

[Analysis note: This submission was a document upload comment, no extra information]

My feedback on the “start with maintenance” recommendation.

- I agree that maintenance and renewals is the core aspect that should be the immediate focus of the country’s infrastructure priorities
  - This has the benefit of preventing future infrastructure deficits whilst also providing a stable pipeline of work which allows us to develop and maintain a skilled workforce
- I also agree with the broad recommendations regarding the importance of asset management planning and that planning in the government sector needs to be independently assessed and reported on
  - I would suggest that there is a second tier of recommendations needed to ensure significant improvement in this space.
  - This includes regulation of both central and local government entities wherein funding allocated is linked to the quality of asset management planning as well as performance of delivering on these asset management plans
- The Infra Comm has inadvertently, in its choice of wording, convoluted asset management with the term ‘maintenance’.
  - Effective asset management includes maintenance but also has to take into consideration future infrastructure development needs
  - The core purpose of the ISO 55001 standard is to help organisations effectively manage their assets throughout the entire asset lifecycle – and maintenance is just a single building block of the lifecycle
  - The asset lifecycle refers to the entire journey of an asset, from its initial planning and acquisition through its operation, maintenance, and eventual disposal or renewal
  - Thus by focussing on the term maintenance, the plan has failed to highlight the importance of planning and future infrastructure investment in asset management
- If effective asset management is undertaken, then some of the issues raised such as failing to optimise central government’s investment in new infrastructure could also be mitigated
  - If effective planning and investment is put into maintenance programmes, this creates an ability to defer renewals.

- If effective planning and investment is put into renewals programmes and disposal programmes, this creates an ability to defer future infrastructure requirements.
- Thus effective asset management planning (across all levels of the asset lifecycle) provides the ability to extend asset lifespan, and ultimately increase the return on investment