



Working with what we have
**Resilience for
the Future**

Whakamahinga ki ngā mea kei a tātou:
He manawaroa mō ngā rā anamata
Transportation Conference 2026



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Collaboration: Investing in the humans required for infrastructure delivery

\$70.9 billion is being invested in the New Zealand transport sector in the coming decade, and our report card for delivering large infrastructure projects on time and within budget shows that must do better. This raises the critical question: Are we investing in the right things that truly helps us deliver projects efficiently, to budget, and to schedule?

We obsess over design, budgets and delivery plans, yet we often overlook investing in the relationships and trust between the teams delivering them. Building stronger partnerships, developing better ways of working, and communicating effectively is, and will continue to be, the key to delivering projects faster and with fewer issues.

When the intentional conversation in how the people involved in these large projects will work together is missing, financial pressures and competing interests will strain relationships. The result can be siloed work, project delays, quality problems, safety risks, and disputes that harm morale and productivity.

What if we did it differently? Imagine collaboration in your projects not as a woolly intent in a contract, but as essential as scheduling, estimating and design. An environment that makes the unsaid discussible. This session introduces Co-ology - a practical approach on how to build capability, capacity and competency and how to apply it consistently across project lifespans. It's about creating the right conditions for people to work together when challenges arise, so problems are solved early, decisions are made jointly, and when plans change, the team supports each other.

We must advance the opportunity to foster an agile, collaborative approach that will build New Zealand's long-term capability to deliver the transport system we need and teach the relevance of partnerships for generations to come. So, the question is: can we afford to keep building projects the same old way, or is it time to build intentional collaboration so projects will succeed.