

SMARTER TOGETHER - REALISING ENDURING EXCELLENCE

By Enabling Innovation and Leading Change

RCA Forum

8 November 2019

REG THE ROAD
EFFICIENCY
GROUP

**We are.
LGNZ.**

WAKA KOTAHI
NZ TRANSPORT
AGENCY

Same Pathway – Different Approach

REG will lead change to improve public confidence and demonstrate greater value from the land transport network by

- Bringing all levels of the transport planning delivery together around the goals, standards, expectations of the GPS and RCA
- Connecting people, build capacity and develop customised solutions
- Helping the sector to take part in the wider tri
- Making it easier to standardise
- Helping the role of its role in outcomes
- Improving

WHICH

ENHANCED TOOLS AND SYSTEMS

Develop and enhance the user of tools, information, and systems across the sector that enable the future transport system.

- REG tools support the development of evidence with a clear line of sight from the GPS to delivery to help you make the best decisions for your community.
- REG will provide the tools to ensure quality data is collected, stored, and used to enable quality decision making.

SERVICE DELIVERY EXCELLENCE

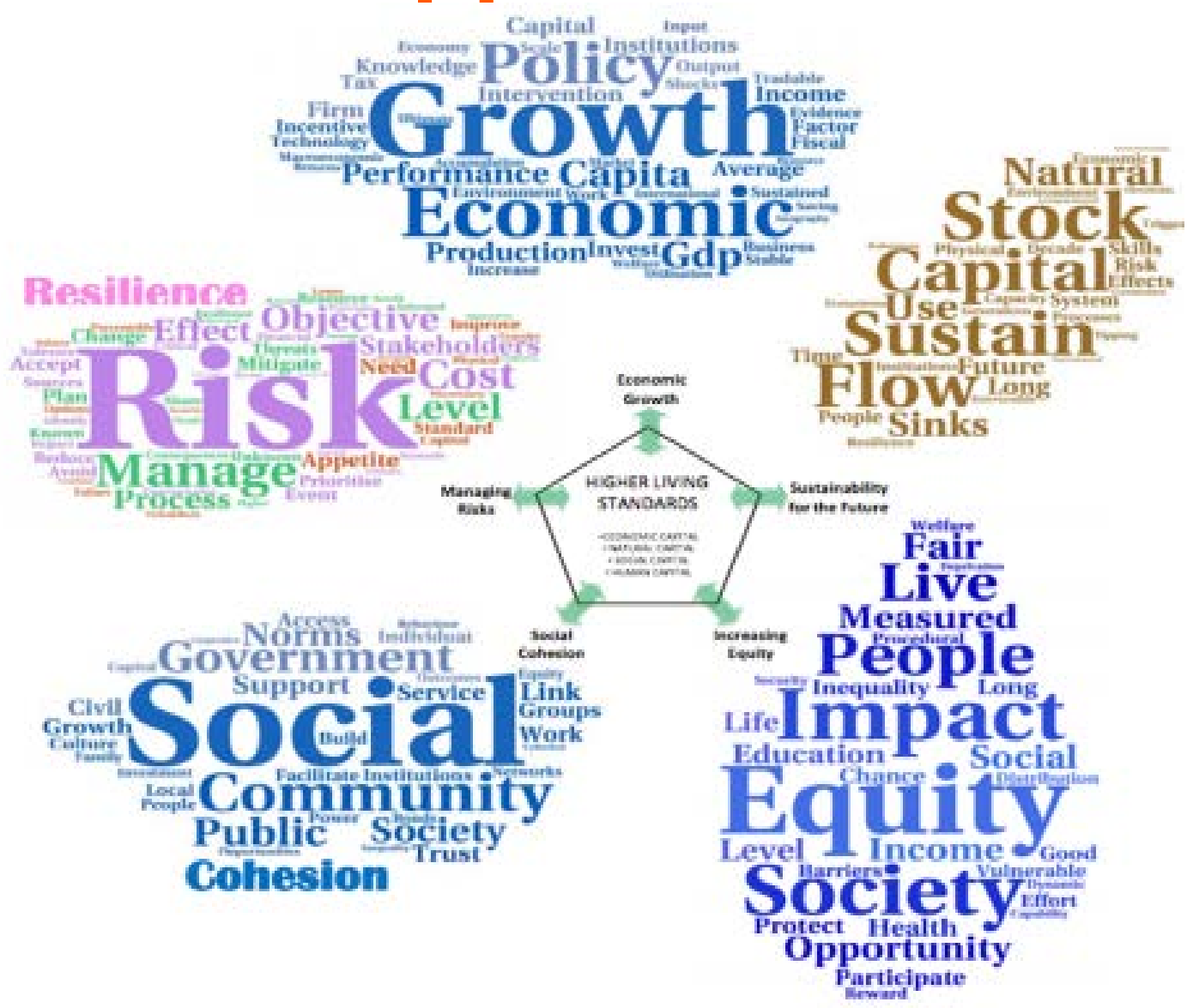
Incentivise a change in delivery and supply chain clients, consultants, or

- Will connect you with similar issues to make easier, more enjoyable effective.
- You will be able to see the outcomes

Go to stock tel

Quality data and evidence

We are LGN2



REG – Enabling excellence in the Transport Sector

- Connecting people to build capability, enable innovation and develop customer-focused systems
- Helping the sector to understand the performance of their part in the wider transport system – including performance measurement and turning good data into evidence
- Making it easier to work together through systems standardisation and collaboration – including supporting the DEfT roll out
- Helping the sector to understand the importance of its role in planning and delivering community outcomes – business case principles in activity planning
- Drive business excellence across the transport sector



REALISING EXCELLENCE IN THE TRANSPORT



DATA Quality Project

- Critical to supporting sector outcomes
- Reports are now in PMRT, going up on the REG Website and soon on LGNZ Website
- New tools are being developed to assist with improvement in data quality

Annual Summary Report

2018/19 National Data Quality Results

October 2019



INTRODUCTION

This report provides a summary of national data quality as at the end of the 2018/19 financial year. The Data Quality Framework (DQF) developed by the Road Efficiency Group (REG) has been used as the basis for the analysis. The results have been analysed in terms of the reported financial year and trends since the reported results in 2015/16.

A summary of the annual RCA results are available on the REG website and individual RCA metric results can be accessed by the RCA via the ONRC PMRT.

THE 2018/19 DATA QUALITY FRAMEWORK

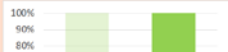
KEY POINTS

Annual Results 2018/19:

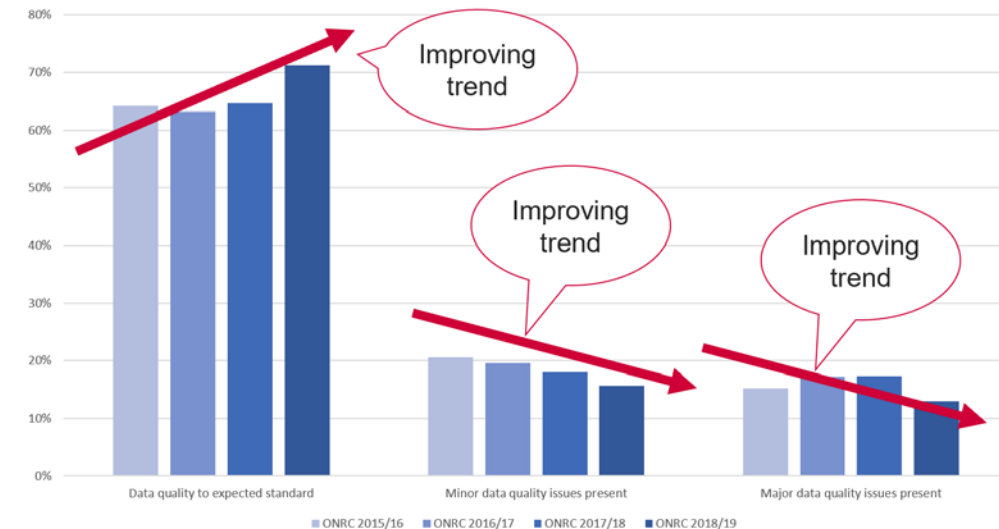
- ✓ Overall the sector's data quality has improved, particularly for the accuracy and completeness quality dimensions.
- ✓ There is still opportunity to further improve data quality nationally

● Major Issues ● Minor Issues ● Expected Standard

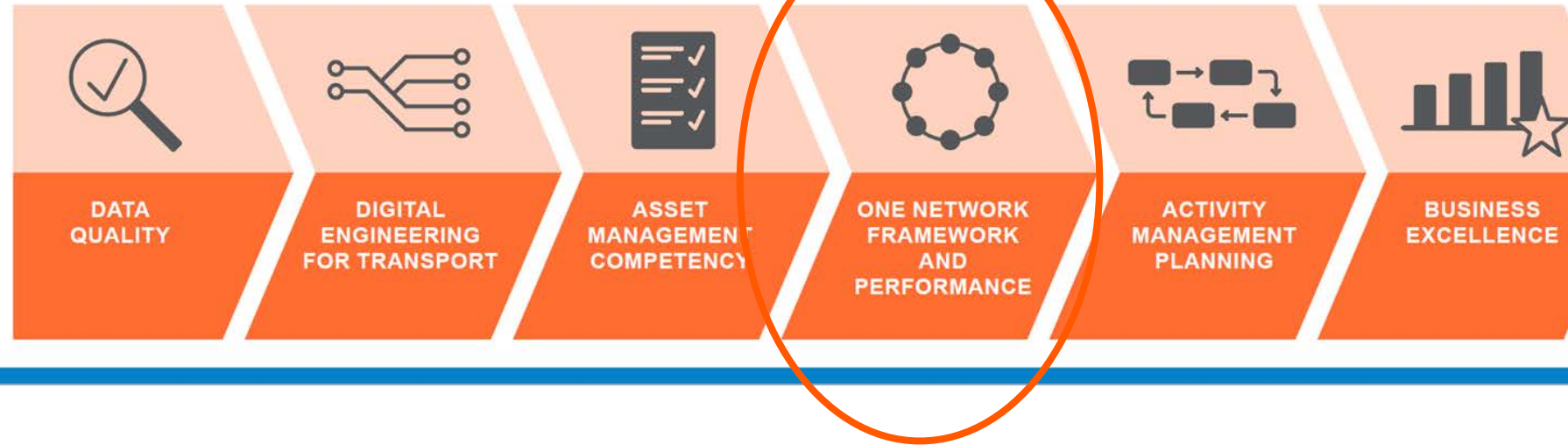
2018/19 ONRC



ONRC Overall Results



REALISING EXCELLENCE IN THE TRANSPORT SECTOR



Anna Percy – Auckland Transport
David Darwin – ONF Project Sponsor



ONRC reclassification

AT update

Focus of this reclassification

- 131 km new roads needed classifying
- Define urban and rural based on land use, not speed
- New traffic estimate methodology
- Updated walking and cycling links
- Automated bus counts

Didn't change the 2016 inputs for:

- Primary links
- Ports, airports and hospitals
- Tourist destinations

Urban/ Rural – land use zoning



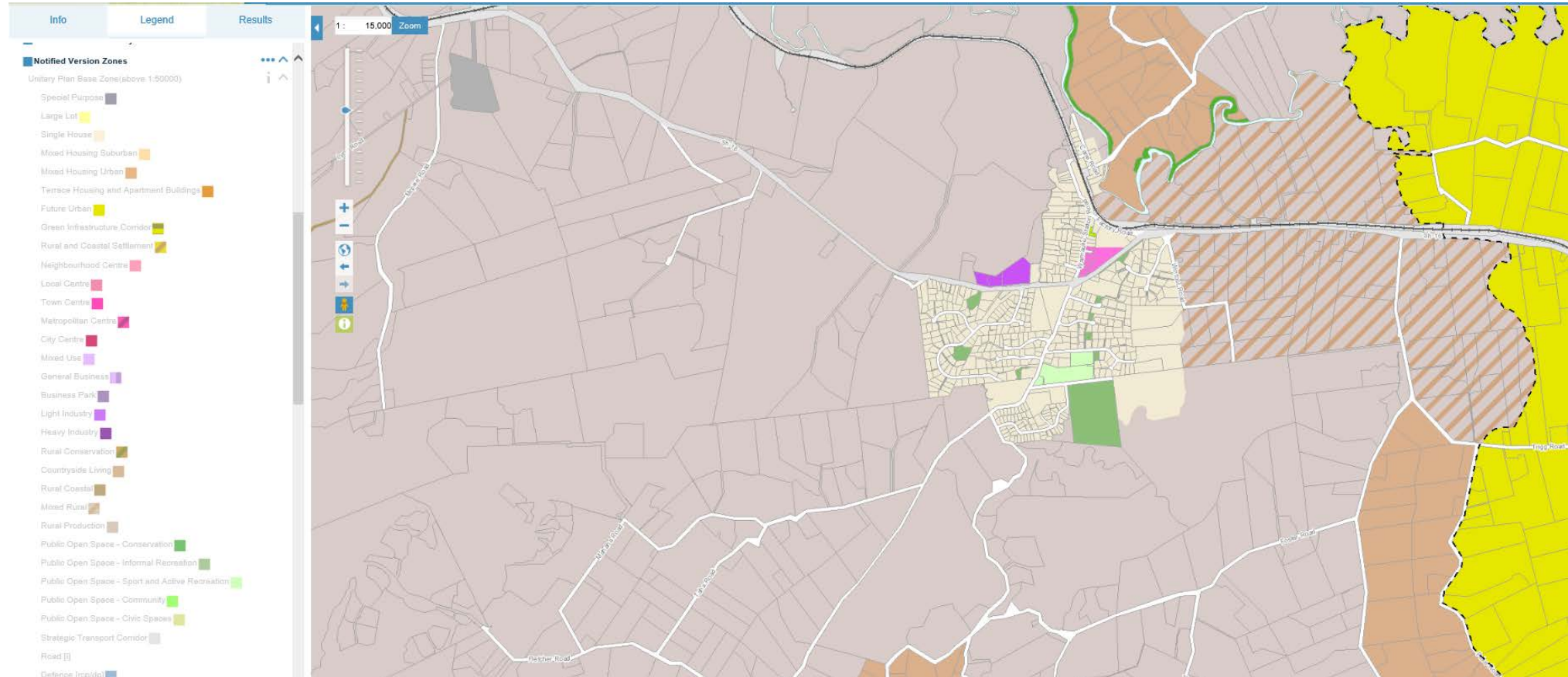
Rural (open) vs Urban

For the purpose of this Guide “Urban” and “Rural” may be defined using the Statistics New Zealand classifications, or accepted definitions in regional planning documents (e.g. Auckland’s Metropolitan Urban Limits in the Auckland Plan).



Speed management guide

Urban/ Rural – land use zoning



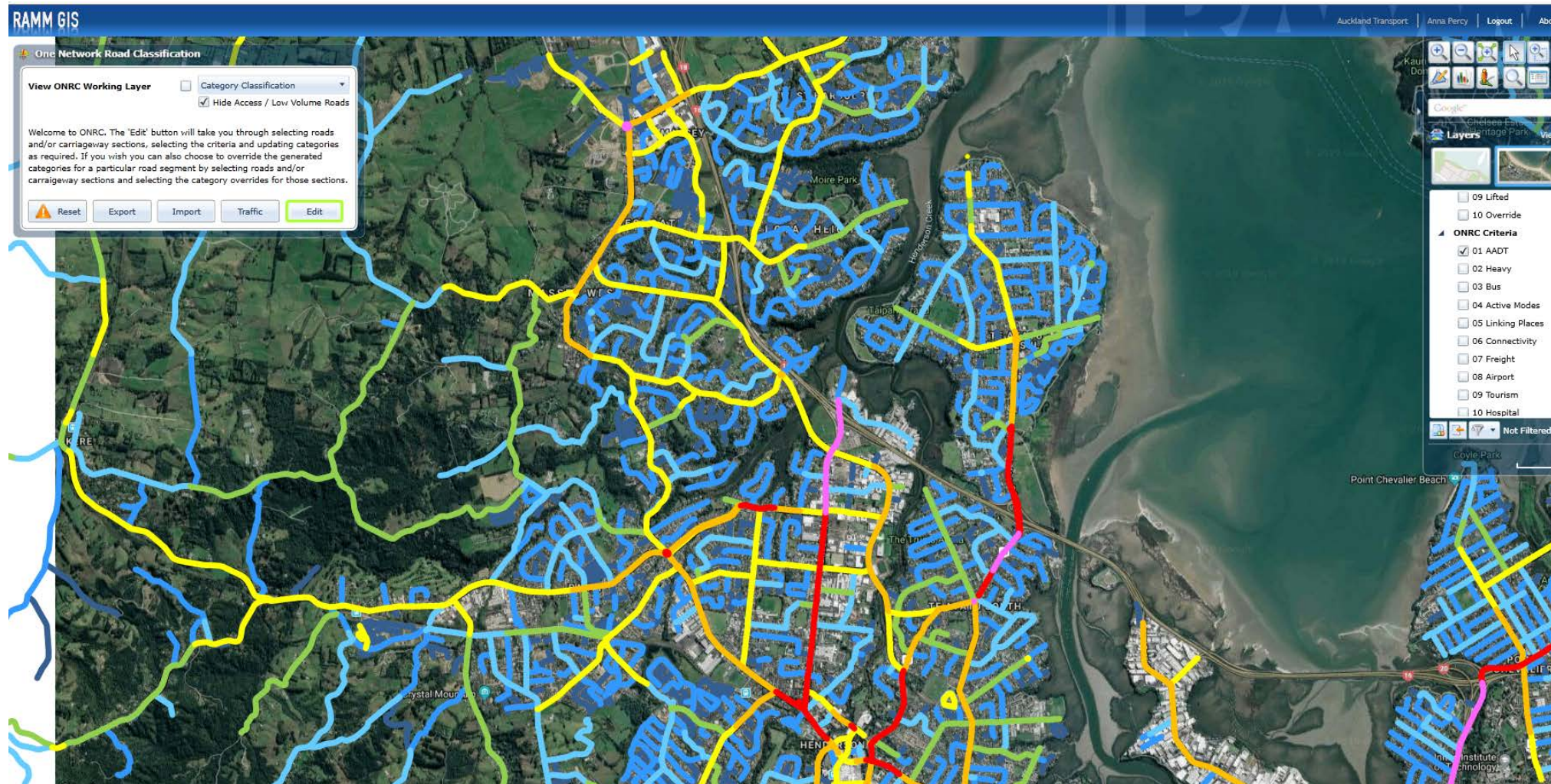
Urban/ Rural – in RAMM



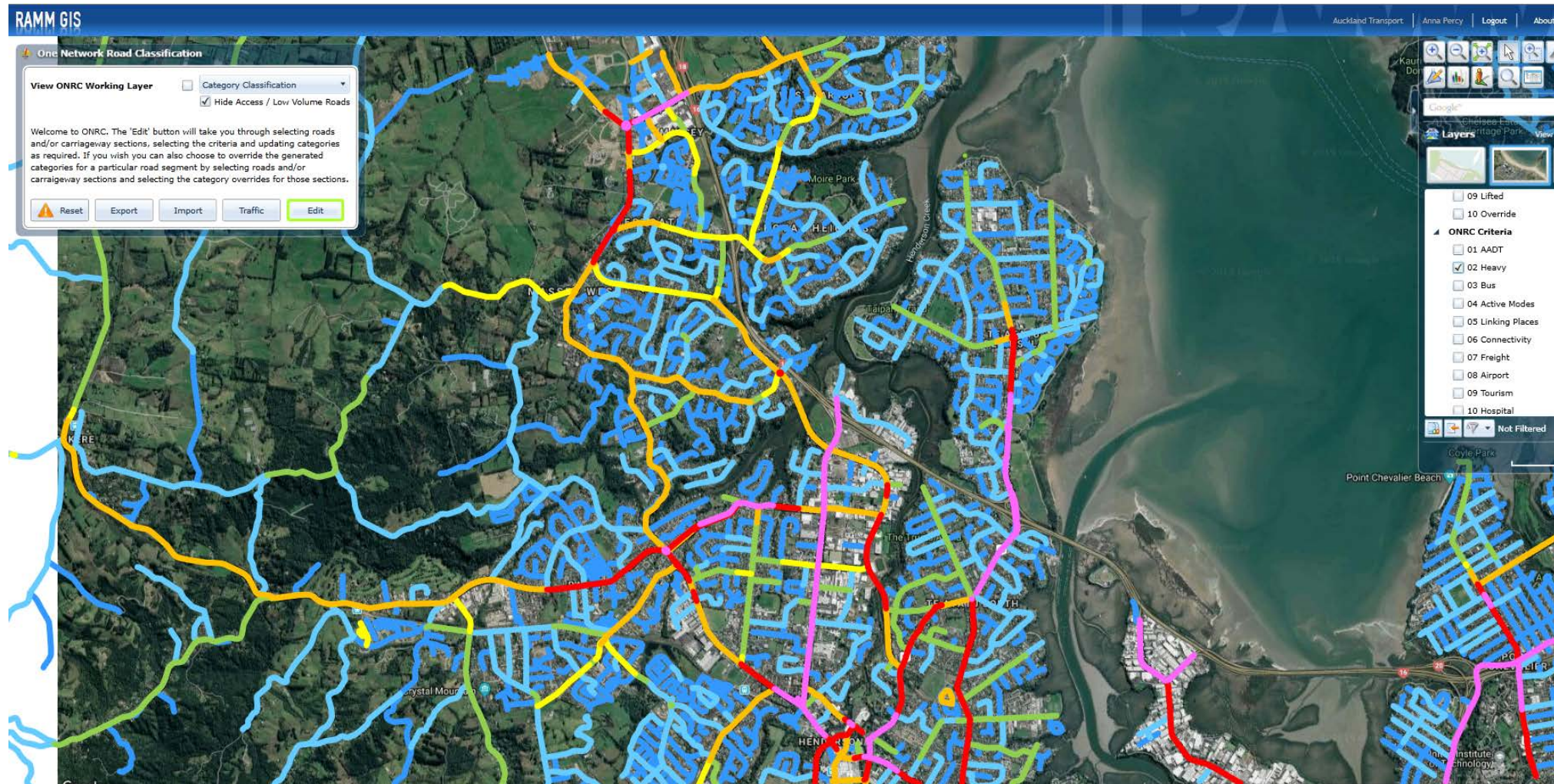
New traffic estimates

- Based on more/ better managed traffic counts
- Apply network growth factor to older counts
- ADT = AADT (annualisation factor = 1)
- “Unplug” RAMM estimates module
- Semi-manual approach
 - Manually choose between generic ways of interpolating / extrapolating actual counts

General traffic estimates



Heavy traffic estimates

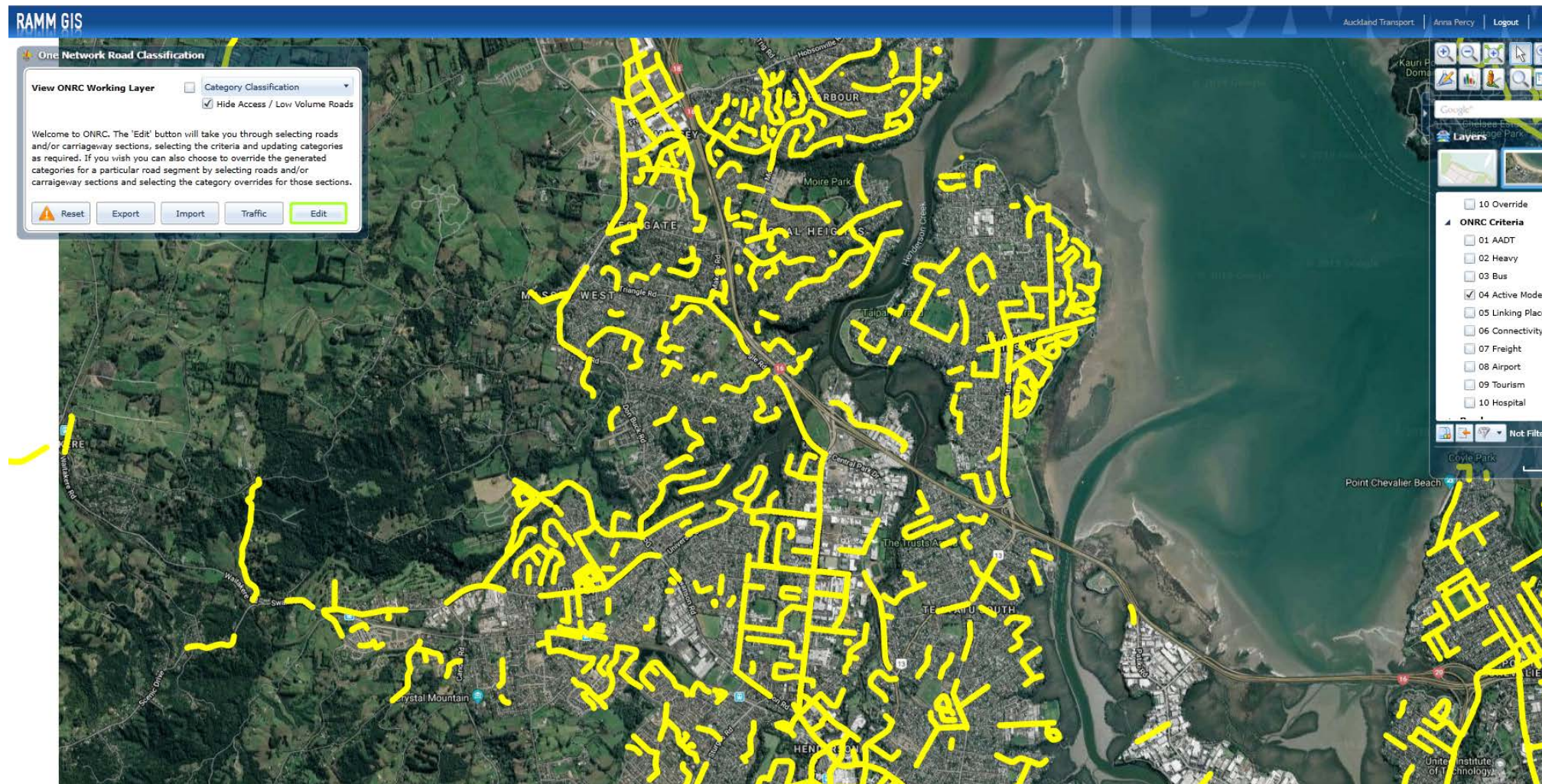


Active modes

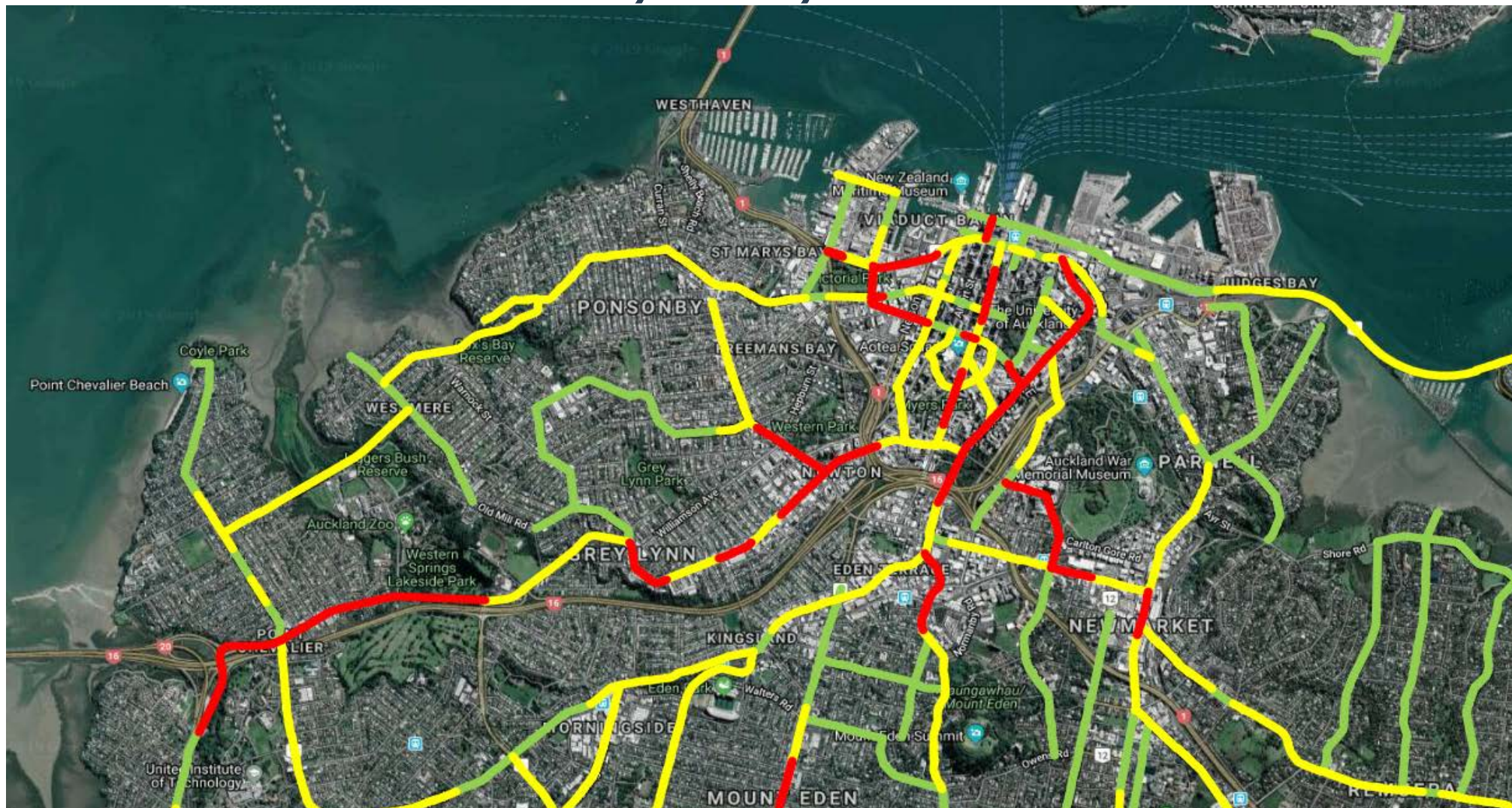
- Pedestrians, based on Footpath Strategy
 - Town centres
 - Public transport
 - Schools
 - Parks and sports facilities
 - Beaches and coastal walkways
- Cyclists
 - Cycle training routes



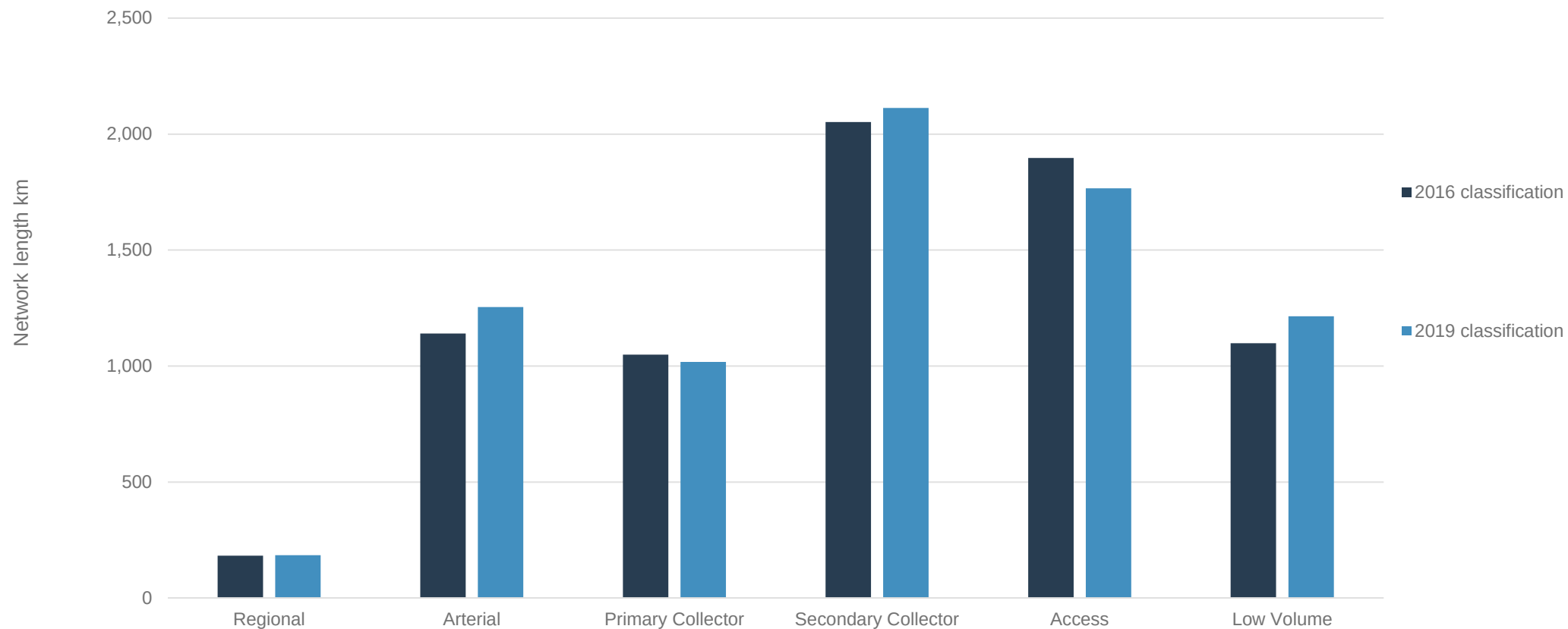
Active modes



Bus numbers >6, >15,>40



Overall change

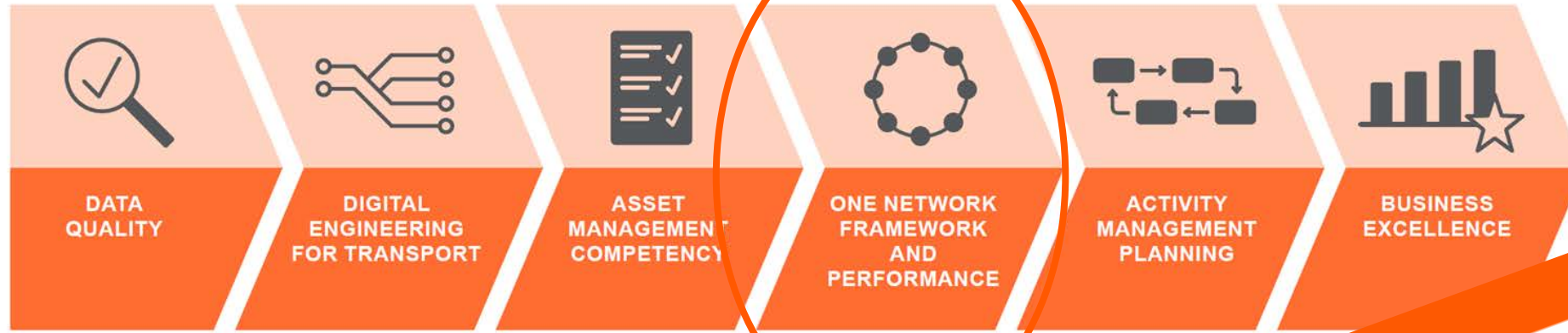


Next steps

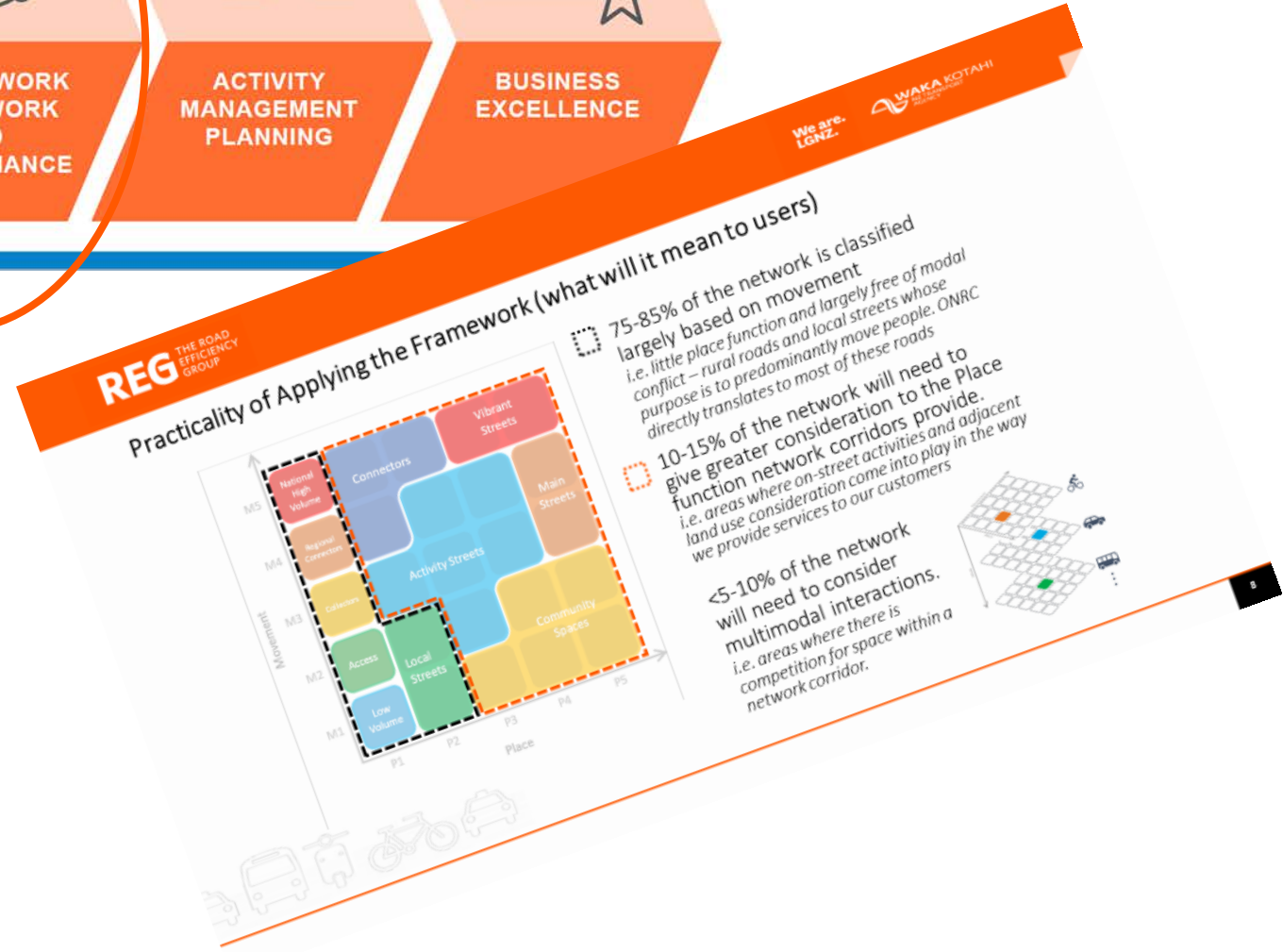
- More work on bus counts – these are complicated!
- Review primary links – these are the reason why the length of Regional roads has not changed



REALISING EXCELLENCE IN THE TRANSPORT SECTOR



Evolving ONRC into the One Network Framework





The **One Network Framework** aims to provide a common language to reflect the role transport corridors play in the movement of people and goods across all land transport modes, the social spaces they provide and their role in providing access to adjacent land. The resulting framework is a toolbox to support consistent communication to customers and have conversations about the service levels they can expect.



Evolving ONRC to Classify Land Transport Networks (Movement and Place)



Classify Movement



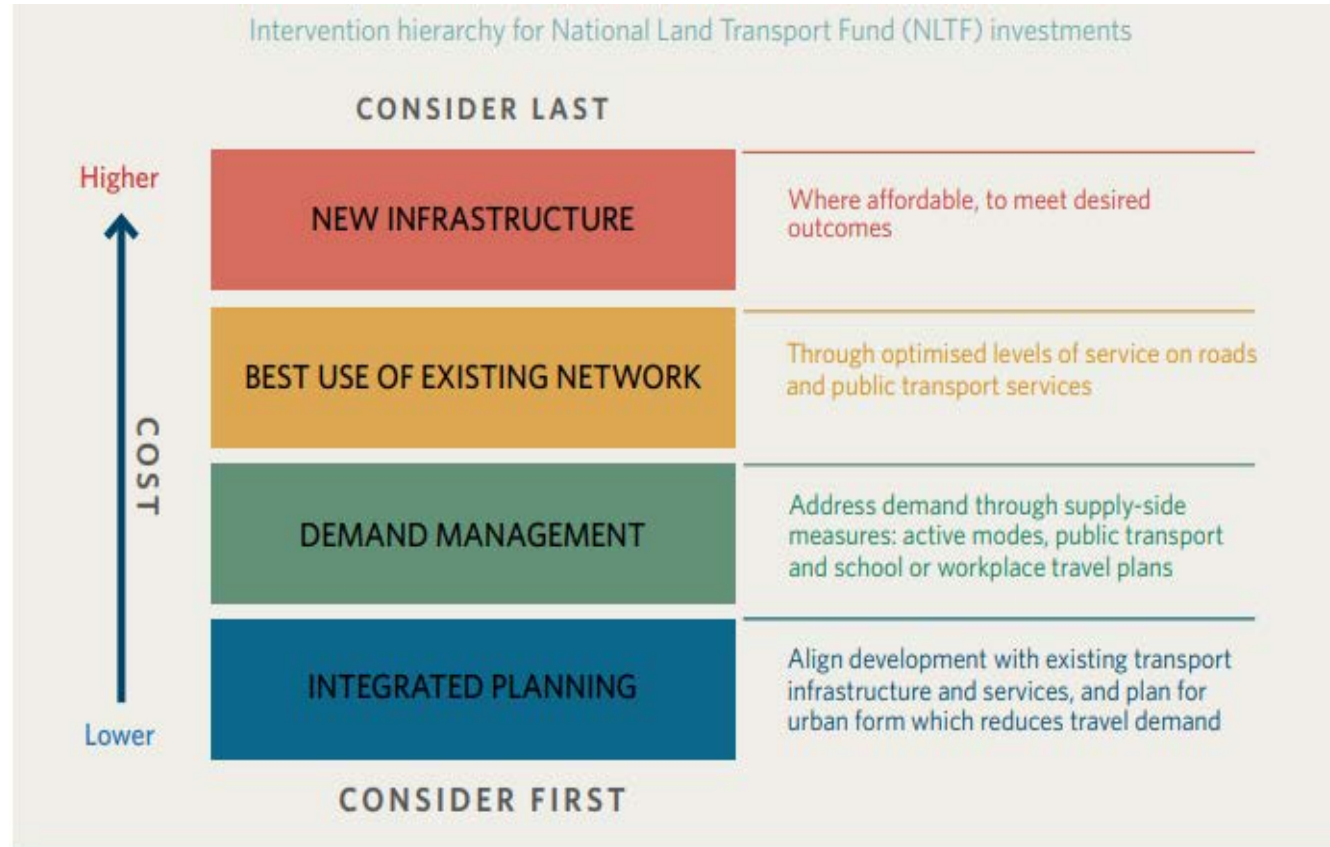
Classify Place



Grade	HEALTH AND SAFETY		Info
	Outcome		Out
	Subcategory		Sub
A	Psychologically comfortable	Conflict-free travel at close to posted speed limit	Info Jour
	Easy route choice	Clear guidance on where to drive	
	Unobstructed forward view	Excellent forward visibility	Disa Acc
	Convenient pull-offs	Good pull-off opportunities	
B	Psychologically comfortable	Occasional slowing-down for major junctions or congestion at peak times, driving near posted speed limit	Info Jour
	Easy route choice	Good guidance on where to drive	
	Unobstructed forward view	Good forward visibility	Disa Acc
	Convenient pull-offs	Occasional pull-off opportunities	

Define Customer Outcomes

Applying the Framework – high level principles



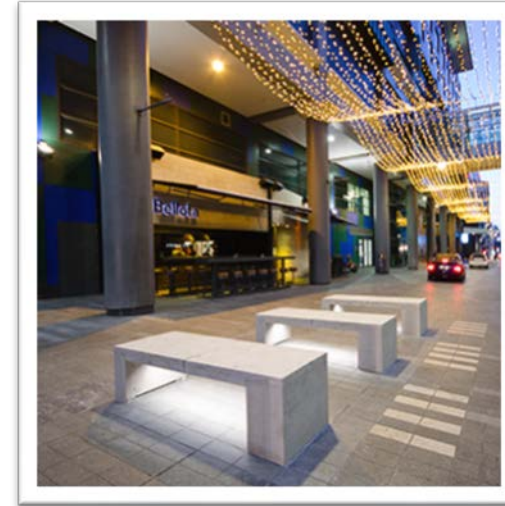


Classifying your Network



Movement

The Movement dimension is described as the level of **people and goods movement** the road or street is intended to support, and the mix of modes supported within that road or street to achieve that outcome. as more significant than localised trips.

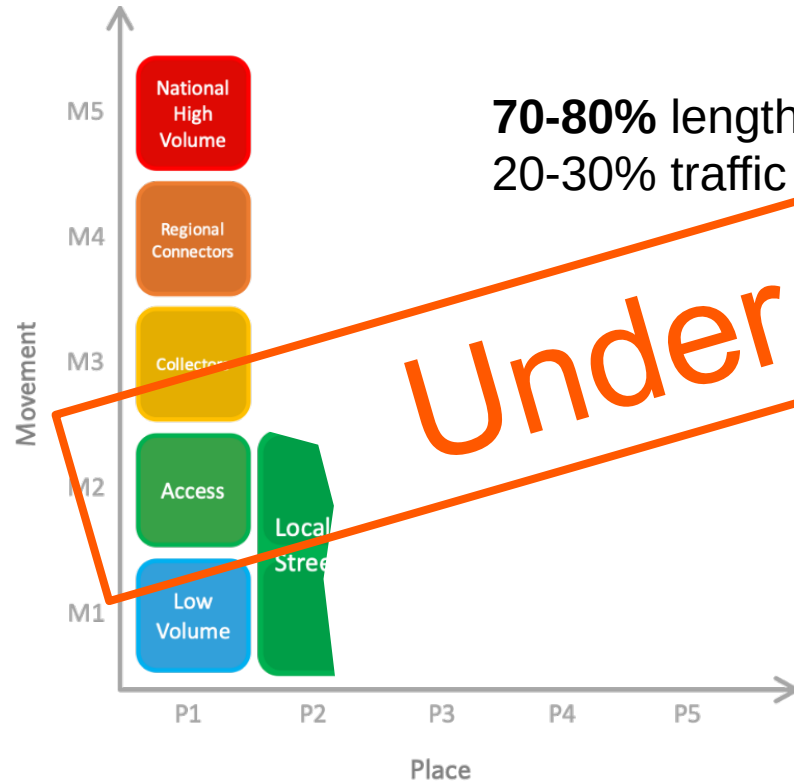


Place

The Place dimension is used to describe the competing function road and street reserves play as destinations in themselves that attract people to activities being undertaken within the corridor space and adjacent land.

1. Roads and Streets with Local Place Context

(little to no modal conflict)



(Final Street Family groupings still under development)

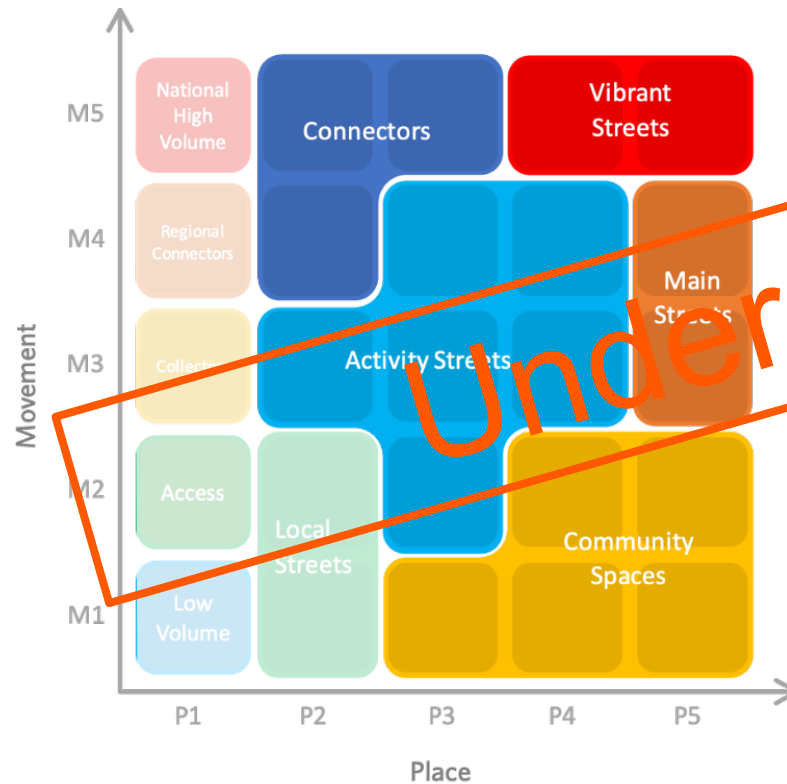
Corridors moving people

The majority of our transport network (by length) has a “Local” place function and is largely free of modal conflict.

Where a transport corridor has no significant on-street activity its classification can be derived directly from its assigned ONRC classification.

Under Wraps

Applying the Framework – Level 2



(Final Street Family groupings still under development)

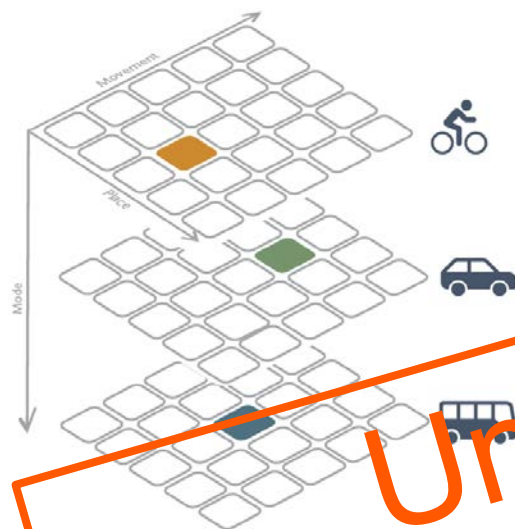
Corridors with stronger place function

For **10-15%** of our transport network there begins to be discernible on-street activity that compete with the movement function of the corridor, or adjacent land-use generates an increased requirement for access.

In these situation we need to better cater for the social spaces, cross movements and overall place dimension these corridors provide.

Under wraps

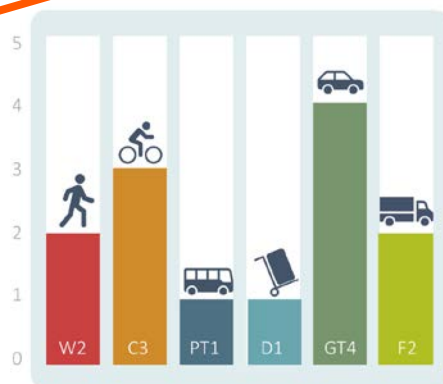
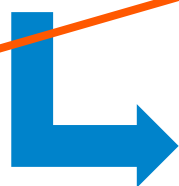
Applying the Framework – Level 3



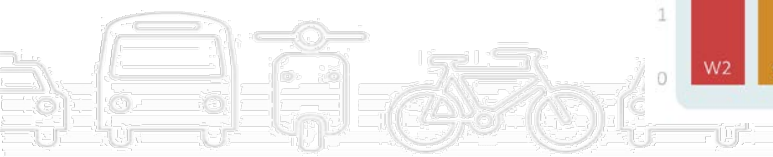
Corridors where there is considerable competition for space

For **5-10%** of our networks we have considerable multi-modal traffic movements and significant on-street activity all competing for space within the corridor. Within these largely urban, metropolitan areas, it is expected that advanced network planning will be undertaken that considers each mode as a specific network, using advanced tools such as the Network Counting Plans to manage priorities.

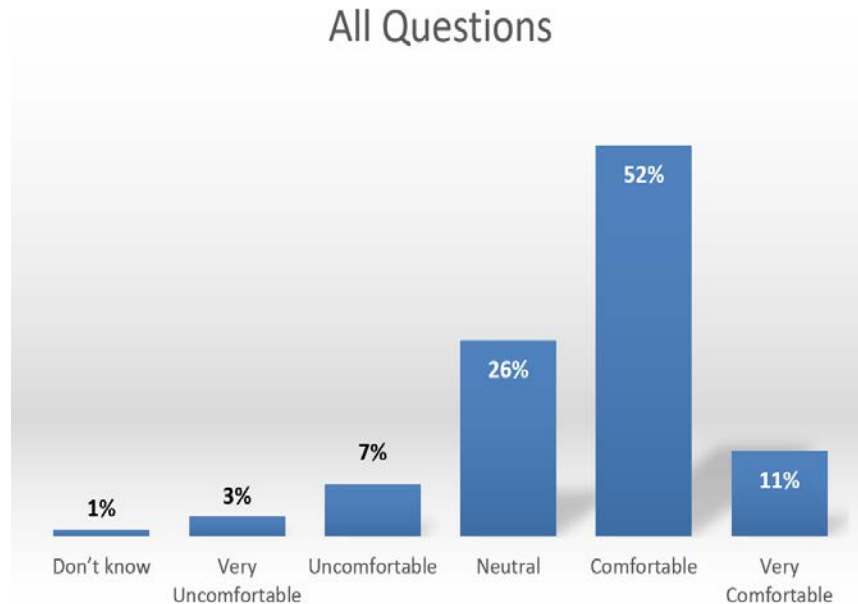
Under Wraps



Connector



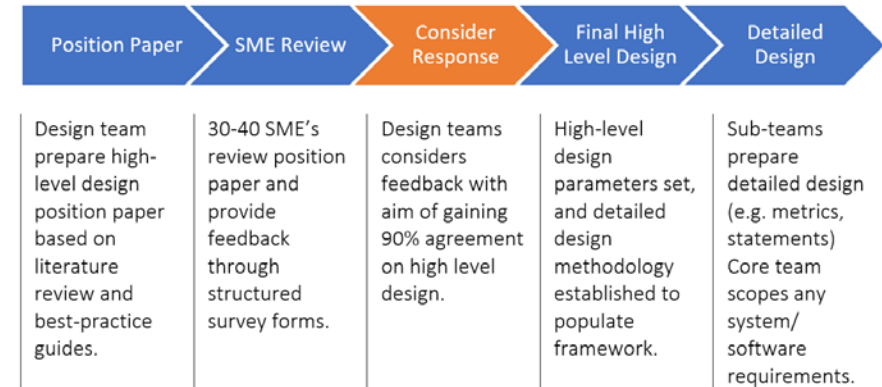
Summary of SME Review (1 of 2)



Example:

Q6: Place Function: How comfortable are you that the proposed catchment-based categories in table 4 (page 27) address how Place should be considered in New Zealand?

30 SME's involved in review of 1st Draft



Key Survey Questions

- Classification Matrix (Movement and Place)
- Layering of Detail (Rural, Urban, Metro)
- Modality Classes
- Classification Factors
- Place Function
- Use of Street Families
- Service Levels
- Overall Direction

Around **103** comments being parsed into feedback matrix

Recapping what we have discussed

Establish
Movement
Importance

Determine movement demands now and in the future across different transport modes.

Establish
Importance
of Destinations

Identify the important destinations whether these are off street or on the street considering current factors and planned land use.

Classify the
Network for
Access and Place

Where relevant, consider how any link enables adjacent economic and social opportunities, both by access to property and use as a social space.

Define Priorities
for the Network
Links

Determine movement demands now and in the future along each corridor for different modes. Identify compromises and conflicts (gaps in service).

What's in it for you



Planners – land use

'I want a clear direction and framework to provide robust decisions that will withstand legal scrutiny.'

Descriptors

Development of land in accordance with the District Plan and other Council strategies
Optimising available land resources
Making the best use of what is available

Context

Non technical information required
Visual, spatial (don't need to understand strategy behind spatial plan)

Primary Goal

Clarity of strategy for area of interest they are investigating

Jobs to be done

Confirm decision makers strategy
Feedback how their plan will give effect to strategy
Scenario planning

Gains

Privy to transport outcomes desired
Understand wider implications of their decisions
Seamless interaction between transport and land use planners

Pains

Hearings
Decision based on ONF maybe challenged
Misalignment between District Plan and the ONF



Roading Manager

'I want to ensure the network can provide an appropriate level of service for users today and in the future.'

Descriptors

Accountable to the community for return on investment
Wear a lot of hats
Have to get a lot from a little
Time poor (urgent matters)

Context

80% roads are rural
20% towns with some 'go fast roads'
Competing priorities
Township is dependent on through trade

Primary Goal

Keep the network operating
Longer-term planned investment – a basis for investment
Get the money

Jobs to be done

Easy to apply to funding requests
Easy basis for discussion with Council / Boards
LTP / AMP / RLTP

Gains

Easy to get money
Better basis for saying no/yes
Community outcomes

Pains

Local vs national
Metro vs rural
Different user groups



Chief Executive & Governance

'I want a clear investment story that is support by robust evidence, is easy to understand, and identifies customer service levels, options and trade-offs.'

Descriptors

District or City Council
Decision makers and strategic level – recommend to Council
CE buck stops with them
Subject matter expert
Accountable
Need technical advice
Political awareness

Context

Easy to communicate
Help with clear evidence
Simple and context with legislative and regulatory framework
Evidence base to support decision and trade-offs

Primary Goal

Informed decision making recognising the political environment in which decisions made (but can challenge predetermined solutions)

Jobs to be done

Hearts and minds
Present detail simply and succinctly
KPIs, budget planning, long term

Gains

Maximise budget and spend (NLTP and Local Share)
Target budget
Lack of controversial decision making
Clarity / consistency
Understand trade-offs

Pains

Political – community backlash
Funding decrease
Mis-information
Need for strategic approach – now vs. future
Return to type mentality rather change plan



Retail Association

'I want a place where customers can come and get what they need without any hassle.'

Descriptors

Customers in and out
Parking (customer & staff; free!)
Amenity, Drawcard, be the go-to destination, point of difference. Competing with shops up the road

Context

Suburban shops
Busy arterial

Primary Goal

Customers

Jobs to be done

Make over of street
Remove vacant lots

Gains

Customers
Good place to work

Pains

Noisy hared to cross road, access
Getting service delivery
Absent/vacant lots
Litter / grime
Council indifference
Different advice from different groups (i.e. Council vs Banks on what makes a good shopping area)

The timelines

One Network Framework

- Recognises what has been achieved, building off ONRC
- Currently testing with SME's
- Final design phase to be completed by Xmas
- Defining key measures next
- Reporting to NZTA Board Feb 19
- Staged implementation over next two NLTP's
- What do we need to do to get ready?



REALISING EXCELLENCE IN THE TRANSPORT SECTOR



Asset Mgmt Competency Framework

- Critical to guiding sector growth

Frequently asked questions (FAQs)

September 2019

Asset Management Competency Framework

KEY FAQs

Asset Management Competency Framework:

- ✓ **Who is the framework for?**
The framework was developed to be used by individuals and at an organisational level. The design covers competency requirements across the spectrum of those involved in asset decision making from governance to asset managers/engineers.

- ✓ **What does it cover?**
The framework covers the range of competencies needed to govern, procure and deliver effective management of assets and services and to underpin

INTRODUCTION

This set of FAQs provides general background and guidance about the Asset Management Competency Framework developed by REG. It references relevant current industry guidance and case studies where these provide more detailed assistance.

WHY DO WE NEED A COMPETENCY FRAMEWORK?

A comprehensive national framework will be the foundation for enabling the sector to focus on what is needed to build capability at an individual, organisational and national level. Some people think formal education is a reliable measure. Others believe more in on-the-job training and years of experience. Others might argue that personal characteristics hold the key to effective work behaviour. All of these are important, but none are sufficient to describe an ideal set of behaviours and traits needed for any

No Idea!



Investing in the right things



Where did this all start from?

A competency framework for RCA transport asset management personnel to help ensure adequate capability. (Road Maintenance Taskforce, 2012)

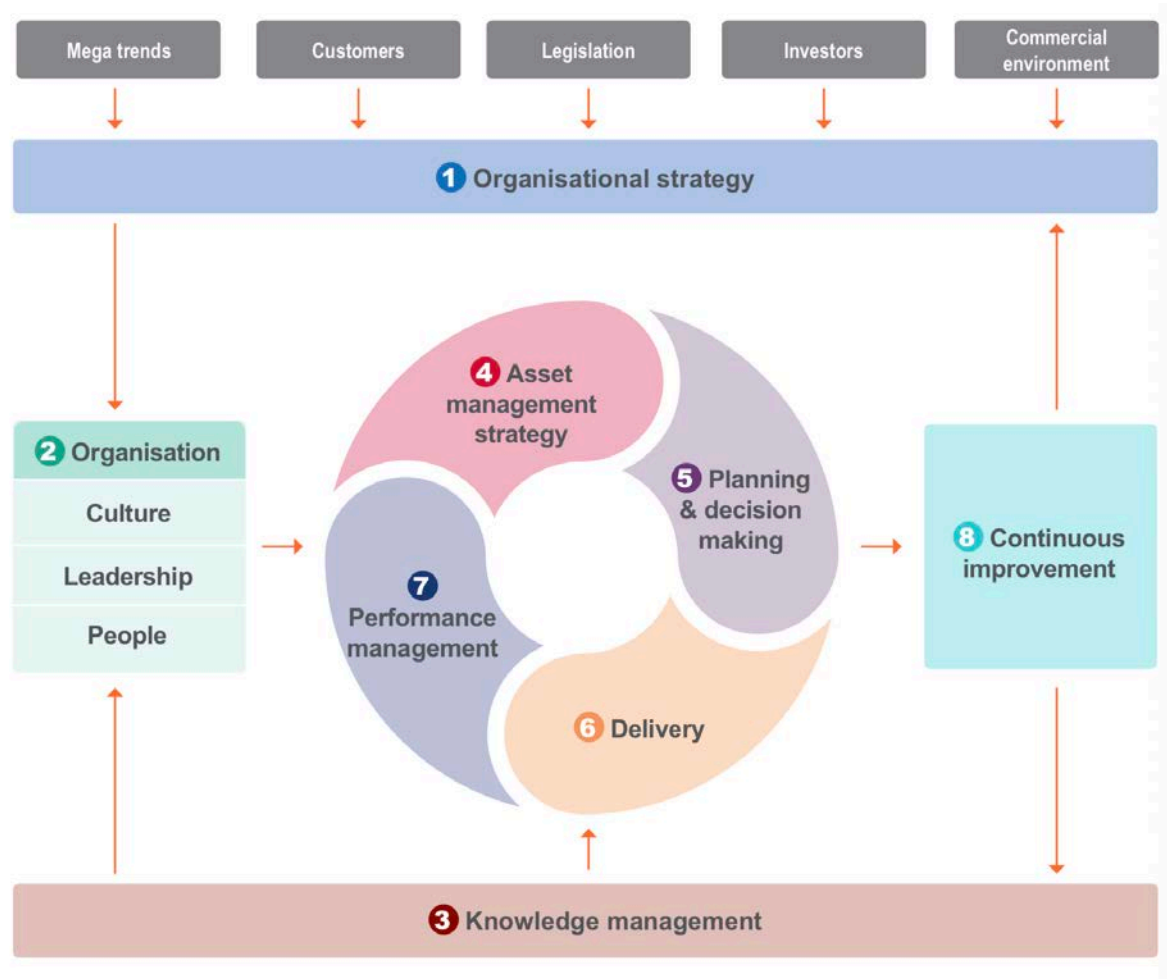
The Simple Idea

Provide a framework for building capability across the sector that we can measure nationally the human asset component of asset management to monitor over time.

What we realised we needed to do:

- Generate common thinking, language and capability to create greater sector alignment
- Develop a framework we could link through to competencies
- Provide a methodology to determine the level of knowledge
- Identify gaps and recommendations for skill acquisition

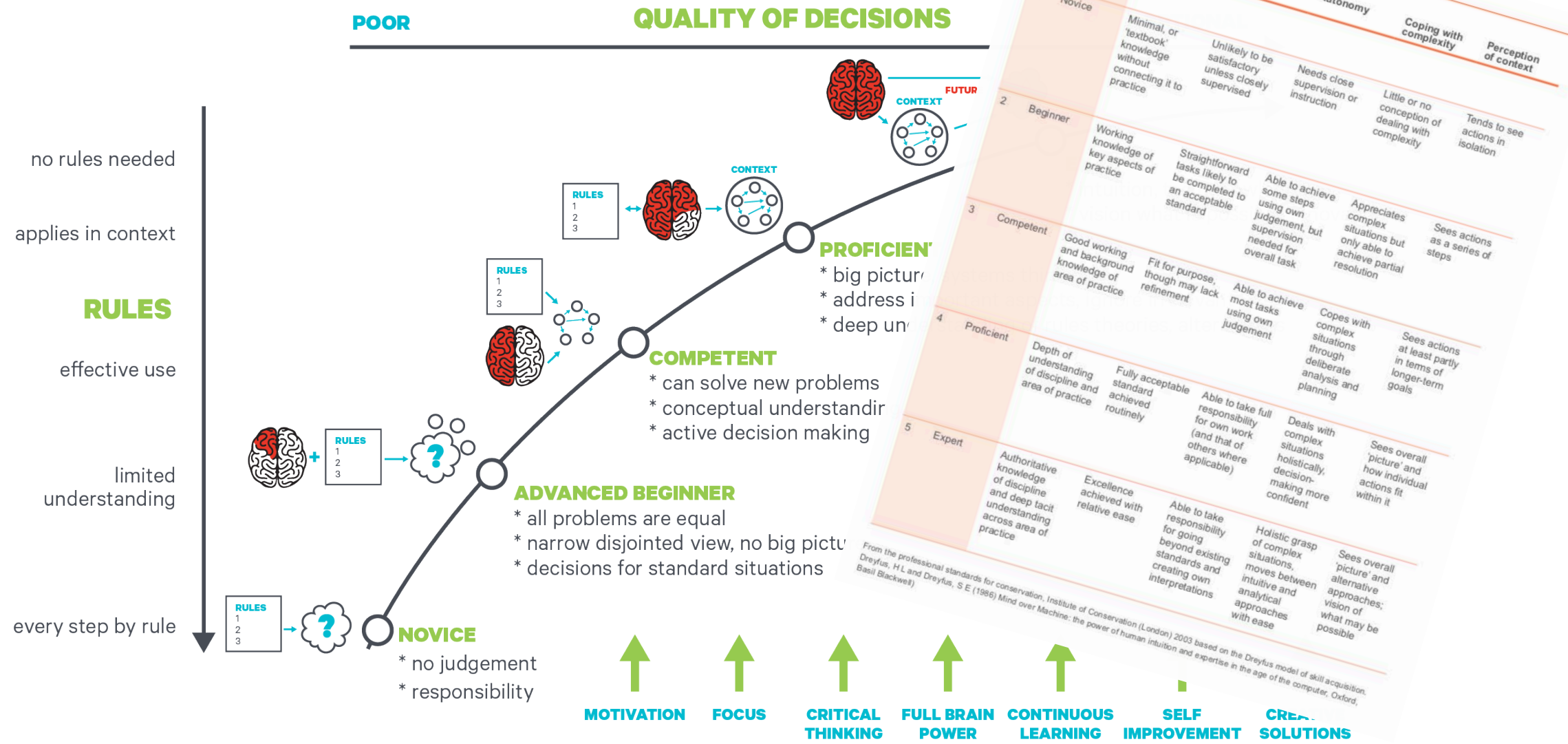
REG Activity/Asset Management Competencies



Aligns with ISO 55001

- 8.2 Management of change
- 9.1 Monitoring, measurement, analysis and evaluation
- 9.2 Internal audit
- 4.2 Understanding the needs and expectations of stakeholders
- 5.1 Leadership and commitment
- 5.3 Organisational roles, responsibilities and authorities
- 9.3 Management review
- 7.1 Resource
- 7.3 Awareness
- 7.4 Communication
- 8.1 Operational planning and control
- 7.2 Competence
- 7.5 Information requirements
- 7.6 Documented information
- 4.1 Understanding the organisation and its context
- 4.3 Determining the scope of the asset management system
- 4.4 Asset management system
- 5.2 Policy
- 6.1 Actions to address risks and opportunities for the asset management system
- 6.2.1 Asset management objectives
- 10.1 Nonconformity and corrective action
- 10.2 Preventive action
- 10.3 Continual improvement
- 6.2.2 Planning to achieve asset management objectives
- 8.1 Operational planning and control
- 8.3 Outsourcing

Assessment Levels



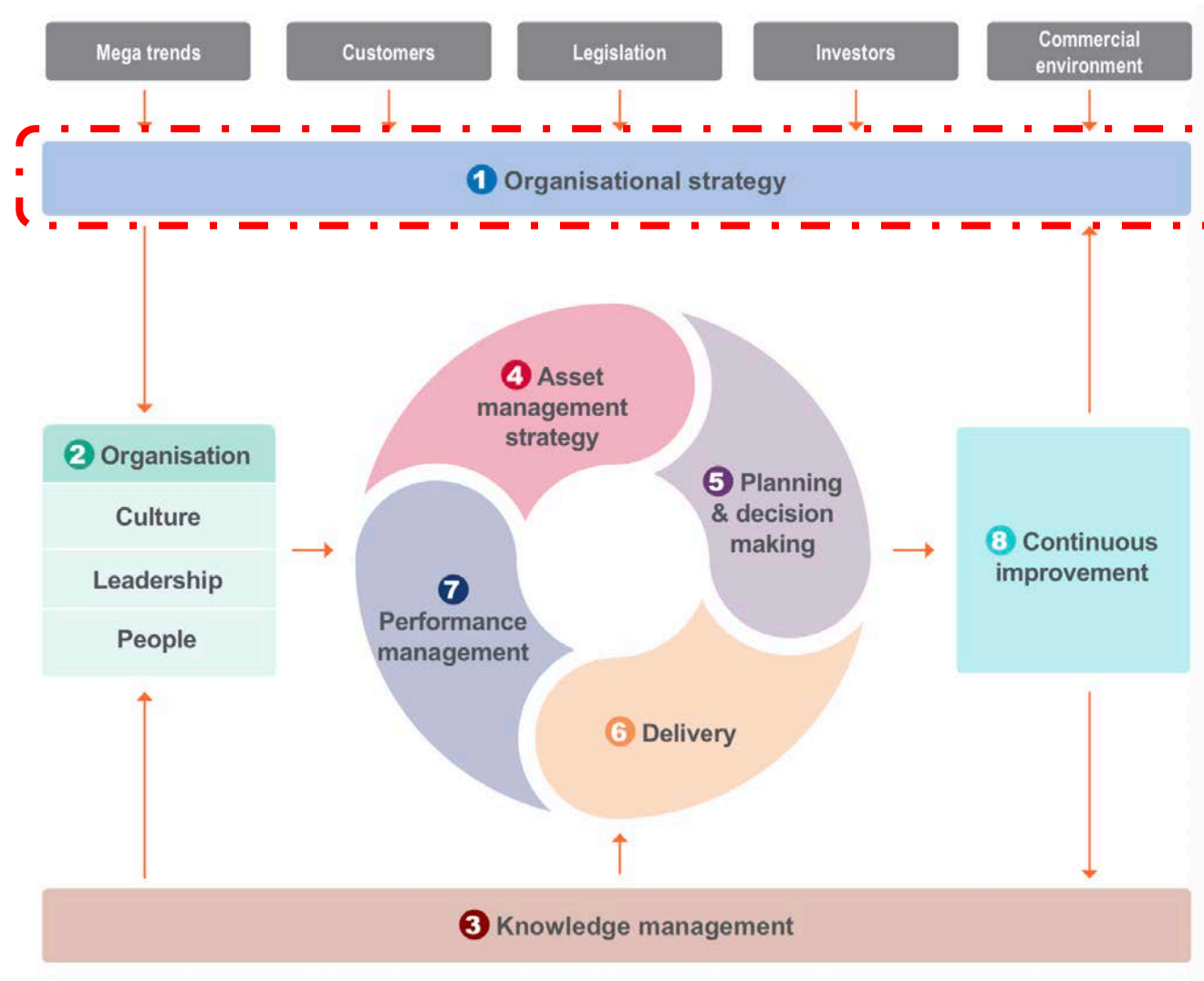
The Asset Management Competency Framework can be used in:

- Individual development
- Recruitment
- Organisational development
- Sector development
- Procurement of services

	Knowledge	Standard of work	Autonomy	Coping with complexity	Perception of context
0 Not relevant to role					
1 Novice	Minimal, or 'textbook' knowledge without connecting it to practice	Unlikely to be satisfactory unless closely supervised	Needs close supervision or instruction	Little or no conception of dealing with complexity	Tends to see actions in isolation
2 Beginner	Working knowledge of key aspects of practice	Straightforward tasks likely to be completed to an acceptable standard	Able to achieve some steps using own judgement, but supervision needed for overall task	Appreciates complex situations but only able to achieve partial resolution	Sees actions as a series of steps
3 Competent	Good working and background knowledge of area of practice	Fit for purpose, though may lack refinement	Able to achieve most tasks using own judgement	Copes with complex situations through deliberate analysis and planning	Sees actions at least partly in terms of longer-term goals
4 Proficient	Depth of understanding of discipline and area of practice	Fully acceptable standard achieved routinely	Able to take full responsibility for own work (and that of others where applicable)	Deals with complex situations holistically, decision-making more confident	Sees overall 'picture' and how individual actions fit within it
5 Expert	Authoritative knowledge of discipline and deep tacit understanding across area of practice	Excellence achieved with relative ease	Able to take responsibility for going beyond existing standards and creating own interpretations	Holistic grasp of complex situations, moves between intuitive and analytical approaches with ease	Sees overall 'picture' and alternative approaches; vision of what may be possible

From the professional standards for conservation, Institute of Conservation (London) 2003 based on the Dreyfus model
Dreyfus, H L and Dreyfus, S E (1986) Mind over Machine: the power of human intuition and expertise in
Basil Blackwell

REG Activity/Asset Management Competencies



1 Organisational strategy

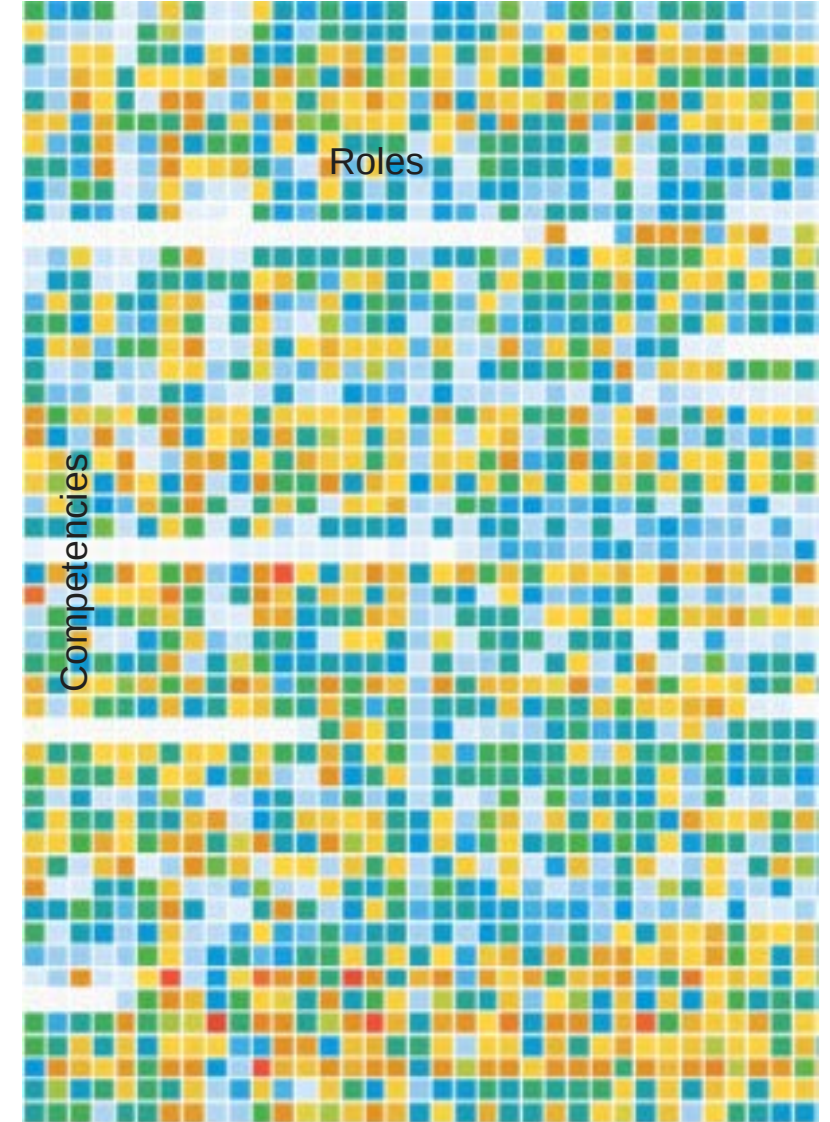
An organisational strategic plan sets the long-term goals and vision. Asset management informs and responds to this plan. An organisational strategic plan sets priorities, and focuses energy and resources, to ensure that employees and other stakeholders are working toward common goals; establishes agreement around intended outcomes and results; and assesses and adjusts the organisation's direction in response to a changing operational environment. The plan articulates the organisational and customer expectations, benefits desired, and outcomes to be delivered through the organisation.

1.1 Apply organisational strategic plan to asset management

1.1.1	Develop a common vision, purpose, desired benefits and goals
1.1.2	Understand the operating environment (internal and external)
1.1.3	Set direction and actions to ensure long-term sustainability (economic, social, cultural, and environmental)
1.1.4	Articulate the organisational asset management risk approach
1.1.5	Monitor and respond to the outcomes being reported from the asset management system
1.1.6	Establish the asset management policy

Next Steps...

- Identify the current state on AM capability
- Heat map current AM capability
- Undertake analysis and identify approaches around gap analysis, opportunities.
- Build AM profiles expected within the sector
- Develop learning and training pathways
- Build industry capability through targeted competency investment
- Implement a continuous improvement approach to AM capability, i.e. 3-year survey
- Support training organisations/partners eg IPWEA



REG Learning & Development Programme

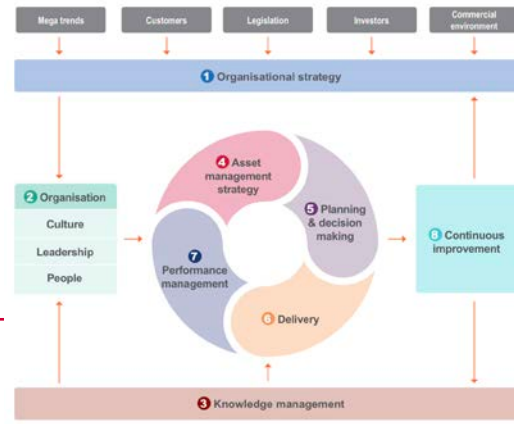




Success in supporting the sector to develop their capability

- Touches every Council and RCA in the country (including DOC and State Highways)
- Facilitate up to 54 workshops per year over nine regions
- Over 85% RCAs attend each workshop series
- Key to REG's success in improving Transport AMPs in 2018.
 - 100% of all RCAs have tried to use the ONRC in their AMPs
 - 100% of all RCAs have utilised the business case

An integrated Learning & Development Programme



REG AM Competency



	People / Culture	Systems	Evidence	Communicating	Decision Making	Service Delivery	Benefit Delivery	Continuous Improvement
1 Organisational strategy								
2 Organisational culture, leadership and people								
3 Knowledge management								
4 Asset management strategy								
5 Planning and decision making								
6 Delivery								
7 Performance management								
8 Continuous improvement								

Desired Outcomes from Learning & Development Programme

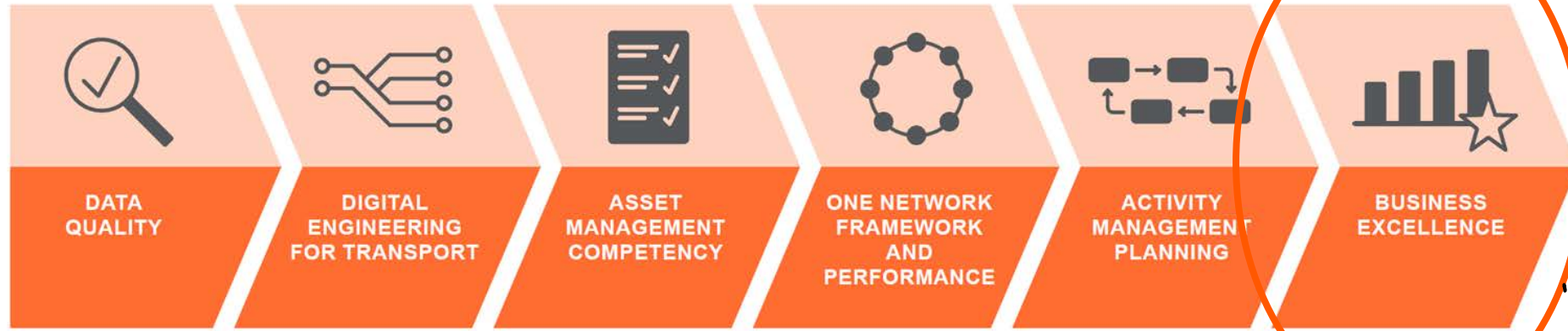
Sector gains confidence to do the right thing

Enabling the sector to successfully deliver improvements for the 2021 LTP

Shared vision and understanding of how REG tools and resources fit into transport systems

Continue the development of the desired culture change in transport investment decision making

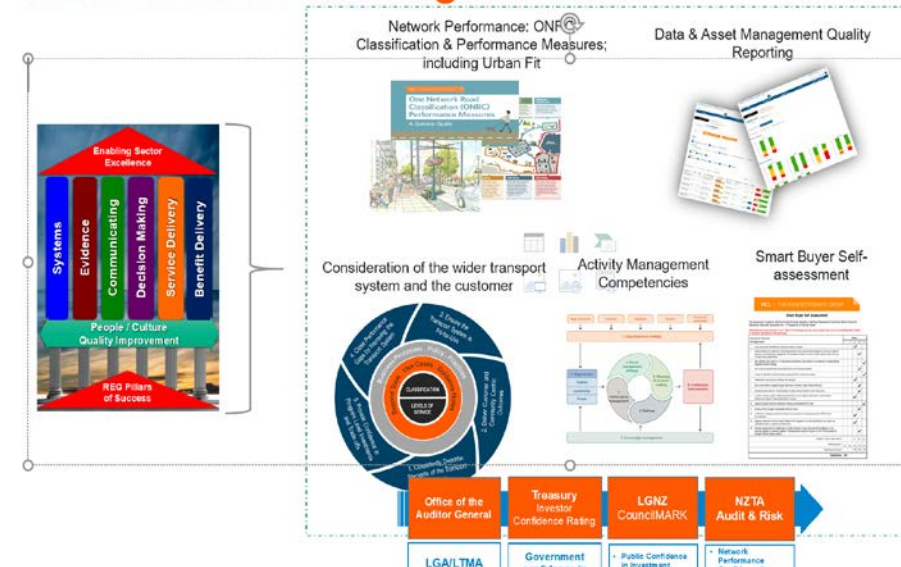
REALISING EXCELLENCE IN THE TRANSPORT SECTOR



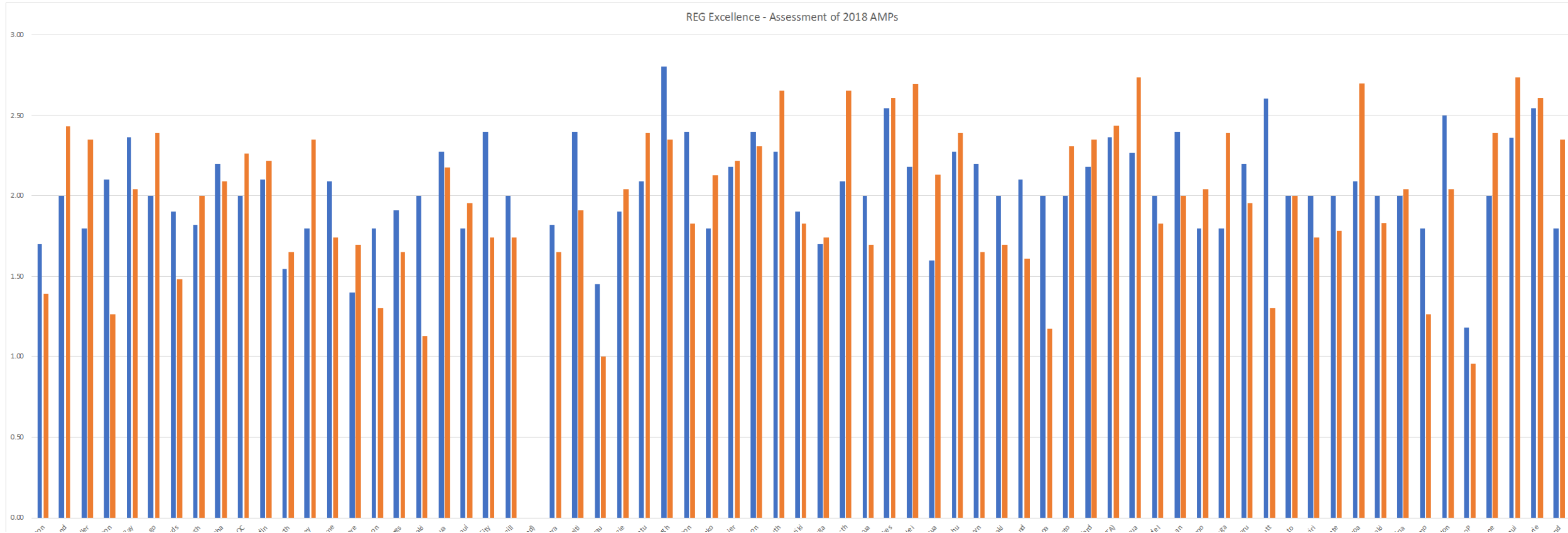
REG Excellence

- Enables peer to peer learning
- Final design and testing with Waikato RATA councils
- Developing business processes to support framework
- Reporting to NZTA regarding leverage

REG Excellence Programme



REG AMP Assessment - REG 2018 AMP Reviews



- 68 AMPs assessed (to include DOC & State Highways)
- NZTA investment assessments were completed by Regional Investment Advisors following the Investment Assessment Criteria for co-funding
- REG completed assessments based on the REG Pillars of Success

What is excellence – the sectors thoughts...

- Looks ahead – i.e. today's excellence is tomorrow's norm
- Outlines everything you do; eg, decisions made and why
- The 'activity' is at the forefront not the 'asset'
- Guidance/framework to achieve value for money over whole of life; ie, to deliver the right thing, at the right time, to the right value,
- Supports meeting the promises made to the community/users
- Is credible, i.e. has sound evidence base supporting recommendation and programme

What is excellence in activity management planning?

- Short, simple, logical, easy to read and understand with a clear 'line of sight' from strategy to delivery
- Informs the procurement strategy, can be used in service delivery and is understood by contractors
- Systems and processes lead to delivering great services to our current and future communities/users.
- Fit for purpose for RCA and community
- Owned by the RCA as a single source of information

Waikato Rata Council scoring matrix (spider diagrams)

REG Excellence Programme – RATA Trial



REG EXCELLENCE PROGRAMME

—●— Current Score (Self Assessment) - - - - - Target Score Assessment Score (Independent Assessment)



REG EXCELLENCE PROGRAMME

—●— Current Score (Self Assessment) - - - - - Target Score Assessment Score (Independent Assessment)



REG Excellence Programme – RATA Trial

REG EXCELLENCE PROGRAMME



REG EXCELLENCE PROGRAMME



REG Excellence Programme – RATA Trial

REG EXCELLENCE PROGRAMME



REG EXCELLENCE PROGRAMME



REG Excellence Programme – RATA Trial



Thames Coromandel DC

Panel Discussion

