

# Waterview Connection Project

2 December 2013

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**WELL-CONNECTED  
ALLIANCE** PROUDLY  
DELIVERING

16 20 **Waterview Connection**

 NZ TRANSPORT AGENCY  
WAKA KOTAHU

Roads of national significance

# Potted history

- 1956 De Leeuw Cather Masterplan
- Introduced concept of SH1 spine & WRR
- Recommended completion by 1980
- Report also predicted possibility of two car families!
- SH1 growth from 60s; WRR developed last 10 years
- 2000 Transit 10 Year State Highway Programme: Avondale Extension.
- March 2009 RoNS ...\$1.4b Waterview Connection ... completion by 2017

# Strategic benefits

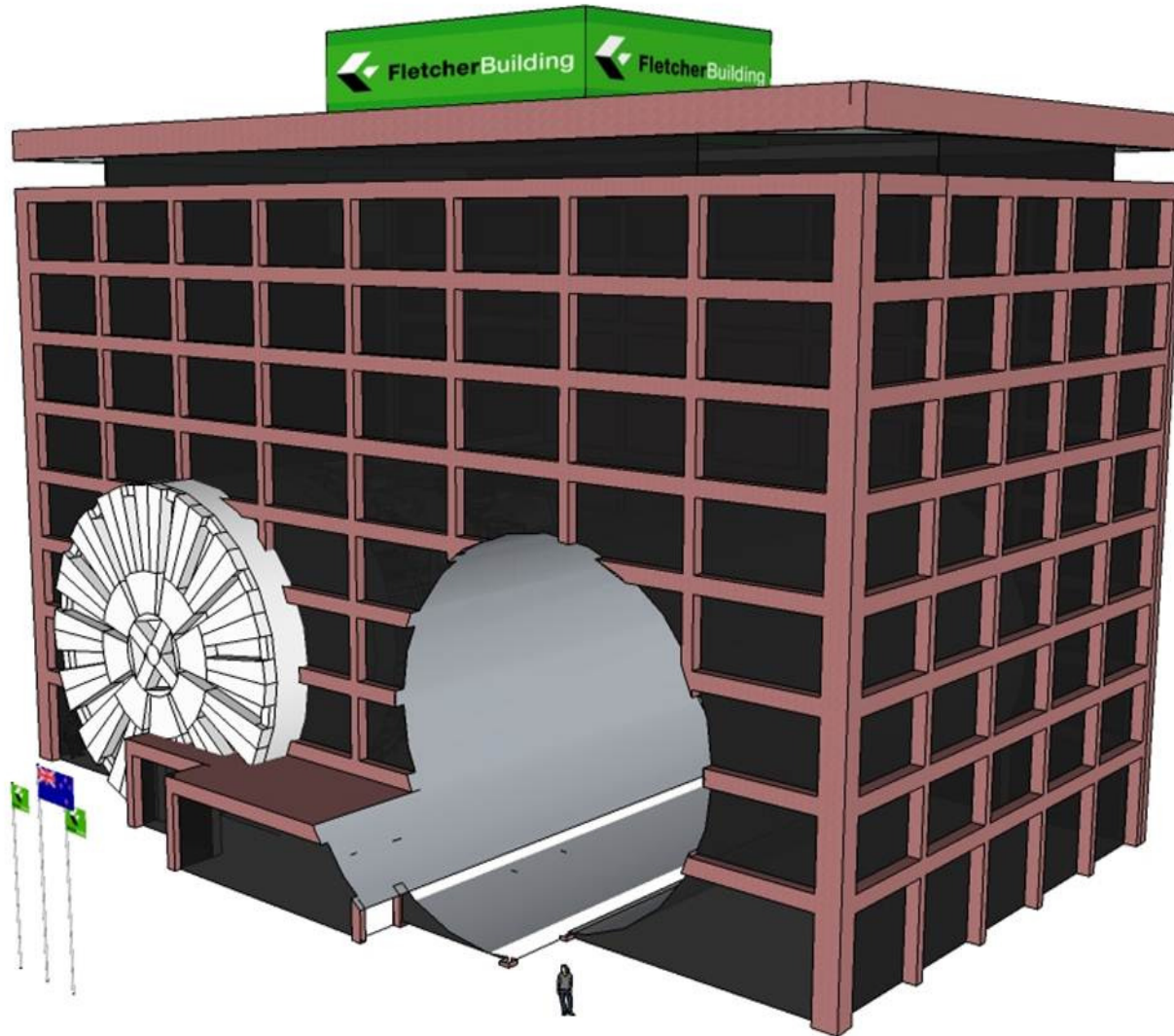


- Improved freight movements
- Enhanced regional journey time reliability and safety
- Reduce burden on Harbour Bridge
- Direct CBD-Airport connection

# Waterview Connection

- 5km of 6-lane motorway
- Twin 2.4km tunnels
- Multi-leveled interchange at GNR
- Strong urban design influence
- Improved CBD-airport link





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# Northern Vent Building



# Southern Vent Building



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# Northern Vent Stack



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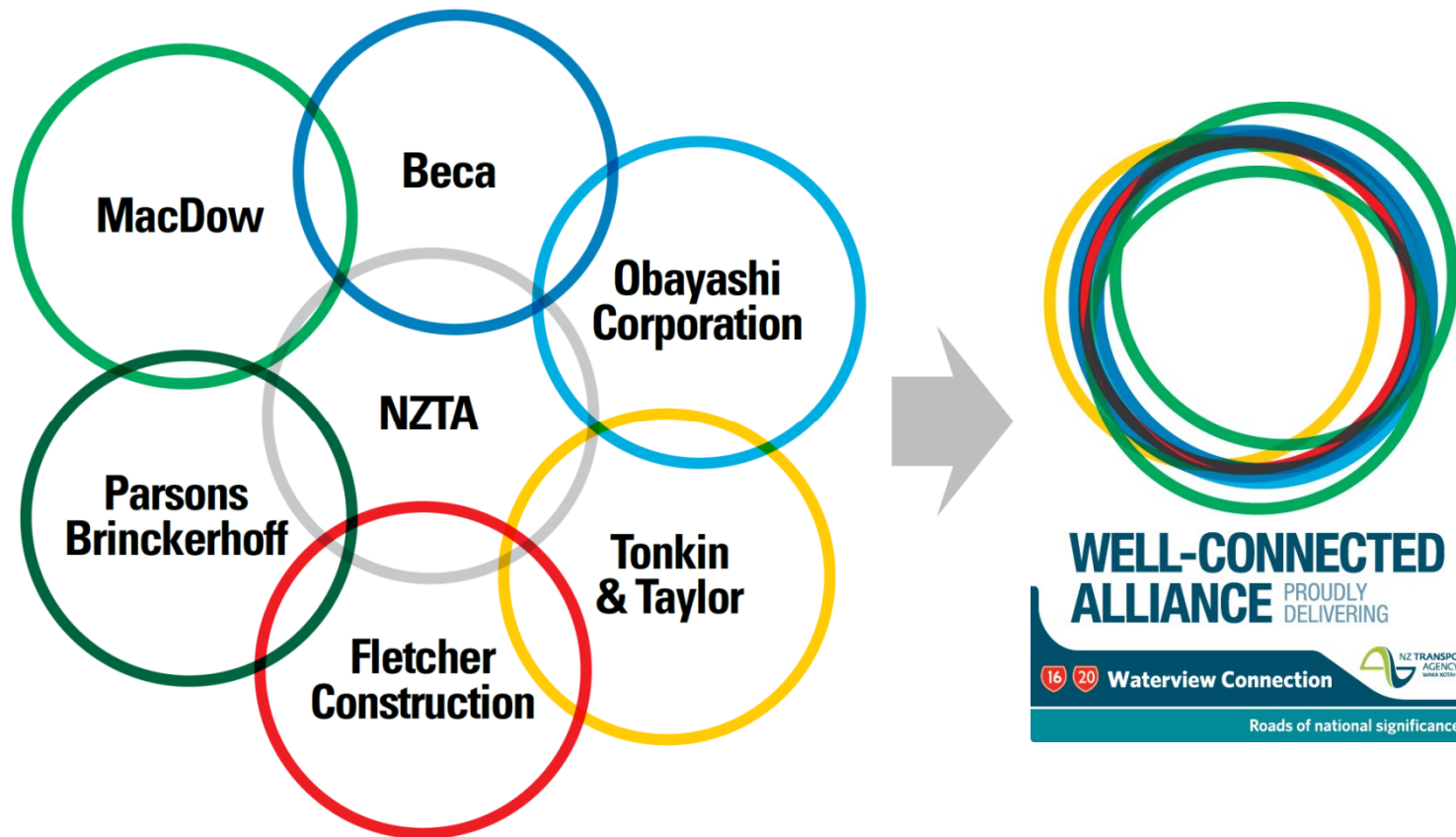
# What is an Alliance?

- A collaborative working arrangement between an owner and private companies to deliver a project
- Structured to capitalise on the relationships between the parties, removing organisational barriers and encouraging effective integration
- Commitment to act in good faith underpinned by an alliance agreement
- Commercial model aligned to alliance principles
- Alliance model is usually chosen for complex or large projects

# Why deliver by Alliance

- Complex interfaces
- Difficult stakeholder issues
- Tight time frames
- Difficult to define scope
- Added value from owner involvement
- Risk & opportunity collectively managed

# Well-Connected Alliance



# Our Vision

DRIVING  
CHANGE

# The Goals

- Boost Auckland
- Build Communities
- Better Lives
- Drive Value
- Finish Faultlessly

# Where does it all fit?

## The Culture map



# Project objectives

- Zero harm (injury free)
- Fully integrated, efficient, safe link
- Balance social, environmental and economic imperatives
- Best use of money
- Highly collaborative relationships
- Exceptional people development

# PROJECT OBJECTIVES

## 1. Demonstrable commitment to Zero harm

- Safety in design
- Safe methodology
- Safety talked about and visible on-site
- Safety for the community
- Safety underpinning well-being

## 2. A fully integrated link between SH20 and SH16 that is efficient and safe to use and maintain

- High quality infrastructure that maximises tunnel availability for road users and minimises O&M costs
- O&M regime that respects the needs of users across the project
- Traffic management that enhances the efficiency of the wider network
- Integrated with all modes of transport and the urban landscape

## 3. Balance between social, environmental and economic imperatives

- Respects the local community and the environment
- Complies with relevant conditions
- Looks good and lasts - award winning and sustainable

## 4. Best use of the money

- Controlled spending - aligned to agreed targets and milestones
- Clear value for money
- Innovative design-construct
- Beat the TOCs - controlled cost

## 5. Highly collaborative relationships and interfaces

- Within our Alliance
- With Auckland Council, Auckland Transport, Auckland Motorway Alliance and Joint Traffic Operations Centre
- With our suppliers and sub-contractors
- With others doing work in the area
- With the community and wider stakeholders

## 6. Exceptional people development

- Integrated and enduring high performance culture
- Embedded One Team framework
- Clear understanding of roles
- Connection back to home organisations
- Opportunity, development, recognition and satisfaction
- Work life balance

# Our Project Objectives

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# What we are going to achieve

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**ALLIANCE** PROUDLY DELIVERING

**16 20 Waterview Connection**  
Roads of national significance

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# Alliance Principles

- The principles form the basis of the alliance
- Participants commit to act in good faith
- Generally includes:
  - Being fair, reasonable and honest
  - Doing all things reasonably expected of them
  - Not impeding or restricting the performance of others

# Alliance Principles



# ALLIANCE PRINCIPLES

As alliance participants we will:

1. be open and honest with each other, treating each other with respect
2. acknowledge that all alliance participants have an equal say
3. agree accountabilities and responsibilities together
4. accept responsibility as an alliance but deliver on individual accountabilities
5. deliver business results where we all win or lose together
6. accept collective responsibility knowing there is a fair share of risk and reward
7. obtain the unconditional support from the top level of our organisations
8. resource the alliance to deliver high performance
9. operate with no-blame between organisations and teams
10. determine what is 'best for project' when making decisions
11. do business on an open book basis
12. promote innovative thinking to achieve outstanding results.

# Our Alliance Principles

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# How we are going to work together achieve it



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# The Well-Connected Toolkit

- Get above the line
- Better decisions, faster
- Committed conversations
- Create value

# Get above the line

<b>Hotter</b>	'I will' 'We will'	Challenge the norm Take calculated risks Be enthusiastic Be constructive Be a team player	<b>GAME BREAKING</b> Innovations Outcome focused Encourage new ideas Achievement focussed Collaboration	<b>High performance</b>
<b>Hot</b>	'I can' 'We can'	Take personal responsibility	<b>EMPOWERED</b> Learning Solution focussed Future oriented	<b>Good performance</b>
<b>I CAN MAKE A DIFFERENCE</b>				
<b>Not</b>	'Them' 'They' 'You'	Blame Justify Deny Defend Quit Avoid Oppose	<b>VICTIM</b> No learning Problem focussed Look at the past This is too hard It's not my fault	<b>Poor performance</b>
	LANGUAGE	ACTIONS	BEHAVIOURS	RESULT

# Better decisions, faster!



# Committed conversations



To be successful we need to engage in committed conversations, do our bit on time and work together as a team.



1

**LISTEN**  
for meaning

2

**AGREE**  
on solutions

3

**COMMIT**  
to time and effort

4

**ACT**  
on our word  
and tell others

Speak clearly  
for action



Listen for  
meaning

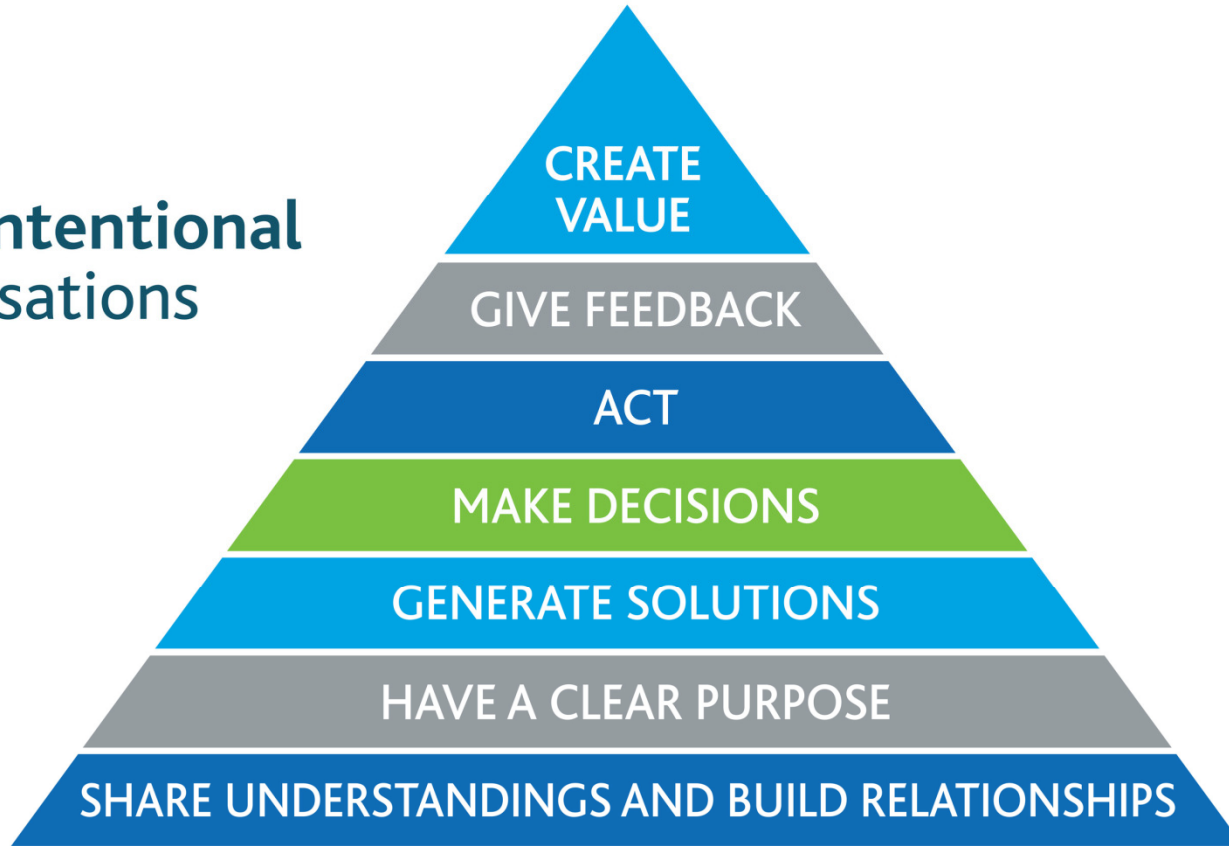


Committed  
conversations

**Positive action**

# Create value

Have intentional conversations



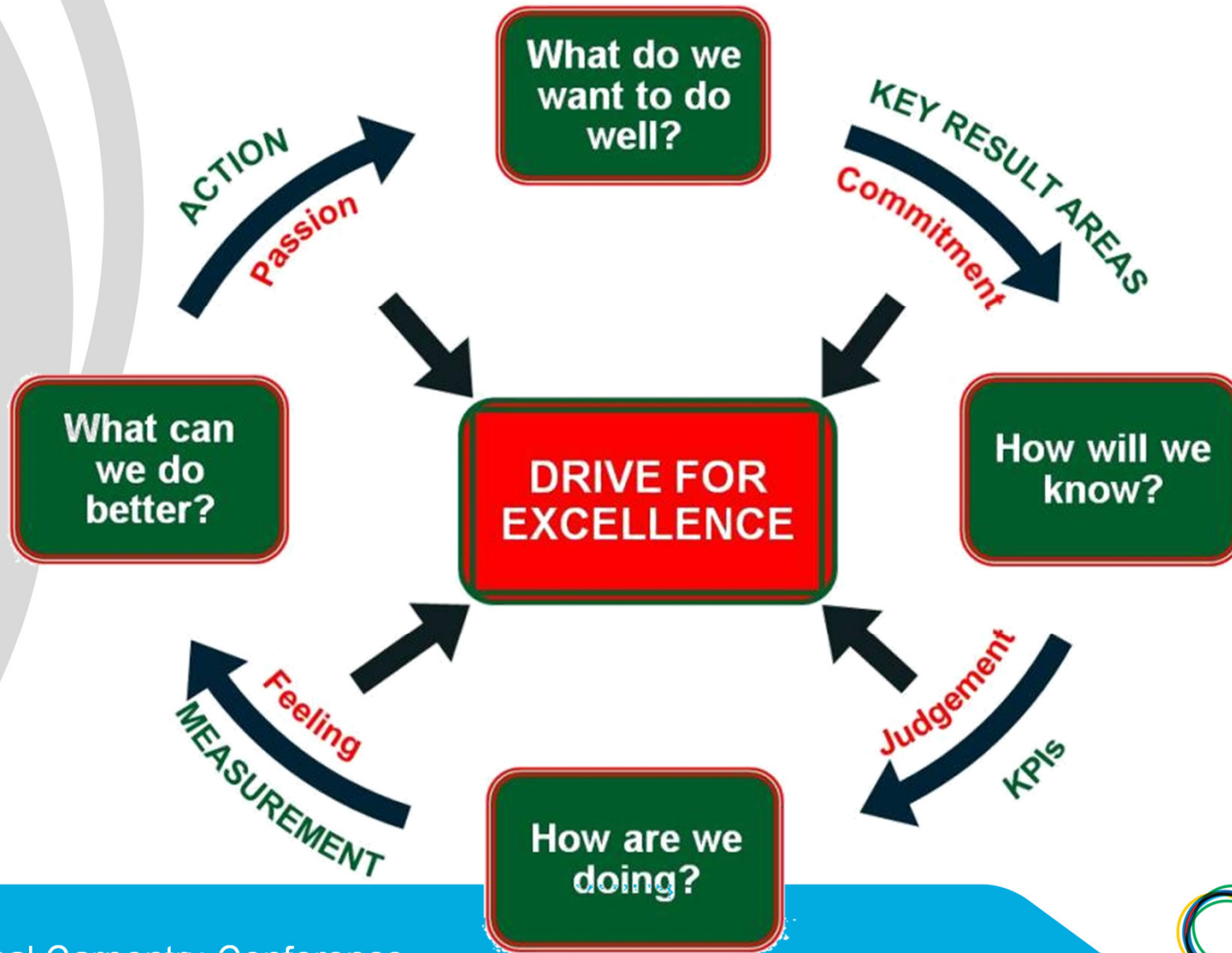
Spend time where it counts



# OUR KEY RESULTS

- What are Key Results or Key Result Areas (KRAs)?
- What are Key Performance Indicators (KPIs)?
- Why do we have them?
- Why are they important?

# Key Result Performance Model







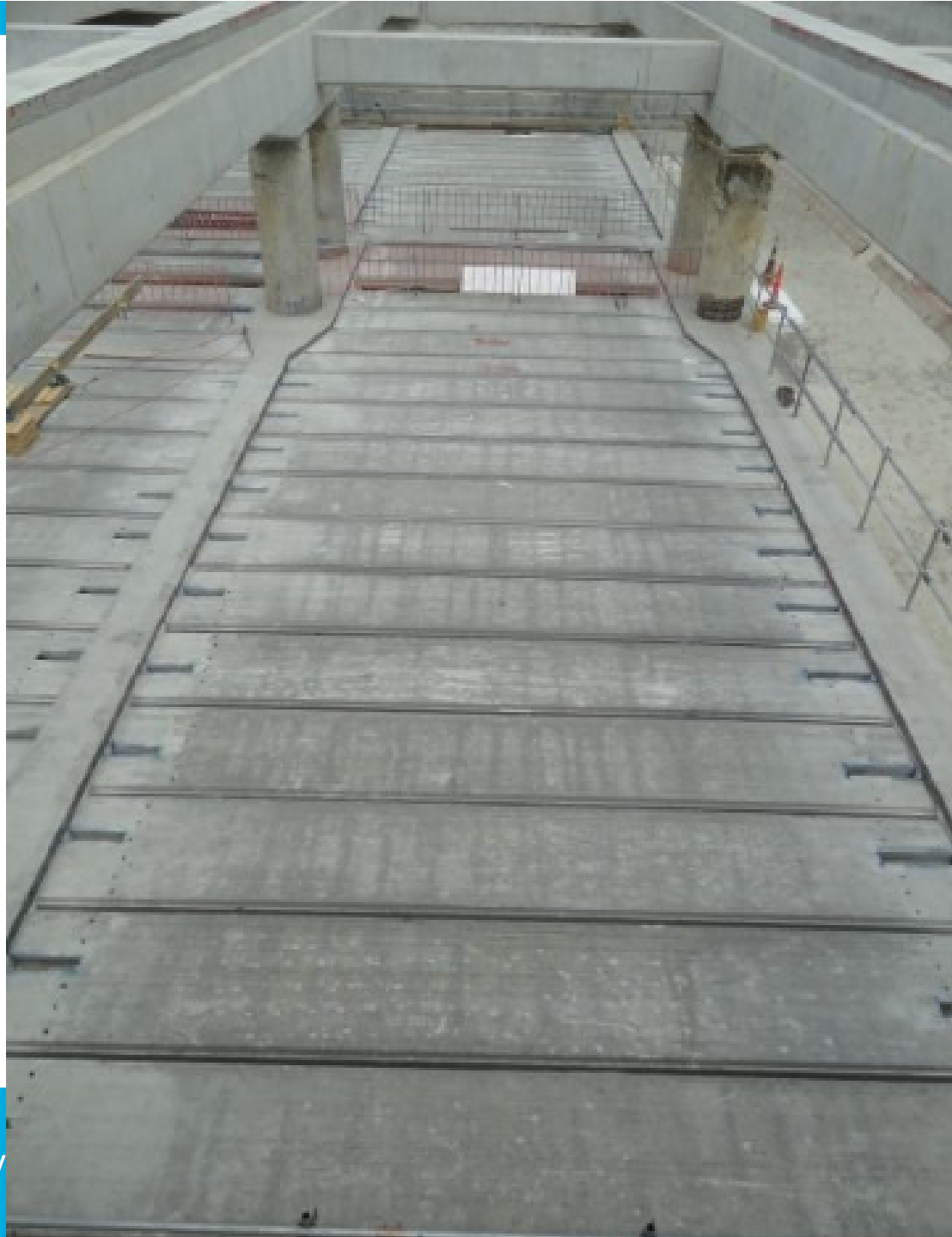


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# Milestones

- July 2013 - TBM Arrived on Site
- End October 2013 - TBM Started Tunnelling
- Aug 2014 - Complete Southbound tunnel
- Dec 2014 - Commence Northbound Tunnel
- Oct 2015 - Complete Northbound Tunnel
  
- Mar 2017 – Project Completion

## Other

- Early Oct 2013 – Award Te Atatu
- Late Nov 2013 – Award St Lukes



# Questions

## ?

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