

REG EXCELLENCE PROGRAMME CASE STUDY

Establishing a performance benchmark for a new roading team

REG Excellence assessment: Upper Hutt City Council

A new operating structure creates opportunities to set intention, clarify purpose and consciously build resilience within the team. In late 2023 Upper Hutt City Council completed an organisational redesign, which led to a newly defined transport function under the leadership of Patrick Hanaray – a roading manager with over 25 years of experience and knowledge of the Upper Hutt transport network.

When Patrick signed the team up for the REG Excellence assessment four months later, he knew that the timing was right to have a deep discussion and evaluation about the team's activities and practices and align their improvement planning with the bedding in of the new roading and asset management teams.

'We spent a long time working out how to structure the business to deliver the right transport outcomes for the Upper Hutt community and the thousands of commuters and travellers who use our network to travel between Wellington City and the Wairarapa. I thought this was a good time to step back and review where we've got to, what's working well and what areas we need to focus on improving to get better value for money in our network investment, especially with increasing financial pressures on roading budgets.'

Self-assessment

Patrick completed the self-assessment on his own, using his in-depth knowledge of Upper Hutt City Council and roading initiatives over the past two decades. He responded to series of questions and score the team's transport activities and practices across 8 areas of the business. His goal was to capture as much information as possible, so he could better share his understanding of the network activities with his team leaders, and in turn, the rest of the transport team.

'The self-assessment gave me a chance to reflect on the work we've done, better understand how all of the pieces are connected, and helped me understand what we might be missing as we continue building a resilient and collaborative team.'

Patrick brought his set of scores and target scores for each of the questions to the external moderation workshop.

External moderation workshop

Dirk and Charles, roading team leaders who have both recently joined the team, joined Patrick in the two-day external moderation workshop with the REG assessor and moderation team.

'At first, I didn't know what to expect,' says Charles. 'We kind of came in cold, but quickly got up to speed – understanding the series of questions under all 8 performance areas and how those performance areas lead to good transport management practices.'

'Patrick has an enormous amount of knowledge and experience of our local network and how the council operates,' Dirk adds. 'The assessment questions and moderation team helped us shed light on all the activities and practices that impact our work and gave us guidance on topics we need to explore further with Patrick to get a deeper understanding.'

Assessment report

Following the workshop, the team receives their assessment report, including a two-page overview document for sharing with senior management and governance.

'The report is a valuable tool for us to use as a team and to share with senior management,' says Patrick. 'It accurately reflects the conversations we had in the room and explains our scores and target scores well – which is important because we want to share the results with our asset management team to guide the way we work together going forward. We'll use the prioritised improvement actions to inform our improvement planning and the way we work with our asset management team.'

'The process was well organised and encouraged participation throughout the two days. We were challenged to test our processes through a positive lens and acknowledge the impact that small changes can make. Overall, a very positive experience with clear outcomes to help us achieve a higher level of service for our customers and representatives.'

Dirk Botha, Team Lead - Renewals, Upper Hutt City Council roading team

About the Road Efficiency Group Te Ringa Maimoa (REG)

REG is a partnership between New Zealand's road controlling authorities, Local Government New Zealand and NZ Transport Agency Waka Kotahi. We partner with the sector to build tools and guidance that enable trust, confidence and value in transport investment.

The success of our programme is due to the incredible work of our 50+ subject expert volunteers, who are passionate about supporting the people that operate and maintain our national transport network. As established and aspiring leaders and experts from across the transport sector, these subject matter experts collectively drive the development of our sector resources, including the Excellence assessment.

Learn more at nzta.govt.nz/reg