



Alliance Contracting 2010

Collaboration & alignment to drive extraordinary project delivery

10th & 11th February 2010, Novotel on Collins, Melbourne

MINISTERIAL ADDRESS FROM:



The Hon Tim Pallas MP,
**Victorian Minister for Roads and
Ports and Major Projects**

ATTEND & HEAR CASE STUDIES FROM ALLIANCES THAT:

- ✓ Develop robust models to demonstrate value for money
- ✓ Thrive in a collaborative culture to drive high performance
- ✓ Work with good governance structures

ATTEND & PARTICIPATE IN INTERACTIVE PANEL DISCUSSIONS THAT ADDRESS:

- ✓ Creating models that deliver VFM in a consistent and robust way
- ✓ Motivation, commitment and the use of incentives in Alliances
- ✓ Achieving the balance between innovation and governance

PRE & MID CONFERENCE WORKSHOPS

PRE-CONFERENCE WORKSHOP A

How and why of Alliance contracting

MID-CONFERENCE WORKSHOP B

Positive psychology of alliance leadership

HEAR EXPERT COMMENTARY FROM:

Andrew Hutchinson, Director
**Alchemie Pty Limited & Co-founder
Alliancing Association of Australasia
Limited (AAA)**

Stephen Allday, Alliance Manager,
North Signalling Alliance

Rod Clifford, Project Director, Sugarloaf Pipeline Alliance
Melbourne Water

Jim Millar, Northern Region
Commercial Manager,
Abigroup

Robert Dey, ICE Alliance Manager
Water Corporation

John Ready, Former Alliance Manager,
Split Rock Inca Alliance

Steve Maclay, Verification Manager,
Horizon Alliance

Julian Sharp, Alliance Manager,
**Northern Improvement –
Strategic Alliance**

Darren Nabbs, Former ALT member, &
Ross Titchmarsh, Former AMT member,
Future Flow Alliance

Dr. Tyrone Pitisis, Director,
**The Centre for Management and
Organization Studies (UTS)**

Craig Limkin, Principal Policy Advisor
Infrastructure,
Queensland Audit Office

Gillian Cottle, Associate Partner &
Independent Estimator,
Currie & Brown

Paul Plowman, Manager, Capital Governance
Melbourne Water

Brad Cowan, Director
**Southern Pacific Alliance Network
(SPAN)**

Researched by:



Collaboration to drive extraordinary performance

Alliance contracting is now in widespread use across Australasia in public and private infrastructure and drives innovation and high performance in projects and programs. The collaborative process of Alliances allows for openness, trust and the alignment of interests between clients and contractors. However, alliancing brings with it new challenges uncommon to traditional modes of contracting.

Achieving commercial alignment and good governance structures are essential to allow the collaborative culture of an Alliance to thrive. This conference will demonstrate how the commercial aspects of the contract can be successfully aligned with VFM models and best for project outcomes, allowing for a platform for mutual trust and understanding. The conference will delve into the human factors that really make an Alliance successful, looking at how to unleash human potential and drive extraordinary performance.

The conference will examine how Alliances can work with the environment and community to build strong infrastructure and improve the community.

Alliance Contracting 2009 provides an excellent opportunity for benchmarking as it unravels successful Alliances, looking at lessons learnt and success and challenges. It will bring together perspectives from the client and the contractor, as well as leading academic research, to examine collaboratively, the issues in governance, innovation, VFM and community engagement through alliancing.

This conference is beneficial to those already working in an Alliance and also to those new to alliancing and keen to take hold of the opportunities that alliancing has to offer.

You will take away:

- Knowledge on governance models that allow for innovation and extraordinary performance
- Expert advice on identifying “best for project outcomes”
- Tools to measure and demonstrate value for money
- Benchmarks for performance against successful Alliances
- Ability to embed a commercial alignment that allows an Alliance to thrive

Endorsers:



Water Industry
Alliance



ASSOCIATION OF CONSULTING
ENGINEERS AUSTRALIA

**To register
fax back
the registration form to
02 9235 1604
or call our customer
service department
on 02 9239 5785**

Who Should Attend?

This conference is designed specifically for:

Senior representatives from the following industries:

- Construction
- Public Administration
- Utilities
- Management and Consulting Services
- Manufacturing
- Engineering
- Federal, State and Local Government

Whom have specific interest in or responsibility for:

- Projects & Programs
- Alliance Management Team
- Alliance Leadership Team
- Engineering
- Infrastructure
- Operations
- Procurement
- Contracts
- Strategy

Don't miss out on the interactive discussion and networking opportunities on offer, ensuring you are at the forefront of Alliance Contracting.

**Early Booking Discount:
SAVE up to \$600 when you
book by 27 Nov 2009**

To Register ☎ 02 9239 5785 📠 02 9235 1604 ✉ melik.mengi@criterionconferences.com

Day One

Wednesday 10th February, 2010

8.30 REGISTRATION COFFEE & NETWORKING

9.00 WELCOME REMARKS FROM THE CHAIR

FOUNDATIONS OF A SUCCESSFUL ALLIANCE

9.10 Alliance contracting for public infrastructure – new opportunities

- Springvale Road Rail Separation Project
- Victorian Transport Plan and alliancing projects
- New investments and public infrastructure development



The Hon Tim Pallas MP,
Victorian Minister for Roads
and Ports and Major Project

9.50 Driving successful project delivery: Unleashing human potential

- Alliancing: A culture embodied with purpose, leadership, development and committed results
- Engendering a spirit of exceptional performance and creativity
- Enhancing the selection processes

Andrew Hutchinson, Director,
Alchimie Pty Limited & Co-founder Alliancing
Association of Australasia Limited (AAA)

10.30 MORNING TEA & NETWORKING

11.00 Achieving commercial alignment within a contract

- Aligning all the parties commercial interests within the contract
- The implication of not achieving alignment
- How does Value for Money (VFM) fit into the parties commercial interests
- Alignment of principles and values

Brad Cowan, Director,
Southern Pacific Alliance Network (SPAN)

GOVERNANCE & INNOVATION

11.40 Auditing Alliance contracts

- Accountability and strong governance structures
- Measuring performance
- Transparent expenditure of governance funds

Craig Limkin, Principal Policy Advisor Infrastructure,
Queensland Audit Office

12.10 LUNCH

1.30 What is verification and why does an Alliance need it?

- When does verification need to be Independent?
- What are the benefits and challenges of a verification Team?
- How do you choose the right verification model and verification team for your Alliance?
- How can verification contribute positively to the Alliance culture?

Steve Maclay, Verification Manager,
Horizon Alliance

2.20 Achieving the balance between innovation & governance

PANEL DISCUSSION

- Ensuring innovation
- Achieving good governance
- At what stage should an Alliance be involved in the project
- Community involvement in governance structures

Panel members:

Steve Maclay, Verification Manager,
Horizon Alliance
Rod Clifford, Project Director,
Sugarloaf Pipeline Alliance

2.50 AFTERNOON TEA & NETWORKING

CREATING & MAINTAINING A COLLABORATIVE CULTURE

3.20 Operating under good faith; Setting your culture at the start agreeing best for project outcomes

- Co-operation and communication between the participant
- Developing and agreeing a shared collective vision
- Developing agreeing core values and setting standards of conduct
- Setting firm principles for the acceptance of Alliance tasking/ work packages
- Positioning the Alliance within the participants culture

Robert Dey, ICE Alliance Manager
Water Corporation

4.00 Achieving exceptional people performance

- Lessons learnt from a successful Alliance
- Learning in an Alliance
- Models for measuring value for money and linking this to performance
- Culture and collaboration

Julian Sharp, Alliance Manager,
Northern Improvement Strategic Alliance

4.40 Motivation, commitment & the use of incentives in Alliances

- How to maintain collaboration
- Measuring and rewarding team performance
- Ensuring long term commitment and enthusiasm throughout an Alliance

PANEL DISCUSSION

Panel members:

Stephen Allday, Alliance Manager,
North Signalling Alliance
Robert Dey, ICE Alliance Manager,
Water Corporation
Andrew Hutchinson, Director,
Alchimie Pty Limited & Co-founder Alliancing
Association of Australasia Limited (AAA)

5.20 CLOSING REMARKS FROM THE CHAIR

5.30 CLOSE OF DAY ONE

MID-CONFERENCE WORKSHOP B

Positive psychology of alliance leadership

Network & learn in this evening workshop

Day Two

Thursday 11th February, 2010

8.30 WELCOME COFFEE & NETWORKING

9.00 WELCOME REMARKS FROM THE CHAIR

DEMONSTRATING VALUE FOR MONEY & HIGH PERFORMANCE

9.10 A Value for money framework

- Overview of Melbourne Water's VFM Framework
- Developing a benchmarking model
- Valuing performance and quantifying intangible benefits
- Recognising the value generated for 3rd Parties

Paul Plowman, Manager, Capital Governance, Melbourne Water

9.50 Demonstrating Value for Money: The Future Flow Alliance

- Showing competitiveness
- Demonstrating value for money
- Establishing KPIS and TOCS

Darren Nabbs, Former ALT member & Ross Titchmarsh, Former AMT member, Future Flow Alliance

10.30 MORNING TEA & NETWORKING

11.00 Risk & opportunity in Alliance TOCs

- Treatment of risk in target outturn cost
- How to grab opportunity and handle risk
- Target adjustment events - when should they be used

Gillian Cottle, Associate Partner & Independent Estimator, Currie & Brown

11.40 Creating models that deliver VFM in a consistent and robust way

- How to measure VFM
- What is value
- How does value relate to performance

Panel members:
Julian Sharp, Alliance Manager, Northern Improvement Strategic Alliance
Dr Tyrone Pitisis, Director, The Centre for Management and Organization Studies (UTS)
Gillian Cottle, Associate Partner & Independent Estimator, Currie & Brown

PANEL DISCUSSION

12.20 LUNCH

Team Discounts

Register a team of:

- 3-4 – **save 10%** off the standard price
- 5-6 – **save 12%** off the standard price
- 7-8 – **save 15%** off the standard price

If you want to register a group please feel free call us on 02 9239 5785 and we will co-ordinate your registration to ensure it's as easy and as cheap as possible.

Only one discount can be used per booking.

SUSTAINING TEAMWORK AT THE LATER STAGES OF AN ALLIANCE

1.30 Regenerating the teamwork initially created throughout the first Alliance

- Ensuring that the teamwork was maintained after the second term of the Alliance had been formed
- Building on the teamwork to solve operational issues
- Educating the core values of the Alliance
- Developing the team and trust

Stephen Allday, Alliance Manager, North Signalling Alliance

COMMUNITY ENGAGEMENT: MANAGING SOCIAL IMPACTS

2.10 Alliances to improve economic & social outcomes within a community

- The Split Rock Inca Alliance and partnering with indigenous and non-Indigenous to successfully complete the project and develop the community
- The training, employment and business development benefits to the local Indigenous communities
- Success and challenges

John Ready, Former Alliance Manager, Split Rock Inca Alliance (SRIA)

2.50 Community responsibly & accountability

- Mechanism for community engagement
- Working with community feedback
- Overcoming the challenges of community responsibility without accountability

Rod Clifford, Project Director, Sugarloaf Pipeline Alliance Melbourne Water

3.30 AFTERNOON TEA & NETWORKING

NEW OPPORTUNITIES IN ALLIANCING

4.00 The evolution of Alliance contracting: What next?

- Lessons learnt from Alliance contracting
- Hybrid contracts
- What next?

Jim Millar, Northern Region Commercial Manager, Abigroup

4.40 Using Alliance principles in other areas of project management

- Using the philosophy of alliancing to innovate your projects
 - The future of alliancing
 - Principles to drive better innovation and performance
- Dr Tyrone Pitisis, Director, The Centre for Management and Organization Studies (UTS)

5.20 CLOSING REMARKS FROM THE CHAIR

5.30 CLOSE OF CONFERENCE

Register before 27 November and SAVE up to \$600

Workshops

9th & 10th February 2010

How and why of Alliance contracting

Pre-conference Workshop A

Tuesday 9th February 2010

9.00 am – 4.00 pm

This workshop for clients and contractors, looks at the fundamentals of Alliance Contracting and how to use Alliance Contracting in a way that is right for your infrastructure project or services provision.

Why use Alliance Contracting: Identifying your objectives and resources to understand when to use Alliance Contracting.

How to work effectively in an Alliance: Understanding the alliance journey and the importance of commercial alignment and a collaborative culture for the Alliance to thrive.

This workshop will examine:

Objectives based procurement

- Identification of objectives
- Available procurement strategies
- Your optimal procurement strategy
- Project characteristics that favour alliance delivery

Basics of an Alliance

- Key features of alliances

Conventional Alliances

- Selection
- Payment model
- Formation process

Hybrid and Competitive TOC Alliances

- Strengths and Weaknesses

The Alliance journey

- Governance
- Decision making
- Value for Money
- "Best for project"

Lessons learnt

- Program Alliances
- Corporate agendas
- Client resources

About your workshop leader:

Brad Cowan has over 40 year's infrastructure projects experience – roads, bridges, drainage, water, wastewater, and marine structures. As well as his earlier experience with Brisbane City Council in the Construction and Project Management of major infrastructure, in the 1990's he project managed a number of business critical organisational change projects including the corporatisation / commercialisation of Brisbane Water.

He co-founded Southern Pacific Alliance Network (SPAN) in 2002 offering relationship contracting services. In the last seven years he has managed the implementation of major projects and programs amounting to \$3-4B in value in Melbourne, Gold Coast, Brisbane, Canberra, Townsville, Sydney, Coffs Harbour, Newcastle, Adelaide, Mackay, and Bendigo. Around two dozen of these are Alliances Agreements.

Positive psychology of Alliance leadership

Mid-conference Workshop B

Wednesday 10th February 2010

9.00 am – 4.00 pm

This workshop allows a platform for discussion of the issues covered during the conference and provides the opportunity for participants to exchange opinion and experience.

Working in this interactive seminar you will deconstruct the human factors in making an alliance successful, and be able to bring back to your AMT and ALT tangible lessons in how to thrive in an alliance and how to drive exceptional people performance.

- The workshop will examine:
- The selection process
- Maintaining teamwork
- Creating the right culture
- Linking people performance with value for money
- Building trust and respect in an Alliance team
- Working collaboratively

About your workshop leader:

Dr Tyrone S. Pitsis is a reader in organisational behaviour at The University of Technology, Sydney (UTS) and Co-Director of the Centre for Management and Organisation Studies. His research area is in positive psychology applied to project based-organizing, specifically in relation to process and practice innovation through collaboration. He holds a number of Australian Research Council Grants, as well as international grants on creativity and innovation (with SINTEF, Norway). He has published in leading journals, including Organization Science, Organization Studies, International Journal of Knowledge Management, Management Journal, Management Learning, is on the board of the Gallup Leadership's Leadership and Organization Studies, and has authored and co-authored a number of critically acclaimed books and book chapters, including the best selling Management and Organization. Sage: London, with Stewart Clegg and Martin Kornberger. His research has featured in the Australian Prime Minister's Innovation festival. He is a co-author of the forthcoming OECD report on developing young entrepreneurial talent. His latest publication is Pitsis (2010) The Handbook of Managerial and Organizational Innovation. Edward-Elgar: NY. He lecture on the Executive MBA program at UTS and is consistently ranked in the top 1% of lecturers. He is an established coach and has coached to teams to first place in the Boston Consulting Group Strategy Competition.

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