

**Construction
Clients' Group**
CONSTRUCTING EXCELLENCE

Strategy and Action plan 2010-15

Our history

Time line:

- May 2005 – CCG launched in Auckland
- 2006 – Vision & Mission established; Clients' Charter launched
- 2007 – Supply Chain included
- 2008 – Wellington launched, Pathfinder Projects + 1st Steering Group
- 2009 – Steering Group expanded + Workstreams
- 2009 – 2010 – Workstream outputs – Client Protocol rolled out

Looking Forward:

- May 2010 – our 5th Anniversary
- November 2010 – Christchurch launch
- May 2015 – our 10 year Anniversary

What we've achieved

For 2009 and 2010:

- **Wellington** – 18 to 25 participants – no growth, 25% Clients with few Govt Agencies
- **Auckland** – 20 to 30 participants – slow growth, 35% to 50% clients, mainly infrastructure
- **28 paying members** @ \$1k each across two centres

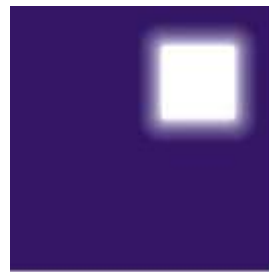
Existing Strategies

- Increase attendance by “bring a buddy”
- Steering Groups and multiple workstreams
- Focus on Clients
- Launch in Christchurch
- Client Protocols launch

Current State of Play

We have had three excellent years but need now to step up:

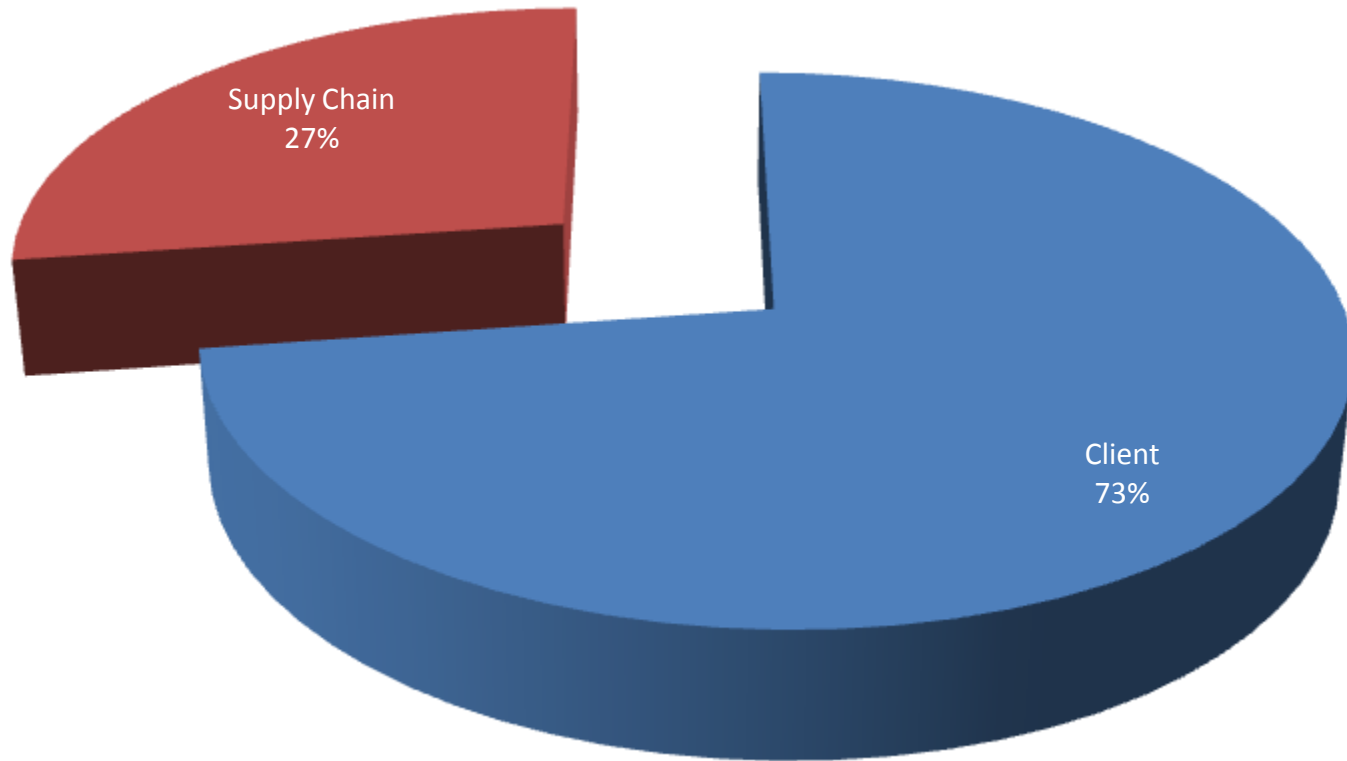
- Steering Group feed back – ‘we have plateaued’
- Lack of Multiple Work Stream progress
- Resource implications
- Membership progress ineffective
- Lack of awareness and influence with Govt
- We are not known and recognised – other Client groups exist
- Make tools and best practice guidance more readily available to our members



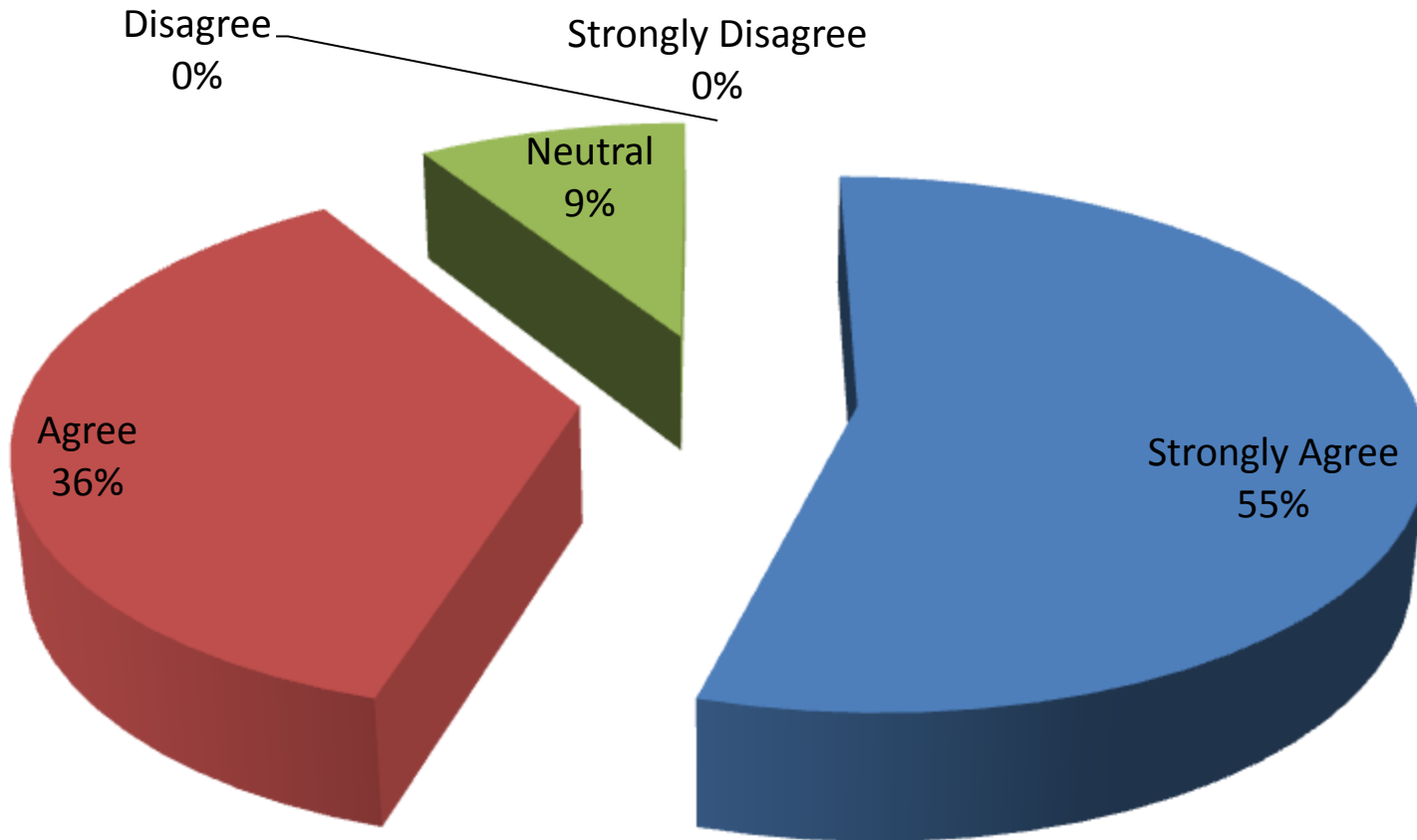
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Values & Aims Analysis

Analysis of respondents



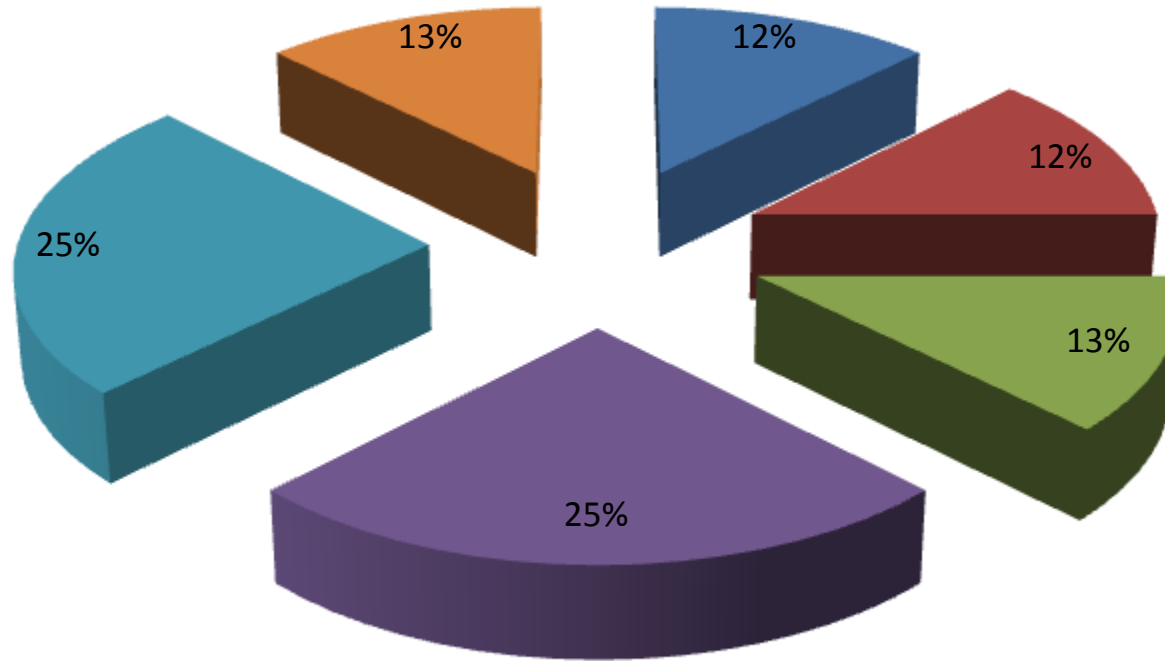
Do you agree that the supply chain's inclusion in the CCG is critical to its success?



What's important to you – rank order

- Encourage performance improvement
- Focus on improved quality
- Lead performance improvement
- Focus on predictability
- Focus on sustainable supply chain
- Focus on programme certainty
- Focus on safer projects
- Focus on profitable supply chain
- Focus on cost reduction

Key aims of the CCG



■ Networking

■ Personal development & support

■ To make a difference in company and industry

■ Leadership & strategic approach

■ Performance measurement

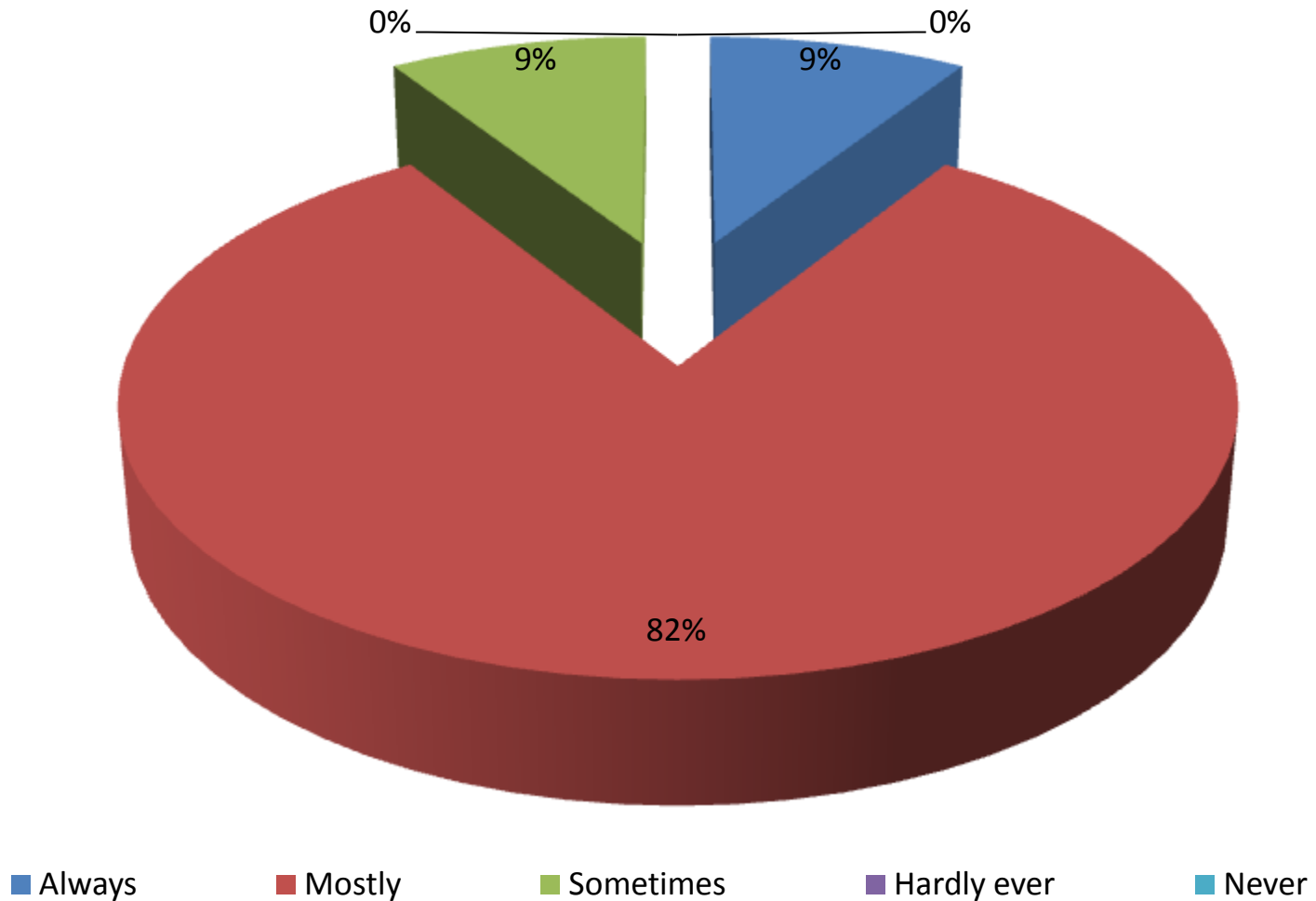
■ Standardisation of tender and contract documentation

Do you think the CCG has broadened to be more responsive to the supply chain?

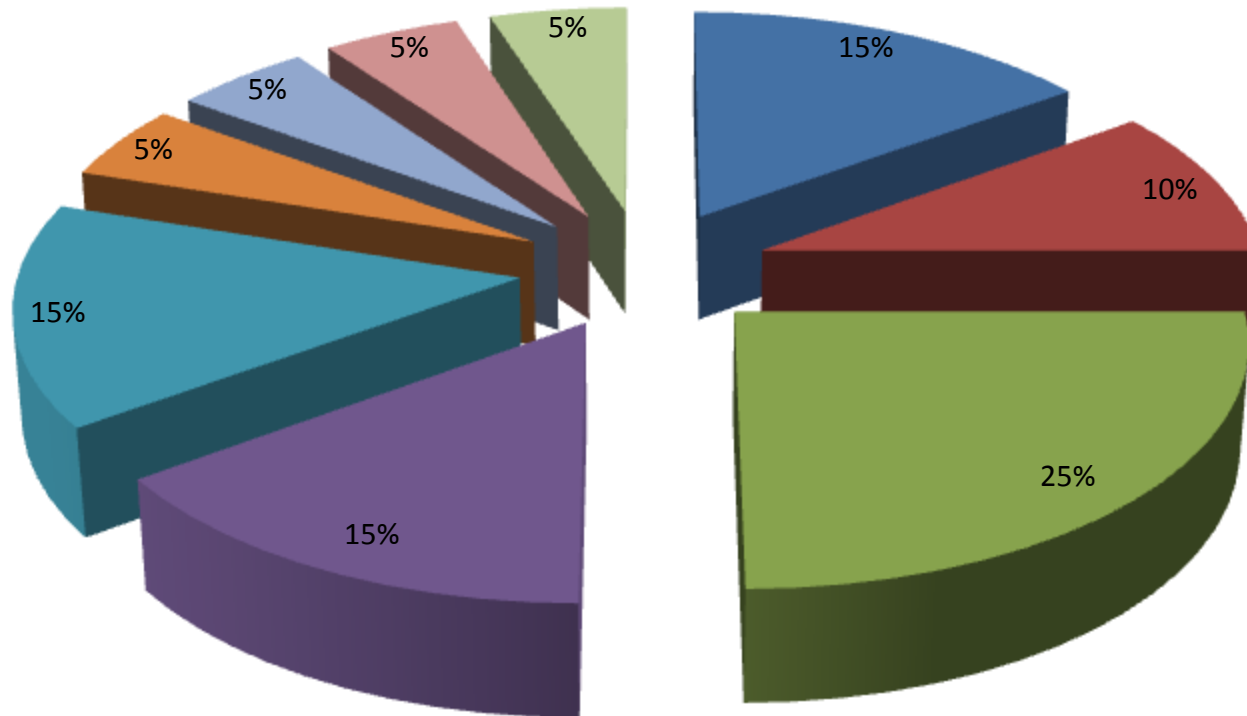
Specific comments included:

- Focus on improving client competence
- Create better opportunities to share experiences
- Need to generate more awareness of the CCG
- Need to attract more Client members
- Clients need to become more involved and maintain membership
- More influence in Government

Are the values identified experienced with the CCG?



What are the attributes/behaviours of a good and effective client?



■ Leadership

■ Competent and skilled staff

■ Open to best value for project initiatives

■ Considers whole life cost

■ Integrity/honesty

■ Good communication

■ Minimal variations

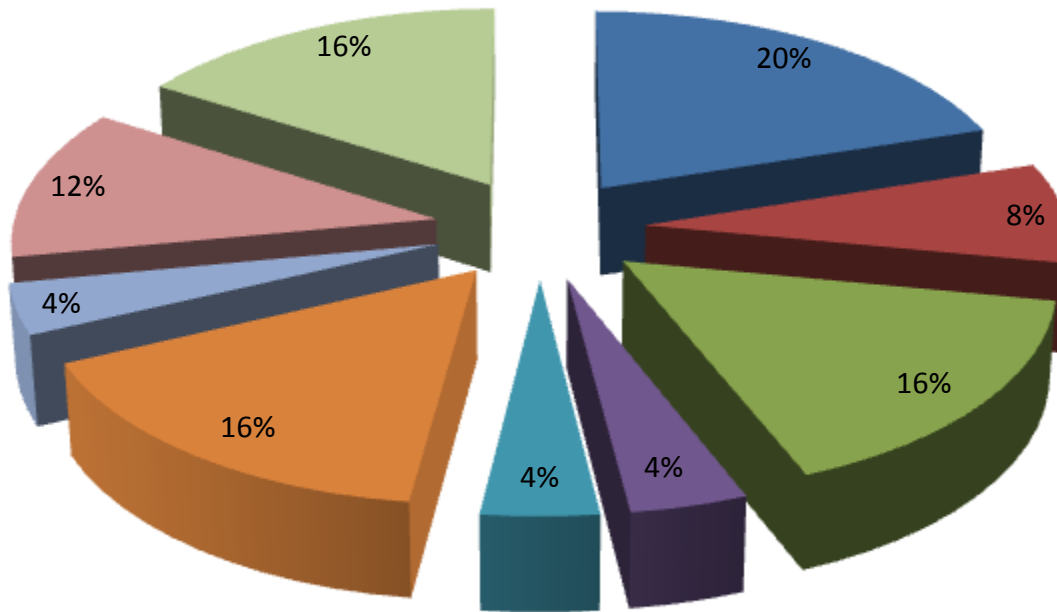
■ 7 virtues list

■ Accept/manage risk

What are the attributes/behaviours of a good and effective client?

- Open to best value options for project initiatives
- Considers whole life cost principles
- Leadership
- Integrity/honesty
- Competent and skilled staff
- Good communication
- Minimal variations
- Accept/manage risk

Future values, aims, objectives, etc



- Recruit & retain more clients eg Govt
- Raise the profile of the CCG
- Complement CCG activity in each location
- Emphasis on vertical rather than horizontal sectors
- Willingness to share experiences/BP
- Differentiate between Akl & Wgn
- Launch the South Island hub
- Delivery of tangible actions/tools to change
- Create good effective clients

Setting the Vision for 2015

Aims and Values

“To enable the participants in the development of New Zealand’s built environment to be the best in the world.”

We achieve this through:

- Enabling clients to get better value from construction procurement
- Provide a learning and sharing network for the entire supply chain
- Promote best practice and industry improvement
- Provide a portfolio of products and services for members
- Leadership
- Influence
- Provide a collective voice for clients
- Membership organisation for private and public sector representatives

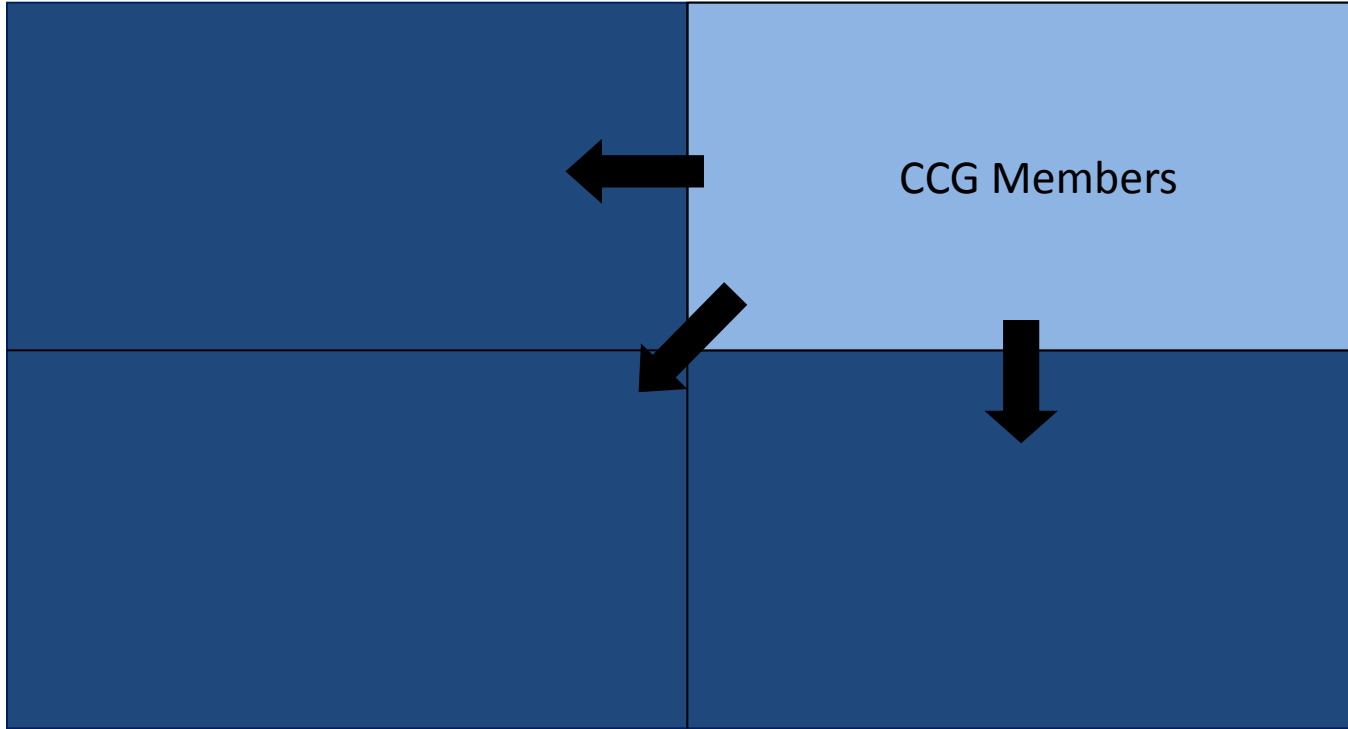
Things we do:

- Construction Client Protocols
 - ✓ Client leadership – practice what we preach!
 - ✓ Procurement & Integration
 - ✓ Commitment to People (inc H&S)
 - ✓ Commitment to Quality (inc sustainability)
 - ✓ Best Value
- Industry representation and support
- Pathfinders supported by benchmarking – evidence base
- Tools that assist and enable change
- Academy – next generation of industry leaders
- Regional Events – Auckland, Wellington, Christchurch
- International

Members logos slide

Influencing construction industry behaviour

Frequent



CCG Members

Occasional

Low
Competency



High
Competency

Creating the Vision – “Next Steps 2015”

Proposed Strategies			
Ranking	Descriptor	Target	Comment
6	South Island launch – Oct. 2010	Membership Targets: <ul style="list-style-type: none"> •South Island = 10 •Wellington = 20 •Auckland = 30 	Present Membership = 28 across 2 centres
7	Target new sectors	Clients - increase numbers and % share of attendees – recruit from : <ul style="list-style-type: none"> •Corporates •Developers and Owners •FM 	
2	Adding products & services	Using Clients Protocols framework and potential themed work programmes for topics such as lean, sustainability, etc.	
5	Annual Conference	Oct 2010 + Protocol launch : <ul style="list-style-type: none"> Option 1 - charge - Breakeven on \$40k Option 2 - Great & Good & sponsorship 	Achieves Ministerial protocol launch after March Roll Out
3	Influencing Government	Use Clients Protocols and members to influence National and Local Government	Get Minister for 2010 Ann. Conf.
4	Pathfinders	Evidence base and business case for change	
1	Clients’ Protocols	Benchmarking & self assessment methodology and see products & services above	

Creating the Vision – “Next Steps 2015”

Tactics for a growth model

- Develop the membership offering using the Protocol Framework
- Recruit more members by showcasing benefits/guidance
- Use members to represent the CCG
- Use guidance and members to lobby government – critical mass is important
- Enable members to ‘walk the talk’ i.e. advocacy/upskilling opportunities

What next?

- Welcome letter
- Protocols and working group programme
- Getting engaged – how to represent the CCG, Pathfinder projects, etc
- Sign off form for contact details and logo for website
- Evidence – Protocols, KPIs, Pathfinders, Working Group outputs
- Invoice

In Summary

1. **Currently the CCG is not fulfilling the Members needs** – now have dedicated resource, strategy and action plan
2. **Goal** – increase influence to achieve purpose including providing enhanced member benefits and package
3. **Strategy** – “Next Steps 2015” - Growth and Service improvement
4. **Delivery** - “Action Plan 2010 – 2011”`
5. **Fees** - new fee structure of \$2k per member per region
6. **Call to action is now** - for 2010 – 2011 and then to celebrate 10th Anniversary in 2015

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