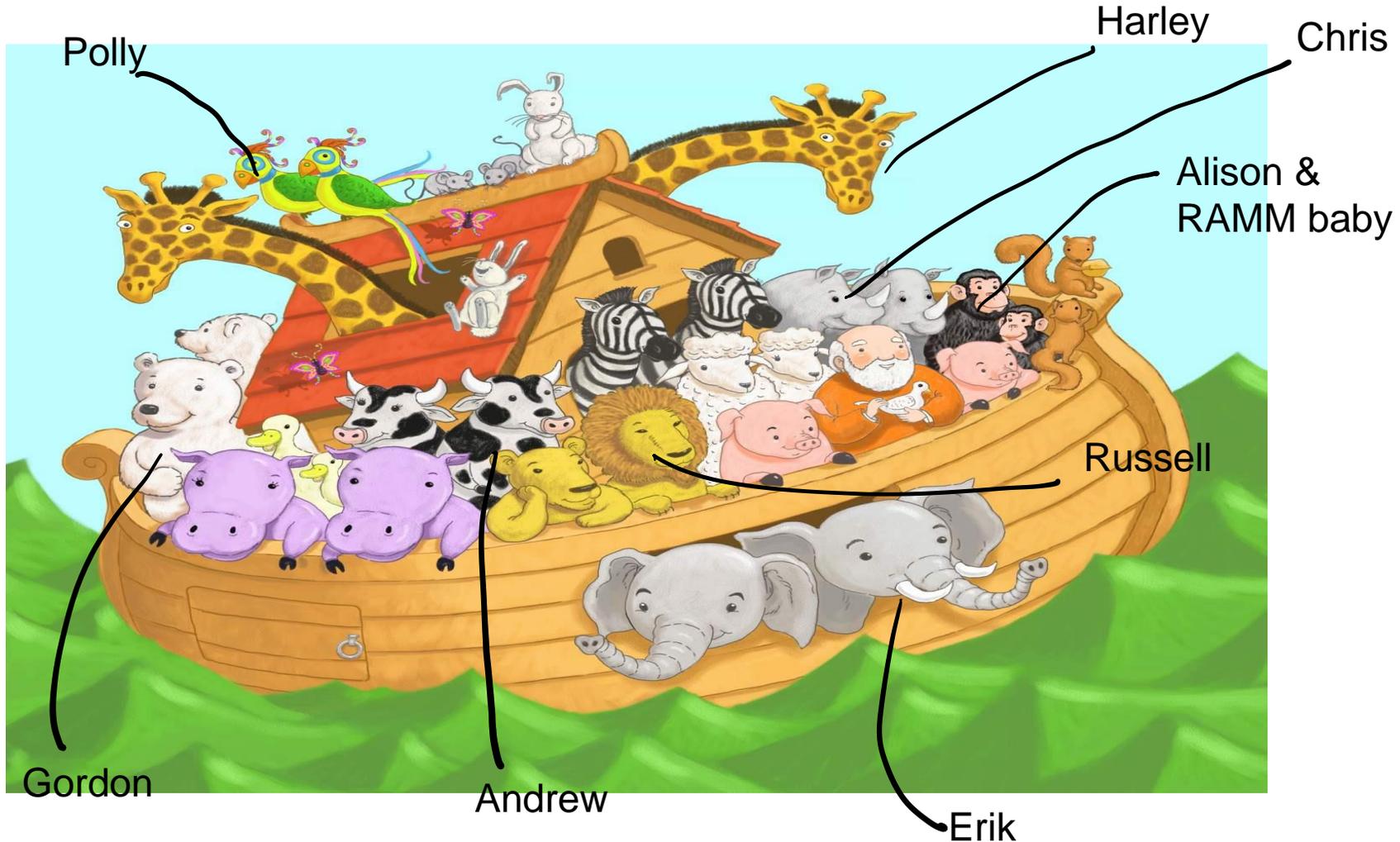
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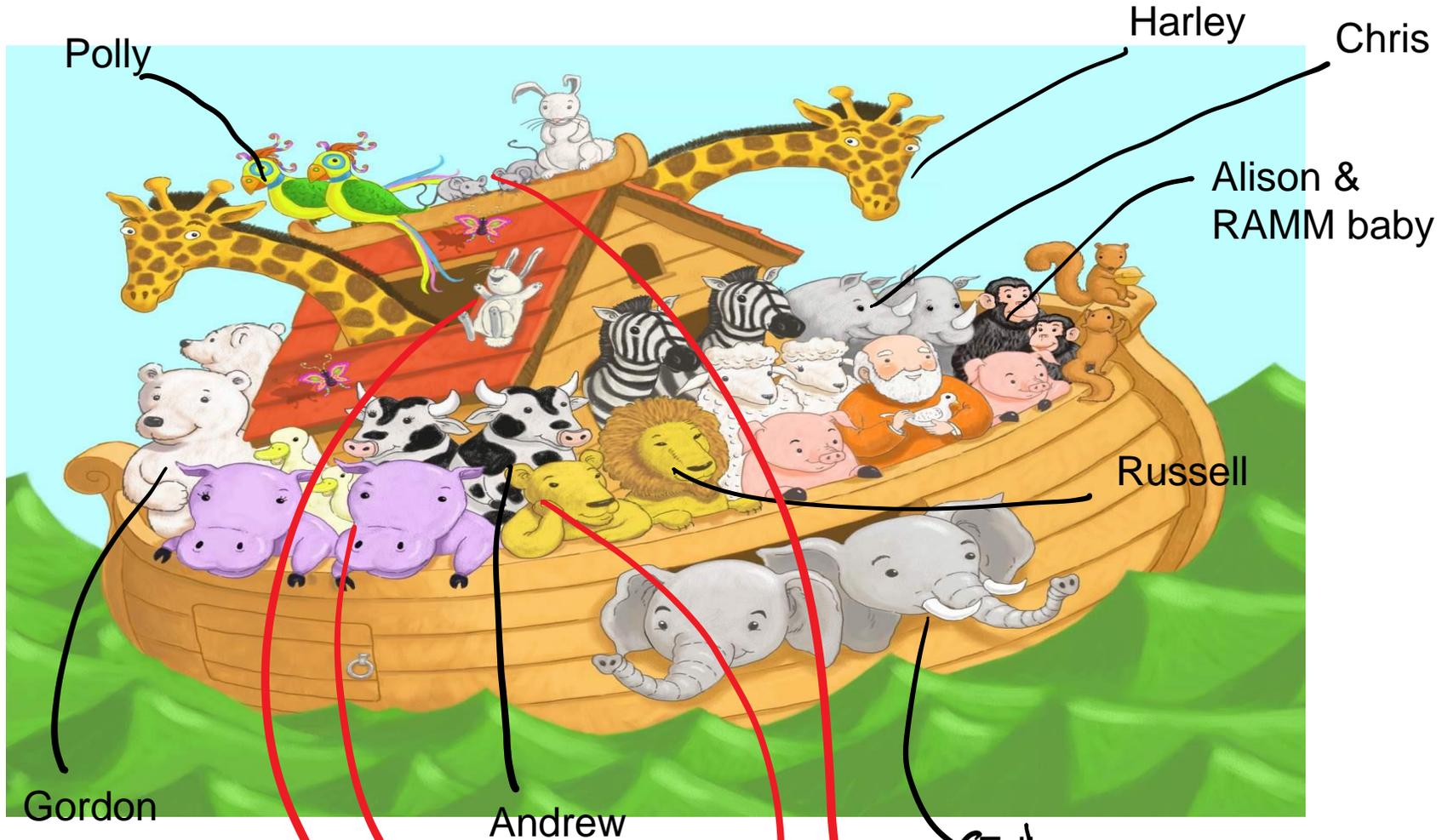
Road
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Unit



Are you on the boat?



Are you on the boat?



New REG programme – Strategic Response



Benefits Realised



Deliver a step change in customer focused investment through quality governance, leadership, and collaboration. 35%

- Consistent performance framework & scorecard endorsed
- Customer focused investment framework fully embedded
- Activity management & investment accreditation system embedded
- ON performance measure targets implemented
- Embedding ON guidance which articulates strategy through to action
- Procurement & service delivery accreditation system endorsed
- Transport statement of strategic direction and performance established



Deliver a step change in the sectors' ability to deliver fit for purpose activity management. 30%

- Consistent activity management framework
- Activity management centre of excellence investigated
- ON 'network form' guidance developed including incorporating metro and place measures established
- Speed management programme embedded in ONRC
- ON (One Network)



Enable the sector to understand and use the data needed to deliver transparent, evidence based investment. 15%

- ONRC reviewed
- Performance measure reporting tool enhancements
- Data quality improvement (Phase 2): new 2018/21 NLTP performance measures, road asset management & decision support services
- Data quality improvement (Phase 3): 2021/24 NLTP performance measures and other data
- Centralise & standardise data collection, analysis, & forward works programme assessments



Develop and enhance the use of tools, information, and systems across the sector that enable the future transport system. 10%

- Performance measures agreed for 2021/24 NLTP (new & enhanced)
- Digital engineering for transport (DEFT) programme agreed
- Simplified traffic estimation system
- Treatment selection algorithm replacement (candidate selection algorithm)
- RAMM software improvements
- National road centerline project



Incentivise a change in delivery by the delivery and supply chain (governors, clients, consultants, contractors). 10%

- Smart buyer / supply chain leadership programme
- Strategic approach to procurement framework
- Service delivery performance incentives
- Incorporate business case principles and ONRC into contracts
- Standardise RFT/RFP for contracts and delivery models
- Service delivery & procurement collaboration framework



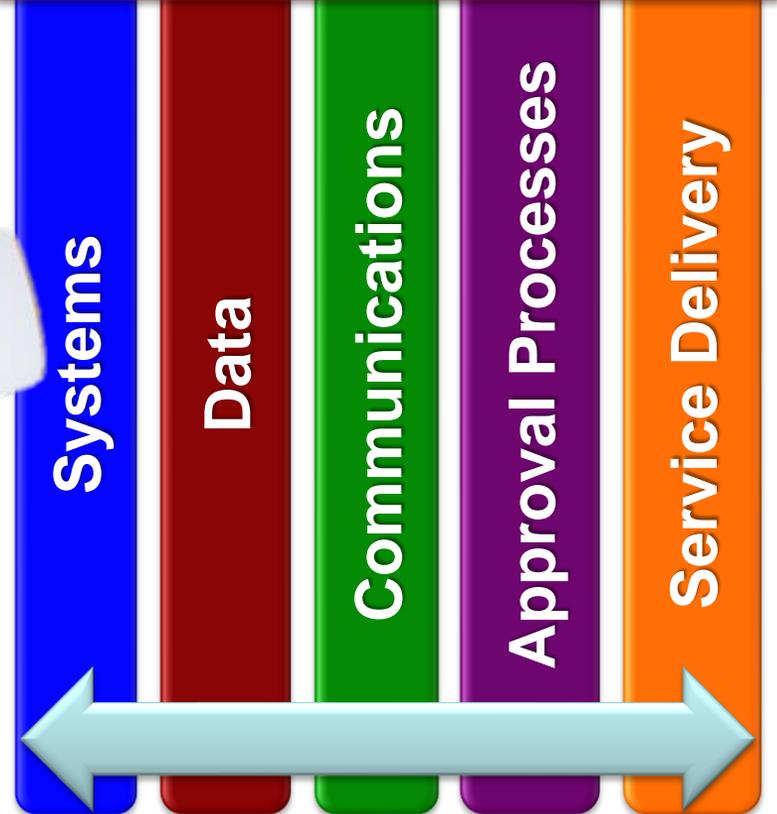
Overview of REG L&D Programme



2015 to 2017 L&D Programme came from you!



5 Pillars of Success



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2015 to 2017 L&D Programme



Learning Activity

Learning Activity	Systems	Data	Communications	Approval Processes	Service Delivery
LA1 Functional Classification	<input type="checkbox"/>				
LA2 Customer Promises, Customer Levels of Service & Performance Measures (to include DIA Performance Measures)		<input type="checkbox"/>	<input checked="" type="checkbox"/>		
LA3 RAMM		<input type="checkbox"/>			
LA4 Long-term condition and deterioration modelling; use of non-asset variables (i.e. economic, social, and environmental value)		<input type="checkbox"/>			
LA5 Interpretation, analysis, and understanding how to use data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
LA6 Road network planning	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
LA7 Business Case Approach Investment Logic Mapping	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA8 Transport system - 'Why we are doing this, how it fits together, dynamic nature, and sharing the story'	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA9 How to effectively use the ONRC, CLoS, and BCA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA10 Managing and leading change			<input type="checkbox"/>	<input type="checkbox"/>	
LA11 Communicating and engaging with stakeholders			<input type="checkbox"/>	<input type="checkbox"/>	
LA12 Effective collaboration and building buy-in			<input type="checkbox"/>		
LA13 Financial & strategic planning systems - improving internal engagement and understanding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA14 Overview of existing knowledge base and tools	<input type="checkbox"/>				
LA15 Procurement & using the CLoS/PM in contracts					<input type="checkbox"/>

Outcomes

Culture change is progressed

- Sector capability is increased
- Collaboration is enhanced
- Sector buy-in is increased
- Improve trust across the sector
 - Costs are reduced
- Improved investment decision making
- Improved relationships between co-investment partners (RCA/NZTA)

Support high quality delivery

- ONRC & Business Case Approach is fully implemented (in time for 2018 NLTP - Due Nov 2017)
- Implementation is more efficient and effective
- Implementation is tracked
- Sector issues identified in a collaborative manner
- Delivery is on time and high quality
- Buy-in and understanding is enhanced

Improved governance oversight

- Improved governance understanding and engagement.
- Support to elected members.
- Support to steering groups.

Continuous feedback loop to REG

REG L&D Programme 2014 to 2018

- EquiP Webinar Session (11 & 12 December 2014)
- REG Session T1 – Transition Planning Workshop
- REG Session R1 – Initial Regional Workshop
- REG Session R2 – Business Case Approach (LA7)
- REG Session R3 - BCA Activity Management Plan (LA7) and ONRC data reporting (LA2 & LA5)
- REG Session R4 - BCA Strategic Case & gap assessment (PoE, Self-assessment) (LA7) & CLoS Outcome Measure Guidance (LA2) / Key Milestone Programme
- REG Session R5 - CLoS Outcome Measures (LA2) and Communicating and Engaging with Stakeholders (LA11)
- REG Session R6 – How CLoS & Performance Measure are effectively used in the BCA AMP (LA2, LA5, LA7, LA9) and Communicating and Engaging with Stakeholders (LA11, LA12)
- REG Session R7 – Reviewing draft Strategic Cases, developing content for the Programme Business Case (LA7, LA9) and Communicating and Engaging with Stakeholders (LA11, LA12)



REG L&D Programme 2014 to 2018

- REG Session R8 – Reviewing content for the programme business case (LA7, Investment assessment criteria & links to the investment assessment framework/GPS transport (LA8 & 9).
- REG Session R9: Activity Management Plan Content (LA7, LA8 & LA9).
- REG Session R10: Activity Management Plan Development (LA7, LA8 & LA9).
- REG Session R11: Activity Management Plan Improvements (LA7, LA8 & LA11).
- REG Session R12: A ‘Call for Action’; continuing sector improvements & service delivery (LA8 & LA15).



Summary of R12 Feedback Session

Systems	Data	Approval Process	Communications	Service Delivery
1. Improve Data reporting and RAMM systems	1. Improve data quality	1. Improve telling a compelling robust story	1. Better communications content and messaging	1. Integrate ONRC into contracts
2. Improve high level sector systems for monitoring/ audit/ reporting/ quality control linking GPS to delivery across councils.	2. Improve information for Decision Making	2. Improve alignment of sector approval processes	2. Better Audience targeting	2. Improve industry engagement
3. Develop Line of sight systems from strategy to work programming to specifications to delivery	3. Improve data Collection	3. Improve regular communications	3. Improved sector communication processes	3. Improve procurement strategies
	4. Improve RAMM	4. Improve communications through organisation culture and training	4. Improve Communications capability	4. Address sector issues
	5. Improve support for using data			5. Improve procurement practice
	6. Improve Value for Money for data collection and use			



5 Pillars Updated



2018 REG L&D Programme Update

Learning Activity

	Systems	Evidence (Data)	Communications	Approval Processes	Service Delivery
LA1 – Utilising the REG ONRC classification in ‘place’ and ‘space’	<input type="checkbox"/>	<input type="checkbox"/>			
LA2 – Utilising REG ONRC Performance Measures (customer and technical)	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
LA3 – Improving data quality		<input type="checkbox"/>			
LA4 – Improve data reporting - Long-term condition and deterioration modelling; use of non-asset variables (i.e. economic, social, and environmental value)		<input type="checkbox"/>	<input checked="" type="checkbox"/>		
LA5 – Improving our evidence; Interpretation, analysis, and understanding how to use data		<input type="checkbox"/>			
LA6 - Road network planning	<input type="checkbox"/>				
LA7 – Improving the use of the Business Case Approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA8 – Improving the ‘line of sight’; connecting the ‘why’ to programme delivery	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
LA10 - Managing and leading change	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA11 – ‘Telling the story’; Communicating and engaging with stakeholders (Governance, Snr Mgrs, & int/ext)			<input type="checkbox"/>	<input type="checkbox"/>	
LA12 – Improving alignment with sector approval processes (i.e. GPS, NLTP/IAF, RLTP, LTP, AMP).	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
LA13- Financial & strategic planning systems – improving alignment internally for improved AMP outcomes.	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA14 – Business excellence and managing performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA15 – Enhancing procurement, service delivery & using the CLoS/PM in contracts	<input type="checkbox"/>				<input type="checkbox"/>
LA16 – Improving collaborative outcomes in delivering AMP improvement actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA17 – Supporting innovation and shared knowledge development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Desired Outcomes

Culture change is continued and celebrated

- Sector capability is increased
- Collaboration is enhanced
- Sector buy-in is increased
- Improved investment decision making
- Improved relationships between co-investment partners (RCA/NZTA)

Continuous Improvement

- RCAs actively progress their AMP improvement plans
- RCAs effectively meet improvement milestones
- Improvement actions are more efficiently delivered
- Innovation is increased
- Delivery of the AMPS for 2021/24 NLTP shows improvement on 2018/21

Improved communication in sharing the story

- Improved senior management and governance understanding and engagement
- Support to elected members
- RCAs enhance their ability to clearly communicate the investment story

2018 L&D Programme Outcomes

Objective

Helping the sector to gain the confidence to do the right thing.

Enabling the sector to successfully deliver improvements for the 2021 NLTP.

Good Performance

- The sector shows increasing confidence in delivering REG outcomes and improved investment decision making.

- The sector shows improvement against their 2018/21 AMPs.
- The sector shows active achievement of improvement plan actions.
 - RCAs show ongoing development of the AMP, imbedding the BCA and ONRC across their transport programmes and strategic delivery of their programmes.



2018 L&D Programme Outcomes

Objective

Continue the development of a shared vision (based on REG) and understanding of how the ONRC, CLoS, and BCA fit into transport systems.

Continue the development of the desired culture change in transport investment decision making.

Good Performance

- Sector feedback indicates increased value in utilising the ONRC and BCA in their planning and delivery.
- The sector is supportive of REGs change journey and see's increasing relevance and value in being part of the change.

- RCAs indicate an increased level of buy-in and willingness to constructively contribute to the success of implementation.



Data Quality Project Update – A pathway to business excellence



Project objectives

What can be done to improve data quality?

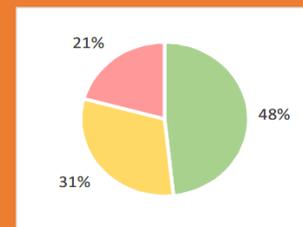
Why is data quality not better?

What is the current state of TLA data quality?

How do we measure, monitor and report on data quality?

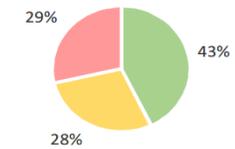


My Results Overall

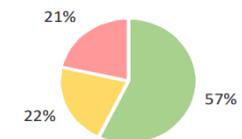


My Results by Dimension

Completeness



Accuracy



Phased approach to a desired future state

PHASE THREE : 2021/24
ONRC Performance
Measure Data

PHASE TWO: Road Asset
Management and Decision
Support Systems Data

PHASE ONE : ONRC
Performance Measure Data



Sector survey

- 131 insightful responses
- Perceived primary causes of poor data quality:
 - Data is not valued by the sector
 - A lack of understanding of the impacts of poor data quality
 - A lack of sector resources and competency



Q3: The following are potential obstacles to achieving and/or improving data quality in terms of its timeliness. Rate the significance of each based on your experience:

Answered: 106
Skipped: 24

Who Answered: 0% 20% 40% 60% 80% 100%

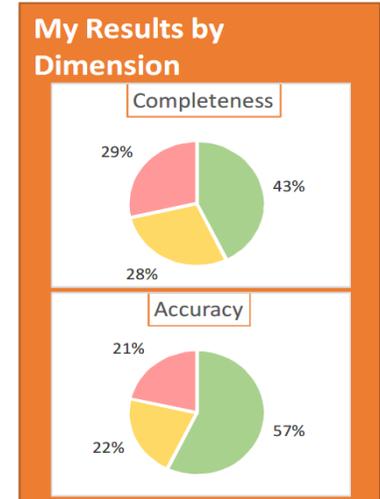
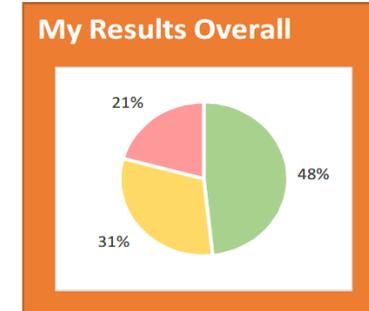
- Territorial Local Authority
- NZ Transport Agency
- Comp. Service Provider
- Consultant
- Contractor
- Other

Factor	Not at all significant (1)	Slightly significant (2)	Significant (3)	Fairly significant (4)	Very significant (5)	No. Answered	Weighted Average (All)	Rank (All)	Answer Distribution (All)	Weighted Average (3), (4) & (5)	Rank (3), (4) & (5)
Data is not valued as an asset	5	13	27	28	31	104	3.64	1		4.05	2
Lack of data management competency across the sector	3	15	31	39	18	106	3.51	2		3.85	6
Lack of consequences for suppliers not delivering	9	17	26	23	30	105	3.46	3		4.05	1
Lack of available resources across the sector	2	25	25	31	21	104	3.42	4		3.95	3
No agreed data quality standard	13	24	25	26	16	104	3.08	5		3.87	5
Lack of contract documentation to bind suppliers to delivery	13	29	22	26	15	105	3.01	6		3.89	4
Lack of accessible, relevant sector guidance	10	25	37	23	10	105	2.98	7		3.61	10
The person who pays for it is not willing to allocate sufficient budget	17	24	28	21	15	105	2.93	8		3.80	7
Expectation is set that suppliers are failing to deliver	14	33	33	15	10	105	2.75	9		3.60	11
There's no money available for this	23	28	24	19	10	104	2.66	10		3.74	8
The database system is too difficult to use, update, etc.	18	39	24	14	10	105	2.61	11		3.71	9
Too much time spent recording data of little value	22	39	28	12	5	106	2.42	12		3.49	12



Phase 2 assessment

- Pilot phase 2 assessment underway for 2016/17 data
- Combined results and single TLA report
- Re-release of 2016/17 report with provisional phase 2 results
- Welcome feedback



REG THE ROAD EFFICIENCY GROUP							
Road Controlling Authority: Ashburton District							
Category	Sub-Cat	PM Influenced/Affected	Ref	Measure Description	Type	My Measure Result	My Result vs All RCGAs
Carriageway	Safety, Amenity, Cost Efficiency	Carriageway	Ca1a	Rural number of lanes matches width Proportion of Rural sealed network length with alignment between carriageway width and no. of lanes (No. lanes=1 & width<6m, No. lanes=2 & width<4m or >17m, No lanes=2 & width<9m)	Completeness	99.4	[Bar chart]
			Ca1b	Urban number of lanes matches width Proportion of Urban sealed network length with alignment between carriageway width and no. of lanes (No. lanes=1 & width<6m, No. lanes=2 & width<4m or >17m, No lanes=2 & width<9m)	Completeness	98.3	[Bar chart]
			Ca2	ONRC categories are assigned Proportion of carriageway section records with an assigned ONRC category	Completeness	99.6	[Bar chart]
			Ca3a	Rural carriageways are generally not short Proportion of Rural sealed carriageway records greater than 200m in length (ie. not short)	Accuracy	61.8	[Bar chart]
			Ca3b	Urban carriageways are generally not short Proportion of Urban sealed carriageway records greater than 20m in length (ie not short)	Accuracy	94.9	[Bar chart]
			Network	Treatment Length	Amenity	TL1a	Treatment Lengths are generally not short Proportion of Treatment Length records (excludes disabled Tls) that are not very short (< 20m Urban and 100m Rural)
TL1b	Treatment Lengths are not too long Proportion of Treatment Length records (excludes disabled Tls) that are not exceptionally long (> 500m Urban and 1km Rural)	Accuracy				74.9	[Bar chart]
TL2	Treatment Lengths match major surfaces Proportion of Treatment Length records with >= 80% coverage of the major surfacing (excludes disabled Tls)	Accuracy				88.7	[Bar chart]
TL3a	Unsealed network has no surface records Proportion of Treatment Length where Pavement Type = Unsealed with no surface record (excludes disabled Tls)	Accuracy				51.1	[Bar chart]
TL3b	Sealed network has surface records Proportion of Treatment Length where Pavement Type = Thin Surfaced Flexible or Structural Asphaltic Concrete with a surface record (excludes disabled Tls)	Accuracy				99.8	[Bar chart]
TL4	Network with STE reading Proportion of Treatment Length records with a Smooth Travel Exposure (STE) value (excludes disabled Tls)	Completeness				88.0	[Bar chart]
TL5	Treatment Lengths match renewals Proportion of Treatment Length records updated to match previous financial years' surface record start and end RPs (excludes disabled Tls)	Timeliness	3.4	[Bar chart]			



Practice overviews

- Seven developed:
 - Traffic count data
 - Traffic estimate data
 - Surfacing data
 - Treatment length segmentation
 - Maintenance activity data
 - Crash data
 - Carriageway lane width



Watch this space

- Release of survey results & findings
 - Re-release 2016/17 TLA report with phase 2 results around end of June
 - Practice Overview L&D delivery August – September (R14 &/or R15)
- For more info go to:
- <https://www.nzta.govt.nz/roads-and-rail/road-efficiency-group/data-2/data-quality-project/>



Activity Management Competency and capability enablement project

Programme update

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Capability Assessment Project

Why it was initiated

- REG identified a **capability and capacity gap** across the spectrum of roles **from Governance through to procurement** to deliver effective Transport Activity Management in New Zealand.
- REG is developing competencies required to effectively manage New Zealand's Transport Activities (which is broader and more encompassing than just the roll of an Asset Manager).



Capability Assessment Project

What its about

Aims to

- Develop a competency framework to enabling sector scan of true capability and capacity gaps
- Develop a strategy to lift both capability and capacity including building career pathways
- Includes working with institutions and professional bodies to develop and implement structured learning and recognition of prior learning etc



Capability Assessment Project

What's the plan?

- Completed sector scanning of competency frameworks / documentation and data collection in June.
- Data analysis and reporting to REG leadership group September to agree draft competency framework for consultations with sector and institutions in Qtr 4
- Once framework is agreed develop an assessment tool to support monitoring of sector capability at an organisational level with the ability for organisations to understand the individual level



Capability Assessment Project

How can you be involved?

Want to be involved? Please contact a steering group member.

Do you already have AM competency requirements documented that we can utilise?

Steering Group members:

Adam Bevins (Chair)

Sandra King

Mark Yaxley

Erik Barnes

Adam.Bevins@downer.co.nz

Sandra.King@pncc.govt.nz

mark.yaxley@nzta.govt.nz

erik@auxilium.co.nz



REGional Champions Update

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Summary and Close

- Complete the feedback Survey!
- Review
- Feedback on the workshop? How can we improve it?
 - You will be invited to complete a survey monkey questionnaire
- Next Steps



Erik Barnes



PO Box 2764,
Wakatipu,
Queenstown 9349

M: 021 997 863

erik@auxilium.co.nz

David Fraser



10 Bayview Drive
Waiuku 2123

P: +64 9 2357245

M: 027 4739493

david@amsaam.co.nz

Chris Olsen

CHRIS OLSEN CONSULTING



16 Solway Place
Papakowhai
Porirua 5024

P: 04 2339697

M: 0274 477098

chris@coconsulting.co.nz

