

3 Future Infrastructure - Monday 2 November

3.1 Evidence Based Planning, Decision-Making & Investment - Taha Whanau, Quality Housing Program

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¹Tamaki Regeneration ²SPM Assets

The presentation will focus on the delivery of TRCs strategic objectives and how AM not only directly links to our HOUSING RESOURCES objectives but also indirectly aids in ECONOMIC DEVELOPMENT, PLACEMAKING and supporting SOCIAL TRANSFORMATION.

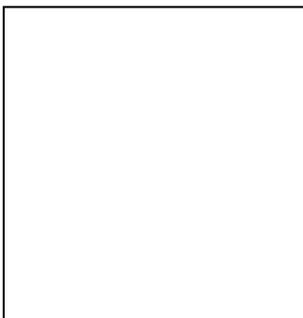
It's this SOCIAL TRANSFORMATION aspects that we will also focus on, demonstrating how AM supports good governance by managing risk and improving performance while striking the right balance between what we must do, need to do and should do.

Finally we will outline our journey from data collection, sorting, arranging and visually presenting information, board approval of the AM System including Levels of Service (LoS), an asset and wellbeing focused forward works program with appropriate budget to upgrade all assets to meet LoS and an improvement plan spanning 5 years that will significantly reduce maintenance spending.



***Tracy Massam** is the Asset Manager for Tāmaki Regeneration Company, an Auckland based organisation helping ensure the people of Tāmaki have an awesome place to live, work and raise a family.*

Tracy has been a senior asset, facilities and risk management practitioner for Auckland Council and the Ministry of Education for more than 10 years and is on the board of the NZ chapter of the Asset Management Council.



***Mitch Miller** is a Senior Project Manager at SPM Assets, working with clients in both the public and private sectors to develop practical solutions and business processes to support decision making.*

More recently spending time in New York working with affordable housing providers to develop asset management solutions that work

3.2 Recovering from COVID-19: Applying Asset Management to support Local Government in New Zealand

Wayne Hatcher¹

Co-author: Kerry Mayes¹

¹WSP

New Zealand is in an uncertain period as it adjusts to the impacts of the COVID-19 pandemic. Whole sectors of the economy are affected by the curtailment of domestic and international travel including tertiary institutions, hospitality and leisure, agritech and tourism operators. This will have far-reaching impacts on the economy and challenges our ability to sustain the infrastructure that facilitates a thriving society: roads, water, public spaces and recreational facilities.

This paper seeks to explore how the principles of Asset Management can be used to help local government navigate uncertain times and assist with making informed decisions. The embedded principles of NZ Asset Management including the focus on least lifecycle cost need to expand to account for rapid changes in demand due to economic migration and the impact of affordability due to reduced household income. The overall approach provides a platform for a more sustainable future that takes a wider view of the impacts of our decision-making. This considers the provision of services using infrastructure as well as the greater impacts of demographics and affordability of the services provided by local government. In dealing with the COVID-19 pandemic, New Zealand has shown that with strong leadership, that incorporates expert advice and fact-based information, it can be a world-leader in navigating unprecedented situations. This same process will apply to our recovery.

Wayne Hatcher is Technical Director – Asset Management at WSP New Zealand. He has been practicing in Asset Management for 30 years, developing his skills firstly in local government in New Zealand before joining the private sector on the late 1990's. Wayne has consulted on Asset Management nationally and globally for both local and central government organisations particularly in establishment of Asset Management Systems and decision-support tools to assist informed decision-making at a national, regional and local level.

4 Skills and Capabilities - Monday 2 November

4.1: Asset Management Competency – the Key to High Performance John McDonald¹ and Stephen Garlick²

¹NZTA ²Aecom

Waka Kotahi NZ Transport Agency works to create “Great Journeys to keep New Zealand moving”. It aims to do this through capable, appropriately skilled people working in terms of good process to deliver great results.

For NZTA, Asset Management is a key business process, underpinning most of what NZTA delivers. Reflecting this, NZTA has developed an asset management competency framework to support its people in having the skills in asset management to enable NZTA to excel.

This paper will discuss the approach adopted to developing the NZTA Asset Management Competency Framework, from defining the high-level NZTA asset management process consistent with the ISO 55001:2014 Asset Management Standard, the activities involved in carrying out the principal elements of that process and the competency or competencies and levels of competency needed to carry out each of these activities to required standards. It will show how competency gaps are identified and how links are provided to appropriate training to close competency gaps.

Competencies are reflected in individual position descriptions and in competency matrices for each team. The Competency Framework contributes to staff motivation and satisfaction and helps NZTA staff to be the best they can be. It supports a systematic approach to ensuring NZTA has the skills across the

organisation to perform at high levels and to identifying the organisation's asset management training priorities.

John has over 15 years local and international experience in asset management as a consultant, and as an asset manager.

Stephen is formally qualified and highly experienced in strategic asset management. He has over 25 years' experience in asset management in both the public and private sectors and is the author of sections of the International Infrastructure Management Manual (IIMM) 2015. Stephen has studied business excellence best practice in the USA and is a trained and highly experienced business excellence assessor.

4.2: Embedding asset management as a culture using an IIMM based capability and capacity review

Deborah Lind¹

Co-authors: Tom Dyer², Deborah Body², Zoe Moffat² & Natalie Yeh¹

¹Harrison Grierson, ²Dunedin City Council

To continually improve its asset management maturity, Dunedin City Council has undertaken a series of transformation projects. Delivered over a 5-year period, the Continuous Asset Management Practice programme progressively delivers the Council's vision of "asset management delivers services to communities in a cost effective, sustainable and co-ordinated manner".

This paper focuses on one of the biggest challenges of the public works sector - addressing the sector skills gap. Dunedin City Council has taken this challenge head on through a dedicated programme to ensure it has the resources (capacity) and skills (capability) to implement, maintain and continually improve its essential three-waters infrastructure services.

The programme was based on several stages, including establishing the current state, the future desired state, and a transition plan to implement recommendations. Engaging and taking staff on the journey of potential change, through effective consultation and engagement, was a fundamental part of the programme.

The design of the new future state was based on the requirements of ISO55000 Asset Management Standard through the framework of the International Infrastructure Management Manual (IIMM 2015). A key deliverable being a robust, standardised, and repeatable resourcing assessment tool that would be owned by Council.

This paper will present lessons learnt on the journey to identify, address and embed asset management capability and capacity within an organisation.



***Deborah** brings strategic, management, operational, technical and customer experience gained over 25 years working in New Zealand, Australia, Pacific Islands and the UK.*

Former roles working in local government, CCOs, privatised utilities and consultancy provide Deborah with a unique insight into the political, community and technical challenges faced when delivering asset management solutions.