

Workshop 1 – PARKS & COMMUNITY FACILITIES

Risk Assessment

Prioritise

- Pick top 3
- Break assets into classes and measure risk from there

Understand different levels of risk

- Corporate
- Asset

Communicate

Understand risks of doing and not doing

Strategic Aim Direction

Style of decision making

- Democratic vs dictatorial
- National vs local trade offs

Pace of decision-making

- Value of consensus
- Cultural variations

Overseas – what not to do

- Good examples with rail
- Rail vs Road impacts

Translate strategic levels of service

- Need community to say what they want then re-translate
- Marketing – star ratings?
- Relating levels of service to each other
- Scare tactics
- Easy to get \$s post-disaster
- Scenario examples
- Way we present important

Demand

- Expectations ↑ over time
- Function of AM may be to improve lot home – nots
- Value and cost are not the same
- Communication is the key
- Has to be fair and efficient no matter how based
- Broadband eg can impact on other demands for services

Black Box

- Should be see-through
- Collaborative approach

Workshop 1 - TRANSPORTATION

Strategic Lessons to be learnt

- Legislative Direction
 - Framework
 - Funding framework
 - Financial sustainability
- Build vs Maintain Debate
- Communicate upwards
- CAE Study
- In-House capability
- The “higher” the “driver” the better

Strategic lessons from overseas

- Community, education and consultation
- Awareness and understood
- What’s important to the community – TARGET
- Outline the Act.
- LOS & Risk
 - Tell them about minimums
 - Appropriate language – Tiered

Demand

- Principles of demand management
- More focus
- “Fixit” website at RCD/raises the ante

Workshop 1 – 3 WATER

Strategic lessons from overseas

- Some projects built without proper assessments of demand and true whole of life costs
- Effective communication of risks associated with defined LOS
- Funding/Financing Opportunities
- Understand drivers/value before using overseas examples

Strategic LOS in terms of Decision Makers etc

- Know understand the audience
- Real simple statements / tell a story to customers
- Simple access to information
- Education simple defined LOS and measurement of performance

Integration of demand into AMPs

- Define demand management
- International view
- External managing community expectation = communication
- Sensitivity analysis
- Recognise several factors affecting demand
- Allow for changes over time
- 3 yearly review
- LCTTP
- Community Pay – Mechanisms pay be diffeern6t for cities than for smaller cities
- Transparent processes for forecasting and measuring demand

Understanding AM Black Box

- Potential for disconnect between AM – suggest activities or service delivery
- Need internal and external buy in and understanding – not much jargon
- AM = Long time thinking
- Use plain English to communicate
- Water – is about a product
- Good knowledge of stakeholders

Integration of Risk

- Use range of data sets
- Differentiate risk categories
- Operational risk
- Corporate risk
- Ensure effective communication of risk
- Retain focus on big picture

Workshop 2 – PARKS & COMMUNITY FACILITIES

Valuations

- Integrated systems consistently understood
- Continual update
- Clean data
- Communication

Organisational Improvements

- Corporate AM champion
 - To enable knowledge
 - Corporate IT Tools
- Structure of organisation should optimise outcomes – all can communicate over organisation
- Selling the vision – clear and consistent
- Develop cross functional groups
- Plain English
- AM Culture within organisation
- Need AM Steering Committee reporting to high level
- Get those running the asset involve early to improve outcomes

Non-negotiable

- Health and Safety
- Environment
- Statutory Obligations
- Extreme and high Risks
- Legacy
- All about priorities and acceptable levels of risk

Workshop 2 – TRANSPORTATION

Non-negotiable

- Negative Media
- AM Capacity
- Lifelines
- Knowing the limits
- Affordability
- Aesthetics
- Function – eg. Unblocking motorways
 - Maintenance of critical assets
- Safety (not doing harm)
- Minimum LOS ie. Delivering regulation?

Keeping everyone in the Tent

- Governance structure
- Commitment
- Roll of neutral advisor/ Asset Manager
- Driven from higher up therefore increase likelihood of success

Improvements to make & organisations achieve optimal AM

- Working into disciplinary groups
- Understand each other
- Common language
- Focus on continuous input
 1. Leadership
 2. Data
 3. Training
 4. Permeations
 5. Common Processes
 6. Integration
 7. Customer Focus
- Benchmarking

Valuations are there quicker/better techniques

- Same asset system
- Using asset intelligence and vice versa ie. Informing each other
- AM organisation vs. Financial
- Upfront discussions
- Common Approach

Workshop 2 – 3 WATERS

Non-negotiable items in a constrained environment

- Public Safety/OH Safety & OP Procedures / Legal / Regulatory
- Irreversible environmental impacts
- Corporate governance image
- Critical assets
- Maintain mature AM system

Maintain collaboration between professionals and Decision Makers

- Common Goals / LOS / including Public input
- Common corporate understanding
- Common Language

Organisational Improvements

- Challenging tradition
- Bigger picture/wider operating environments / AM activity planning
- Return to service delivery focus
- High level organisational goals/ integrated approach

Effectiveness and efficiency of “Stocktakes”

- Use available data while continually improving data
- In-house data bases
- Agreed consistent valuation methodology for LG involving unit rates
- Focus on highest value asset
- 80 / 20 Rule
- Collaborate with others to compare and evaluate data

Workshop 3 – PARKS & COMMUNITY FACILITIES

Innovation - Communication

- User pays / silos to cross council / border sharing eg. libraries
- Empowerment of those than Asset Managers including elected members
 - Championing processes from above
 - Possibility of AMP's for IT Services, so whole of council can see everything
 - Audit New Zealand / NAMS / SOLGM / LGNZ Innovations help / Notable practices
- Feedback from others
- X Functional Teams

Consultation Models

- Informed model: need to do this, so we will for this reason
- Collaborations: for higher cost, more significant. Select methods used. Eg. Focus groups
- Use study groups, random samples, lobby groups present with this environment
- Online tools to show how Council spending money and where eg. Waverly City Council regarding funding services. Could put different LOS in and see difference in cost

Decision Making Processes

- Need to educate elected members and public on how decisions are made
- See AMP so councillors can benefit/kudos from the work that is done
- Traditional and innovative ways of communicating

Demonstrating Guardianship

- Moving beyond technical to social and economic issues. Eg. Parks provide character, health and open space etc.
- Marketing
- Meaningful measures that are service appropriate
- Link plans together to show outcomes across benefits

Workshop 3 – TRANSPORTATION

What examples are there out there?

- Economic model to help prioritise spend
- Pragmatic approaches needed – DTIMS
- Better (Treasury) business case methodology (5 Case Model)
 - Strategic Objectives
 - Economic Objectives
 - Financial/Affordability Objectives
 - Demand Grid
 - Management Objectives
- Investment
 - Logic Mapping
 - Systematic way moving from the problem = solutions
 - Stakeholders

Appropriate Decision Making

- Throughout Process
 - Iterative
 - Involve appropriate people at appropriate stages
- Focus on **service/outcome** vs. asset
- Language people understand
- Be transparent
- Set realistic expectations – manage this

Successful Consultation Models

- Customer satisfaction surveys
- Customer Prioritisation – across organisations
- Go out and ask people what's important you and how well it is being delivered
- Use elected members to link to the community

Demonstration of responsible guardianship

- Collect evidence/information – predictive modelling
- Depends on who it is being demonstrated to
- Independent appropriate verification from people you are demonstrating too
- Look at historical picture to give reference
- Tell a story
- Look at benefit

Workshop 3 – 3 WATERS

Innovation Examples

- Condition based Valuation approach/funding
- Asset hand-over specification, practice, process
- Asset MATES (see IPWEA example)
- KIS
- Maintain Asset Data
- Focus on core business, service delivery

Consultation Models

- Horses for courses
- Random survey expectation gauge
- On-line survey – issues on website
- Call centre feedback analysis
- Focus Groups

Modified Decision Processes

- Big picture analysis
- Education of community/involvement
- Assumptions/LOS changes/models
- Demand Management
- Non-Engineering/asset solutions
- Decision Framework/focus
- Multipurpose uses of assets/shared assets

Responsible Asset Guardians

- Different generational priorities/conflicts
- Cultural considerations/cross community aspirations
- Inclusion of well beings in decisions in future
- Transparency of risks/liabilities/options
- Marketing, communication to community – internal/external
- Education/promotion of activities
- Longer term profile – strategic planning
- Across agency integration