

Relational Contracting for Construction Excellence: Principles, Practices and Case Studies

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partners. This is an uncapped amount. Cost overruns have the same split; however, this is capped to the Limb 2 level and done so that if the project goes wrong the contractor does not lose money.

NZ\$2 million was set aside as a bonus pool from which to pay performance bonuses based on the key performance indicator (KPI) system for the project. As the project began, NZTA had key result areas (KRAs) based on the organization's triple bottom line reporting as shown here:

- Economic (20%),
- Social (40%), and
- Environmental (20%).

Key performance indicators: The KPIs were developed by the contractors during the tendering phase to meet the KRAs. These were modified and agreed upon with NZTA during contract negotiations and are shown in Table 8. Each of these KPIs had a percentage and an associated dollar value assigned to them to facilitate the division of the performance bonus pool. The alliance was in charge of scoring itself against the KPIs. This score then went to the project alliance board for review on a monthly basis. This was also audited by an expert outside reviewer at the end of the project to ensure that the performance score was fair and correct.

Summary: The project actual outturn cost (AOC) was NZ\$300 million, which was in line with the current TOC at completion and the project was concluded ahead of schedule.

CASE 2: STRONGER CHRISTCHURCH INFRASTRUCTURE REBUILD TEAM ALLIANCE, NEW ZEALAND

Christchurch experienced three major earthquakes between September 2010 and June 2011. The city suffered significant damage to its vital infrastructure and many inner city businesses were disrupted for a prolonged period. The land

damage suffered was particularly unique in that nowhere else in the world had liquefaction been repeatedly experienced across such a great expanse than that which occurred in Christchurch. The total cost of damage is estimated to be approximately 10% of New Zealand's Gross Domestic Product, and the Christchurch earthquake is ranked as one of New Zealand's most expensive natural disasters since 1950.

"Stronger Christchurch Infrastructure Rebuild Team (SCIRT) is a purpose-built organisation rebuilding publicly owned horizontal infrastructure... damaged by the Canterbury earthquakes of 2010 and 2011." (SCIRT 2014)

Immediately following the September 2010 earthquake a program of public works managed by the local city council was established to repair the broken infrastructure. This program was referred to as the Infrastructure Rebuild Management Office (IRMO). In effect, the city was sub-divided into four geographical areas called "pods," with each being allocated to a reputable construction company that in turn engaged a design consultant to provide the necessary professional services. The companies worked on an emergency cost reimbursement model and provided an instant response for what now could be described as a modest amount of earthquake damage.

The extent of the damage following the February 2011 earthquake was on a far greater scale to that experienced four months earlier, which meant that a different procurement model had to be implemented to maximize productivity by sharing knowledge and resources. In addition to being able to incorporate a substantial portion of IRMO projects either in construction or well advanced in the design, the new model had to effectively manage the high risk associated with the unknown scope of work involved in disaster recovery projects, the pressures on schedule performance, coordination of resources, and a need to facilitate early contractor involvement (ECI) during the detailed design phase in order to reduce

TABLE 8
NORTHERN GATEWAY ALLIANCE KEY PERFORMANCE INDICATORS

Economic KPIs	Social KPIs	Environmental KPIs
<ul style="list-style-type: none"> • Timely and practical completion • Engineering and construction excellence • Operational toll way 	<ul style="list-style-type: none"> • Safety in the work place • Legacy—Skill development: How the alliance was making a contribution to the industry (developing its staff, training people, and raising the bar for people in the industry, etc.). • Legacy—External recognition: Delivering a project that was receiving awards across a variety of categories, both nationally and internationally (i.e., technical, human, environmental, etc.). • Water community: Engaging community and neighbors, coupled with media perception. • Follow-up times: How long it took the alliance to respond to letters and feedback and engaging the key stakeholders. 	<ul style="list-style-type: none"> • Successfully implementing the environmental management plan. • Compliance with legislation: Measured against Auckland Regional Council site score. • Environmental benefit: Being neutral from environmental perspective by offsetting the damage done within the project area.

Source: Gallagher (2008).

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