



Building Resilient Transport Networks Through Strategic Asset Management

*Auckland Transport's journey and lessons
for the sector*

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Who we are

Whether people choose to drive, walk, cycle, bus, train or ferry, we support viable options that make these journeys quicker, easier and safer.

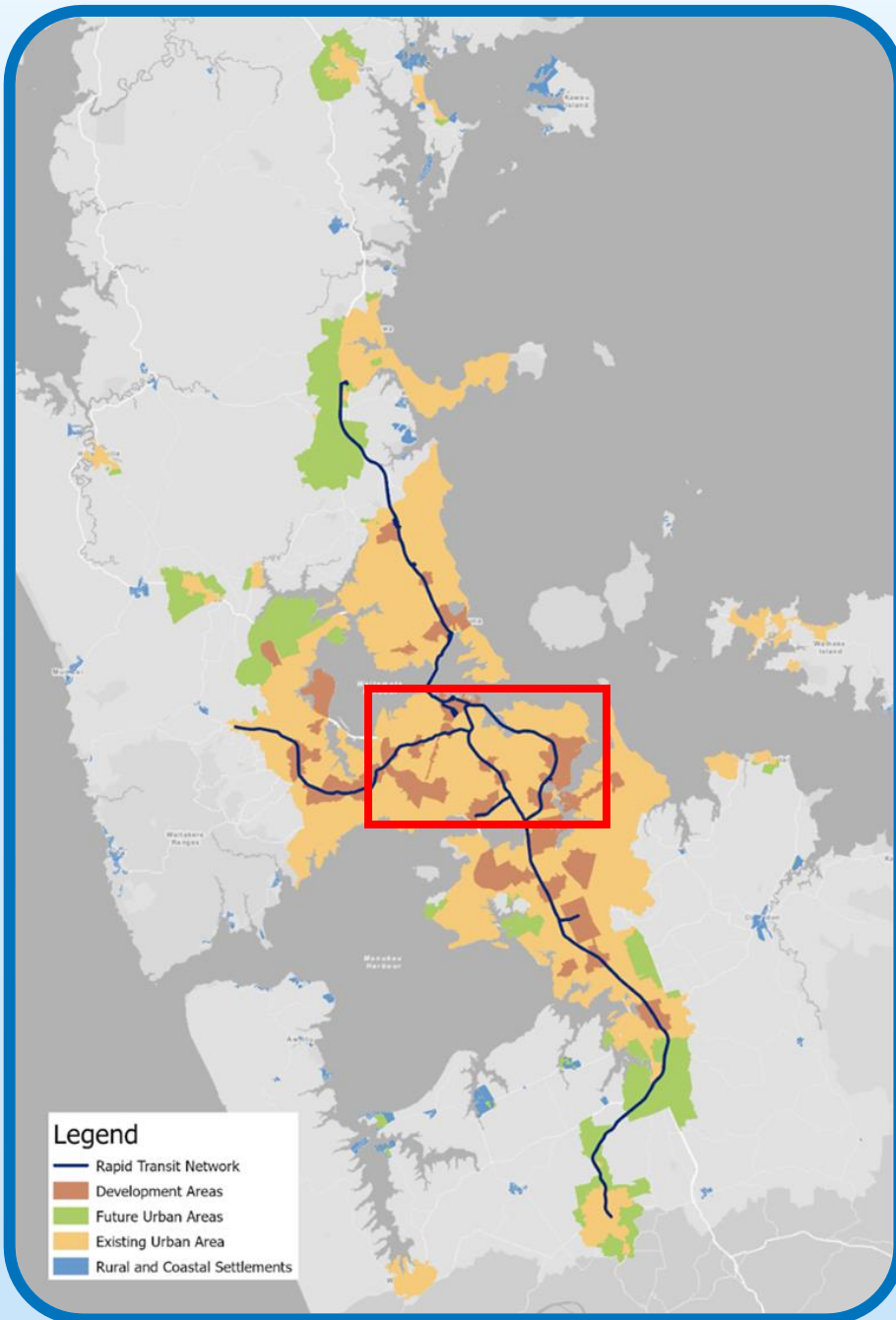
We are:

- Council Controlled Organisation establish in 2010
 - Joining of the 7 legacy Auckland regional, city and district councils
- responsible for effective, safe and efficient transport system for Auckland
- stewards of \$33 billion of transport-related assets
- and deliver multi-mode services.



Auckland at a glance

- Huge region - roughly 150km from north to south, ~8,000km of roads, ~430km resurfaced this year
- Water based - lots of peninsulas and islands
- 1.73m population (a third of the country)
- A third live within central Isthmus (red box)
- By 2048, population forecast : 2.5 million



AT manages
\$33.3 billion
 (replacement cost)
 of transport
 infrastructure
 assets

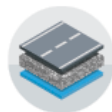
with a

current value of
\$18.5 billion
 (depreciated value)
 and an annual
 depreciated rate of
\$591.8 million

Road Pavements
\$16.22 billion



Road Pavement Surface
\$2.20 billion
 7,111 km



Road Pavement Base - Sealed
\$13.41 billion
 7,094 km



Road Pavement Base - Unsealed
\$0.61 billion
 754 km

Streets Infrastructure
\$10.16 billion



Footpaths
\$2.53 billion
 7,788 km



Cycleway
\$0.02 billion
 34 km



Shared Paths
\$0.09 billion
 227 km



Kerb and Vehicle Crossing
\$0.63 billion
 158 km



Stormwater Channel
\$5.63 billion
 13,022 km



Street Furniture
\$0.02 billion
 6,509



Traffic Systems
\$0.21 billion
 24,110



Streetlights
\$0.55 billion
 130,145



Traffic Control Devices (incl signs)
\$0.47 billion
 334,887

Structures
\$4.35 billion



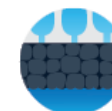
Bridges
\$3.44 billion
 1,163



Gantries
\$0.01 billion
 67



Tunnels
\$0.11 billion
 1



Walls
\$0.79 billion
 6,474

Public Transport
\$2.28 billion



Bus Shelters
\$0.08 billion
 2,868



Bus Infrastructure
\$0.09 billion
 21



Trains
\$0.80 billion
 95



Ferries
\$0.02 billion
 4



Ferry Terminals
\$0.27 billion
 24



Rail Infrastructure
\$1.01 billion
 61



Public Information Displays
\$0.008 billion
 830

Parking, Airfields & Harbourmaster
\$0.27 billion



Airfields
\$0.0004 billion
 2



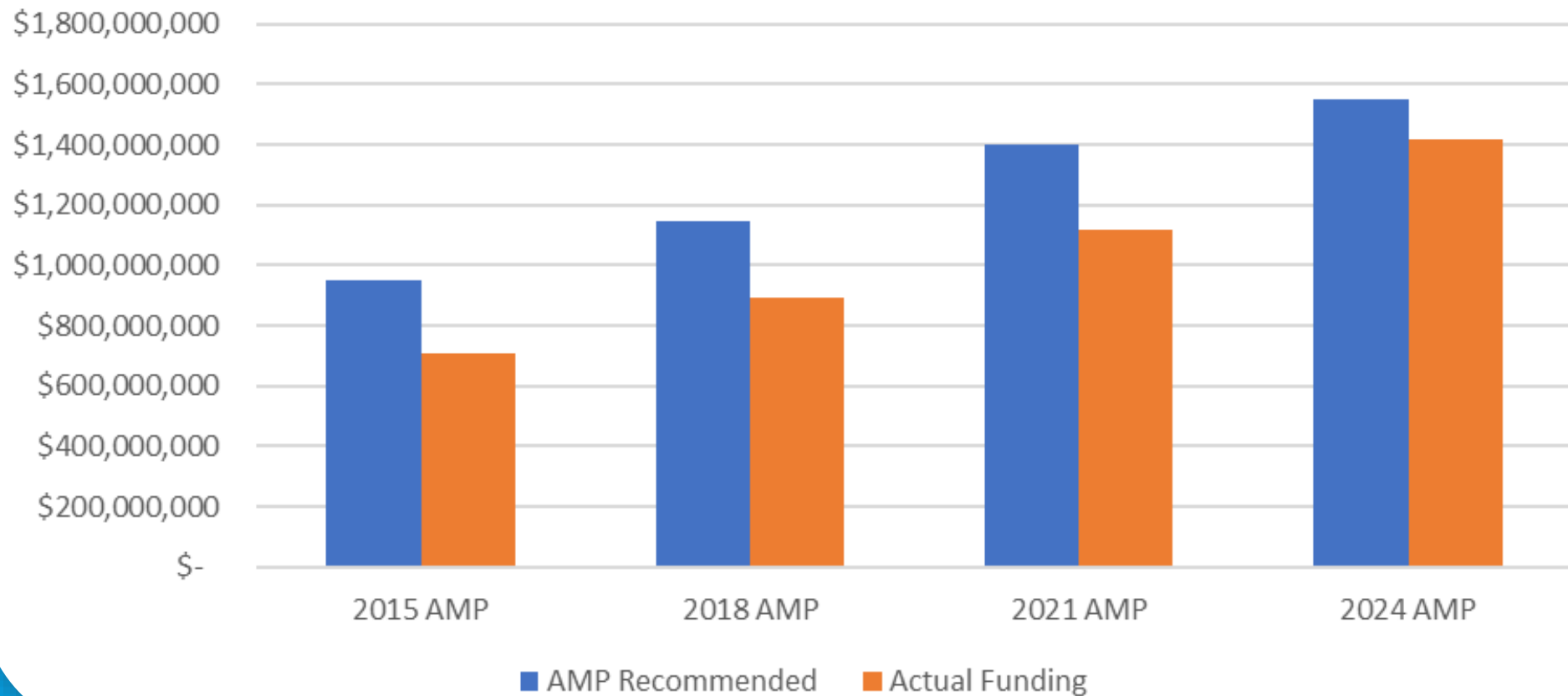
Harbourmaster
\$0.007 billion
 500



Parking
\$0.26 billion
 751

Historic Challenges and the Case for Change

3 Year Maintenance, Operations and Renewals



Why Asset Management Matters



Why

- ✓ Stakeholder needs
- ✓ Value
- ✓ Risk appetite

... sets expectations for...

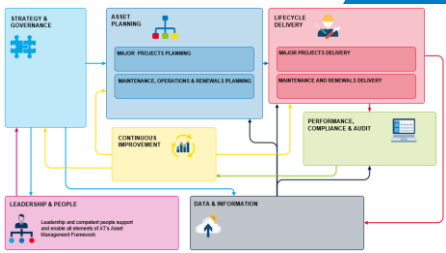
What

Asset management system
(a management system for asset management)

... facilitates, assures, controls...

How

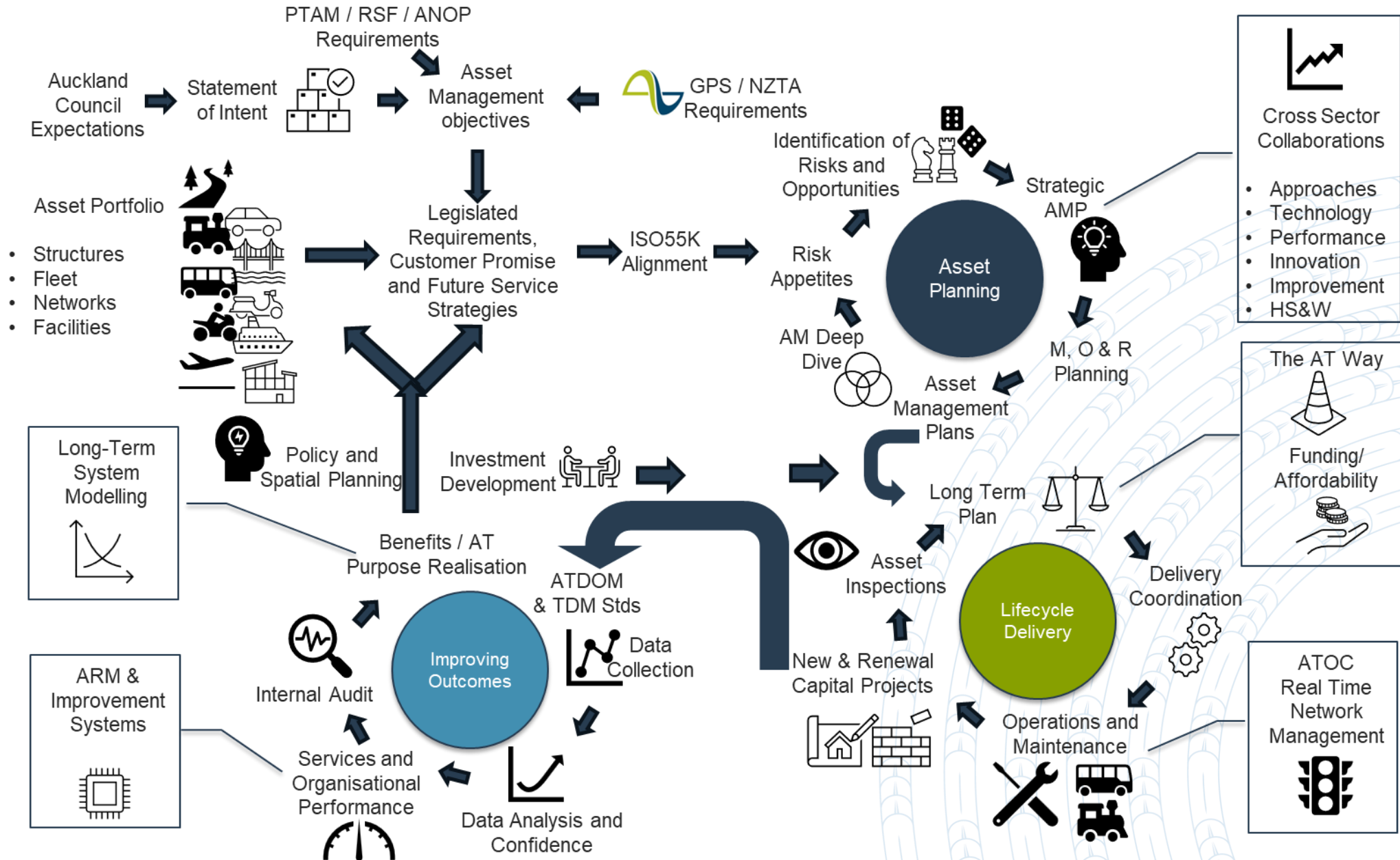
Assets doing things and people doing things to assets
Throughout asset lifecycle AND support processes (e.g. data & info mgmt.)



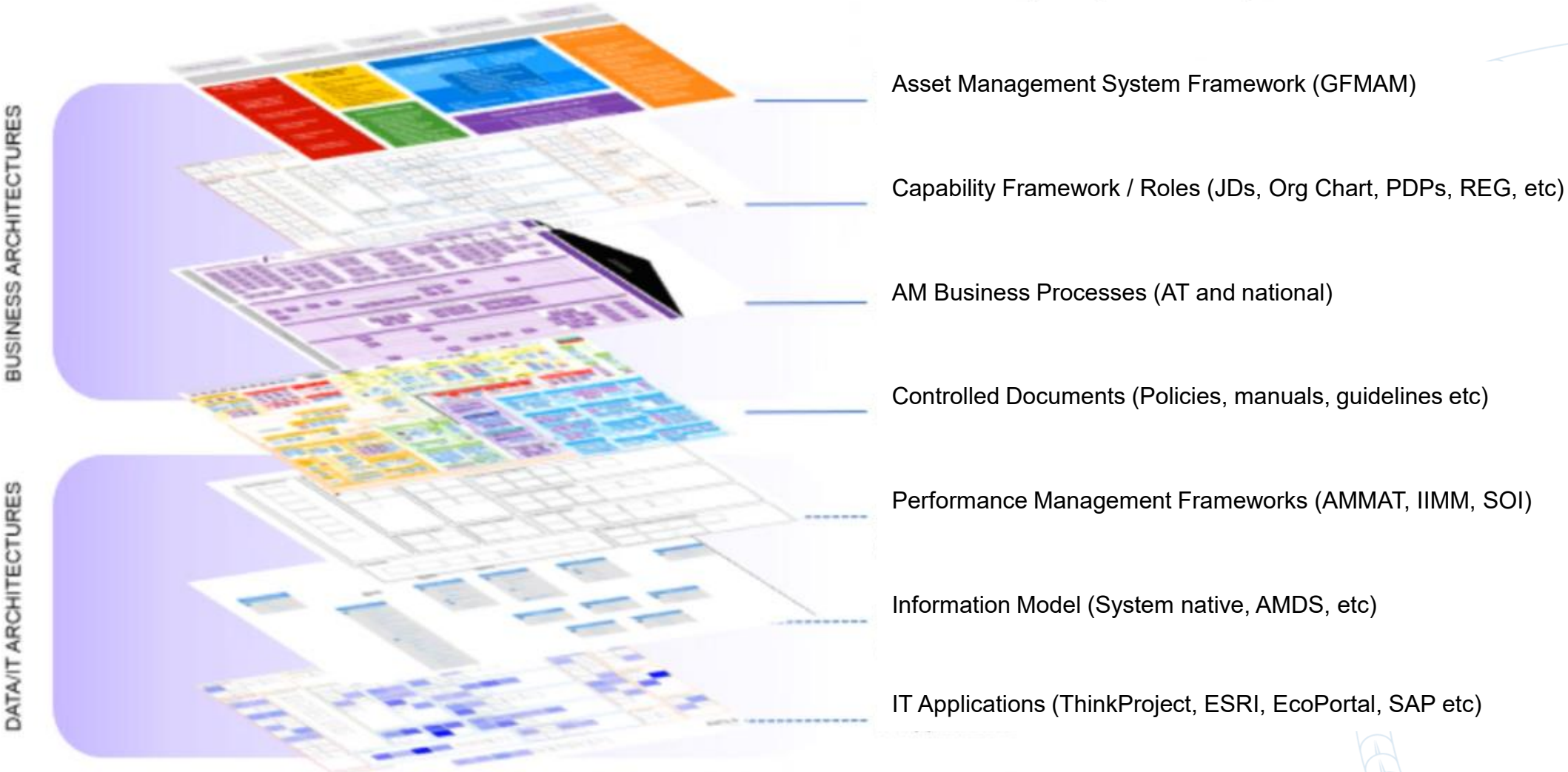
Role of the Asset Management Framework



AT's Asset Management Framework



Enterprise Asset Management Framework

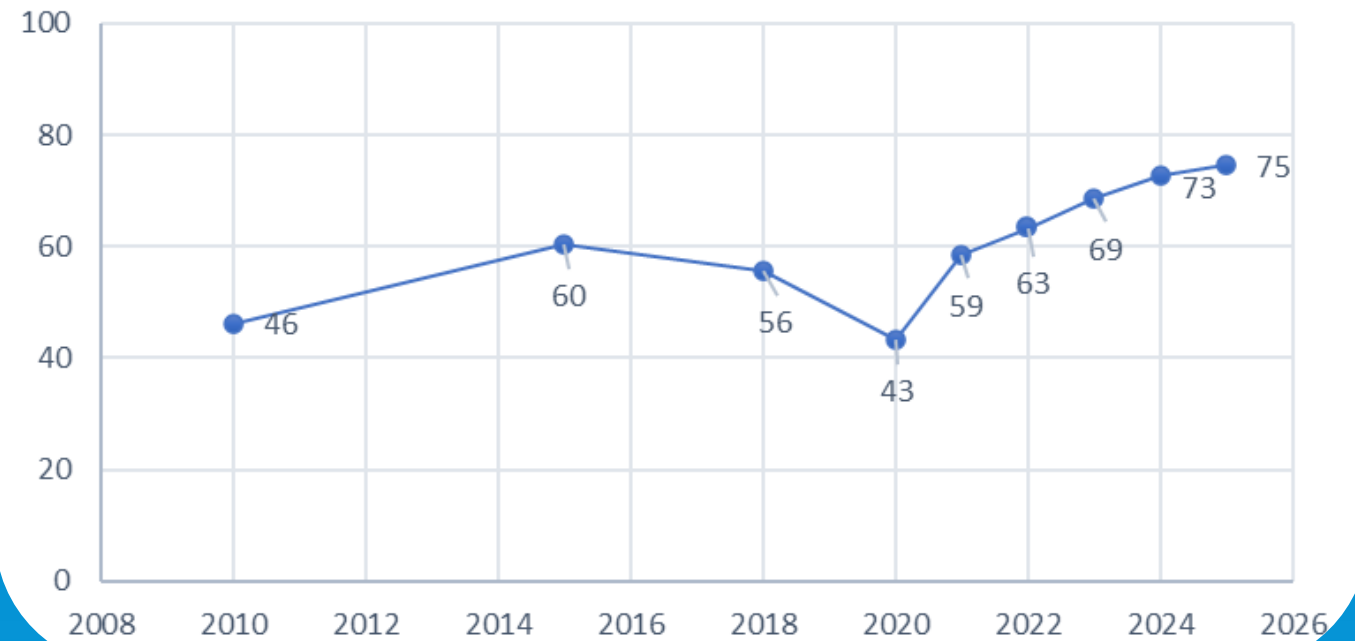


AT's AMF Maturity Journey

Generations of improvement approach (time bound, year on year)

- 2010: Auckland amalgamated
- 2015: NZTA led assessment
- 2018: AT Board Check In assessment
- 2020: (Re)Baseline assessment
- 2021: Triage and align to ISO55000
- 2022: Prioritised, measurable maturing
- 2023+: Embedding and annual audits of maturity and benefits reported to Board

AT Asset Management Maturity Over Time



Five Years In - Outcomes



Data Confidence Score
69 → 86



Maturity uplift
43 → 75



Investor funding support
~75% → 92%



**Deliver 100% Road
Renewals**



**NZTA audits (annual →
bi-annually)**



**AT invited to speak on
AM**

Concluding Observations

- A root cause of ineffective asset management governance and performance is the lack of a **coherent, understandable** and **up to date** description of how the organisation does manages its assets
- Developing AM framework requires **leadership** from the top, **awareness, engagement, communication** and **feedback**.
 - Create a culture to help all staff **know their role** in the asset lifecycle
- Developing the **AM framework is just the beginning** of the journey – needs to be used to become how people see the organisation
- This journey is not just about systems and standards; **it's about people...**



Taking care of tomorrow today
Asset Management State of Play

November 2024