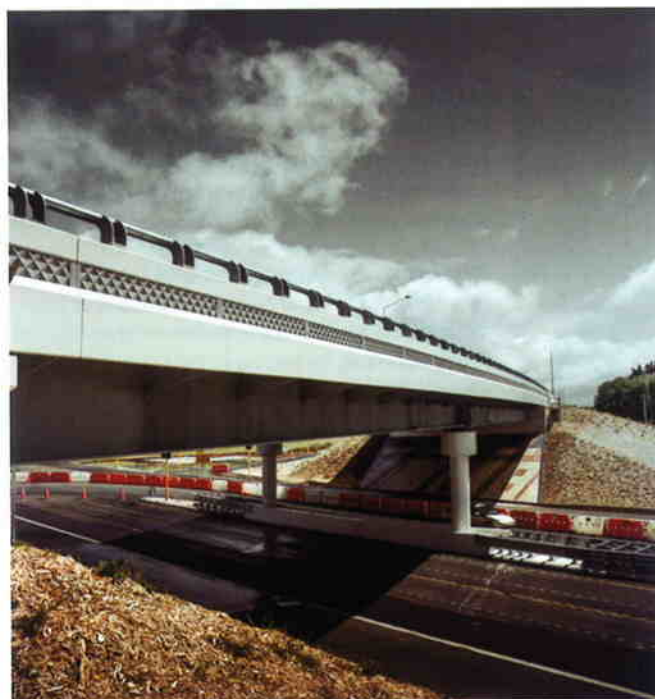


Hamilton is one of New Zealand's fastest-growing cities, making it an important hub for freight, and attracting a growing number of commuters from Auckland. The partly finished Waikato Expressway is one of the reasons the drive between the two cities is already smoother and more reliable.

Opus is part of a competitive procurement alliance charged with completing construction of the new 7.3km stretch of road. One of several different procurement models being used by the New Zealand Transport Agency (NZTA) for large infrastructure projects, the alliance comprises Opus as designer, Fulton Hogan as contractor and NZTA as funder.

‘Under a normal construction contract it can become quite adversarial but within an alliance we look for who’s best placed to solve each issue. It works.’

Work on this section is now complete and is open to traffic. 🚗



We all interact with infrastructure every day. Arguably the most visible is that used for transport. Road, rail, and ports are typically the conduit for a region's economic and social activity; they are also the lifelines of many communities. What happens if you re-prioritise your transport infrastructure investment while considering the following big questions:

- In most cases, the primary outcome of transport infrastructure is economic return, and from that comes the case for investment. Take, for example, our rural regions (where the majority of our biggest transport infrastructure investment exists in the form of roads). Rural New Zealand is focused heavily on tourism and

Map of India showing road operational expenditure savings per annum using the Economic Network Plan. The savings are categorized by region:

- North: \$0.8 MILLION
- North East: \$10.9 MILLION
- North West: \$5 MILLION
- South: \$25.1 MILLION
- South East: \$10.3 MILLION
- South West: \$3.5 MILLION
- West: \$128 (THOUSAND)
- West Coast: \$3.6 MILLION
- West Central: \$17.6 MILLION
- West South: \$3.1 MILLION
- West North: \$9.1 MILLION
- West South West: \$5 MILLION
- West South East: \$29.2 MILLION
- West North West: \$8.7 MILLION
- West South West (Bottom): \$10.6 MILLION
- South East (Far Right): \$2.9 MILLION



QUALIFICATIONS FOR INFRASTRUCTURE MANAGERS

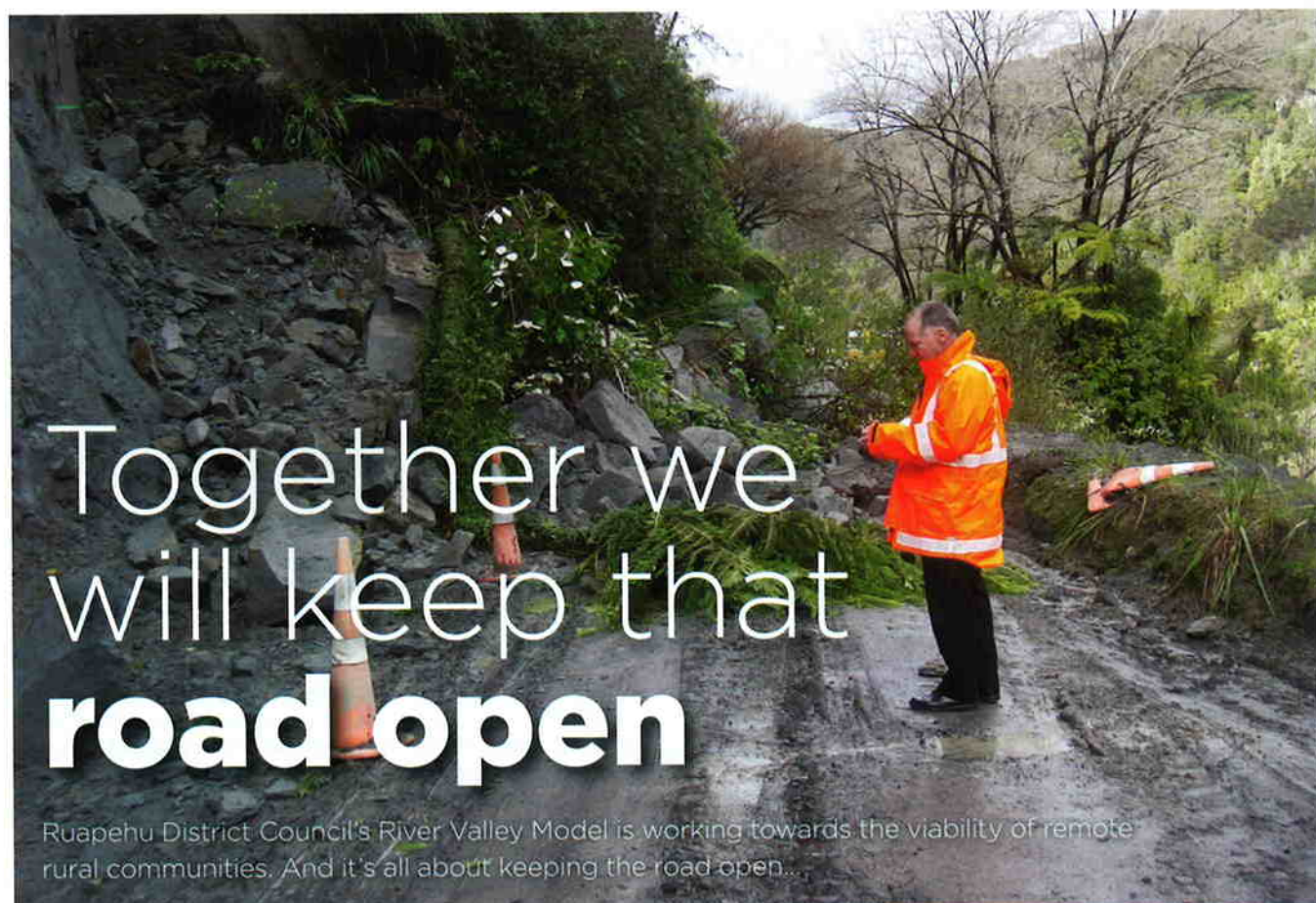


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Together we will keep that road open

Ruapehu District Council's River Valley Model is working towards the viability of remote rural communities. And it's all about keeping the road open...

Ruapehu District Council (RDC) situated in the North Island's King Country is the territorial authority responsible for one of New Zealand's largest and most remote districts.

This means managing a road network of over 1400km – of which two thirds is unsealed including 344 bridges spanning 4.4km – that covers some of the most challenging terrain in the country.

For the rural communities in Ruapehu's remote river valleys land transport is seen as the most critical activity in ensuring their viability and sustainability and determines in a substantial way how they view their relationship with council. Put

'The programme provides a focus on doing the right repair at the right time to the right quality, rather than budget constraints encouraging short-term solutions with greater long-term costs and lower performance.'

more directly, the quality of the road means everything to these people.

RDC Team Leader Land Transport, Warren Furner says that Ruapehu rural communities had been expressing a number of frustrations with the management of the rural road network.

"Their concerns included; work priorities, where money was being spent, the inability of some roads to handle larger trucks, adding to farm costs and decreasing productivity, and issues around increasing tourism traffic.

"In addition a drop in government funding saw RDC's Land Transport activity facing a \$380,000 hit last financial year alone – equivalent to a decrease in capital expenditure of \$3.9 million over ten years."

Furner realised a new approach was required that would address community concerns and assist to deliver efficiencies in the order of 6 to 8% to avoid the need for increased rates or a significant reduction in levels of service.

"A significant part of the answer has been provided by bringing rural communities in as a partner at the front of the decision-making process," he says.



Value of transport infrastructure

continued from page 9

primary industries such as dairy, pastoral farming, horticulture, forestry, fishing and mining. You would struggle to find a rural community in New Zealand that does not depend on a few of these activities for its economic survival and they are therefore critical to sustaining its wellbeing. So, if you were to prioritise the outcomes sought by a rural community, then top of the list would be supporting economic activity generated from the land or sea. Once the economic wellbeing of a community is supported, the ability to support social, cultural and environmental needs is greatly enhanced.

It is no different when shifting the perspective between a local community, a regional economic zone or the national economic objectives (articulated quite simply by many as 'NZ Inc'). Economic outcomes are likely to be a priority regardless of where in New Zealand you look. We need the means to pay our bills.

Focusing on economic outcomes as the primary purpose, in practice, doesn't mean you forget about other outcomes. Make sure infrastructure is sufficient to sustainably meet economic goals, and then make informed decisions about investment in social, environmental and cultural goals.

The appeal of this approach is the transparency. Modern geospatial tools enable roading choices to be presented in maps, and different strategies presented to decision makers and the community at large.

As a result, the community can realign their

investment to better match their needs; in the council example above, more for less. Substantial savings across the country can be made.

This approach is now being taken to a regional level and into urban environments. At a regional level, the outcomes focus enables a view on regional transport infrastructure that is critical to achieving regional outcomes. A range of important questions can be addressed:

- Is investment in rail likely to return a greater level of benefit than an investment in roads?
- Will better use of existing capacity in the wider system enable more efficient movement of goods?
- Will the establishment of high productivity motor vehicle routes better use existing network capacity?
- Can we reduce the need for increased capital investment in the regional transport network?

By focusing on outcomes as the driver for investment and prioritising economic outcomes, public infrastructure owners are able to make clear, evidence-based choices that result in better value for money.

Now, that has to appeal when it comes to addressing a tight budget. **LG**

For more information, please contact MWH Business Development Leader, Andrew Atkinson on +64 (0)9 580 4571 or on andrew.c.atkinson@nz.mwhglobal.com

"Ruapehu's approach has been termed the 'River Valley Model' in recognition of the unique communities of interest who live and work in Ruapehu's remote rural river valleys."

Furner notes that using the local communities to identify and prioritise where work needs to be done is helping to ensure the most cost-effective and efficient use of available funds.

"The programme provides a focus on doing the right repair at the right time to the right quality, rather than budget constraints encouraging short-term solutions with greater long-term costs and lower performance," he says.

Furner adds that the River Valley Model is enhanced by having procurement policies that aim to ensure that wherever possible local rates are spent locally.

"This procurement strategy develops capability and resilience in rural communities as it adds to the viability of local farms and enhances local skills and capabilities, creating able farmers who are also capable contractors."

The approach delivers improved outcomes for all Ruapehu communities and supports both council's strategic objectives and those of the government's Road Maintenance Task Force and Better Local Government reforms for building a more productive, competitive NZ Inc.

The River Valley Model has been well received by Ruapehu's rural communities who understand the long term benefits along with influential organisations such as the Society of Local Government Managers (SOLGM) who awarded the River Valley Model as the winner of the 'Council-Community Relationships' category at the 2012 SOLGM GHD Local Government Excellence Awards. **LG**

For more information on the Ruapehu River Valley Model contact Warren Furner on 07 895 8188 or warrenf@ruapehudc.govt.nz



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Downer and Wanganui in a **working alliance**

Collaborative decisions that are "best for network and community" are a feature of the Wanganui road corridor maintenance alliance.

The Wanganui Alliance contract is one of the first Pure Alliance Maintenance Contracts in New Zealand, with a fully integrated single delivery team dedicated to better delivery outcomes for the roading network and community.

The Wanganui District has 578km of sealed and 288km of unsealed roads. The Alliance scope includes routine maintenance and periodic treatments including: pavement reconstruction and resurfacing; emergency works; vegetation control; and pedestrian and cycle amenity maintenance.

The Alliance delivers physical works through holistic asset management by applying the 'EFQM 2010 Excellence model' to road maintenance and the LEAN principles of removing waste and workflow design.

The focus is on cost transparency,

value for money target outcomes and a commitment to providing efficiency gains in network management costs, productivities and treatment optimisation across the Wanganui roading network.

The traditional contracting model

focusing on better outcomes for the network and community.

The key feature of the Wanganui Alliance is its ability to work in a collaborative environment, making "best for network and community" decisions.

'From a governance perspective the Alliance has delivered an efficient and effective model that has produced more for less in a time where finances are at their most difficult. From a senior management assessment the Alliance has brought Council closer to the operations and given us an extremely flexible arrangement that is free from contractual complications and concentrates on value for money strategies'

Kevin Ross, CEO Wanganui District Council

of client/consultant/contractor has been replaced by a single integrated performance team cohabitating at a specific location. This team incorporates asset management, delivery and performance teams

The benefits include:

- Performance focus – under the guidance of the Alliance Governance Team, the entire group is aligned under one culture. The team concentrates

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