

# Learning from our experience

The LLR process is all about learning from experience and identifying the successes and the areas for improvement and how these can translate into improved NZTA project delivery in the future. The LLR is focused on facilitating a forum for open-minded discussion amongst contract parties with input from key stakeholders.

There are seven stages to the LLR process.

- 1 Programme** – Suppliers are advised if their contract is to be reviewed and a date agreed. The LLR workshop typically takes one day and is attended by key personnel from contracted parties and the NZTA.
- 2 Information gathering** – A pre-workshop questionnaire is completed by all participants in advance of the workshop, capturing background information and key focus areas for the review.
- 3 Stakeholder feedback** – Key stakeholders are identified and their feedback on contract execution is collated for discussion at the workshop.
- 4 LLR workshop** – A one-day facilitated workshop is held to discuss what went well and not so well and how these learnings can improve supplier and client execution of future projects.
- 5 Draft report** – A draft report is circulated to workshop participants for review.
- 6 Final report** – Comments from review participants are incorporated and a final report issued.
- 7 Feedback** – LLR information is extracted from the report, collated with data from other reviews and the findings presented to the NZTA and the wider construction industry via regular newsletters and regional roadshows.

The approach is participatory and consultative, with the reviews providing a platform for open discussion and enabling the capture of learnings for future application.



## Further information

If you would like further information on LLRs or have any comments to help improve the effectiveness of the LLR process, please contact us.

## Our contact details

For general enquiries and contact information for the NZ Transport Agency, please check our website [www.nzta.govt.nz](http://www.nzta.govt.nz) or email us at [info@nzta.govt.nz](mailto:info@nzta.govt.nz).

For CMR information, contact:

**FORTY 1 SOUTH**  
Level 2  
276 Lambton Quay  
PO Box 5986  
Wellington 6145  
T +64 4 472 6582  
M +64 21 847 026  
E [cmr@forty1south.co.nz](mailto:cmr@forty1south.co.nz)

**IAN RICH**  
Contract Project Manager  
NZ Transport Agency, National Office  
Private Bag 6995  
Wellington 6141  
T +64 4 894 6287  
M +64 21 241 1953  
E [ian.rich@nzta.govt.nz](mailto:ian.rich@nzta.govt.nz)

# Your guide to... Lessons Learnt Review

Identifying positive outcomes, common issues and significant trends to provide ongoing feedback to industry and the NZTA



# What are Lessons Learnt Reviews?

Lessons Learnt Reviews (LLRs) are about learning and sharing information. The LLR is not an audit; it is simply an informal and constructive way for everyone to learn and improve how we deliver NZTA projects.

By involving all contract parties and key stakeholders we are able to identify what went well and not so well so as to improve future project delivery. Lessons learnt are not project specific and include an improvement recommendation.

Information from reviews is collated to identify common issues and significant trends. The information is used to provide ongoing feedback to industry and the NZTA. Outcomes from LLRs are presented at regional roadshows to raise awareness of key issues and initiate appropriate changes to NZTA contract and management procedures.



## Review objectives

The principal objectives of the LLR are to:

- identify learning opportunities for application in the supplier's execution of future NZTA contracts
- identify areas for improvement in client contract documentation and processes
- identify learning opportunities for application across NZTA roading contracts
- provide suppliers with the opportunity to give feedback to the client.

## Project selection

Each year, reviews are undertaken on a wide variety of professional services and physical works contracts.

LLR nominations are provided by NZTA regional offices, with the final selection confirmed by the national office in Wellington. The selection process aims to ensure suitable representation across the range of contract forms and types of projects conducted by the NZTA. If you are involved in a project that you believe would benefit your organisation and/or the NZTA, please discuss this with the NZTA project manager.

To realise maximum benefits from a review it should take place as soon as possible after a contract is completed (within six months) and involve all contracted parties.

## The review team

Reviews are led by a Lead Reviewer who is a highly experienced, independent consultant with a detailed knowledge of the NZTA's business, legislative requirements and the roading industry.

The Lead Reviewer is assisted by a co-reviewer, generally from the NZTA and wherever possible with knowledge and experience matched to the contract under review.

## Feedback

Project-specific information and the LLR reports are treated in the strictest confidence. Information will not be provided to third parties without the written consent of the supplier(s) concerned.

The lessons learnt identified from reviews contain no project-specific information. The focus is to record the successes and the opportunities for improvement. The lessons are extracted from each LLR report and captured in a register. From analysis of this collective data, feedback on trends identified is provided to the NZTA and the wider industry.

### Lessons learnt roadshows

The roadshows provide a valuable forum for the Lead Reviewer to present and discuss trend data with NZTA staff and offer the opportunity for focused discussions around lessons learnt and improvement opportunities.

Lessons learnt roadshows are held bi-annually and usually hosted within an NZTA regional office.

### Newsletters

A summary of lessons learnt findings and proposed improvements form part of the content of the bi-annual newsletter. Suppliers and NZTA staff are encouraged to join the newsletter distribution list.

The NZTA is committed to ensuring that the LLR programme provides the opportunity for learning and improvement, and would welcome any suggestions about how the LLR process could be improved.

