West Coast Wilderness Trail Activity Management Plan

Westland District Council

2025 - 2034

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Document Control

The following revisions have been made to this document since its initial publication.

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Cover photo: Mahinapua Creek Bridge (Photo credit: Jason Blair *www.katabatic.co.nz*)

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1. Introduction

Westland District Council (Council) owns and manages the West Coast Wilderness Trail (Wilderness Trail). The provision of the West Coast Wilderness Trail service is a relatively new deliverable for Council and is considered to be a strategic asset providing leisure services. It is achieving high value outcomes for tourism and promoting the district and region. Council undertakes planning, implementation, and maintenance of the trail to assist in promoting the economic, social, environmental, and cultural wellbeing on behalf of the community and users.

The Wilderness Trail, a Ngā Haerenga Great Ride of New Zealand, was part of a West Coast regional stimulus package in 2010 to provide sustainable economic benefits to both the district and region as a whole, with initial funding and construction work in mid-2013. The trial was formally inspected and signed of in its entirety in August 2018.

The trail is promoted as a three-to-four-day experience over 133km. Council is recognised as the official trail owner for both the Grey and Westland Districts, with 118km of trail located in Westland. The trail alignment is shown in orange on the inset map. Various assets on the trail alignment are owned and maintained by third parties, such as Manawa Energy and the Department of Conservation (DoC), and these remain integral assets for the success of the trail.

This document sets out the purpose of the Activity Management Plan (AcMP), indicates the intended level of service, summarises the districts assets and recognises the key challenges the district will face over the next nine years.

1.1. Purpose of the Plan

The purpose of this AcMP is to outline and summarise the Council's long-term asset management approach for the provision and intergenerational management of the Wilderness Trail. This may also be considered the overall objective of asset management.

The AcMP is intended to be read in conjunction with the Long-Term Plan and fulfils requirements of the Local Government Act 2002 (and amendments), - Schedule 10.

The purpose of the plan is to outline:

-   The services provided now and in the future;

-   The linkages between agreed community outcomes and levels of service;

-   Acquisition, operation, maintenance, renewal and disposal of assets;

-   Assessment and mitigation of risk;

-   Funding of services; and

-   Proactive knowledge improvement.

1.2.   Structure and Format

The AcMP document structure is summarised below in Table 1-1.

Table 1-1. AcMP Structure

AcMP Section	Description
Section 1 **Introduction**	Sets out the purpose of the activity management plan, indicates the key stakeholders and shows the plans framework.
Section 2 **Strategies, Objectives and Legislation**	Illustrates the linkages between Councils strategic documents and objectives and the legislation that is relevant to the activity.
Section 3 **Activity Areas**	Describes the separate service areas within the activity and describes the assets managed in this plan.
Section 4 **Management and Organisational Structure**	Sets out the organisational structure of district assets, the consultation procedures that are adhered to and relationships with key stakeholders of the Council.
Section 5 **Levels of Service**	Defines the level of services for the activities and the performance measures by which the service levels are assessed,
Section 6 **Growth and Demand**	Provides details of growth forecasts which affect the management and use of the assets.
Section 7 **Lifecycle Management**	Outlines what is planned to manage and operate the assets at the agreed level of service while optimising lifecycle costs.
Section 8 **Infrastructure Sustainability**	Details the management of sustainability and the impacts of climate cycles and trends on the district.
Section 9 **Risk Management**	Details the risk management process utilised for assessing and managing risk as well as highlighting critical assets.
Section 10 **Asset Management Process and Practices**	Outlines the information available and the systems used to make decisions on how these assets will be managed.
Section 11 **Financial Summary**	Identified the financial requirements resulting from all the information provided in the sections prior.
Section 12 **Improvement Plan**	Details the improvement to asset management and the activity management plans which are planned over the next three years.

1.3.   Summary of Assets

The infrastructure assets covered by the Plan includes the 118km of trail from the Taramakau River to Ross township and all associated assets which are owned by Council. These assets include minor and major structures, drainage, signage, and amenities such as seats and shelters. The types of assets included the Cycle Trail activity are outlined below in Table 1-2.

Table 1-2: Types of Assets.

Asset Type	Count
Amenities	37
Cycleway*	50 km
Drainage	382
Major Structure	43
Minor Structure	45
Signage	556
Utility Services	10

Note: *Cycleway measure only includes Council owned trail sections and does not include Council owned roads or trails owned by third parties.*

The infrastructure assets included in this plan have a total optimised replacement value (replacement value)[1] of $10,478,062 as valued at 30 June 2024[2].

1.4.   Levels of Service

There are two objectives for the Wilderness Trail that have been developed to reflect the expectations of the community and regulators.

- To provide a cycle trail that showcases the West Coast,
- To provide a cycle trail that provides a unique user experience.

These objectives are applied to the activity to ensure there is correct focus of resources and to deliver a high level of service.

1.5.   Key Challenges

The key challenges facing Councils infrastructure have been identified as the following.

| **Rates Affordability** | **Renewal of Aging Infrastructure** | **Responding to Legislative Reform** | **Resilience of Infrastructure** | **Collaboration across the Region** | **Providing for Tourism** |

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[1] Optimised Replacement Cost (ORC) is a method of calculating the cost of replacing an asset with a modern equivalent.
[2] All Replacement costs referenced in this document are to 30 June 2024.

The key challenges relating to the delivery of the Wilderness Trail have been assessed in relation to the above key challenges and are listed below in Table 1-3.

Table 1-3: Key Issues for the West Coast Wilderness Trail.

Theme	Key Issues	Discussion/Response
	Funding of the trail as users cannot be charged	WDC to continue to apply for funding applications with the knowledge of 50:50 share with MBIE.
	Reliance on government funding to keep the trail operational and for emergency repairs	Continue to investigate alternative funding mechanisms. Continue to highlight the wider benefits the trail contributes to the Westland area and the revenue tourists bring to local businesses.
	Aging infrastructure, particularly bridges	Develop a long-term renewals programme to help illustrate the investment needed and when.
	Working with DOC to upgrade and fund infrastructure they own	Some structures are owned by Department of Conservation, some by WDC. Develop a long-term renewals programme to help illustrate the investment needed and when.
	Safety for users as portions of trail are on the road	Current strategy is to re-route road sections over-time and increase the amount of off-road trail.
	Totara Bridge is currently closed (Totara Bridge is approximately 3.8km from Ross end)	Options to repair the bridge or re-route the trail and build a new bridge.
	Resilience of the trail due to wetter weather (the weirs are often closed when it's been raining)	The off-road trail is subject to climate change (flooding, fallen trees etc). Current strategy is to fix as required (reactive).

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1.6.   Current Asset Management and Performance

The Councils Asset Management Policy sets the appropriate level of asset management practice for delivery of infrastructure services. Council has adopted a 'core' level of asset management practice.

An Asset Management Maturity Assessment was undertaken internally by staff in February 2025. This assessment was completed for the Solid Waste activity. A summary of the results is show below in Figure 1-1.

The improvement plan across all AcMPs will address the gaps in asset management maturity.

Figure 1-1: West Coast Wilderness Trail Asset Management Maturity Rating.

2. Strategies, Objectives and Legislation

The Councils operation and delivery of all activities is constrained and shaped by legislation, statutory plans, processes and other documents. This section describes the combination of directives in place and their impact on the activity.

This section details:

- Legislation;

- National Policies, Regional Policies and Plans;

- Councils Policies, Bylaws and Standards; and

- Councils Strategies and Plans.

2.1. Role of Strategies and Plans

Central government provide a high level of direction and regulation within Local Government through Strategies, Plans, Policy Statements and Legislation.

Council has developed a broad range of documents including strategies to define the broad scope and direction of its activities. Once adopted by Council, no process or action should be inconsistent with it.

2.2. Government and Industry Direction

In providing services to the community, Council needs to be cognisant of Central Government and industry direction for infrastructure assets and public service provision. This is done through attending webinars, conferences, receiving reports from Central Government Agencies and membership of industry organisations. They key documents that are followed are outlined in Table 2-1.

Table 2-1: Industry Standards & Strategic Studies.

Industry Standard / Guidelines	Relevance/Implication
International Infrastructure Management Manual (IIMM)	Builds on previous versions of the IIMM and integrates with ISO 55000 standards to provide guidance on asset management.
ISO 55000: 2014	Provides an overview of asset management, its principles and terminology, and the expected benefits from adopting asset management. It can be applied to all types of assets and by all types and sizes of organisations.
New Zealand Infrastructure Asset Valuation and Depreciation Guidelines	Provides an agreed and consistent approach for the valuation and depreciation of infrastructure assets including; roads, water supply, sewerage, storm water, parks and recreation, land drainage, property, cultural and heritage assets. While specifically written to New Zealand conditions and legislative requirements the manual does provide a framework and methodology that is applicable worldwide.
Waka Kotahi Bridges and other Significant Structures Inspection Policy (2022)	Sets out the requirements for the inspection of bridges and other significant structures on State Highway Network that can be applied to all structures.
New Zealand Cycle Trail Design Guide (5th edition) 2019	Design and construction guidelines for best practise.

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Industry Standard / Guidelines	Relevance/Implication
SNZ HB 8630:2004 Tracks and outdoor visitor structures	Provides specifications for those responsible for designing, constructing, maintaining, and/or managing tracks and outdoor visitor structures. Use of these specifications will ensure that tracks and outdoor visitor structures provide the right level of service to meet visitor recreation and safety needs and will help protect the facilities and the environment from damage.
Conservation Management Strategy	Implements general policies and establish objectives for the integrated management of conservation resources and activities in a region. It applied to all public conservation lands and water within a region including national parks.

2.3.   Legislation

Legislation is established by Central Government and must be complied with at a Local Government Level. Significant legislation and regulations affecting this activity are listed in Table 2-2. For brevity, only the original version of currently enacted legislation is listed, however, all subsequent Amendment Acts should be considered in conjunction. Different legislation has differing levels of impact on this activity which indicated under impact range (Broad, Moderate or Limited).

Table 2-2: Legislative Requirements.

Legislation	Requirement	Impact
Local Government Act 2002	This Act requires local authorities to: • Describe the activities of the local authority, • Provide a long-term focus for the decisions and activities, • Prepare an LTP, at least every three years. A key purpose of LGA is the role of local authorities in meeting the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost effective for households and businesses. AMPs are the main method of demonstrating Schedule 10 requirements.	Moderate
Resource Management Act 1991	Describes Councils responsibility to protect natural resources, including land, air water, plants, ecology, and stream health. This involves avoiding, remedying, or mitigating any adverse effect on the environment.	Limited
Health and Safety Act 2015	Health and Safety legislation and associated regulations require that the PCBU has an obligation to ensure that staff and contractors are kept safe at work. This responsibility is shared as staff and contractors have a duty of care. Ongoing changes the Act and associated new regulations means that health and safety measures will need continual improvement and monitoring.	Moderate
Te Tiriti o Waitangi – Treaty of Waitangi	The agreement between Māori and Crown signed in 1840. Section 4 of the Local Government Act 2022 requires local authorities to 'recognise and respect…the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes.' Sections 77 and 81 outline in more detail the expectations in seeking contribution and involvement for Māori in consultation and decision-making processes.	Limited

Legislation	Requirement	Impact
Building Act 2004	Building work complies with the Building Code. Bridge installation may require a Building Consent under the Act and may not be used until a Certificate of Code Compliance is issued.	Limited
Walking Access Act 2008	Requires Councils to provide free access to the outdoors for walking and types of access associated with walking (including firearms, dogs, bicycles, and motor vehicles), especially for formally established and gazetted walking areas. Outlines the functions and powers of controlling authorities of walking access on public land and the process for formally closing and revoking public walkway.	Limited

2.4.   National Strategies and Plans

National policy statements are issued by the government to provide direction to regional and local government about matters of national significant which contribute to meeting the purposes of the Resource Management Act 1991.

2.4.1.   National Infrastructure Plan

A National Infrastructure Plan is being developed by New Zealand Infrastructure Commission. The plan will help guide decision-making by both central and local government and give the infrastructure industry more confidence to invest in the people, technology and equipment they need to build more efficiently. It can also give all New Zealanders greater confidence that the infrastructure they rely on is well planned, provides value for money, and meets the needs of today and tomorrow.

The plan will address three questions:

- What's needed and what should we be spending over the next 30 years?

- What's our planned investment over the next 9 years?

- What's the gap between long-term infrastructure need and planned investment? How do we address that gap?

The key components underway that will inform the plan are:

- **Policy and System Reforms Review.** Looking at institutional and policy settings that need to change or be better calibrated to improve infrastructure system over the next 5-30 years. Some of the areas including road transport investment, accurate project costing, asset management, and digital technology.

- **Infrastructure Needs Analysis.** This will identify long-term needs, the factors that will affect the demand for infrastructure over the next 5-30 years, and the ability to pay. It will help identify changes needed to make to deliver New Zealand's infrastructure well.

- **Continuing to build the National Infrastructure Pipeline.** The Pipeline already provides information on current or planned infrastructure projects, but this will be enhanced to create a more complete picture and give greater insight into how achievable these projects are in their current timeframes and budgets, as well as the factors that mark successful projects.

- **Infrastructure Priorities Programme (IPP).** The IPP uses a standardised criteria to make sure proposals are of national importance, offers value for money and can realistically be delivered. This will then give decision-makers a menu of high-quality projects that can be considered for investment.

2.5.   Council Strategies, Plans and Bylaws

Planning within this activity is completed within the planning framework in Figure 2-1. The strategy drives the work in the Long-Term Plan work programme. This 10-year plan process is described in this activity management plan. Any infrastructure constructed within the Long-Term Plan is done so in accordance with the strategies 50-100 year vision.

Figure 2-1: Planning Framework.

The plan requirements that impact the delivery of this activity are outlined in Table 2-3.

Table 2-3: Key Planning Documents

Plan	Description
WDC District Plan (Operative)	Section 73 of the Resource Management Act 1991 requires the Council to have a District Plan. The plan sets out in a systematic way the manner in which the Council intends to deal with its function under the Act. It specifies objectives, policies, methods, in relation to resource management issues in the District to achieve the integrated and sustainable management of the District's resources.
	To achieve the objectives and policies of the plan, rules are included which prohibit, regulate or allow activities. The Council has adopted the principle of zoning. This technique recognises that different areas of the District will have difference resources, character and levels of amenity and that the community will seek different environmental results for these areas.
	The Westland District Plan was made operative in 2002 and will remain so until the process for implementing the Proposed TTPP has been completed.
Proposed Te Tai o Poutini Plan (TTPP)	The TTPP is the proposed combined District Plan for the Buller, Grey and Westland District Councils. It will replace the current individual district plans. TTPP sets out the objectives, policies, rules and method to manage land use activity and subdivision across the district. The plan is expected to be operative in 2025.
WDC Asset Management Policy	Provides a clear direction as to the appropriate focus and level of asset management practice expected. The current policy sets the appropriate level of asset management practice for Council as 'core' across all activities.

Plan	Description
WDC Long Term Plan	Required under the Local Government Act 2002, this sets Councils intentions over a ten-year period. The plan provides information on all Council activities, how these will be delivered, how much they will cost and how they will be paid for. The LTP is reviewed by Council every three years. The first year of the plan is also an Annual Plan for the and as a result there is no separate Annual Plan process for that year.
WDC Annual Plan	Required under the Local Government Act 2002, local authorities must prepare and adopt the Annual Plan for each financial year. The plan must support the Long-Term Plan in providing integrated decision making and coordination. The Annual Plan process provides an opportunity to adjust the direction of Council and the community for the following twelve months. It also provides an opportunity for Council to highlight the key issues it faces and update the community on achievements and plans for the following year.
WDC Infrastructure Strategy	Required under the Local Government Act 2002, following a change in 2014, a local authority must prepare and adopt an infrastructure strategy for a period of 30 consecutive financial years. This discusses current and expected key infrastructure issues and significant projects and expenditure for the next 30 years.
Delivery of Services Review	Section 17A of the Local Government Amendment Act 2014 requires that a local authority must review the cost-effectiveness of the current arrangements for meeting the needs of communities within its districts for good quality infrastructure, local public services, and performance of regulatory functions. This review is integral to demonstration efficient, effective services that represent value for money.
West Coast Cycling Strategy 2019	Independent review to investigate linking the regional trails together and better connect. Integrate and fund the network of trails.
West Coast Wilderness Trail Trust Strategy 2020	Strategic Statement that links with NZCT framework and shows commitment to compliance with the national goals and visions.

Over time Council has established a broad suite of policies. These state Council's position on specific issues and detail the management approach to be implemented by staff. The plan requirements that impact the delivery of this activity are outlined in Table 2-4.

Table 2-4. Key Policies Documents

Policy	Description
WDC Significance and Engagement Policy	Lists Councils strategic assets and contains a framework for defining what decisions are 'significant' so the appropriate level of community engagement and/or consultation can be undertaken.
WDC Consultation and Engagement Policy	Ensure a consistent approach to consultation and engagement with the community.
WDC Risk Management Policy	Establishes the process for the management of risks.
WDC Procurement Policy and Procurement Strategy	Defines the approach to the procurement of good and services to support the community in an affordable and efficient manner and provides a standardised approach to procurement for all departments. Developed to meet the requirements of NZTA, this strategy details the approach to procurement across transportation, 3Waters, parks and reserves, cemeteries and waste management.

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Policy	Description
WDC Asset Capitalisation Policy	Defines whether the purchase of an asset or component of an asset should be capitalised or expensed.
Land Acquisition and Disposal Policy	Outlines the approach for Council to acquire and dispose of land.
Revenue and Financing Policy	Outlines the choices Council has made about the appropriate funding of operational and capital expenditure form the sources of funds listed in the LGA.

2.6.   Improvement Planning

The improvement tasks and actions that have been identified for the Strategies, Objectives and Legislation Section of the AcMP are listed below in Table 2-5.

Table 2-5: Strategies, Objectives and Legislation Improvement Actions.

Task No	Task	Description	Priority	Timeline
No improvement actions have been identified for this section.				

3.   Activity Areas

The Wilderness Trail is considered a strategic asset for Council.

The infrastructure assets covered by the AcMP includes the 118km of off-road trail from the Taramakau River to Ross township and all associated assets which are owned by Council. It excludes parts of trail that utilises existing formed legal road as this is included as part of the Transportation activity. These assets include minor and major structures, drainage, signage, and amenities such as seats and shelters.

The ownership model of the Cycle Trail is complex. For example, the running deck of the Māhinapua rail bridge is owned by Council, however, the superstructure is owned by DoC and is a Category 1 listed Historic Structure. The trail utilises existing Council owned roads and various trails and roads which are owned and maintained by third parties such as DoC and Manawa Energy. Due to the ownership arrangement and for completeness, many assets exist in the database that are not owned by Council; however, these assets are not included in any financial models.

The trail is renowned for its high quality well-compacted top course finish using Hokitika pit gravel that has excellent binding qualities. Purpose built off-road sections of the trail are constructed based on the existing ground conditions, some areas required additional support materials such as geotextile cloth, netting, and corduroy for construction. Portions that were built on natural soil were cheaper but a prone to early failure if ground conditions deteriorate over time.

The West Coast Wilderness Trail Trust was established to work independently alongside trail owners to promote, develop and manage the trail. The role also involved liaising with local communities and businesses to grow the support for and benefit from the trail. The Trust does is not involved in any maintenance requirements for the trail.

The Trust has developed an Accessible Ride Guide to assist riders with special mobility needs to plan their rides, therefore making the trail accessible to all users.

3.1.   Improvement Planning

The improvement tasks and actions that have been identified for the Activity Areas Section of the AcMP are listed below in Table 3-1.

Table 3-1: Activity Areas Improvement Actions.

Task No	Task	Description	Priority	Timeline
No improvement actions have been identified for this section.				

4. Management and Organisational Structure

This section of the document sets out the organisational structure of the asset department, the consultation procedures that are adhered to and relationships with key stakeholders of the Council and the Wilderness Trail activity.

4.1. Organisational Structure

The West Coast Wilderness Trail Trust previously reported to the Cycling and Walking Subcommittee which was dissolved in 2024. At the time of writing a new organisational structure has not yet been established however, it is expected that a working group will be formed in place of the subcommittee.

The previous organisational structure for service delivery of the Wilderness Trail activity is detailed below in Figure 4-1.
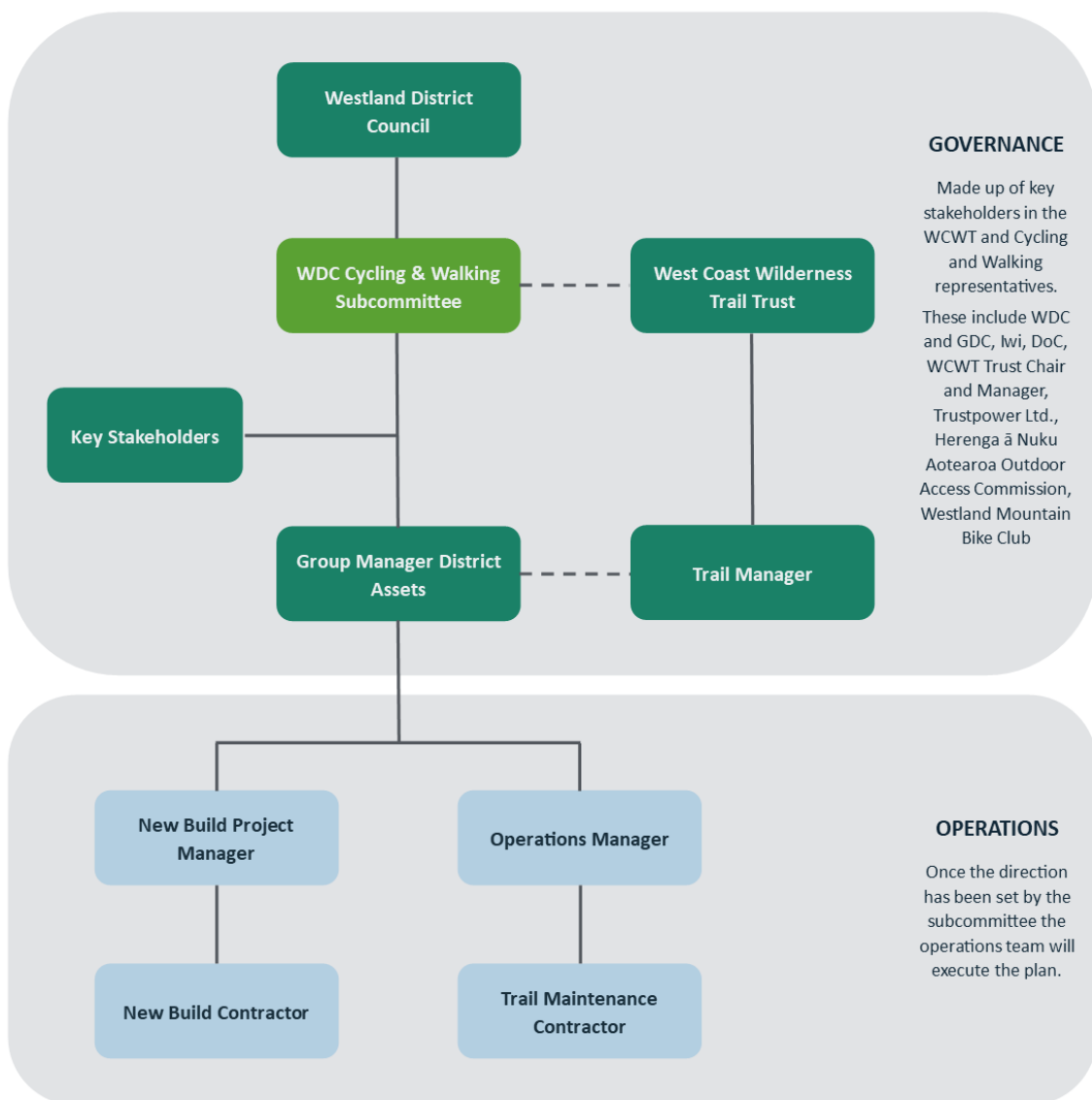
Figure 4-1: Wilderness Trail Governance & Reporting Structure.

The current organisational structure separates the asset management team from the service delivery team. The key responsibilities of the two teams are outlined below in Table 4-1.

Table 4-1: Key Responsibilities of Teams.

Team	Responsibility
Asset Management Team	Sets strategic direction, Determines and prepares policy, Decides level of service, Prepares AcMPs.
Service Delivery Team	Manages maintenance and development works, Collect AM information, Responsible for contractor performance, Ensure compliance.
Operator/Contractor	Maintains and operates assets.

The asset management function of Council is managed by the Asset Management Team who are responsible for the following:

- Adhering to Asset Management practices,
- Budgeting and long-term forecasting,
- Identifying and managing asset and service level related risks,

The Wilderness Trail delivery team manages the day-to-day operations of the Wilderness Trail and are responsible for the following:

- Management of the maintenance and operations contractors,
- Associated liaison with the public,
- Ensuring assets are adequately maintained,
- Asset data collection, Condition monitoring,
- Project and Contract Management.

Council also utilises external consults to provide additional expertise where there is no in-house capability. These consults may provide support for services such as engineering design, structure inspections and asset valuation.

4.2.   Human Resources Management

Currently the District Assets department has approximately 13 full-time equivalent employees. Two of these staff members are partially dedicated to the operations of the Wilderness Trail activity. The asset management team works across the entire department and work alongside each team as required.

Significant changes in legislation for this activity is currently occurring. Because of this, an assessment of staff requirements will be required on an annual basis to ascertain the appropriate requirements for the increasing workload. The assessment needs to consider the level of staffs required to implement all the functions including internal management, information systems management, project management, design, construction, operations and maintenance. In addition to staff numbers, an assessment of staffing levels needs to consider the skill requirements to meet the demands of the infrastructure that Council does and will own and operation.

Training of staff is presently on an ad-hoc basis with no structured long term development plans for individual staff members. The link between asset life, and the ability to deliver levels of service with the skills of the people who plan, design, install, operate and maintain the assets is inevitable. It is crucial that the skill gaps of staff, contractors and service providers are identified and there are structured training programmes to close these gaps. The impact of the training provided should also be evaluated.

Succession planning is considered necessary to reduce the risk associated with staff leaving the organisation leaving resource gaps and 'taking' knowledge with them. Succession planning allows institutional knowledge to be passed on and assists in ensuring continuity within the organisational culture. Succession planning is something that the Council needs to prioritise.

External consultant and contractor services are procured where Council expertise or resources are not available, either in the required time or to the required degree. Procurement of consultants is via a professional services brief. Procurement of contractors is by contract conditions of engagement.

4.3. Procurement

Council's Procurement Strategy was adopted by Council in May 2021. It was extended in 2024 and is now due for renewal in July 2025. The purpose of the extension was to align Council's procurement strategy with Grey and Buller District Council's strategies. This was to allow the West Coast Councils to create a joint procurement strategy which has the potential to create significant cost savings through the power of joint procurement for maintenance, renewal and capital projects. Council already has approved joint procurement within the Transportation and Waste activities.

The objectives of the 2021 procurement strategy are:

- To ensure purchasing decisions are consistent, transparent, fair and lawful;
- To deliver procurement outcomes that meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses;
- To ensure products, services and works are fit for purpose and are bought using commercially astute and appropriate processes;
- Support sound environmental procurement and sustainability where feasible to do so.

The procurement policy sits alongside the procurement strategy and was updated in September 2024. The policy outlines the approach Council will take for planning, sourcing and managing its procurement activities.

The Wilderness Trail currently operates under a Memorandum of Understanding (MOU) with Destination Westland Ltd. Clarification is required for the new financial year as to whether the cycle trail contract will remain as a Destination Westland Ltd service supply contract or be put out for tender.

4.4.   Consultation Procedures and Processes

The Council carries out the majority of its consultation through the LTP. This includes establishing community outcomes which are reviewed during the LTP process. Other statutes that include consultation are: Local Government Act, Resource Management Act, Land Transport Management Act and Reserves Act.

Under the LGA 2002, each Council is required to have a Policy of Significance. The requirements for the policy can be seen as being a means for ensuring that in making decisions that Council is:

- Clear about why it is addressing a matter;
- Has considered and evaluated the options and alternatives; and
- Has information on the community views about the matter and the options for addressing it. Particularly, it has an understanding of the views and preferences of those persons likely to be affected by, or have an interest in the matter.

A significant activity is one that has a high degree of significance in terms of its impact on either:

- The well-being of the people and environment of Westland District; and/or
- Persons likely to be affected by or with an interest in that activity; and/or
- Capacity of the Westland District Council to provide for the well-being of the district.

Infrastructure is considered Westland District Council as a "Significant Activity" therefore, some decisions require consultation.

There are several instances where the Council will undertake consultation at a District wide or comprehensive level. This generally occurs when there is a requirement to use the Special Consultative Procedure as prescribed in the LGA2002 section 83. This occurs in the following situations:

- Adopting or amending the Activity Management Plan. The long-term plan is reviewed every three years with the Annual Plan giving effect to that Plan in the intervening years;
- Adopting the Annual Budget;
- Adopting, amending or reviewing a Bylaw;
- Proposing a change in the way a significant activity is undertaken;
- Significant decisions not already provided for in the Activity Management Plan; and
- Termination of a service.

The Council will decide that some decisions are significant and will therefore require a more rigorous assessment of options and a more robust consultative process. Those decisions are treated as amendments to the LTP and can be dealt with either separately or as part of the Annual Plan process. The level of consultation required will be determined in-line with the Policy on Significance and Policy on Engagement and Consultation.

4.5.   Key Stakeholders

The Wilderness Trail activity has many key stakeholders both internal and external. The key stakeholders for this activity are listed below in Table 4-2. The impact of these stakeholders on the activity differs depending on the situation and consultation required, however, the stakeholder's interest has been identified as broad, moderate or limited.

Table 4-2: Key Stakeholders

Type	Key Stakeholder	Range	Interest in Activity
External	WDC Community, residents, local businesses	Broad	Users of facilities, Contribute rates towards the cost of services.
	Te Rūnanga o Makaawhio	Moderate	Special status as mana whenua and kaitiaki of the natural environment, Consultation on matters relating to land, waterways and cultural or environmental impacts and issues, Co-governance role as members of Council and its committees (no voting rights).
	Te Rūnanga o Ngāti Waewae		
	West Coast Wilderness Trail Trust	Broad	Work independently to promote the trail. Liaise with local communities and businesses to grow the support for and benefit from the trail.
	Grey District Council	Moderate	Owns, maintains and manages the Wilderness Trail within the Grey District
	Department of Conservation	Moderate	Key Landowners of the trail and assets within the trail.
	Manawa Energy		
Internal	Elected Members	Broad	Owner of Council assets. Responsible for sustainable service levels and decision making.
	Council Executives	Broad	Ensure compliance with regulations, service reliability, quality, economy and risk management.
	Council Committees	Limited	Specific to the TOR of the committee.
	Asset Managers	Limited	Ensure compliance with regulations, service reliability, quality, economy and risk management. Policy, Planning and implementation of infrastructure and service management activities.
	Contract Managers	Moderate	Responsible for implementation of infrastructure and service management activities. Day-to-day maintenance and operations.
	Finance	Limited	Accounting for assets and for services consumed by asset management activities.
	Customer Services	Limited	Systems which minimise and resolve complaints/enquiries about service.
	Information Services	Limited	Clarity of technical and budget requirements for systems and support.

4.5.1.   Engagement with Mana Whenua

Te Rūnanga o Makaawhio and Te Rūnanga o Ngāti Waewae, known together as Poutini Ngāi Tahu, are the mana whenua of Westland District. Poutini Ngāi Tahu represent the first inhabitants of the lands several hundred years ago and, as such, have a deep connection and commitment to the environment, economy, people and communities of the district.

The Manatu Whakaaetanga Partnership Agreement fosters Māori contribution to local decision-making processes and is embedded in the way Council works. Major infrastructure projects require significant input from mana whenua to ensure that cultural considerations are understood and provided for, alongside other factors. Council's aim is to collectively agree what and how our new infrastructure is constructed to ensure our growth is sustainable and we protect the values and taonga that make our district special. The Chairs of Te Rūnanga o Ngāti Waewae and Te Rūnanga o Makaawhio are full members of Council Committees and participate without voting rights in Council meetings.

4.6.   Other Committees

Council may establish committees or Project Working Groups for specific tasks. There are no active committees or working groups associated with the Wilderness Trail.

4.7.   Access to Councils Infrastructure

Councils' infrastructure access is primarily controlled by the LGA. However, Council may enter private land to inspect, alter, renew, repair or clean provided that the infrastructure was constructed with the landowners' permissions.

Easements are required where infrastructure is required to be located within private property or reserves. The Wilderness Trail has easements and/or MOU's in place where the trail enters private property.

4.8.   Improvement Planning

The improvement tasks and actions that have been identified for the Management and Organisational Structure Section of the AcMP are listed below in Table 4-3.

Table 4-3: Management and Organisational Structure Improvement Actions.

Task No	Task	Rationale & Actions	Priority	Timeline
4.1	Update Procurement Strategy	Joint Procurement Strategy with Grey and Buller which has the potential to create cost savings through joint procurement.	High	2025/26

5. Levels of Service

The Levels of Service for the Wilderness Trail activity is defined in this section and the performance measures by which the service levels will be addressed. The levels of service statements are aimed to support the community outcomes and councils' strategic goals. The current linkages between current legislation, community outcomes, Wilderness Trail objectives and key performance indicators are below in Figure 5-1.
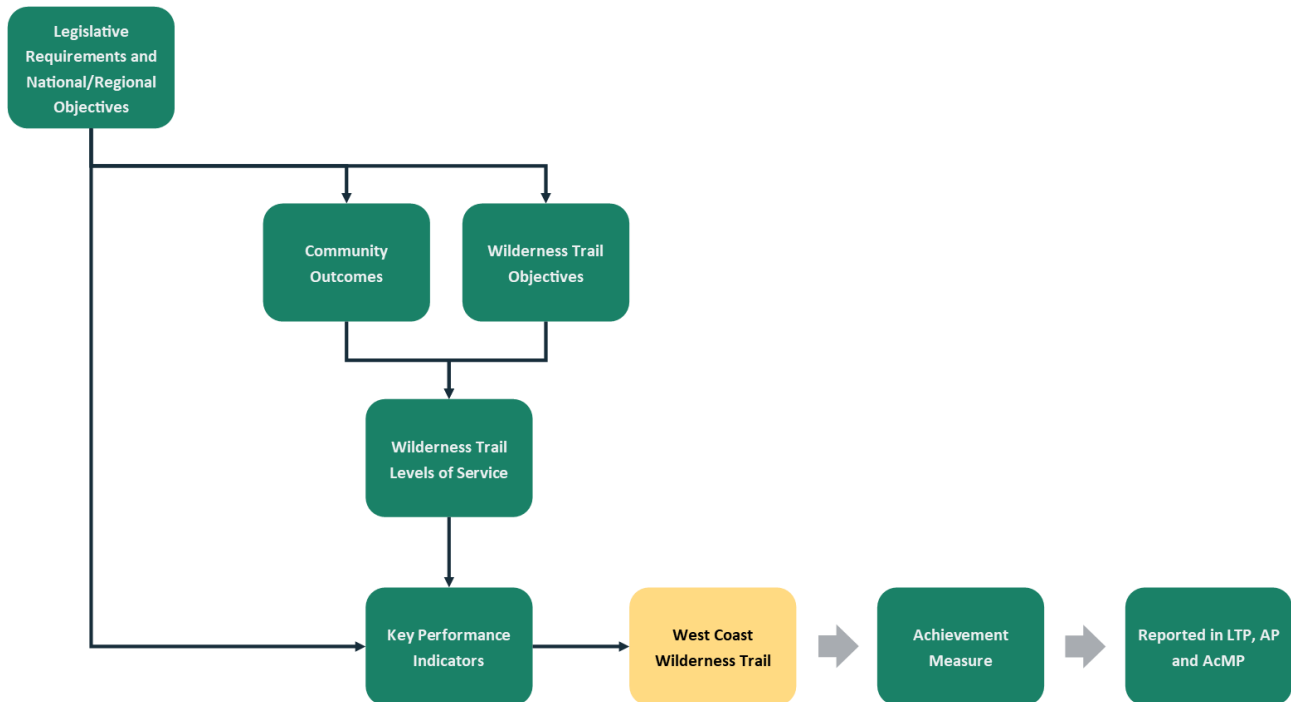

Figure 5-1: Level of Service Linkages.

5.1. Objectives

Objectives and levels of service are developed to reflect the expectations of the community and regulators.

The objectives for the Wilderness Trail are:

- To provide a cycle trail that showcases the West Coast,
- To provide a cycle trail that provides a unique user experience.

5.2. Community Outcomes

This plan is prepared under the direction of Council's vision, mission, goals and objectives.

Our vision is:

By investing in our people, caring for the environment, respecting the Mana Whenua cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here.

Our community outcomes are:

Sustainable Environment, Diverse Economy, Embracing our Culture, Live and Play, Resilient Infrastructure.

The strategic goals have been set by Council. The relevant goals and objectives and how these are addressed in this AcMP are summarised in Table 5-1.

Table 5-1: How the activity addresses the Community Outcomes.

Outcome	Objective	How the activity addresses the Outcomes and Objectives
Sustainable Environment	Reduce the human impact on the environment, while enhancing and protecting the unique natural environment of the Westland District. This outcome seeks to improve environmental outcomes and support the community to embrace a culture of sustainability.	The Wilderness Trail aims to showcase the districts unique environment and history via sustainable methods. Supports low carbon transport, particularly on commuter routes.
Diverse Economy	Enable a prosperous economy that supports and celebrates local businesses success, encouraging both traditional and innovative businesses so that our community thrives. This outcome seeks to support a thriving community and economy for the security of future generations.	The Wilderness Trail activity promotes: • Growth in small businesses, • Growth and diversification in businesses outside of Westland industries, i.e., technology based, • Tourists who stay longer for high value activities.
Embracing our Culture	Enabling a rich cultural life for our citizens where people feel welcomed and have civic engagement. This outcome seeks to ensure that all voices are enabled and heard, power is more evenly distributed and, and the community can share its strengths.	Promotes share of local history and the districts environment to grow community pride.
Live and Play	Westland is a place where community are safe and healthy; a unique and enjoyable place to live with affordable, accessible social and cultural facilities. This outcome seeks to ensure that we provide the infrastructure and opportunities that support our communities and enhance people's health and wellbeing.	The Wilderness Trail provides the community with: • Opportunities for walking and cycling, connecting our communities safely and healthily. • Opportunities to encourage active participation.
Resilient Infrastructure	Investing in the future with careful, considered planning of projects which support the growth, development and wellbeing of our communities and environment. This outcome seeks to ensure that communities are less vulnerable to natural hazards and climate change and critical transitions are considered for longevity.	The Wilderness Trail activity does not promote any specific qualities to resilient infrastructure as it is not a core asset, however, it does provide the benefits listed above.

5.3. Levels of Service

Council's community outcomes are achieved by providing an agreed level of service to the community.

The Levels of Service are driven by:

- Customer expectation,
- Legislative requirements,
- Council strategic objectives.

The levels of Service statements for the Wilderness Trail are provided below in Table 5-2.

Table 5-2: Wilderness Trail Levels of Service.

Activity Area	Objectives	Levels of Service
West Coast Wilderness Trail	To provide a cycle trail that showcases the West Coast.	**Customer Use** The trail is well used by the community and visitors to the region.
	To provide a cycle trail that provides a unique user experience.	**Customer Satisfaction** The trail network is managed to give a good quality service.

5.3.1. Key Performance Indicators

There are no mandatory Key Performance Indicators for the Wilderness Trail. However, there are some requirements that are required to be considered part of the Ngā Haerenga Cycle Trails network.

The key performance indicators for the Wilderness Trail have been derived from:

- Ngā Haerenga Cycle Trails prerequisites

The existing and proposed Key Performance Indicators for the Wilderness Trail are shown below in Table 5-3.

Table 5-3: Wilderness Trail Key Performance Indicators.

Activity Area	Objective	Levels of Service	Key Performance Indicator	Implemented
West Coast Wilderness Trail	To provide a cycle trail that showcases the West Coast.	**Customer Use** The trail is well used by the community and visitors to the region.	Numbers using the trail as measured by trail counters is static or increases up year on year.	LTP 2025 -2034 Year 1
	To provide a cycle trail that provides a unique user experience.	**Customer Satisfaction** The trail network is managed to give a good quality service.	Net Promoter Score.	LTP 2025 -2034 Year 1

5.4. Improvement Planning

The improvement tasks and actions that have been identified for the Levels of Service Section of the AcMP are listed below in Table 5-4.

Table 5-4: Levels of Service Improvement Actions.

Task No	Task	Description	Priority	Timeline
No improvement actions have been identified for this section.				

5.4. Improvement Planning

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6.   Growth and Demand

This section provides details of growth forecasts and demand drivers, which affect the management and utilisation of the Wilderness Trail assets.

The future demand for services changes over time in response to a wide range of influences including:

- Population Trends,
- Economic Trends,
- Tourism,
- Land use change,
- Changing legislative requirements and,
- Climate change.

Increasing demand for services over time generates a requirement for an increase in scope of services and for the development of additional infrastructure. Expenditure programmes need to be planned to fund the capital works and associated on-going operational expenditure. Alternatively, it may be possible to manage demand within the existing system capacity or through the use of non-asset solutions.

6.1.   Population & Demographics

The Westland District has a resident population of 8,820 (estimated by Infometrics March 2023) with 6,802 rateable properties. The district's population percentage growth has oscillated (positively and negatively) compared to the national level.

Historically births have consistently outnumbered deaths, however, within the next five years these rates are expected to be very similar, with deaths ultimately doubling births by 2048. With this trend the current median age of 45.4 years is expected to increase to 55.2 years by 2048.

Figure 6-1 shows Westland's projected age structure (based on a medium growth scenario) and population change based on data from StatsNZ. Currently the District is following a medium-low growth scenario.
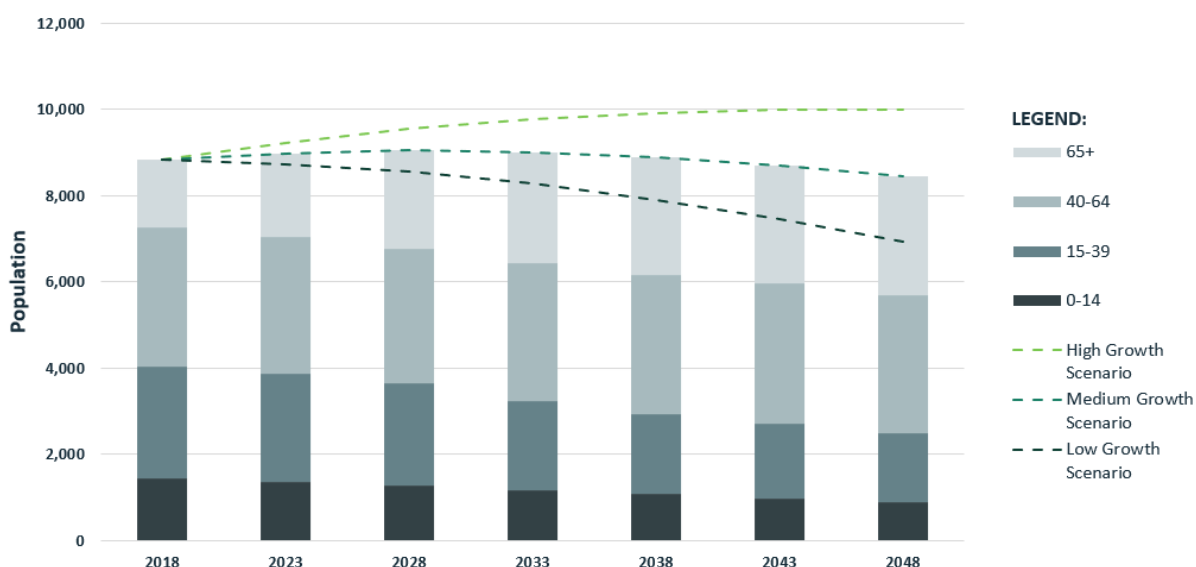

Figure 6-1: Westland Population & Demographic Projection.

Population projection scenarios are defined as:

- The low projection uses low fertility, high mortality, and low net migration for each area.

- The high projection uses high fertility, low mortality, and high net migration for each area.

- The low and high projections are independent of the national population projections as they represent plausible alternative scenarios for each area.

Significant shortages in rental stock, particularly due to seasonal workers and short-stay rentals, has provided challenges for those wanting to move to the district. Due to the migration of domestic and international residents, the district's population is diversifying, with an expected increase in Māori, Asian and Pasifika populations.

Residents have been attracted to the district for the lifestyle change, the tourism and dairy industries and low house prices. There has been a significant shortage in rental properties within the district which provides challenges for those who want to move to the district.

The number of new dwelling consents had increased by 50% in the last two years, where it had previously stayed constant at around 40 new dwellings per year.

Within the last three years, there have been 24 consent applications for subdivisions totalling approximately 260 new residential lots, though not all applications have come to fruition. Majority of these applications are for subdivisions located in Hokitika or the northern ward area between Ross and Kumara. Council is currently in the process of installing trunkline infrastructure for a 100+ lot subdivision on Hokitika Racecourse land through Kāinga Ora Acceleration Funding.

6.2. District Plan Review

In 2015 some members of the West Coast community asked the Local Government Commission to look at options for streamlining the local councils. In 2018 the Local Government Commission released its proposal for local government reorganisation on the West Coast. The Local Government Commission recommended:

- Transferring the statutory obligations for preparing district plans from the three West Coast district councils to the West Coast Regional Council,

- Delegating these obligations to a joint committee comprising all four councils and local iwi, with an independent chair.

The Te Tai o Poutini Plan (TTPP) is the combined District Plan for the Buller, Grey and Westland District Councils. It replaces the current individual district plans. The TTPP sets out the objectives, policies, rules and methods to manage land use activities and subdivision across the districts. The plan is expected to be operative in late 2025.

6.3. Influences on Growth and Demand

There are a number of factors that influence demand forecasting and associated development improvements. These factors may include:

- Local population trends,

- Local economic trends and diversity of local industries,

- Changing technology,

- Changing legislation requirements and,

- Changing community service requirements.

The main trends that may have a significant impact on the Wilderness Trail are:

- Increase in tourism and the annual and season trends that accompany this change and,
- Changes in consumer preferences.

6.3.1. Tourism

Following the COVID-19 pandemic border closures in 2020, domestic tourism drove an increase of users on New Zealand Cycle Trails dubbed Cycle Tourism.

Survey results from February 2023, showed that domestic tourism continues to be the dominant market for the Wilderness Trail as approximately 85% of all users originate from New Zealand. Internationally, Australians account for around 7% of trail users and the UK and United States represent approximately 2.5% each.

A significant portion (40%) of the domestic trail users is from the Auckland and Canterbury Regions, as shown inset in Figure 6-2.

The Wilderness Trail continues to prove its worth as a strategic asset with 94.5% of users visiting the area, of which, 71.5% of those were visiting specifically for the trail. It is noted that there is likely many regular local users that are not represented in this survey.

Figure 6-2: Domestic Visitor Distribution.

The Westland District is heavily reliant on the tourism sector, with 25% of the District's employment directly related to the tourism sector. Employment within the tourism sector in Westland increased 56.8%.

In the first quarter of 2023, the sector contributed $95.6m or 12.2% towards the District's GDP, which had previously peaked at 23.3% in 2018. This is compared to the West Coast region where tourism contributed only 5.4% to the GDP[3].

The New Zealand borders reopened in July 2022 following the pandemic. Tourism spending and international visitor arrivals in the year ending September 2024 were approximately 87% of pre-pandemic levels. The total annual guest nights to September 2024 in Westland was 733,700. These changes compared to the national figures are shown below in Figure 6-3.
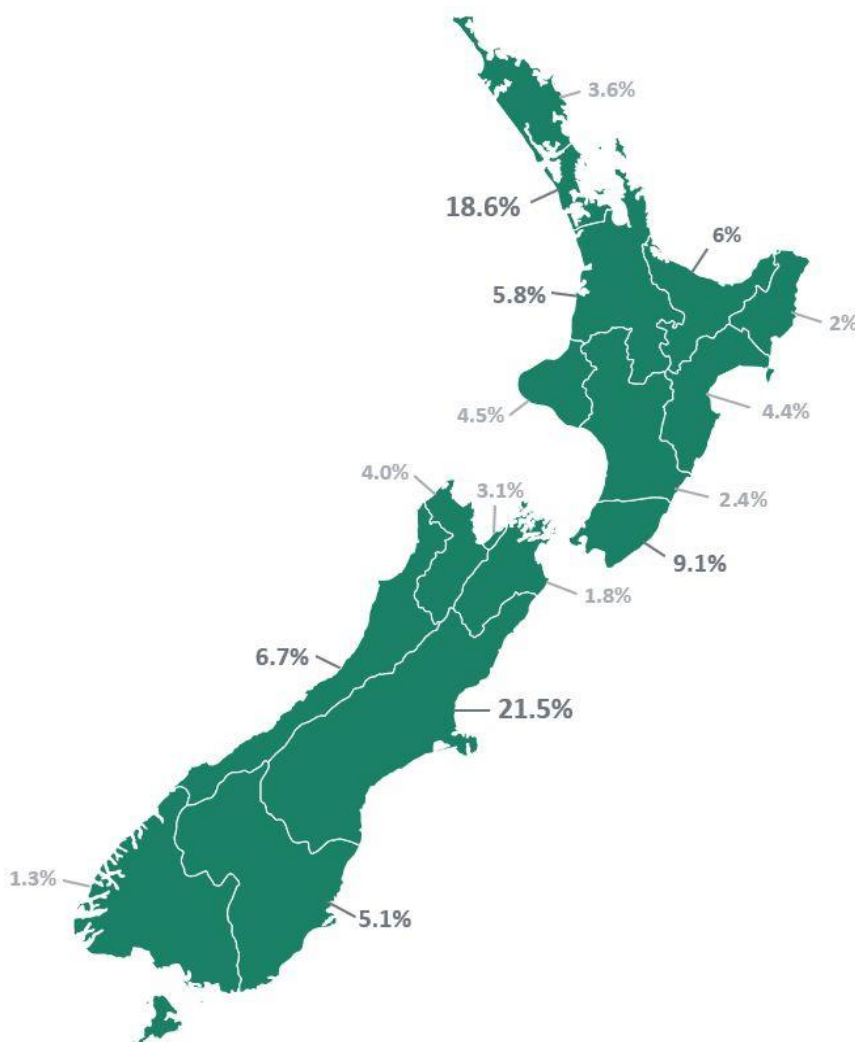
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[3] Infometrics Regional Economic Profile (to March 2023)

Figure 6-3: Tourism Trends[4].

Events on the cycle trail, such as Ride the Wilderness and the Ultra Marathon, continue to boost user numbers and exposure of the Wilderness Trail.

6.3.2. Annual and Seasonal Trends

Eco Counters from "Be Counted" have been used to record trail movements since 2018. Early trail counter data between 2013 and 2017 was discarded due to inconsistent readings.

The annual number of trail users (pedestrian and cyclist) has remained consistent at around 100,000 for the past three years, as shown below in Figure 6-4. There was a significant increase in users between 2018 and 2020 as further counters were added to the trail.

Over the six-year period, the Hokitika-Kaniere Tramway section has continued to draw the highest proportion of use, averaging 40% of total users. This section provides a vital commuter route for people travelling between Hokitika and Kaniere and follows the trend of higher usage near urban areas. In contrast, the most remote location, Kawhaka, experiences the lowest usage.
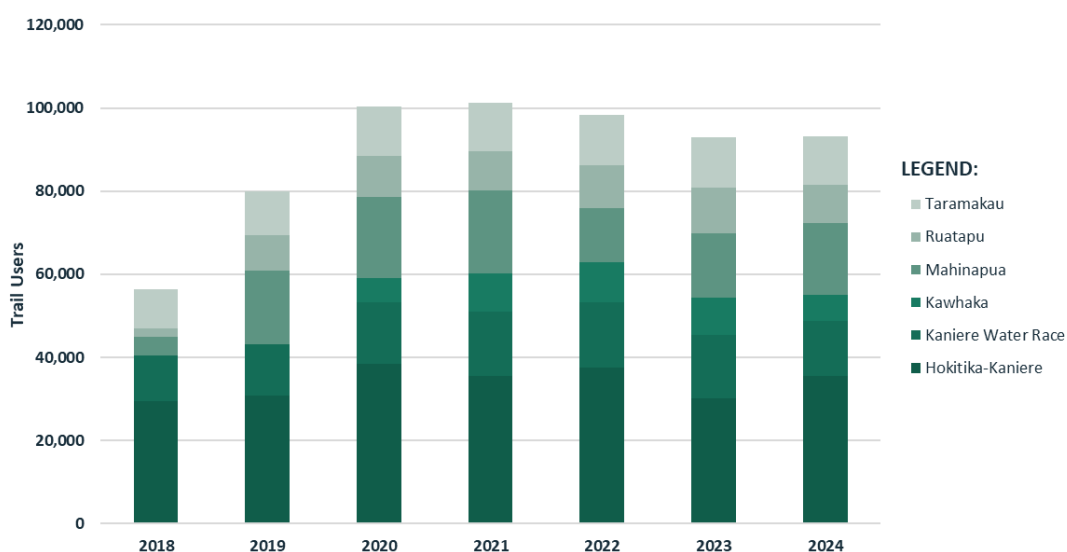

Figure 6-4: Annual Trail Users.

Note: 2021 is the first year all existing counters were operational for a full calendar year.

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[4] Infometrics Quarterly Economic Monitor (September 2024)

Consistent seasonal patterns can be identified in the trail counter data as shown below in Figure 6-5. Higher usage is experienced the months October to April when the weather is warmer, and this pattern has remained consistent over the six-year data period.

Figure 6-5: Monthly Trail Users.

6.3.3.   Consumer Preferences & Trends

Since 2018 there has been a steady increase in the number of electric micro-transport imports (e-bikes, e-mopeds, and e-scooters), overtaking the value of mechanical bicycles in 2021. This trend has been reflected on the Wilderness Trail with e-bikes outnumbering mechanical bicycles by 80%[5]. The uptake of e-bikes may change trail specifications due to increased speed heightening the risk of injury.

In a similar trend to the country's Ngā Haerenga Great Rides, the Wilderness Trail see high usage numbers by the older demographic. In the last 12 months, 81% of all trail users were aged over 50, this is clearly shown in Figure 6-6.

We are witnessing a paradigm shift in participation from traditional team-based sports to more non-tradition, often individual, sport and recreation activities. This is partly driven by time demands of modern lifecycles but also new technology which allows online or self-competition. There is strong current and projected future demand for Walking and Cycling Facilities.
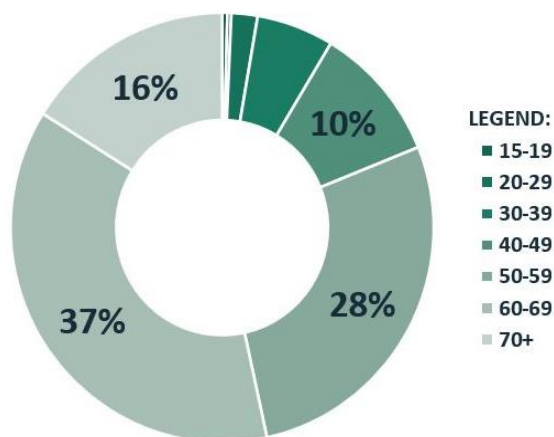
Figure 6-6: Age of Wilderness Trail Users.

6.4.   Development Contributions

Currently Council has no development contributions policy. Instead, Council collects financial contributions as detailed in the Operative District Plan. Historically this was due to the limited growth occurring on the West Coast. However recent population estimates and housing developments in Hokitika suggest that Westland District is growing incrementally each year. Council is looking to implement a development contributions policy to ensure that future developments costs are not borne by ratepayers.

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[5] West Coast Wilderness Trail Monthly Report February 2023

6.5.   Demand Management

Demand for new services will be manged through a combination of managing existing assets, upgrading of existing assets and providing of new assets to meet demand and demand management. If increased demand cannot be accommodated, a decline in level of service will be experienced. Demand management practises can include non-asset solutions, insuring against risks and managing

Employing demand management strategies to mitigate risk caused by increased/decreased demand has many benefits, including the following:

- Deferral of capital investment,
- Maintaining levels of service,
- Complying with consenting authorities requirements,
- Reducing operational and maintenance costs,
- Conserving resources and
- Minimising adverse impacts.

Opportunities identified to date for demand management are shown below in Table 6-1. Council has no formal Demand Management Plan for the activity, further opportunities will be developed in future revisions. Figure 6-1

Table 6-1: Demand Management Plan.

Demand Driver	Current Position	Projection	Impact on Services	Demand Management Plan
Trail users	Trail continues to see an increase in trail users post covid.	Trail user numbers expected to continue to grow	Increased maintenance and repairs on trail services such as toilets, shelters, and track.	Widen locations and increase number of toilets and shelters. More regular trail inspections
Uptake in E-bike Use	E bikes are becoming the preferred mode of transport on the trail	We expect to see this trend continue to increase	Increase in trail erosion and safety requirements therefore increase in operational expenditure	Widen locations, install more safety rails and more regularly resurface track.

6.6.   Improvement Planning

The improvement tasks and actions that have been identified for the Growth and Demand Section of the AcMP are listed below in Table 6-2.

Table 6-2: Growth and Demand Improvement Actions.

Task No	Task	Rationale & Actions	Priority	Timeline
6.1	Development Contributions Policy	Allow Council to charge for growth to provide further fundings for schemes.	High	2026/27
6.2	Demand Management Plan	To include trigger points for further investment.	Medium	2027/28

7. Lifecycle Management

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 5) while minimising risk and managing lifecycle costs. This process is conceptually shown below in Figure 7-1. The five main stages of the lifecycle process are Acquire, Operate, Maintain, Renew and Dispose. These stages are covered in detail throughout this section of the document.

Figure 7-1: Asset lifecycle Planning Process.

Lifecycle asset management focuses on management options and strategies considering all relevant economic and physical consequences. A well-structured lifecycle management plan will reduce the long-term costs of ownership and therefore, reduce the service cost.

7.1. Asset Types

The Wilderness Trail activity has many types of assets ranging from the trail and bridges to small assets such as signs and shelters. The main asset types have been elaborated on this is section of the document.

7.1.1. Trail

The age profile of the off-road trail surface assets included in this AcMP is shown below in Figure 7-2. As the trail surface is considered the parent assets for all other Cycle Trail infrastructure, the original construction date of the trail surface provides a baseline for the age of other assets such as signage and bridges. The Wilderness Trail activity was formally opened in 2013, so assets are not more than 11 years old unless historic.

Figure 7-2: Off-Road Trail Surface Age as at June 2024

As the asset is relatively new, there is little precedent on which to base maintenance and life expectancy. There were significant peaks in investment ten years ago when the trail was originally constructed and again eight years ago when subsequent portions of the trail were opened. It is likely that these peaks in investment will require peaks in renewal investment given the volume of work completed. However, the differing useful lives of sub-assets will ensure that the renewal investment will be dispersed compared to the original purchase cost.

7.1.2. Bridges

Council owns 40 of the 69 bridges located on the Wilderness Trail. Many of the Council owned bridges were purpose-built during the construction of the trail, whereas other bridges, owned by DOC and Manawa Energy, were existing at the time of construction.

The location of the bridges is shown in Figure 7-3. The Council owned bridges are shown as black dots and non-Council owned are grey dots.

Bridges are the largest cost asset on the trail account for 81% of the total replacement cost.

These range from complex structures such as suspension bridges to simple footbridge structures and large culverts. The complex structures require additional maintenance and cost more to build however they are typically able to span further distances. The total length of the bridges is 1,017m.
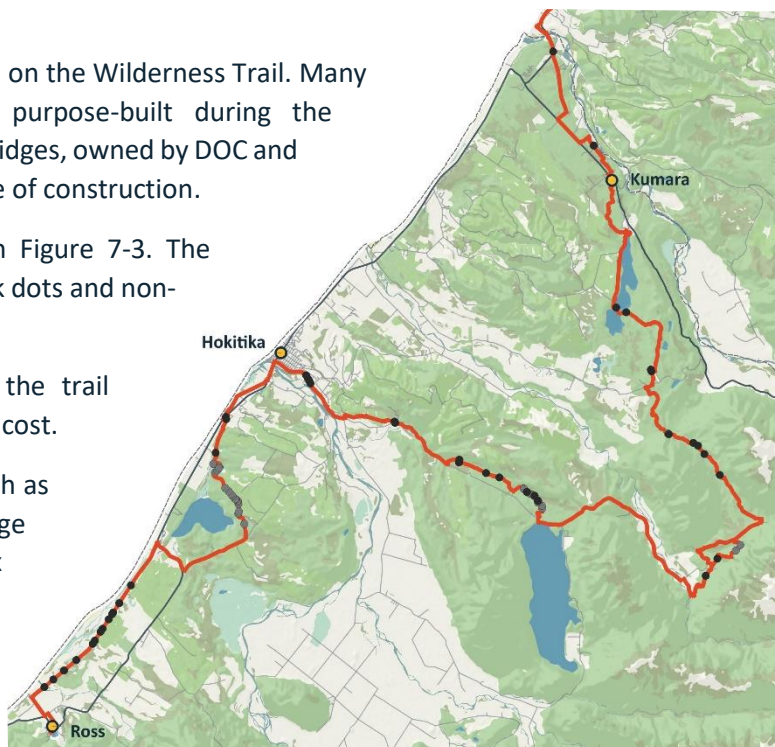

Figure 7-3: Location of Bridges.

The longest bridge is the Totara Rail bridge, at 157m long, however, this bridge was closed in August 2024 due to health and safety concerns relating to the deterioration of the 116-year-old bridge located near Ross. The start or end point of the trail is in Ross with the township benefiting majorly from the trail. In May 2025, Council decided to fund

construction of a new bridge provided external funding is obtained.

The age profile for bridges on the Wilderness Trail is provided below in Figure 7-4.

Figure 7-4: Structure Asset Age.

The bridge age profile is similar to the age profile for the trail as they were constructed in parallel. However, during construction of the Wilderness Trail, existing bridge structures between Ruatapu and Ross were retrofitted with new bridge decks and railing. However, the sub and super structure of the bridges had minimal repairs completed prior to this work. These bridges are now approximately 124 years old and at the end of their useful life.

7.1.3. Culverts

Culverts were not listed in the previous AcMP as data collection had not yet taken place. The assets were captured in 2021, however they have not been kept up to date since. A breakdown of the culvert diameter and material is provided below in Figure 7-5 and Figure 7-6.
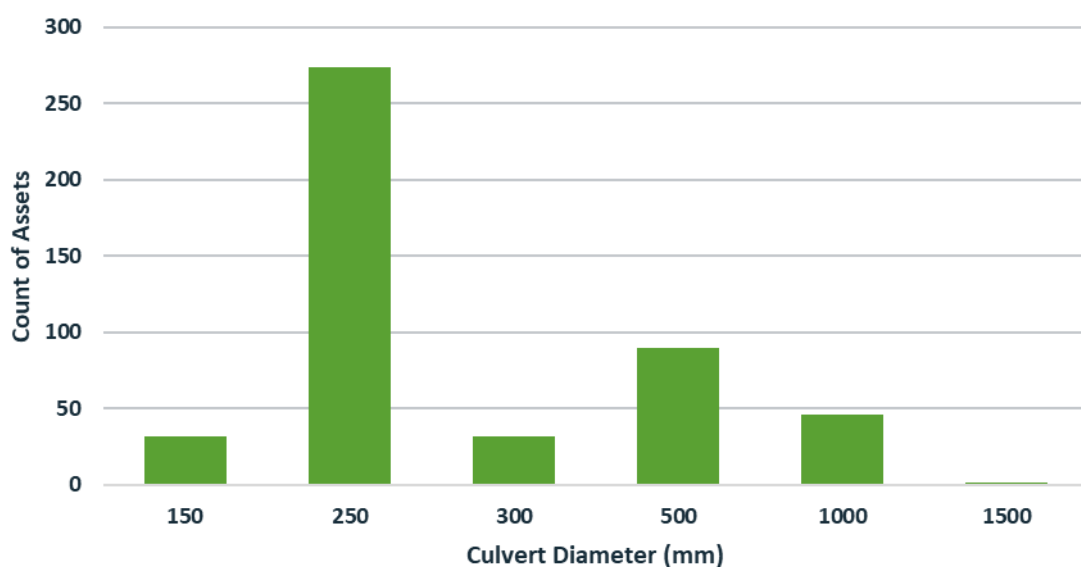
Figure 7-5: Wilderness Trail Culvert Diameters
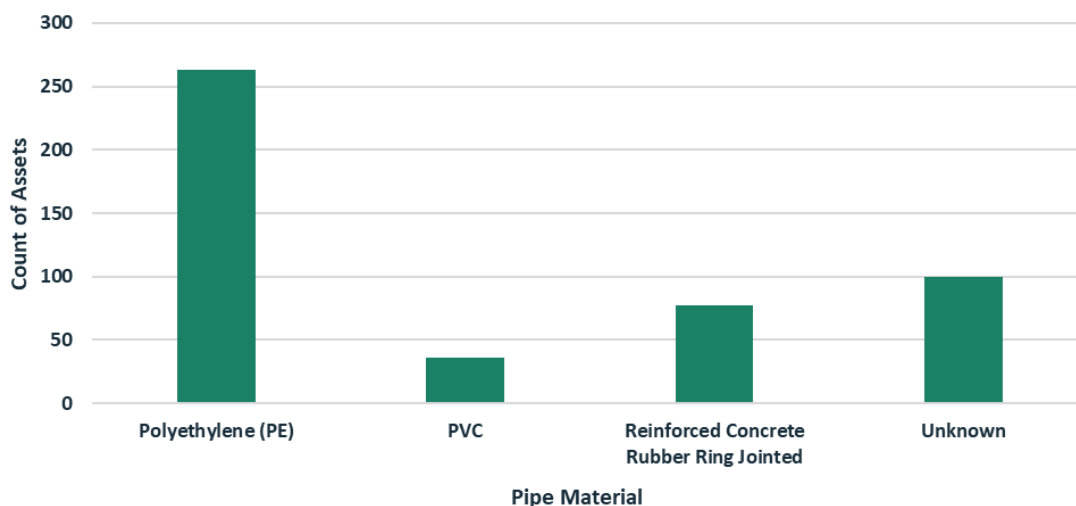
Figure 7-6: Wilderness Trail Culvert Pipe Material.

7.2. Asset Capacity and Performance

Assets are generally provided to meet design standards where these are available.

The Wilderness Trail has a Safety and Compliance Audit conducted every three years as a requirement of its membership with Ngā Haerenga Great Rides of New Zealand. The object of the audit is to ensure the Cycle Trail conforms with the Health and Safety at Work Act 2015 and the NZCT Design Guide (5th edition) August 2019. It aims to identify any situations of risk or decline in quality that may have become accepted over time.

The Warrant of Fitness findings are to be included in an improvement programme for the maintenance contractor to address. Additional funding will be required to address these issues.

7.2.1. Health and Safety Systems Audit

The Health and Safety Systems Audit was given an overall score of 45.25% which indicates that the current systems are non-compliant and require significant development. The audit scores for each audit section are shown below in Table 7-1. The red colour represents areas that are non-compliant, whereas the orange shows areas where basic expectations have been met but there is opportunity to develop.

Table 7-1: Health & Safety Systems Audit Section Scores.

Area	0% 100%	Score
Introduction & Overview		4.25
Legislation		4.75
Management Commitment & Accountability		2.75
Hazard & Risk Management		3.00
Staffing		3.00
User		1.75
Procedures		4.25
Contractors & Sub-contractors		2.50
Equipment & Facilities		3.75
Field Communications		2.50
Accident Reporting, Recording & Investigation		2.50
Emergency Procedures		2.75
SMS Document Control		2.75
Review / Assurance		4.75
		45.25

7.2.2. Technical Expert Trail Audit

The most recent audit was conducted in the first quarter of 2023. Though the entire trail was audited, the results for the Westland District portion of the trail are summarised below in Table 7-2.

Table 7-2: Westland District Technical Trail Audit Summary.

Ratings	Number of Findings
Compliant	15
Low Priority	46
Medium Priority	4
High Priority	21

Of the medium and high priority issues identified, the reoccurring theme is non-compliance of line-of-sight requirements and fall hazards. The locations where the high priority fall hazards exist have been previously identified and are portions of trail which utilise DOC's walking tracks at Lake Kaniere and Mahinapua.

7.2.3. Performance Deficiencies

However, there are insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 7-3.

Table 7-3: Known Service Performance Deficiencies.

Location	Service Deficiency
Taramakau Greymouth-Kumara Tramway	This 2.4km section of trail has suffered from subsidence since its construction in 2018. In the 21/22 financial year $50,000 was spent on major maintenance. However, ongoing maintenance is required to ensure the section is at the same standard as the remaining trail.
Kawhaka Manawa Energy owned Weirs	The two weirs in the Kawhaka Valley are a known health and safety issue which are regularly closed during times of heavy rainfall. The High-Water Detour was assigned to divert users from the weirs and allow this section of the trail to remain open during heavy rainfall.
Milltown Milltown Road	A 10km section of trail sharing a dusty gravel road with 60km/h speed limit with an 8km long hill that does not meet grade requirements.
Kaniere Lake Kaniere Road	A 3.7km section of trail sharing a narrow-sealed road with a 100km/h speed limit. There is often confusion on what side of the road cyclists should be on.
Hokitika Hokitika River Bridge	The asset is owned by Waka Kotahi and is under width with an obtrusive handrail and vehicle safety barrier that has been known to catch handlebars and destabilise riders.
Mahinapua Mahinapua Creek Bridge	This bridge is owned by DoC and is at risk of closure due to the age of the structure and required repairs. If closed Council will need to reroute a short section of trail to cross the state highway bridge instead.
Mahinapua DoC Boardwalks & Bridges	The DoC owned 330m long Boardwalk is under width and has no passing locations. It is also susceptible to flooding during times of heavy rainfall when combined with high tides.
Mahinapua Tarleton Bridge	The Tarleton Bridge has been susceptible to flooding in the past (in association with the Mahinapua Boardwalk). The bridge is designed as a single span steel truss so can be raised alongside the abutments as and when required.

The above service deficiencies were identified from known issues which have been informally or formally identified through feedback and the Warrant of Fitness.

7.3. Asset Condition

Asset Condition is currently monitored by the maintenance contractor and reported on through monthly reports, however, no formal condition records are kept. Bridge assets underwent principal inspection in 2020 by WSP principal engineers and are now overdue for inspection. These condition inspection results are stored in OBIS which is managed and maintained by WSP. The condition ratings are completed on an S6 format as defined by Waka Kotahi which rates structural elements from satisfactory to requiring structural maintenance and sets out the required maintenance tasks for programming. No overall rating is provided for the structure; therefore, a condition profile cannot be provided.

A recurring operational budget has been included in this plan to ensure that the bridges can be regularly inspection with next inspections planned for late 2025.

7.4. Asset Criticality

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service.

The trail is identified as a strategic asset and hence is not a critical asset in terms of residents, service provision. However, given the large number of tourists and regional benefits provided by the trail, it does significantly benefit the tourism and visitor sectors.

There are critical assets components associated with the trail in the physical sense which can be broken into various key components such as built trail, bridges, culverts, signage, and shelters. There has been no formal identification, planning or management of these assets.

By identifying critical assets and failure modes Council can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

7.5. Asset Valuations

The Wilderness Trail assets are revalued every three years using the Optimised Replacement Cost methodology to determine the fair value of the assets. This methodology is used to value specialised assets which are deemed to be seldom traded on an open market or have a restricted market for the use of the asset. Depreciation is provided on a straight-line basis to the value of the asset with adjusted remaining useful life. The valuations are completed through the asset information system.

The last re-valuation was completed internally in July 2024 and was peer reviewed by Beca. The Asset Valuation Summary as at 30 June 2024 is shown below in Table 7-4.

Table 7-4: Valuation Breakdown.

Asset Type	Optimised Replacement Cost (ORC)	Depreciated Replacement Cost (DRC)	Annual Financial Depreciation (AFD)
Amenities	$57,359	$44,918	$2,307
Cycleway	$454,470	$132,560	$44,187
Drainage	$1,005,787	$875,088	$9,974
Major Structure	$8,563,908	$6,971,215	$166,803
Minor Structure	$181,547	$151,183	$6,311
Signage	$170,025	$43,980	$13,875
Utility Services	$44,997	$24,497	$3,017
TOTAL	**$10,478,063**	**$8,243,441**	**$246,473**

The Accumulated Depreciation was $2,234,621.

7.5.1. Data Confidence

The confidence level of data is assets as part of the peer review by Beca. The Wilderness Trail base data used in the valuation have been assessed as **B** confidence which is defines as 'reliable with minor inaccuracies'. Ensuring clearer unit of measures would have the potential to increase the data confidence to an A.

7.5.2. Non-Depreciable Assets

The following asset components have been identified as non-depreciable as outlined in the NZ Infrastructure Assets Valuation and Depreciation Guidelines:

- Open Drains,
- Earthworks and,
- Vegetation.

7.6. Complying with Resource Consents

No resource consents apply to the Wilderness Trail activity.

7.7. Operations and Maintenance Plan

Councils' operations and maintenance plan ensures that the risk of asset failure is minimum. Failed assets are repaired with minimal disruptions to level of service and ensuring compliance. Operations are defined as activities designed to ensure efficient utilisation of the assets, and there, that the assets achieve their service potential. For the Wilderness Trail Activity this includes:

- **Response to storm events and flooding** – Includes closing the trail during storm events.

Maintenance works can be into two types, Reactive and Routine which include the following:

- **Reactive Maintenance** – Includes work carried out in response to customer queries, stakeholder demands and reported problems and defects on the trail.
- **Routine Maintenance** – Includes routine inspection and maintenance of selected assets.

Routine maintenance is generally more proactive in nature, the key maintenance activities is captured below in Table 7-5. The frequencies are indicative and specific instruction in the maintenance contract can vary by locality.

7.7.1. Maintenance Contracts

The maintenance of the Wilderness Trail is undertaken by Councils CCO Destination Westland. This contract includes maintenance and operations of the trail. The contract was formalised in 2019 by form of MOU with a period of 9 years. The maintenance contractors have experience with the trail, working on its original construction. For maintenance reporting purposes the trail is broken up into 26 sections.

Destination Westland provide a monthly report to Council on maintenance tasks and findings during the monthly period.

The contractor provides an annual forward maintenance plan at the start of the calendar year. Maintenance Contractors are on the trail every day and are continuously monitoring the trail condition. The frequency of maintenance activities is detailed below in Table 7-5.

Table 7-5: Wilderness Trail Maintenance Frequency.

Frequency	Maintenance Activity
Monthly	• Vegetation Trimming, • Drain clearing, • Surface Maintenance, • Clean Bridge Decks, • Leaf Blowing, • Weed Spraying (Summer only).
Quarterly	• Drag broom gravel spread for high maintenance areas.
Annually	• Under Bridge cleaning and maintenance, • Paint marker posts and site rails, • Replace missing signage/km marker posts (as necessary).

7.8.   Renewal Replacement Plan

Asset are considered to need replacement when:

- There are Health and Safety concerns,
- The asset is near the end of its effective useful life,
- Cost of maintenance becomes economic, and it would cost less to the renew the asset and,
- Risk of failure of critical assets is unacceptable.

Councils' current renewal strategy is based on:

- Asset failures,
- Undersized reticulation,
- Improving network resilience (LOS driven) and,
- Operational knowledge based on inhouse staff and contractor feedback.

Council wishes to move to a risk-based renewal programme based on analysis of repair histories and taking into account criticality, material type, condition, resilience and other factors, to be consistent with good industry practice.

Council is in the process of making a stepped change from ad-hoc to proactive renewals and is continuing to improve its asset data practices allowing for better information to drive the renewals forecasts. This new approach requires internal capability and better information to make decisions. It is recognised that this step up in maturity will take time and additional resources. Council's intention to use Thinkproject's Asset and Work Management for management and monitoring of the maintenance contract is the first step towards this improvement in data practices. It will allow all work completed on the assets including asset failures and expenditure to be recorded against the asset record and allow for more informed decisions.

7.8.1.   Renewal Profile

The renewal profile is generated by the AMIS for all assets within the valuation period. Those assets that are due to expire within three years or have expired but are still being utilised are given an extended life of 3 years. The renewal profile is based on an asset's expiry date and valuation.

Council does not currently account for criticality and condition in the renewal profiles. A summary of renewals in provided below in Figure 7-7. The peak in renewals at the start of the profile is relating to resurfacing of the trail surface. However, this data is not up to date as minor resurfacing is completed every year but not tracked. As discussed in Section 7.1.1, there is little information on the life expectancy of the trail surface and following inspections this useful life will likely need to be updated.
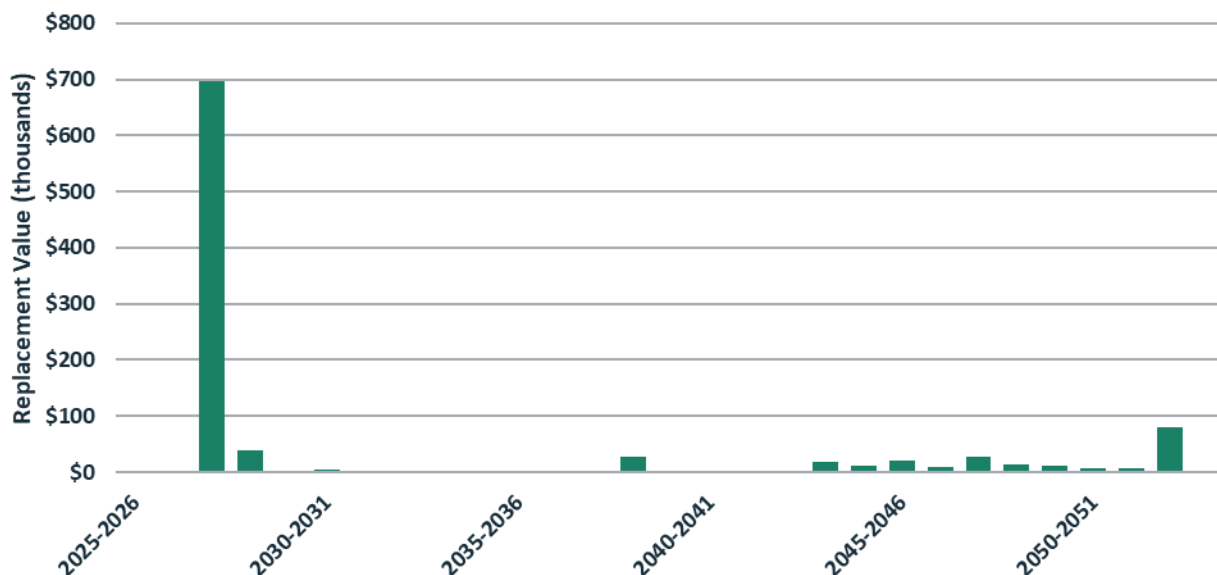

Figure 7-7: Renewal Profile for Wilderness Trail.

7.9.   Asset Acquisition and Development Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to Council.

7.9.1.   Selection Criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works are reviewed to verify that they are essential to the Council's needs. Proposed upgrade and new work analysis is also to include the development of a preliminary renewal estimate and operational/maintenance costs to ensure that the services are sustainable over the longer term. Proposals can then be ranked by priority and scheduled in future works programmes as funds become available.

Council does not have a formal priority ranking criteria or weighting for acquisitions; however, planning considers factors relating to the asset such as:

- Benefits & Risks,
- Compliance with Best Practice,
- Co-funding opportunities,
- Public Health & Safety and,
- Demand.

The development of a formal priority ranking criteria will be included in further iterations of the AcMP.

7.10. Asset Disposal Plan

Assets within the networks that are replaced or made redundant following renewal or upgrade projects are either abandoned, disposed of, or held in stock as spare. Council has no plans to abandon the Wilderness Trail in totality.

7.11. Funding Renewals

It is critical that equity of funding for renewals between current and future users occurs. Council funds depreciation to ensure that funding for renewal occurs between current and future users. Higher cost and long-life assets would be renewal funded through depreciation.

7.12. Improvement Planning

The improvement tasks and actions that have been identified for the Lifecycle Management Section of the AcMP are listed below in Table 7-6.

Table 7-6: Lifecycle Management Improvement Actions.

Task No	Task	Description	Priority	Timeline
7.1	Renewal Profiling	Account for criticality and condition in renewal profiling.	High	Ongoing
7.2	Contract Management through AMIS	Enable tracking of maintenance expenditure and provide better oversight over contracts.	Medium	2026/27
7.3	Performance Monitoring	Monitor performance of supplies and assets to identify service deficiencies and prioritisation of renewals.	Medium	Ongoing
7.4	Asset Valuation Improvements	The new AMIS allows further automation of the Valuation module and more flexibility assigning unit rates and base lives.	High	2025/26
7.5	Asset Criticality	Defining the asset criticality within the AMIS so it is automatically updated	Medium	2026/27

8.   Infrastructure Sustainability

This section describes the processes used by Council for assessing and managing sustainability for Wilderness Trail Activity. This section also addressed the possible implications of climate change and energy requirements relating to Wilderness Trail Activity.

8.1.   Sustainable Development

Sustainable development focuses on the concept of intergenerational equity whereby the decisions and actions of an entity need to balance the needs of present and future generations. Consideration of four well-beings (economic, social, environmental and cultural) is essential in a sustainable development approach. From an asset management perspective, taking a sustainable approach is critical as many assets have long service life, therefore, maintaining or future proofing these assets to meet the needs of current and future generations is necessary.

Sustainability will be incorporated in strategic planning by both aligning strategic goals with sustainability concepts. Currently the Councils asset management policy reflects this approach through two of the policy principles:

- Incorporate lifecycle management, from planning to disposal, in decision making and,
- Making decisions with a long term, inter-generational approach.

Sustainable concepts will also need to be incorporated into operational processes.

8.2.   Natural Hazards and Climate Change

8.2.1.   Natural Hazards

Natural Hazards impact on amenities and impose a significant threat to buildings and infrastructure. Westland District is subject to a range of natural hazards including coastal, flooding, earthquake and land instability. The District's topography and climate accentuates the flood and erosion risk with rivers rising and falling rapidly.

Earthquakes are potentially the most devastating natural hazard to Westland District. The Alpine Fault Line, one of the largest faults in the world, runs through the Westland Districts entire length. While scientific research cannot predict when earthquakes will occur, there is a 75% probability of an Alpine Fault earthquake occurring in the next 50 years with a 4 out of 5 chance that it will be a magnitude 8+ event. Perhaps the most damaging features of the earthquake hazard is the potential secondary hazards, such as landslides and tsunami, which could potentially destroy Westland's communities and transport access routes.

Council is preparing and adapting for the impact of natural hazards with a multi-faceted approach. This includes building knowledge through scientific modelling and natural hazard mapping to inform investment decisions. Council participates in the Alpine Fault magnitude 8 (AF8) Programme through the Emergency Management Group to build and coordinate readiness and response capability. Natural hazards are mapped through overlays in the proposed Te Tai o Poutini Plan (combined District Plan for the West Coast) to assist Council planning.

Council's principles for building resilience are summarised below in Table 8-1.

Table 8-1: Building Asset Resilience to Natural Hazards.

Natural Hazard	Principles of Building Resilience
Coastal Hazards	No perceived risk from coastal hazards.
Flooding Hazards	Various locations on the Wilderness Trail effected by flooding and landslide hazards. Improvements to drainage and trail surface and rerouting of the at risk sections can improve resilience.
Landslide Hazards	
Earthquake Hazards	Structures such as bridges and large culverts may be susceptible to damage from ground shaking and must comply with the current building code. Impacts from secondary hazards – response as above.

Emergency management for the cycle trail is necessary, typically relating to rainfall events and damage to physical infrastructure. However, it may also include evacuation of stranded or injured riders. The trail extends to remote area with limited or no cell phone reception in many areas. It is known there have been a number of helicopter and ambulance rescues, but this has not reflected poorly on the trail itself.

Our current measure of resilience is shown in Table 8-2 which includes the type of threats and hazards and the current measures that the organisation takes to ensure service delivery resilience.

Table 8-2: Resilience Assessment.

Threat / Hazard	Current Resilience Approach
Intense Rainfall leading to sudden rise in water levels	**Medium** – Detours are available and can be enacted when required however, there can be a delay in getting the main route closed off so is often done before the event.

8.2.2. Climate Change

In the context of Asset Management Planning, climate change can be considered as both a future demand and a risk. Climate change is expected to exacerbate the District's natural hazards as we expect to experience increases in temperature, rainfall, wind, and storm frequency and intensity.[6]

How climate change impacts on assets will vary depending on the location and type of services provided. The proposed Te Tai Poutini Plan hazard overlays provides some context as to which locations are likely to be affected by flooding and coastal hazards which will be impacted by climate change. How Council plans to manage the impact of climate change on Westland's natural hazards is outlined in Table 8-3.

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[6] Ministry for the Environment Climate Change projects for the West Coast region.

Table 8-3: Managing the Impact of Climate Change on Assets and Services.

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
RAINFALL	Increase in rainfall (particularly in winter and spring) with more frequent extreme rainy days.	Increase in water scour and washout.	Install larger and additional culverts and raise sections of trail that are often flooded.
RIVERS	Mean annual flood occurrence slightly increases.	Risk of erosion and inundation.	Reroute sections of trail as required. Raise height of bridges beyond usual flood height.
COASTAL	Increased mean Sea-level rise and storms may see increase of coastal erosion and inundation.	Risk of erosion and inundation.	No perceived impact to Wilderness Trail assets.
TEMPERATURE	Higher mean temperatures in air and water.	No perceived impact.	No perceived impact to Wilderness Trail assets.
WIND	Increase in extreme windy days, particularly westerly winds.	Damage to trail due to tree fall.	Tree management around significant structures otherwise BAU.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AcMP.

8.3. Improvement Planning

The improvement tasks and actions that have been identified for the Infrastructure Sustainability Section of the AcMP are listed below in Table 8-4.

Table 8-4: Infrastructure Sustainability Improvement Actions.

Task No	Task	Description	Priority	Timeline
8.1	Develop Climate Change Policy	Allow Council to determine the focus on investment actions to help mitigate the effects of climate change.	High	2027/28
8.2	Develop Climate Change Strategy		High	2027/28
8.3	Natural Hazard & Climate Change assessment	Use Hazard overlays from TTPP to determine risk to assets	Medium	2027/28

9. Risk Management

This section outlines the risks and process of identifying risks that may affect the on-going delivery of services from infrastructure. It covers business risk, the risk management approach and emergency management and civil defence.

9.1. Business Risk Management Processes

A corporate Risk Management Policy aligned with AS/NZS 4360:2004 was formally adopted by Council in September 2011.

In general, there are four broad categories of risk:

- Strategic – Risks associated with the high-level goals that align to Councils strategic direction and Long-Term Plan
- Operational – Risks associated with departmental functions and daily operations
- Project – Risks associated with project management
- Compliance – Risks associated with regulatory/legislative requirements.

This framework has been applied to all infrastructure activities.

Application of a systematic and consistent approach to risk assessment improves Council's ability to manage its assets within resource limitations and to prioritise expenditure and actions that can avoid or mitigate the effects of any event. The risks identified might be relevant to many activities and be of concern at corporate level, or they might be localised, at an asset specific level.

9.2. Risk Management Approach

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

9.2.1. Consequences

Consequences are the potential outcomes of a risk occurring. Council has classified the consequences as:

- Safety,
- Environmental,
- Financial,
- Reputation.

The risk consequences are detailed below in Table 9-1.

Table 9-1: Risk Consequence.

Impact Type	Consequence				
	Insignificant	**Minor**	**Moderate**	**Major**	**Catastrophic**
Safety	First Aid Injury (FA); Injury requiring first aid treatment or less	Medical Aid Injury (MA); Injury requiring medical treatment	Lost Time Injury (LT)/Serious Harm; Injury requiring hospitalisation; or a lost time injury	Single Fatality (SF); or serious permanent disability	Multiple Fatality (MF)
Environment	Small amount of environmental damage controlled within the site	Limited environmental damage to significant area without permanent effect; or exceed statutory or prescribed limit	Limited environmental damage recoverable within one year; or exceed statutory or prescribed limit	Severe environmental damage requiring extensive rehabilitation; or exceeded a statutory or prescribed limit over 2-5 years.	Persistent severe environmental damage; the damage will require >5years to rehabilitate; or damage cannot be rehabilitated.
Financial	Less than $5,000 loss; or less than 4 hours lost production	$5,000 - $50,000 loss; or 4 hours - 2 days lost production	$50,000 - $500,000 loss; or 2 days - 1-week lost production	$500,000 - $2M loss; or 1 week - 2 weeks lost production	Greater than $2 million loss; or 2 weeks - 1 month lost production
Reputation	Little internal or external attention; or customer issue raised	Workforce attention; limited external attention; or a customer complaint	Repeated complaints; Regulatory notification; or negative stakeholder, media or customer attention	Negative national media coverage; significant negative perception by shareholder or key stakeholder; or a customer disruption	Negative international media coverage; shareholder or key shareholder outage; loss of a key customer

9.2.2. Likelihood

Likelihood is the probability of occurrence of an event occurring ranging from rare to almost certain. The risk likelihood is detailed below in Table 9-2.

Table 9-2: Risk Likelihood.

Descriptor	Rating	Likelihood
Rare	1	- May occur at any time or at least once per year - Expected to occur under normal circumstances - Over 90% chance of happening under these conditions
Unlikely	2	- Could occur several times in 5-10 years - Likely to occur under normal circumstances - Over 75% chance of happening under these conditions
Possible	3	- Could occur once in 10 years - Could reasonably be expected to occur under normal circumstances - Around 50% chance of happening under these conditions
Likely	4	- Could occur in your working life (1 in 33) - Unlikely to occur under normal circumstances - Around 10% chance of happening under these conditions
Almost Certain	5	- May occur at any time or at least once per year - Expected to occur under normal circumstances - Over 90% chance of happening under these conditions

9.2.3. Risk Matrix

Consequences and likelihood scores are multiplied together to arrive at a combine risk score relative to the risk matrix as shown in Table 9-3.

Table 9-3: Risk Matrix.

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Medium	Medium	High	Very High	Very High
Likely	Medium	Medium	High	High	Very High
Possible	Low	Medium	Medium	High	High
Unlikely	Very Low	Low	Medium	Medium	High
Rare	Very Low	Very Low	Low	Medium	Medium

9.3. Resilience Infrastructure to Natural Disasters

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience of Councils infrastructure has been detailed in Section 8.2.

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9.4.   Summary of Key Risks

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks. Critical risks are those assessed with 'Very High' or 'High' risk ratings identified in risk assessment. The inherent and residual risks specific to the Wilderness Trail Activity are shown below in Table 9-4.

Table 9-4: West Coast Wilderness Trail Critical Risks.

Description of Risk	Consequence or Outcome	Inherent Risk Rating	Controls	Residual Risk Rating
Funding from MGR ceases	Difficulty funding major infrastructure projects and maintenance.	H	Continue to explore other funding avenues. Partner with other agencies for the continued delivery of service.	M
Safety of on-road sections of trail	Injury or loss of life on on-road sections of trail.	H	Educate cyclists and motorists on sharing the road. Explore options for re-routing trail or provision of separated cycle pathways.	L

9.5.   Risk Management Strategy

The risk evaluation process provides a mechanism to derive projects for potential inclusion in the works programme. Council is working towards having a more comprehensive risk approach which would include actions, treatment costs and prioritisation of projects from the risk assessment.

Lifecycle Management considerations relating to critical assets were discussed in Section 7.4. Typically, assets are replaced when there is an unacceptable risk to levels of service because of:

- Asset condition,
- Operational issues,
- Vulnerability to natural hazards.

Priority for expenditure decisions needs to be given for risks affecting critical assets, therefore, considering the risk of disruption or loss of service delivery.

9.6.   Civil Defence Emergency Management

The Civil Defence Emergency Management (CDEM) Act 2002 requires local authorities to coordinate plans, programmes and activities related to CDEM across the area of risk reduction, readiness, response and recovery.

Council is a member of the West Coast Lifelines Group along the other West Coast local authorise and other service providers. In the event of an emergency, all Lifelines utilities providers, emergency services and welfare agencies work together to ensure essential services are restored as soon as possible. Organisations may call upon resources from within our outside of the region.

The 2017 report on improving resilience to natural disasters, title the "West Coast Lifelines Vulnerability and Interdependency Assessment" outlines the risks and vulnerabilities to many of Councils Transportation and Three Waters assets.

Council does not have a current Lifelines Response Plan.

9.7.   Monitoring, Review and Improvement

The improvement tasks and actions that have been identified for the Risk Management Section of the AcMP are listed below in Table 9-5.

Table 9-5: Risk Management Improvement Actions.

Task No	Task	Description	Priority	Timeline
9.1	Lifelines Response Plan	A set of procedures that help Council maintain services during emergencies.	High	2027/28
9.2	Risk Management Strategy	Develop comprehensive risk plan which details actions, treatment costs and prioritisation from the risk assessment.	High	2027/28

10. Asset Management Process and Practices

This section outlines the information available, and the systems and processes used to make decisions on how the assets are managed. It also provides details on planning for monitoring the performance of the AcMP.

10.1. Information and Data Systems

The information and data systems available to Council staff are shown below in Figure 10-1 and discussed in greater detail within this section.
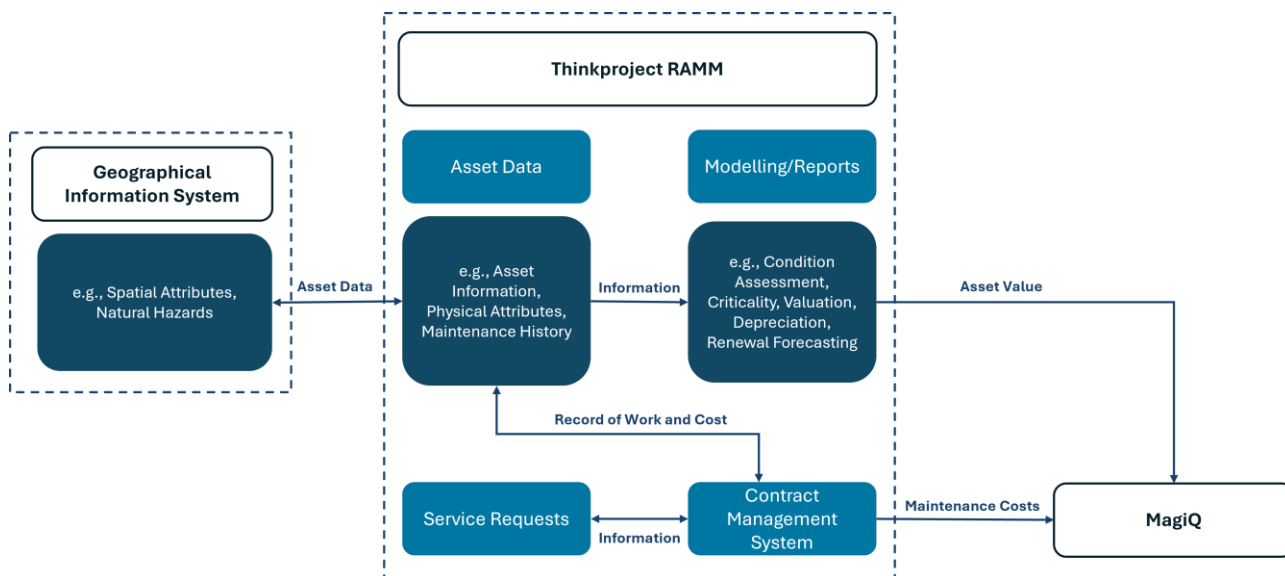

Figure 10-1. Council Data Systems

10.1.1. Asset Management Data Sources

The Asset Management Information System (AMIS) provides Council staff with the ability to obtain, store, analyse and report on data for all activities.

Council currently uses **Asset & Work Manager (RAMM)** by Thinkproject as its AMIS. RAMM has been recently implemented across all activities. The AMIS is currently used for the asset register and asset valuation.

The use of AMIS will increase significantly over the coming years as Council staff become more familiar with its capabilities and processes through training and practical use. As part of the migration process practises and process associated with data management are being documented and will continue to evolve.

In 2025 the AMIS will be implemented for the following:

- Key performance indicator measurement;
- Maintenance contract reporting;
- Cost claim processing;
- Service requests; and
- Resource consent monitoring.

This AcMP also utilises asset management data, this data is sourced from:

- **OBIS** is the bridge inspection database managed by WSP.
- **Eco-Visio** is eco-counters online data analysis platform for analysis of bicycle and pedestrian counts.

10.1.2. Accounting and Financial Data Sources

This AcMP utilises accounting and financial data, this data is sourced from:

- **MAGIQ** software contains financial transaction information such as payment to creditors and debtors.

- **IBIS** software for financial budgeting and reporting. This imports transactional information from the MAGIQ ERP system and makes sense of figures to produce various reports.

- **Quantate** software is used for Councils organisational risk register including governance and compliance risks.

10.1.3. Geographic Information Systems

Council uses QGIS as its GIS system. GIS is an important tool for asset management and used for spatial mapping and analysis. GIS is not fully integrated with RAMM. Implementation of ArcGIS has been proposed and scheduled for 2025.

10.2. Data Management and Quality

Accurate asset information is central to asset management. However, maintaining asset information is a constant task.

The valuation report rated the integrity of asset data as B. Where B is defined as 'Reliable with minor inaccuracies. This can be improved with clearer unit of measure ratings to potentially lift the data confidence to an A.

An improvement programme to update data quality will be established in 2025 to:

- Update historical asset information;
- Establish business rules for data entry; and
- Create processes to update asset records as maintenance occurs.

In 2024 a restructure of asset data, in particular asset classes, occurred when the migration from Assetfinda to RAMM occurred. This has improved data management. Standardisation of asset data within these asset classes is now being worked on.

10.3. IT Responsibility

The responsibility for asset information security rests with the IT department. The data is backed up at regular intervals.

10.4. AcMP Preparation

This AcMP was prepared by the Asset Strategy and Development Team.

Council staff from District Assets were involved in providing information for this AcMP.

10.5. Quality Assurance and Audit

The Local Government Act requires that independent annual financial audits be undertaken on the operations of Council – such audits may include all significant activities such as asset management planning. Audits are undertaken by Ernst and Young as part of the Long Term Plan process.

Peer reviews will be undertaken at regular intervals to access and identity compliance with statutory requirements. These will include:

- The quality of the plan in terms of completeness, technical content and presentation;
- Perceived strengths and weaknesses for plan improvement; and
- Recommended specific areas for plan improvement.

This will be undertaken internally.

Performance audits will establish whether the objectives of this activity have been achieved. This will be assessed using the results of:

- Customer satisfaction surveys;
- Residents surveys; and
- Benchmarking surveys.

These measurements will determine the public view of how well the levels of service have been achieved. They will also be used in on-going customer consultation regarding future standards and requirements of the customers in the provision of service.

10.6.   Improvement Planning

The improvement tasks and actions that have been identified for the Asset Management Process and Practices Section of the AcMP are listed below in Table 10-1.

Table 10-1: Asset Management Process and Practices Improvement Actions.

Task No	Task	Description	Priority	Timeline
10.1	Continuous Data Improvement	Develop and maintain improvement programme to update asset data	High	2025/26
10.2	Implementation of ArcGIS	Allow for spatial planning and analysis	Medium	2025/26

11. Financial Summary

This section outlines the financial projections and funding requirements for managing the Wilderness Trail activity for the next 9 years. Managing and allocating funding determines the provision of infrastructure within the Wilderness Trail activity. This section also addresses the key assumptions and asset insurance.

11.1. Financial Statements and Projections

The financial summaries presented should be viewed noting that:

- **Allowance for CPI** – Consumer price index adjustments 'inflation' has not been included; and
- **All data is held in IBIS** – the database which Council conducts the majority of its financial rates storage and reporting.

The 9-year financial programme for Wilderness Trail activity is divided into the following categories

- Operations and Maintenance
- Renewals – Replacement of assets on a like for like basis
- Level of Service – Projects resulting in new assets that improve the LOS
- Growth – Projects resulting in new assets in response to increased demand

The 9-year funding program for the Wilderness Trail activity is shown below in Figure 11-1.
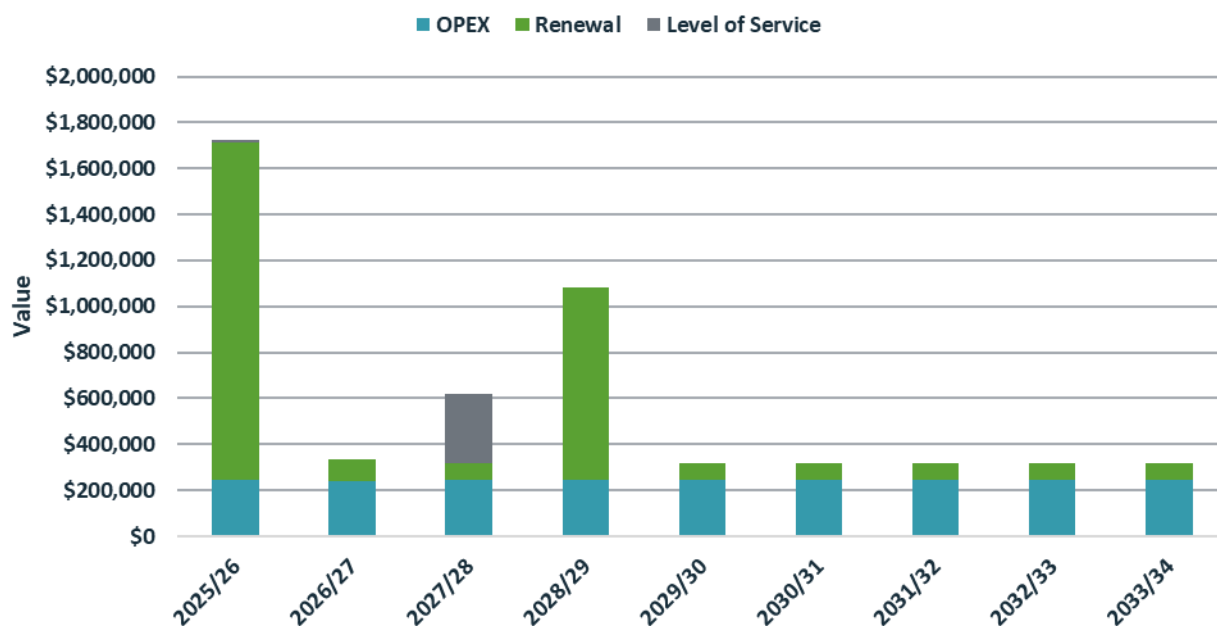

Figure 11-1: Funding Program for Wilderness Trail.

11.1.1. Summary of Operations & Maintenance Expenditure

The majority of Operations & Maintenance expenditure is related to reactive and scheduled works undertaken under the Wilderness Trail MOU. Other operating expenditure contractors, consultants, grants and subscription and licensing fees.

A summary of the forecast expenditure for operations and maintenance is provided below in Figure 11-2.
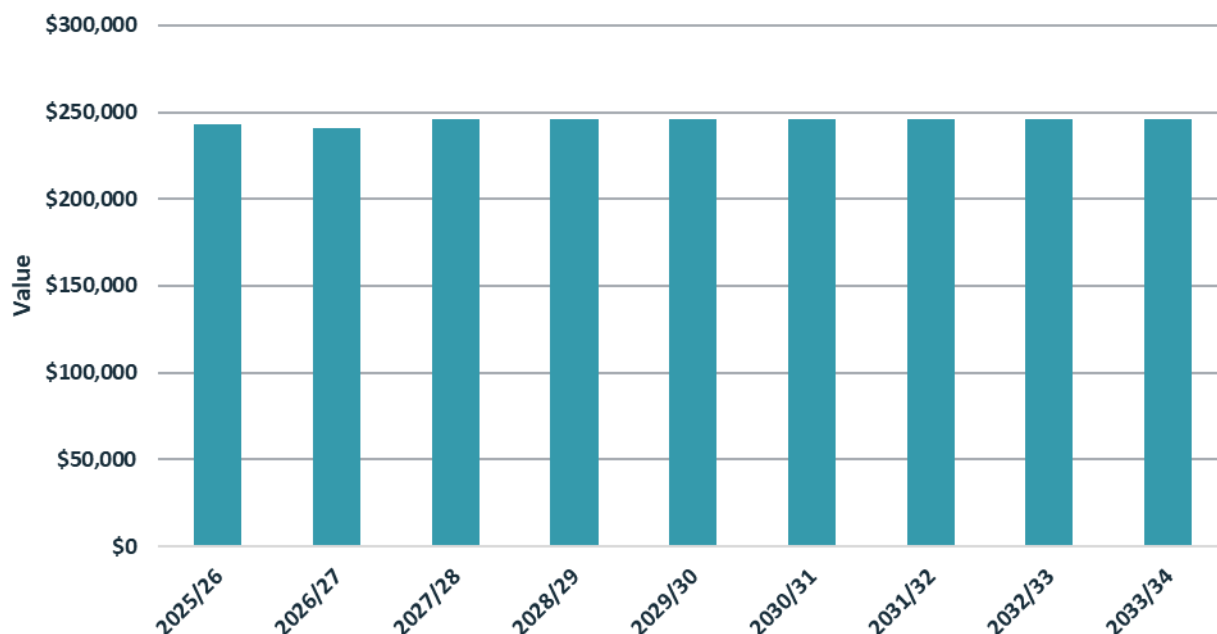
Figure 11-2: Forecast Operation & Maintenance Forecast.

11.1.2. Summary of Renewals

Renewals are the replacement of assets which are nearing or have exceeded their useful life as detailed in Section 7. Renewals accounts for 90% of capital expenditure within the LTP period. A summary of the forecast expenditure for renewals is provided below in Figure 11-3.
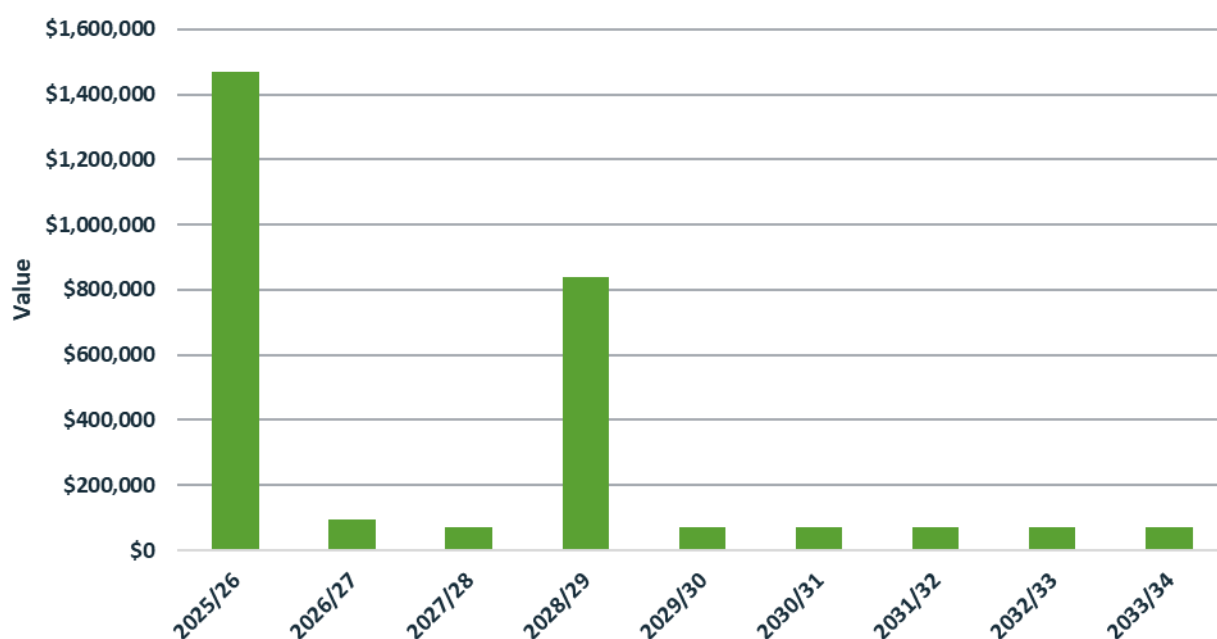
Figure 11-3: Renewal Program for Wilderness Trail.

11.1.3. Summary of LOS and Growth Expenditure

Capital works are divided into growth and levels of service categories. There are no growth projects planned for the 9-year planning cycle. These can involve physical works or investigations and planning for infrastructure. A summary of the forecast expenditure for LOS projects is provided below in Figure 11-4.

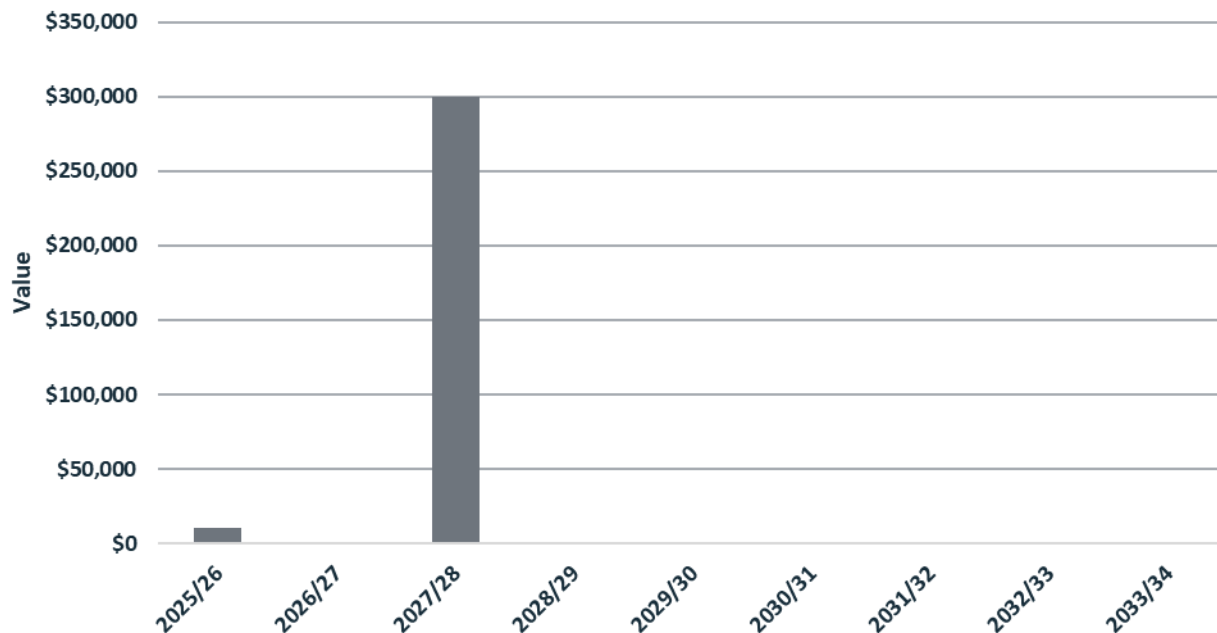Figure 11-4: LOS Program for Wilderness Trail.

11.1.4. Summary of Capital Projects

The projects included in the LTP for the Wilderness Trail are listed below in Table 11-1.

Table 11-1: Wilderness Trail Projects

Project Name	Project Description	Criticality	Funding	Y1	Y2	Y3	Y4-9	Total
Larrikins Road Safety Enhancement	Re-routing of the cycle trail to remove it from Larrikins Road. External funding will be applied for.	Low	LOS			$300,000		**$300,000**
Mahinapua boardwalk & bridges	Upgrading of boardwalks on Lake Manhinapua Track section of the cycle trail. Boardwalks up for renewal but are owned by DOC. The low level of these makes them impassable after heavy rain.	Low	LOS				$768,000	**$768,000**
Taramakau Remediation	Remediation of the section 25 of the cycle trail by the Taramakau Bridge.	High	Renewal		$25,000			**$25,000**
Ross Alternative Route (Totara Bridge)	Replacement of/alternative to the Totara Bridge. This project will only proceed is external funding is obtained.	High	Renewal	$1,400,000				**$1,400,000**
Wainihinihi wet weather route bridge	Funding allocated to build a section of cycle trail and a bridge for the wet weather route to bypass the weirs.	Medium	LOS	$10,000				**$10,000**
Minor infrastructure and Safety	Minor works budget and health and safety budget. Includes works to shelters, signs, bollards, rails etc.	Medium	Renewal	$70,660	$70,660	$70,660	$423,960	**$635,940**

11.2. Funding Strategy

11.2.1. Funding Policy, Fees, and Charges

Maintenance of the trail is funded through general rates. It is not currently permissible to charge riders for the use and experience on the trail due to MBIE conditions and this requires further discussion and potential review for change.

Where co-funding opportunities are available and are a strategic fit for the organisation, Council generally gives these projects priority as this enables Council to undertake activities for community benefit (increasing existing levels of service), or to meet future demand (growth) while minimising the cost to the ratepayer. As external funding sources available to Council change quite quickly, Council's attitude is to proactively seek funding for relevant projects while such avenues of financial support are available, especially given the small number of rateable units within our geographically large rating district. In some cases, these external funding sources enable us to create new infrastructure in other areas of our district, enabling us to extend the district distribution of services in ways that otherwise would not be financially possible.

11.2.2. New Zealand Cycle Trails Fund (NZCT Fund)

As the Wilderness Trail is recognised as a New Zealand Cycle Trail (NZCT) Great Ride it is eligible to apply for NZCT funding through the Ministry of Business, Innovation and Employment (MBIE). The funds include:

- Funding for Infrastructure upgrades and renewals on the existing Great Rides,
- Extreme event recovery works,
- Funding for Great Ride trail managers and annual maintenance.

In 2024, the Wilderness Trail, received a 65% NZCT co-funding differential rate for maintenance expenditure and addressing issues identified in trail audits. The differential rate is similar to the financial assistance rate used by the New Zealand Transport Agency for roading maintenance. This allowed Council to apply to MBIE for funding for maintenance works for the entirety of the trail including Grey District and DOC.

11.3. Key Assumptions

Table 11-2 below documents the general assumptions and uncertainties that Council considers could have a significant effect on financial forecasts and discusses the potential risks this creates.

Table 11-2: Significant Assumptions and Uncertainties.

Activity Area	Assumption Area	Stated Assumption	Risk	Level of Uncertainty	Potential Impact/Consequence if assumption wrong	Consequence Rating
All	Natural Hazards and Major Adverse Events	It is assumed that there will be no major impact from an adverse event, should one occur during the period covered by the Long-Term Plan, for example, earthquake, pandemic or significant flood. While events may occur at any time, Council's planning will focus on operational resilience and Emergency Management.	There is a risk that a major adverse event will occur and result in damage to assets and additional costs to the Council.	High	The Council will assess the availability of funds as part of the budget process and may revise its programme that is set out in the Long-Term Plan. This may include deciding to defer activities or include caveats for projects to proceed only if external funding is pursued and awarded.	High
	Climate Change	Changes in the climate will generally follow the published Ministry for the Environment projections which were downscaled from the Intergovernmental Panel for Climate Change Sixth Assessment Report by the National Institute of Water and Atmospheric Research.	Despite forecasts, adaption and mitigation strategies there is risk of extreme events which cannot be predicted.	Moderate	If projects do not occur as planned, expenditure in any year may differ from that forecast and delay may also change the cost of individual projects. The Council will consider the impact of any change as part of the annual budget process and consider the funding implications of any cost changes.	Moderate

Activity Area	Assumption Area	Stated Assumption	Risk	Level of Uncertainty	Potential Impact/Consequence if assumption wrong	Consequence Rating
All	Asset Lives and Depreciation	It is assumed that asset lives will follow those set out in the asset valuation and statement of accounting policies.	There is a risk that assets will wear out more quickly than forecast and require replacement earlier than planned.	Moderate	Any increase or decrease in costs will need to be resourced differently to the planned approach.	Moderate
	Asset Values	The Council revalue its assets so that carrying values are maintained at fair value. It is assumed that revaluations will take place a minimum of every three years and that replacement value of the assets will reflect construction costs.	There is a risk that price level changes will be greater or lower than those assumed and that revaluation movements will be higher or lower than forecast.	Moderate	Projects will cost more if compliance requirements change or may not proceed as planned if consents are not obtained. Environmental and technological advancements may also require significant upgrades to plant and equipment further increasing costs to Council.	Moderate
	Timing and Level of Capital Expenditure	The Long-Term Plan assumes that the timing and cost of capital projects and associated operating costs are determined through the Councils activity management planning process.	There is a risk that capital projects may not occur as planned. This may have an impact on the costs of the project especially in periods of high inflation and cost escalations.	High	If projects do not occur as planned, capital expenditure in any year may differ from that forecast and delay may also change the cost of individual projects. The Council will consider the impact of any change as part of the annual budget process and consider the funding implications of any cost changes.	High
	External Funding	Council will continue to receive external funding to top up infrastructure activities.	There is a risk that Council may receive less external funding than the previous LTP period.	High	The Council will assess the availability of funds as part of the budget process and may revise its programme that is set out in the Long-Term Plan. This may include deciding to defer activities or include caveats for projects to proceed only if external funding is pursued and awarded.	High
	Availability of Contractors	It is assumed that contractors and materials will be available to undertaken operations and capital projects agreed in the Long-Term Plan.	There is a risk that resources may not be available to complete budgeted works. This may have an impact on project timeframes and costs.	Moderate	If projects do not occur as planned, expenditure in any year may differ from that forecast and delay may also change the cost of individual projects. The Council will consider the impact of any change as part of the annual budget process and consider the funding implications of any cost changes.	Moderate

Activity Area	Assumption Area	Stated Assumption	Risk	Level of Uncertainty	Potential Impact/Consequence if assumption wrong	Consequence Rating
All	**Availability of Staff**	It is assumed that staff will be able to complete all operations and capital projects agreed in the Long-Term Plan.	There is a risk that staff workloads may be too high, and not all work will be completed.	High	If projects do not occur as planned, expenditure in any year may differ from that forecast and delay may also change the cost of individual projects. The Council will consider the impact of any change as part of the annual budget process and consider the funding implications of any cost changes.	High
	Emissions Trading Scheme	It is assumed that any costs or actions required in regard to the Emissions Trading Scheme are adequately incorporated into the relevant AcMPs and Long-Term Plan.	There is a risk that costs may change and/or targets may not be met.	Low	Any increase or decrease in costs will need to be resourced differently to the planned approach.	Low
	Resource Consents	It is assumed that the conditions of resource consents held by Council will not be changed significantly and that Council will be able to renew and obtain necessary resource consents for its planned projects.	There is a risk that resource consent conditions are changed through review or renewal.	Moderate	Projects will cost more if compliance requirements change or may not proceed as planned if consents are not obtained. Environmental and technological advancements may also require significant upgrades to plant and equipment further increasing costs to Council.	Moderate

11.4.   Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AcMP are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale[7] in accordance with Table 11-3.

Table 11-3: Data Confidence Grading System.

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AcMP is shown in Table 11-4.

Table 11-4: Data Confidence Assessment for Data used in AcMP.

Data	Confidence Assessment	Comment
Demand drivers	B	
Growth projections	C	Minimal investigation or past evidence to determine accuracy of demand projections.
Acquisition forecast	B	
Operation forecast	NA	Included in Maintenance forecast.
Maintenance forecast	B	Forecasts are based on staff judgement and previous expenditure.
Renewal forecast - Asset values	B	Some asset values (unit rates) have been assumed to be similar to roading assets in terms of size and usage, therefore, these may be overestimated.
- Asset useful lives	B	As the activity is new there will be further changes to asset useful lives as more data is captured.
- Condition modelling	NA	
Disposal forecast	NA	No disposals planned for the planning period

The estimated confidence level for and reliability of data used in this AcMP is considered to be B-C.

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[7] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

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11.5.   Improvement Planning

The improvement tasks and actions that have been identified for the Financial Summary Section of the AcMP are listed below in Table 11-5.

Table 11-5: Financial Summary Improvement Actions.

Task No	Task	Description	Priority	Timeline
11.1	Implement a form of budget editing software.	Allow for editing and tracking of budget changes	Medium	2025/26

12. Improvement Plan

There is continuous improvement being made towards better Asset Management and the AcMPs. This section outlines current and future asset management practises and provides the details of future improvements to be made over the next two years. These improvements will increase the confidence level of the Activity Management Plan.

Asset Management in New Zealand has developed over the last 20-years in response to the requirement to justify and improve the level of investment in and management of community focussed infrastructure. Asset Management international standards are considered to be a key driver for change.

The objectives of this improvement plan are:

- Alignment to asset management policy;
- Adherence to government legislation;
- An adequate program to match funding budgeted;
- Prioritisation of improvement; and,
- Achievable program to improvement infrastructure planning overall.

The development of this Plan is based on existing levels of service, the best available most current information and the knowledge of Council Staff. This AcMP will be the subject of annual updating and incremental improvement over time.

12.1. AcMP Compliance Status

Activity Management Plans must comply with the Local Government Act. Asset management guidance is followed in the development of these plans. The guidance includes the International Infrastructure Management Manual (IIMM), Āpōpō Guide and ISO 55000 series of asset management standards.

In 2025, a self-assessment of the AcMP using the asset management maturity assessment matrix produced by the treasury was undertaken. This matrix forms part of the Treasury Investor Confidence Rating system for asset intensive government agencies. The matrix, which is based on the International Infrastructure Management Manual (IIMM), was first produced by Treasury in 2011 and is being continually refreshed. The results of this are shown below in Figure 12-1.
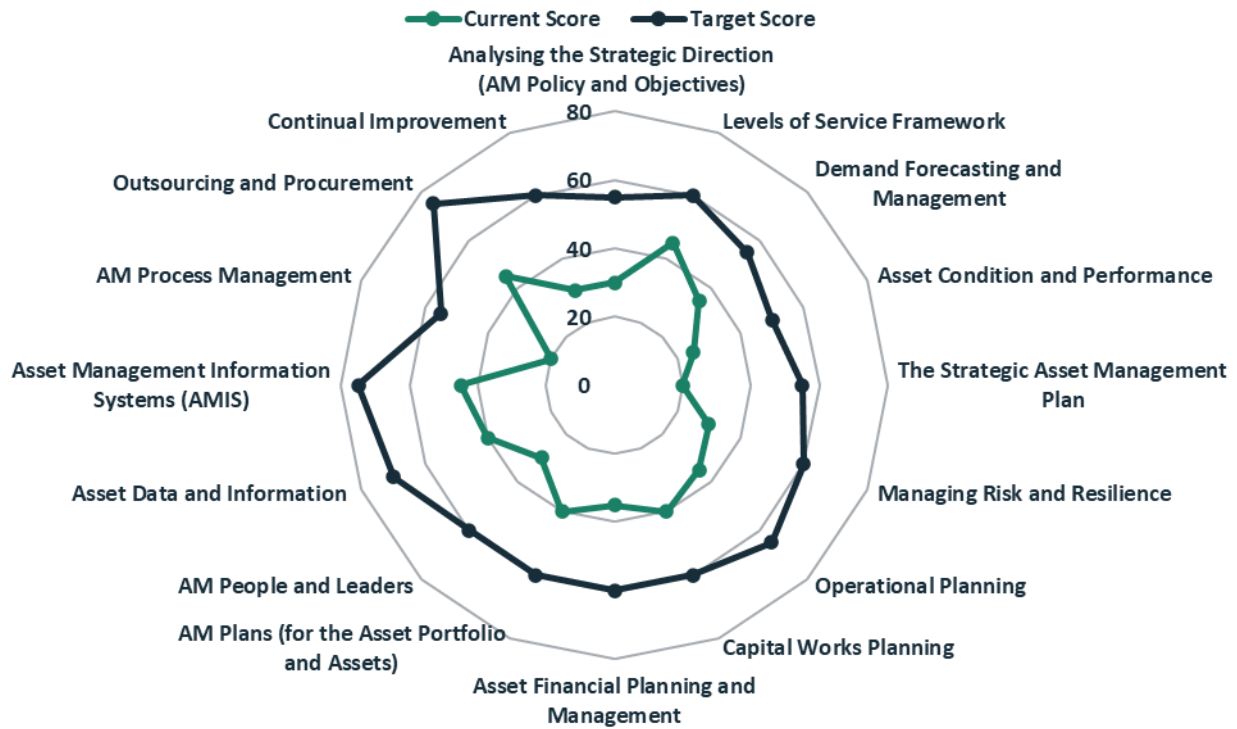
Figure 12-1: West Coast Wilderness Trail Asset Management Maturity Assessment Results.

External reviews have not been undertaken but will be completed once this LTP process is completed. These reviews will help inform our improvement plan for the next activity management plans. Council will continue to aim to achieve a 'core' level of asset management maturity (rating 41-60) during this LTP.

12.2. Improvement Programme

This AcMP has been prepared using the information contained in the 2021 Asset Management Plans for Wilderness Trail, 2024 asset valuation and knowledge of current asset management practices. Throughout this AcMP a number of specific actions to improve the way in which Council identifies and manages assets were identified for the Wilderness Trail Activity. These actions have been summarised below in Table 12-1

Table 12-1: Improvement Plan

AcMP Section	Task No	Task	Rationale & Actions	Priority	Timeline	Responsibility
Section 4: Management & Organisational Structure	4.1	Update Procurement Strategy	Joint Procurement Strategy with Grey and Buller which has the potential to create cost savings through joint procurement.	High	2025/26	DA
Section 6: Growth and Demand	6.1	Development Contributions Policy	Allow Council to charge for growth to provide further fundings for schemes.	High	2026/27	AM
	6.2	Demand Management Plan	To include trigger points for further investment.	Medium	2027/28	AM
Section 7: Lifecycle Management	7.1	Renewal Profiling	Account for criticality and condition in renewal profiling.	High	Ongoing	AM
	7.2	Contract Management through AMIS	Enable tracking of maintenance expenditure and provide better oversight over contracts.	Medium	2026/27	AM
	7.3	Performance Monitoring	Monitor performance of supplies and assets to identify service deficiencies and prioritisation of renewals.	Medium	Ongoing	AM / Operations
	7.4	Asset Valuation Improvements	The new AMIS allows further automation of the Valuation module and more flexibility assigning unit rates and base lives.	High	2025/26	AM
	7.5	Asset Criticality	Defining the asset criticality within the AMIS so it is automatically updated	Medium	2026/27	AM
Section 8: Infrastructure Sustainability	8.1	Develop Climate Change Policy	Allow Council to determine the focus on investment actions to help mitigate the effects of climate change.	High	2027/28	GM DA
	8.2	Develop Climate Change Strategy		High	2027/28	GM DA
	8.3	Natural Hazard & Climate Change assessment	Use Hazard overlays from TTPP to determine risk to assets	Medium	2027/28	AM
Section 9: Risk Management	9.1	Lifelines Response Plan	A set of procedures that help Council maintain services during emergencies.	High	2027/28	DA / EMO

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AcMP Section	Task No	Task	Rationale & Actions	Priority	Timeline	Responsibility
	9.2	Risk Management Strategy	Develop comprehensive risk plan which details actions, treatment costs and prioritisation from the risk assessment.	High	2027/28	AM
Section 10: Asset Management Process & Practices	10.1	Continuous Data Improvement	Develop and maintain improvement programme to update asset data	High	2025/26	AM
	10.2	Implementation of ArcGIS	Allow for spatial planning and analysis	Medium	2025/26	AM / IT
Section 11: Financial Summary	11.1	Implement a form of budget editing software.	Allow for editing and tracking of budget changes	Medium	2025/26	AM / Finance

12.3. Funding Asset Management Improvements

The improvements identified in the Section relate to practises and processes used within Council. While many improvements will occur through improvements to the delivery of services, for example improved data collection within maintenance contracts, others are specific to asset management.

The Wilderness Trail AcMP is mainly implemented through projects. These projects have been gathered during the plans development and approved from 1 July 2025.

12.4. AcMP Review and Monitoring

This AcMP will continue to be developed over time to incorporate further advanced asset management technique, make use of improved data collection and management systems, respond to legislative and policy changes and address evolving issues.

This Plan will be reviewed periodically as circumstances change and will be comprehensive review at three-year intervals in line with the Long-Term Plan.