

# West Coast Councils Transport Programme Business Case

Regional Transport Committee – 9 December 2020



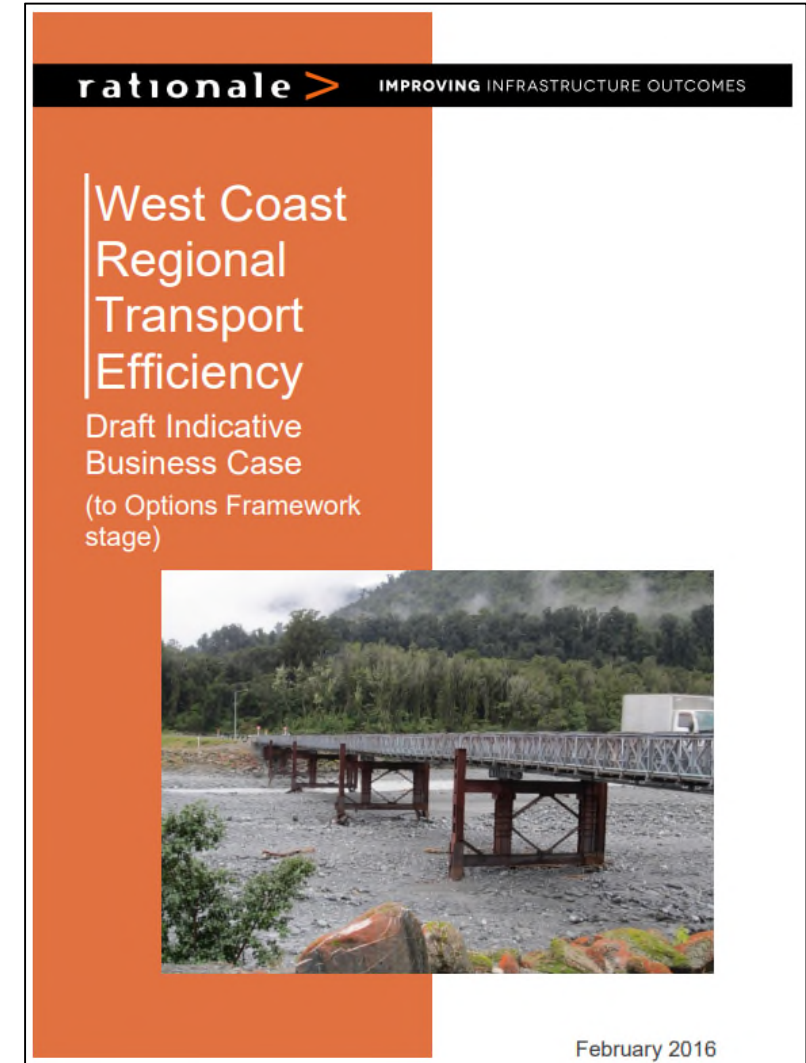
# Purpose

## West Coast Transport Investment Programme

1. Where have we come from? Provide confidence in the investment programme.
2. Where are we now?
3. Where are we going?

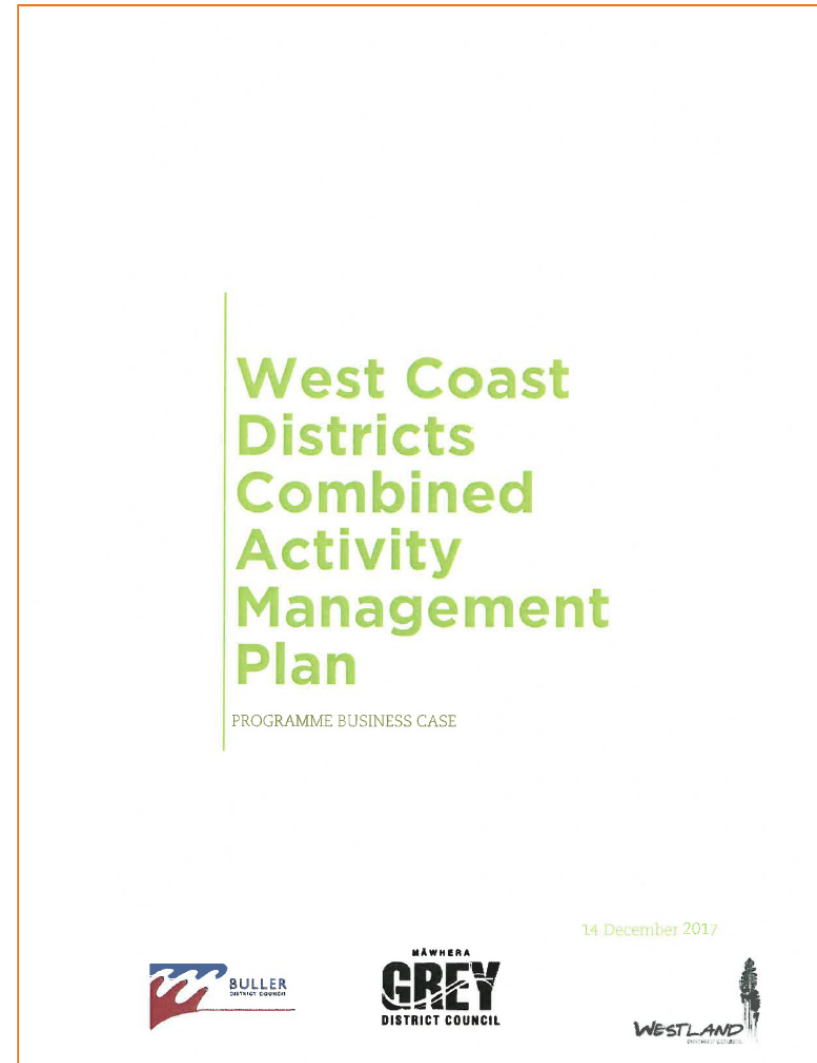
# How we got here: 2016 Indicative Business Case

- REG Collaboration (2014)
- Private/DIA Driven S17A
  - Regional Planning
  - Regional Transport
- Increased collaboration to optimise value for money



# How we got here: 2017 Combined Transport AMP

- Asset Management collaboration
- Objectives
  - Improve investor confidence
  - Deliver now, with an eye to the future
  - Right people and resources deliver
  - Delivering efficiently, doing the 'right thing'



# How we got here: 2017 Combined Transport AMP

## West Coast Combined Roding Activity Management Plan: Strategic Options






	Strategic options				
	Option 1 Business as usual	Option 2 Preparation for change	Option 3 Enhanced Programme - Network resilience	Option 4 Enhanced Programme - Economic Develop	Option 5 Enhanced Programme - High investment
<b>Asset management approach:</b>	Continue with the current approach with activities largely unchanged	Continue current maintenance and renewals activities. Improve asset information and demand forecasting. Prepare for step change in performance through business case development Commencement of low risk improvements	Supplement current maintenance and renewals with upgrade of critical infrastructure that is vulnerable to natural events.	Supplement current maintenance and renewals activities with investment targeting key industry routes. Resilience work confined to these routes	High investment (Option 3 plus option 4)
<b>Outcomes overview:</b>	No change – problems continue / worsen with growth and events	This option seeks improved activity management through improved monitoring of asset against customer and technical outcomes, and improved programming.  The option also includes development of business cases for resilience and industry route upgrades. The option excludes significant changes in infrastructure investment over the next 3 years.	This option is an extension of option 2. It seek to address resilience issues in the network through investment in infrastructure improvements	This option is also an extension of option 2. It contains elements of option 3 where resilience improvements will improve certainty on key routes for industries (including tourism). It also seeks to expand capacity on the network where constraints are impacting on accessibility and travel time reliability.	This option combines options 3 and 4 by seeking to deliver a transport system that will address overall network resilience and provide the desired improvements to key industry routes.
<b>Proposed Impacts on ONRC Outcomes:</b>					
 <b>Safety</b> Customer Outcome Performance Measures Provides lead KPIs for Objective 3 "A safe transport network increasingly free of death and serious injury".	No immediate change in safety outcomes or measures. However, possible deterioration of safety outcomes as traffic volumes increase on some routes over time.	Improvement in safety in the 2018/19-2020/21 period as consequence of education and engineering review. Collection of data for measurement of technical performance measures and resolution of high priority safety hazards.	No immediate change in safety outcomes, but gradual improvements over time as hazards are addressed. Collection of data for measurement of technical performance measures and resolution of high priority safety hazards.	Improvement of safety outcomes on tourism and industry routes over the 2018/19-2020/21 period as consequence of education and engineering review. Collection of data for measurement of technical performance measures and resolution of high priority safety hazards. Improvement of safety outcomes on tourism and industry routes.	Improvement in safety in the 2018/19-2020/21 period as consequence of education and engineering review sought by the Economic Development Action Plan.  Collection of data for measurement of technical performance measures and resolution of high priority safety hazards. Improvement of safety outcomes on tourism and visitor routes.
 <b>Resilience</b> Customer Outcome Performance Measures Provides lead KPIs for objective 1 "A robust, resilient and responsive transport network that can withstand, or react quickly to, the impact of natural events to provide greater economic certainty and social well-being for the West Coast."	Continued deterioration of resilience of critical assets. No data collected to measure performance against ONRC outcomes and technical measures. Ongoing collection of information on critical assets.	No deterioration of resilience in short term. Network resilience measured. Lower cost solutions to resilience issues addressed in short term through minor works programme.	Marked improvement in network resilience Network resilience measured. Step change in critical asset quality across the network in response to technical assessment of assets.	Marked improvement of network resilience on tourism and industry routes. Network resilience measured. Resilience issues of key infrastructure on visitor and industry routes addressed.	Marked improvement of resilience across the network. Network resilience measured. Step change in critical asset quality across the network in response to technical assessment of assets.
 <b>Amenity</b> Customer Outcome Performance Measures	No change in amenity outcomes. No measurement of the condition of unsealed roads	Small scale improvements to road smoothness as result of improved monitoring and programming of maintenance and renewals. Ability developed to measure performance on unsealed, as well as sealed, roads.	No change in amenity outcomes	Improved road smoothness (sealed and unsealed roads) on visitor and industry routes.	Improved road smoothness across the sealed and unsealed network.
 <b>Accessibility</b> Customer Outcome Performance Measures Provides lead KPIs for objective 2 "An effective and efficient land transport network that enhances economic well-being, growth and productivity in the West Coast and beyond."	Possible deterioration in accessibility outcomes, particularly as bridges have weight restrictions applied.	Small scale improvements to accessibility as result of minor works programme. Ability developed to monitor accessibility outcomes.	Improvement in accessibility outcomes Ability developed to monitor accessibility outcomes. Some improvement in accessibility outcomes as some bridges with weight restrictions are replaced or improved.	Marked improvement in accessibility on visitor and industry routes. Ability developed to monitor accessibility outcomes. Constraints on the use of roads by visitor and industry vehicles are addressed. Good integration with state highways to improve redundancy of visitor and industry routes.	Marked improvement in accessibility across the network. Ability developed to monitor accessibility outcomes. Constraints on the use of all roads are addressed. Good integration with state highways to improve redundancy of routes.
 <b>Travel Time Reliability</b> Customer Outcome Performance Measures	No immediate change in travel time reliability.	No immediate change in travel time reliability, Travel time reliability measured.	No immediate change in travel time reliability outcomes.	No immediate change in travel time reliability outcomes. Travel time reliability measured. No immediate change in travel time reliability outcomes.	No immediate change in travel time reliability. Travel time reliability measured. Increased capacity and improved management of road network results in high levels of traffic time reliability across the network.

Table 2: Programme Options – Impacts on ONRC Outcomes

## West Coast Districts Combined Activity Management Plan

PROGRAMME BUSINESS CASE

14 December 2017

# How we got here: 2019 Establishment Report



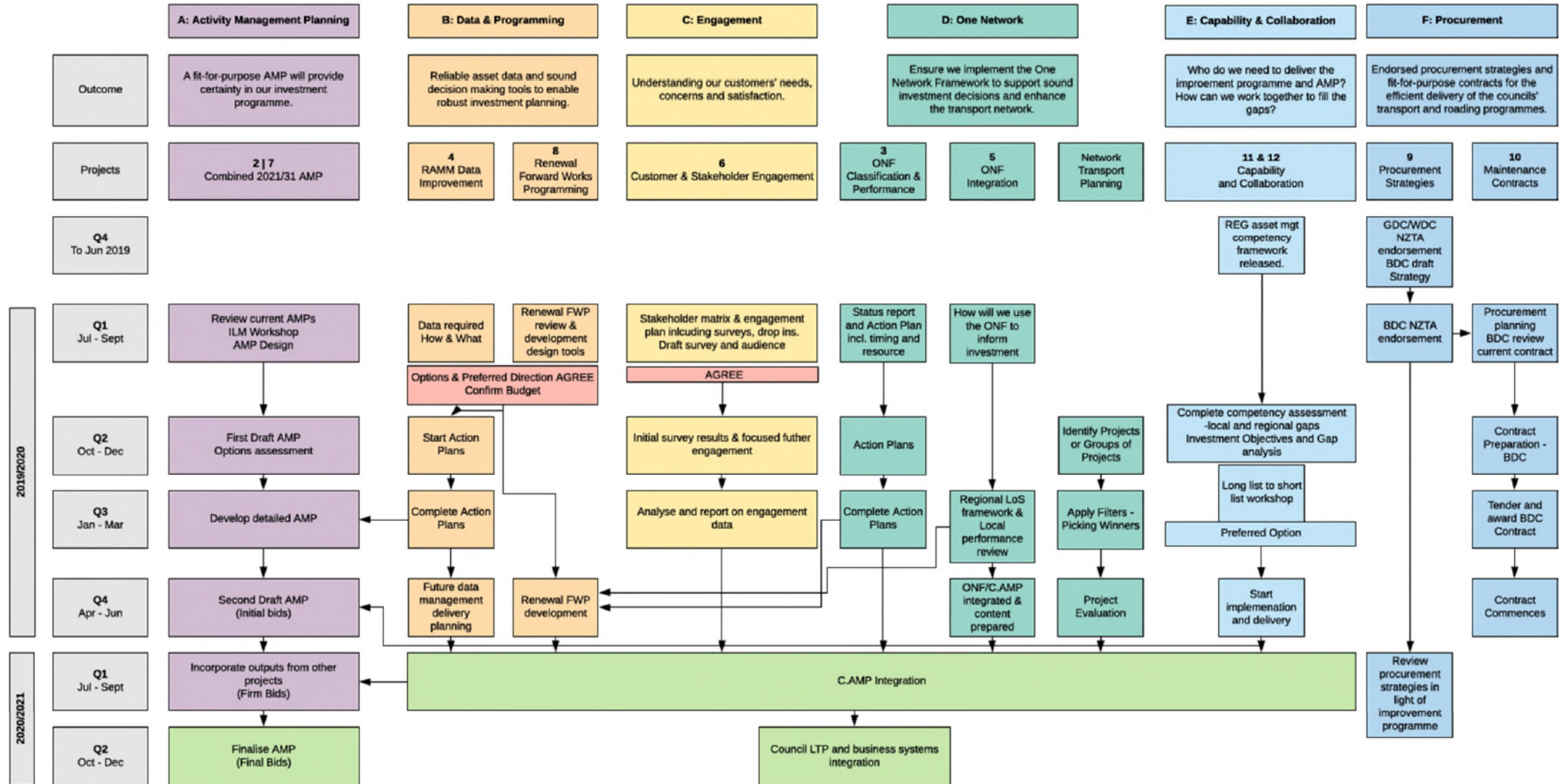
- “Preparing for Change”

West Coast Councils  
Combined Activity Management Plan:  
Preparing for Change  
Improvement Programme

Establishment Report  
October 2019



# How we got here: 2019 Establishment Report



# How we got here: 2019 Establishment Report

West Coast Transport Improvement Group						
GOVERNANCE Hold to account	BULLER DISTRICT COUNCIL Mike Duff – Assets & Infrastructure Group Manager	GREY DISTRICT COUNCIL Mel Sutherland – Assets Management & Engineering Manager	WESTLAND DISTRICT COUNCIL Dave Inwood – Group Manager District Assets	NZTA Mark Weeds - Principal Investment Advisor, Central South Island	RATIONALE Edward Guy - Project Director	
	Programme Manager Gene Ollerenshaw - Rationale					
PROGRAMME CONTROL GROUP - WORKSTREAMS AND LEADERS	A. ACTIVITY MANAGEMENT PLANNING Transport Managers	B. DATA & PROGRAMMING Andrew Kaye (GDC)	C. ENGAGEMENT Transport Managers	D. ONE NETWORK Karl Jackson (WDC)	E. CAPABILITY & COLLABORATION Mel Sutherland (GDC)	F. PROCUREMENT Samuel Murphy (BDC)
PROJECTS	7. Combined 2021/31 Activity Management Plan <i>Incorporating</i> 2. Local line of Sight	4. RAMM data Improvements  8. Renewal Forward Works Programming	6. Customer & Stakeholder Engagement	3. ONF integration  5. ON Classification, Performance Measure Data Collection & Reporting  NEW. Combined Transport Network Plan	12. Capability Plan and 11. Regional collaboration	9. Procurement Strategies  10. Maintenance contracts
PRIMARY DELIVERY RESOURCES	RATIONALE	BECA (Rationale support)	RATIONALE & LOCAL COUNCIL COMMUNICATIONS	RATIONALE AND BECA	RATIONALE	COUNCILS (Rationale support as <u>read</u> )



## How we got here: 2019 Establishment Report

# Transport PBC and AMP Integration

PART A	<p><b>COMBINED PROGRAMME BUSINESS CASE</b></p> <p>The Strategic Case          Developing the Programme (Economic Case)          Delivering &amp; Monitoring the Programme          (Commercial, Financial and Management Cases)</p>	<p><b>Purpose - Demonstrating Value for Money Investment Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Meet Waka Kotahi BCA requirements &amp; confidence</li> <li>2. Integrated</li> <li>3. Evidence-Based</li> <li>4. Transparent</li> </ol>
PART B	<p><b>INTEGRATED APPROACH TO ASSET MANAGEMENT</b></p> <p>(combined input)</p>	<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Compliance (IIMM / ISO 55001)</li> <li>2. Integrated</li> <li>3. Inputs / Outputs</li> <li>4. Evidence</li> </ol>
PART C	<p><b>DISTRICT / TLA LEVEL INPUT</b></p> <p>(individual TLA input)</p>	<p><b>Purpose:</b></p> <ol style="list-style-type: none"> <li>1. Accountability</li> <li>2. To enable individual TLA Reporting</li> </ol>
PART D	<p><b>APPENDICES</b></p> <p>Detailed data and information</p>	<p><b>Purpose:</b></p> <p>Supporting Information to Parts A, B &amp; C</p>

# Data and evidence



DISTRICT AND  
REGIONAL ISSUES



STAKEHOLDER  
WORKSHOPS



COMMUNITY SURVEY



DATA AND EVIDENCE  
ROADS + STRUCTURES

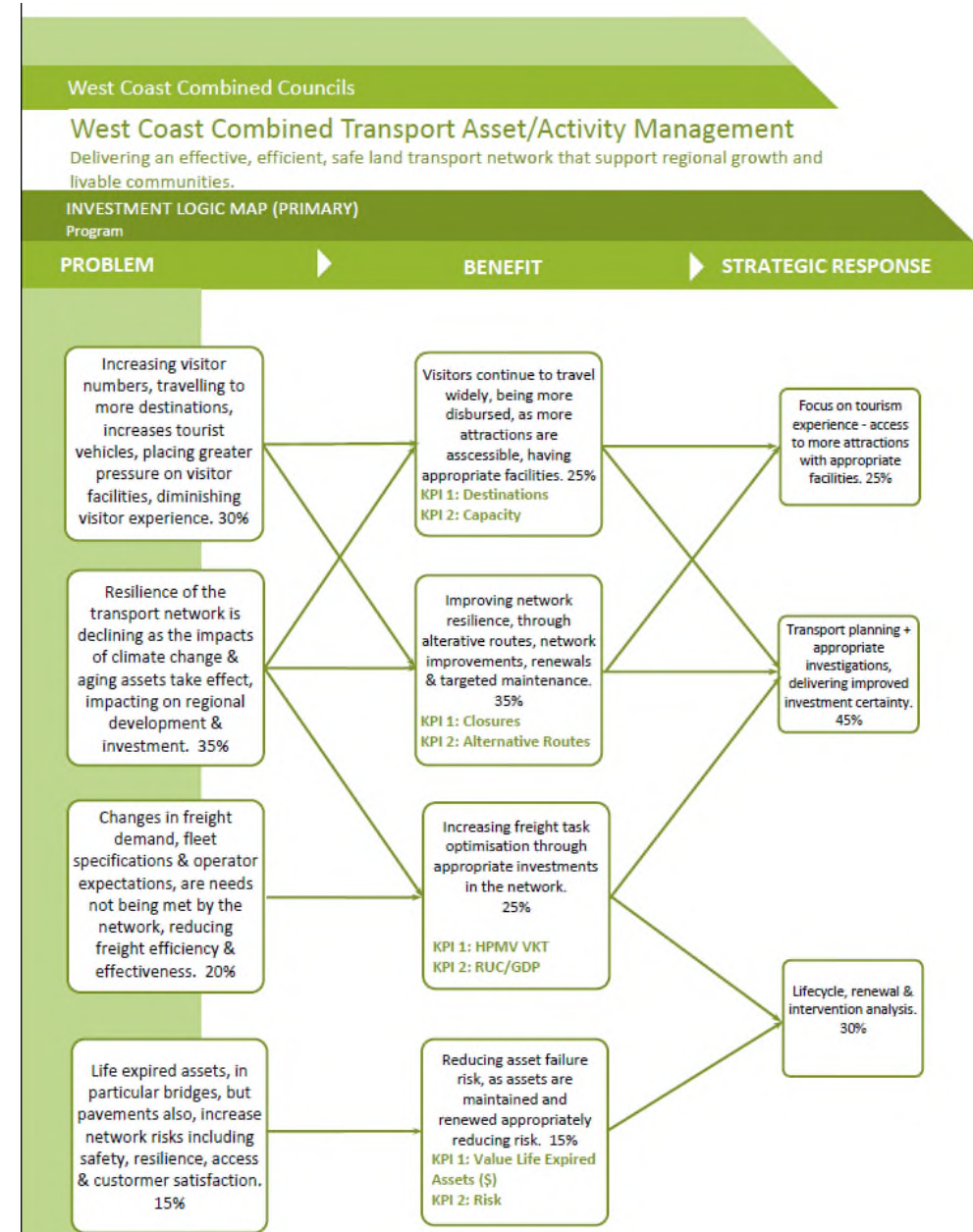
# Data and evidence



DISTRICT AND REGIONAL ISSUES

Investment objectives:

1. Network resilience (35%)
2. Tourism accessibility and facilities (30%)
3. Freight task optimisation (20%)
4. Asset condition and renewals (15%)



# Data and evidence



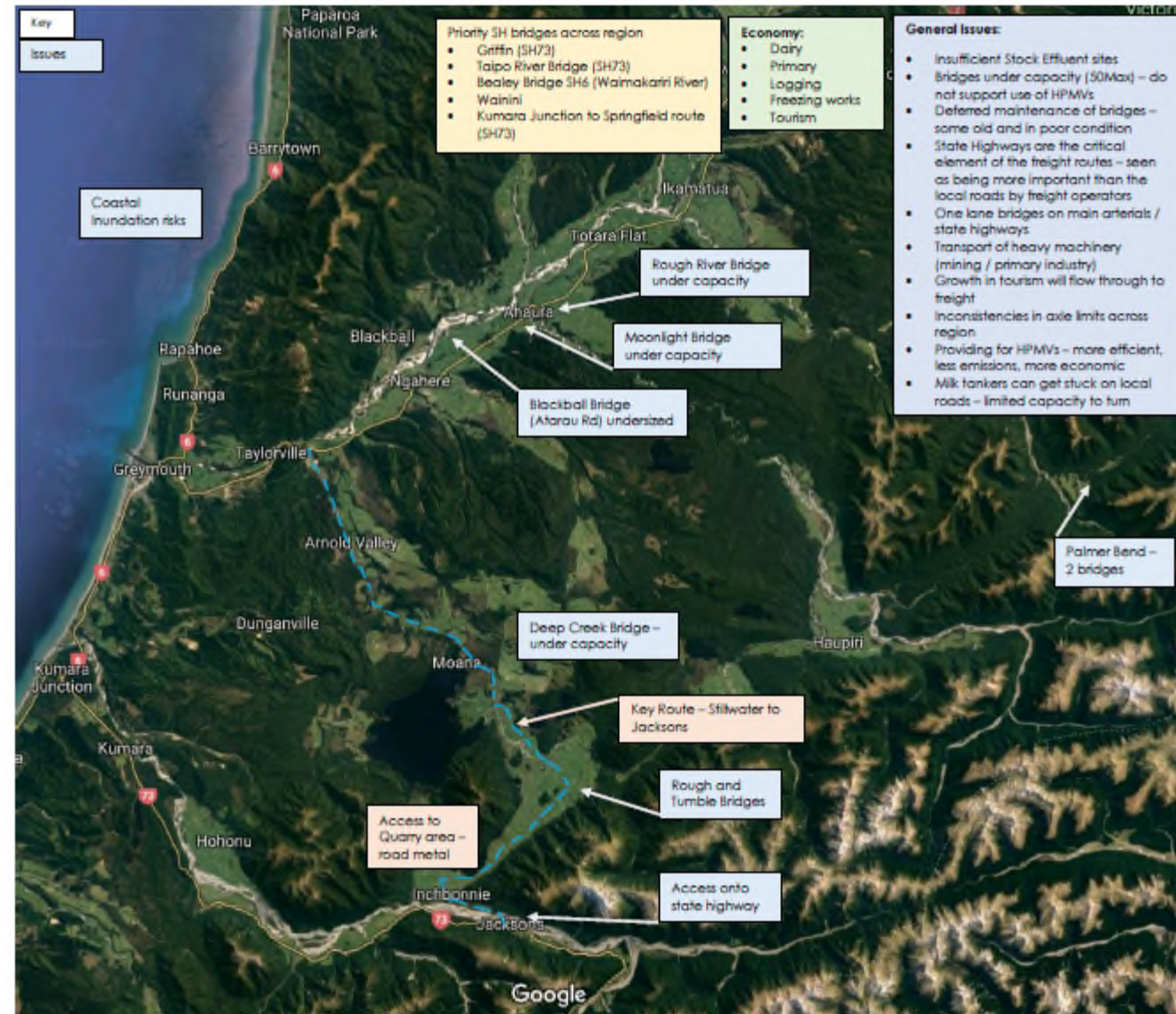
14 October 2019

3 Workstreams

1. Resilience
2. Tourism
3. Freight

STAKEHOLDER  
WORKSHOPS

Freight Issues Map – Grey area



# Data and evidence



COMMUNITY SURVEY

WESTLAND DISTRICT COUNCIL

MĀWHERA GREY DISTRICT COUNCIL  
*Heart of the West Coast*

BULLER DISTRICT COUNCIL  
*Te Kaunihera O Kawatiri*

## West Coast Roding Survey

30 October - 16 December 2019

316 total responses

**rationale** >

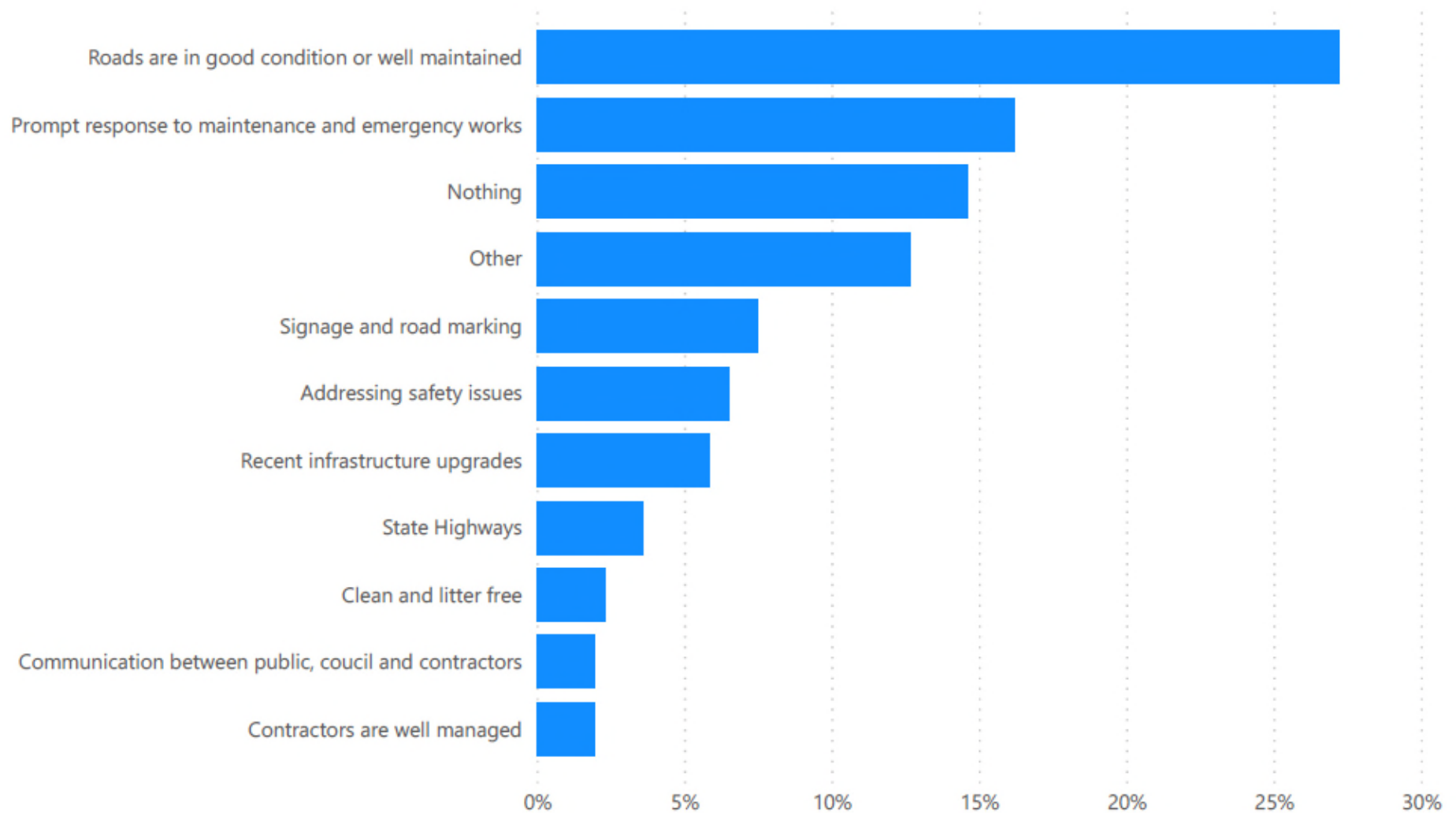
A banner for the West Coast Roding Survey. The background is a scenic landscape with a road, a wooden shed, and mountains. The banner includes logos for Westland, Māwhera Grey, and Buller District Councils. The text reads "West Coast Roding Survey" and "30 October - 16 December 2019". Below the text, it says "316 total responses". In the bottom right corner, there is a black box with the word "rationale" in white and an orange arrow pointing right.

# Data and evidence



COMMUNITY SURVEY

Q8. What do you think works well in the West Coast and Buller's Council roading network?

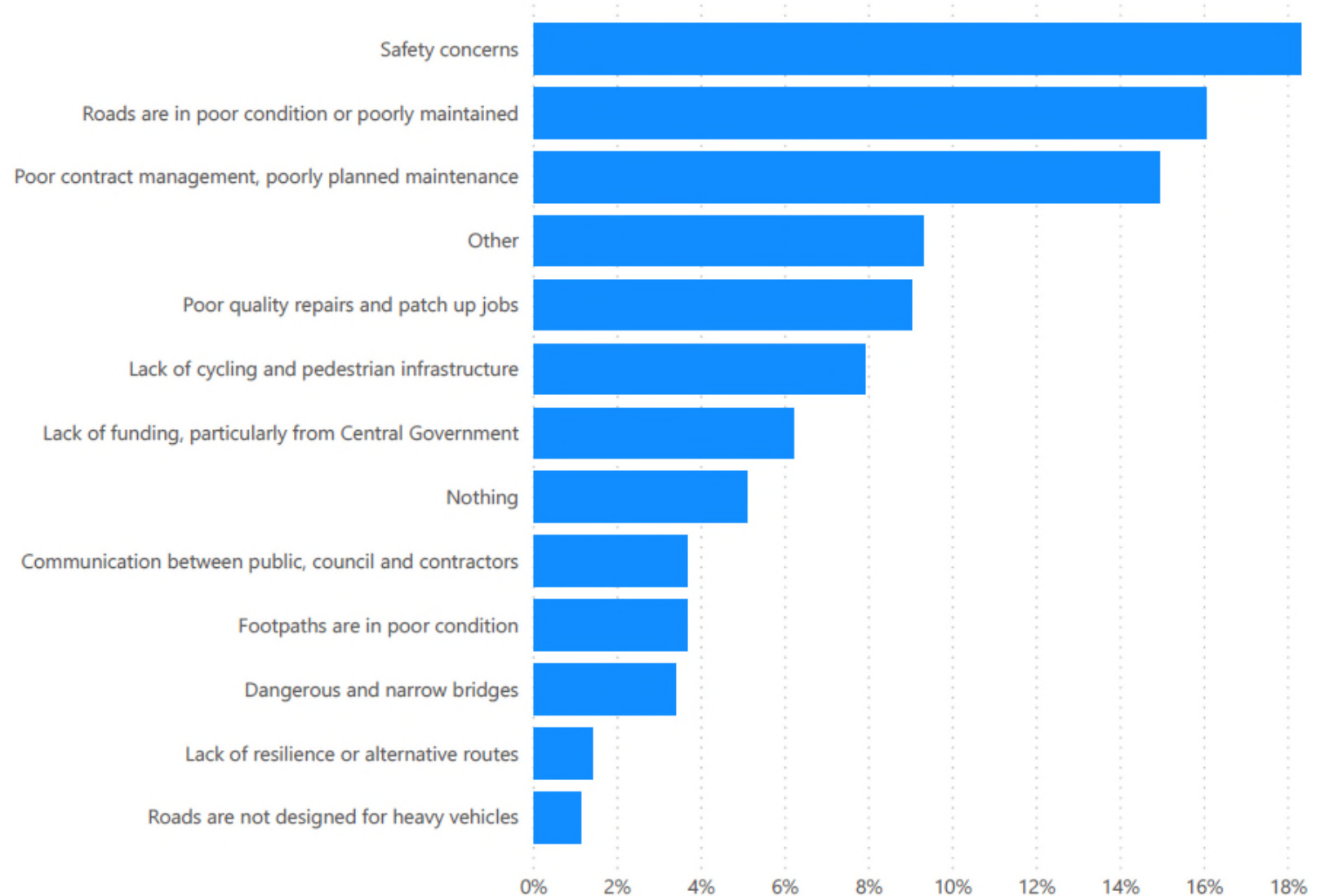


# Data and evidence



## COMMUNITY SURVEY

Q9. What do you feel doesn't work well in the West Coast's and Buller's Council roading



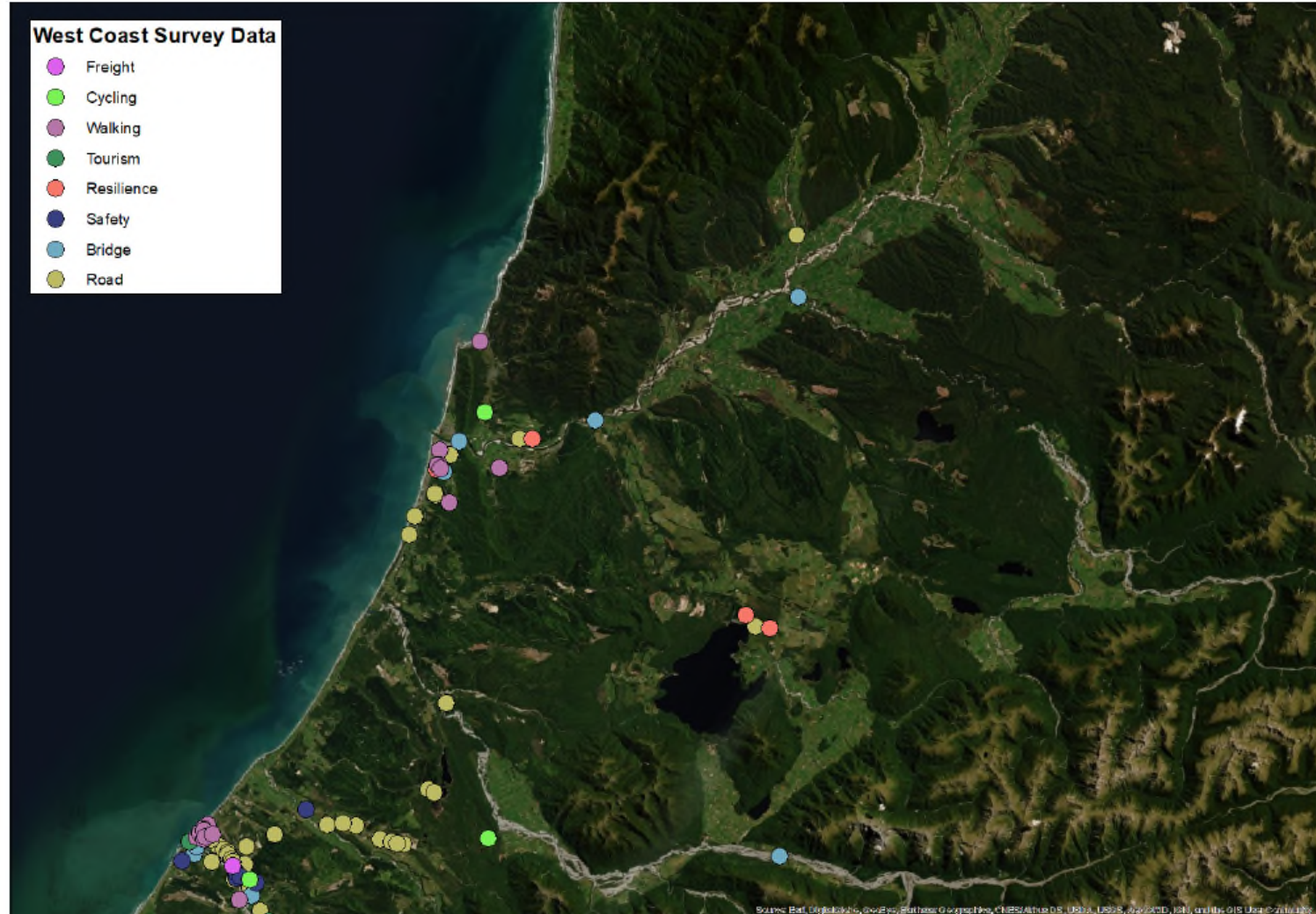
# Data and evidence



COMMUNITY SURVEY

Q7. Are there any specific roads/bridges/footpaths or areas you think should be prioritised? (Grey)

To access an interactive map showing more detail please follow this link: <https://arcg.is/Da594>





# Data and evidence



DATA AND EVIDENCE  
ROADS + STRUCTURES

1. Rooding Network - Beca
2. Bridges – WSP
3. Capital Project Investigations -  
Rationale

# COVID-19 Impact

**Reliance on tourism makes the West Coast particularly vulnerable:**

Visitor numbers were expected to exceed 1.1m in 2021.

Overseas visitors make up nearly 700,000 (64%) which has completely stopped and is not expected to return for 18 months.

Domestic visitors are expected to grow, but actual numbers and the duration and timing of visits is unknown.

Arataki v2 forecasts the second largest immediate decline in job growth across 2020/21 after Otago.

**Investment objectives were updated during the PBC development to reflect these changes.**

# Arataki

## Waka Kotahi's Strategic Direction 2021-31



**SIGNIFICANCE OF STEP CHANGE TO REGION** 2021-31

## REGION STEP CHANGES

### SIGNIFICANTLY REDUCE HARMS

The West Coast has relatively low levels of DSIs, although it has the highest level per capita.<sup>47</sup>

### TACKLE CLIMATE CHANGE

The region's infrastructure and coastal roads are especially vulnerable to coastal erosion, extreme weather and flooding. Reliance on tourism and freight distribution means the availability of these networks will continue to be critical to economic stability in the region and as part of the recovery.

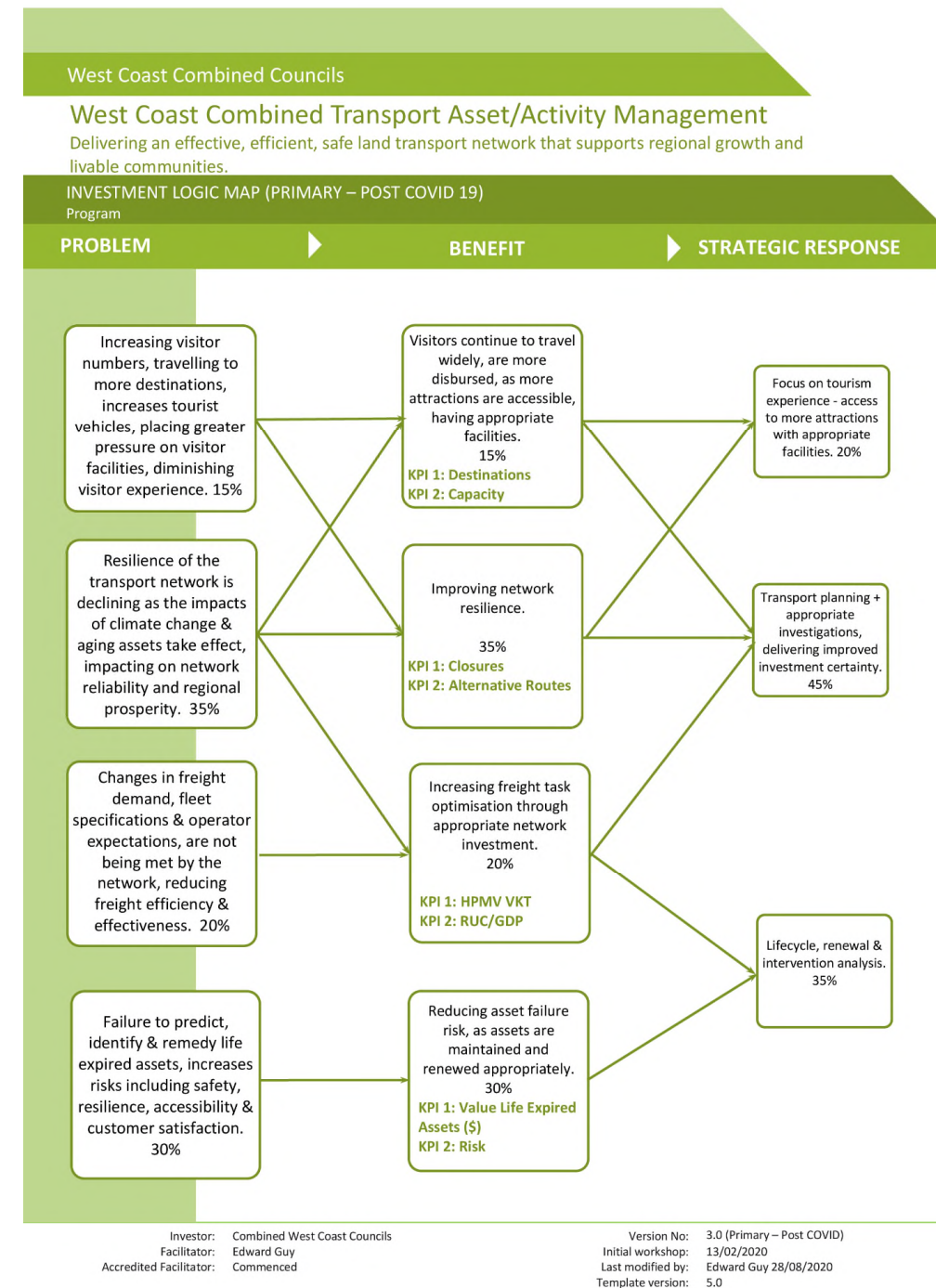
### SUPPORT REGIONAL DEVELOPMENT

The region's productivity is the sixth-lowest in the country, and the resident population is forecast to decrease over the next 30 years. The region's reliance on tourism will be heavily impacted by border closures.

# Combined Investment Logic Map

Investment objectives:

1. Network resilience (35%)
2. Asset condition and renewals (30%)
3. Freight task optimisation (20%)
4. Tourism accessibility and facilities (15%)



# Identifying and Assessing Capital Investment Options

Initial Prioritisation			GPS										INVESTMENT DECISION MAKING FRAMEWORK (IDMF) - ENDURING OUTCOMES		IDMF EVALUATION				
SPATIAL			STRATEGIC CONTEXT										INVESTMENT DECISION MAKING FRAMEWORK (IDMF) - ENDURING OUTCOMES		IDMF EVALUATION				
LOCATION	ROUTE	JOURNEY	SAFETY	ACCESS	ENVIRONMENT	VALUE FOR MONEY	IMPROVE LEGAL FORM	TRANSFORM LEGAL MOBILITY	DEMAND-SENSITIVE MOBILITY	FASTER CLIMATE CHANGE	SUPPORT REGIONAL DEVELOPMENT	INCLUSIVE ACCESS	ECONOMIC PROSPERITY	RESILIENCE & SECURITY	HEALTHY & SAFE PEOPLE	ENVIRONMENTAL SUSTAINABILITY	Score	Rank	
SPATIAL BASED AREAS			GPS										INVESTMENT DECISION MAKING FRAMEWORK (IDMF) - ENDURING OUTCOMES		IDMF EVALUATION				
ROUTE	JOURNEY	ISSUE	SAFETY	ACCESS	ENVIRONMENT	VALUE FOR MONEY	IMPROVE LEGAL FORM	TRANSFORM LEGAL MOBILITY	DEMAND-SENSITIVE MOBILITY	FASTER CLIMATE CHANGE	SUPPORT REGIONAL DEVELOPMENT	INCLUSIVE ACCESS	ECONOMIC PROSPERITY	RESILIENCE & SECURITY	HEALTHY & SAFE PEOPLE	ENVIRONMENTAL SUSTAINABILITY	Score	Rank	
<b>WESTPORT TO GREYMOOUTH</b>																			
Extending from southern urban limits of Westport to northern urban limits of Greymouth and east to the West Coast region boundary.  SHE travels the west coast through from Westport to Greymouth with no alternative route.	Waiata	Tourism and Gold Mining opportunity	Low	Medium	Nil	Medium	Medium	Nil	Low	Nil	Medium	37.0	Neutral Impact	Slight Impact (low)	Neutral Impact	Neutral Impact	Neutral Impact	53.3	60
	Charleston to Westport Cycleway	Key access points: Pular Bridge, Carter Road, Tawhanga Bay, Charleston	Infrastructure to support access to the proposed Charleston Cycleway - road access / car parks	Medium	High	Low	High	Medium	Medium	Low	Medium	66.7	Slight Impact (low)	Moderate Impact (low)	Slight Impact (low)	Slight Impact (low)	Slight Impact (low)	70.0	80
	Access to Pukekohe (Pukekohe Rocks)	RIP Funding, Carpark area and access to Pukekohe Rocks	Other supporting infrastructure required? (road access from SH2)	Low	High	Nil	Medium	Low	Nil	Low	High	40.7	Neutral Impact	Moderate Impact (low)	Neutral Impact	Slight Impact (low)	Neutral Impact	60.0	80
	Access to Paparoa Great Walk / Pike 2B (Pukekohe)	Infrastructure to support access to Paparoa Great Walk / Pike 2B (Pukekohe) (road access from SH2)	Low	High	Nil	Medium	Low	Nil	Low	Nil	High	40.7	Neutral Impact	Moderate Impact (low)	Neutral Impact	Slight Impact (low)	Neutral Impact	60.0	80
	Point Elizabeth walkway	Infrastructure to support Point Elizabeth walkway - are the park facilities suitable?	Medium	High	Low	High	Medium	Medium	Medium	Low	Medium	66.7	Neutral Impact	Slight Impact (low)	Neutral Impact	Slight Impact (low)	Slight Impact (low)	60.0	80
	Greymouth to Runanga	Options for extension? Approx. 20km	Medium	High	Low	Medium	Medium	Medium	Medium	Low	Medium	63.0	Slight Impact (low)	Slight Impact (low)	Neutral Impact	Slight Impact (low)	Slight Impact (low)	63.3	80
<b>GREY ON-LAND ROUTES</b>																			
SH2 Westport to to Renata	Taylorville Blackball & Araro Roads	New alternative route to SH2 and primary over-dimension route	Medium	High	Nil	High	High	Nil	Medium	Nil	High	59.3	Moderate Impact (low)	Large Impact (low)	Large Impact (low)	Moderate Impact (low)	Neutral Impact	83.3	80
	Rough River Bridge	SH20 overbridge with Butler, currently out for economic evaluation. Improvements included in the ITP and RCTP have applied for RIP investment.	Low	Medium	Nil	Medium	Medium	Nil	Low	Nil	High	40.7	Slight Impact (low)	Moderate Impact (low)	Moderate Impact (low)	Slight Impact (low)	Neutral Impact	70.0	90
	Moonlight Creek Bridge	SH20 overbridge with Butler, currently out for economic evaluation. Improvements included in the ITP and RCTP have applied for RIP investment.	Low	Medium	Nil	Medium	Medium	Nil	Low	Nil	High	40.7	Slight Impact (low)	Moderate Impact (low)	Moderate Impact (low)	Slight Impact (low)	Neutral Impact		
	Blackball Creek Bridge	Single lane SH2 for SH20 but as limits due to span - could be strengthened.	Low	Medium	Nil	Medium	Medium	Nil	Low	Nil	High	40.7	Slight Impact (low)	Moderate Impact (low)	Moderate Impact (low)	Slight Impact (low)	Neutral Impact		

105 projects identified through:

- Council staff
- Stakeholder workshops
- Community survey

Summary Description	
<b>Activity Name</b>	Given name and identifier for activity. Please note that this should align with the Transport Investment Online naming convention.
<b>Problem/opportunity statement</b>	Problem/opportunity statement as defined by the business case
<b>Benefits</b>	What is the primary benefit of addressing this problem/opportunity (from the benefits framework)?
<b>Investment Objective</b>	The intended outcomes or goals of an investment – what the investment is aiming to achieve.
<b>How project gives effect to GPS</b>	GPS Priorities are considered within the Transport Outcomes section below.
<b>Do Minimum</b>	Define Base Case for comparison






Longlist assessed using Waka Kotahi's Investment Decisions Making Framework (IDMF) tools.

Five projects/packages identified for each council to bring forward to the improvement programme.

Intervention type/s (sourced from intervention hierarchy. To be added / deleted as appropriate)	Do Minimum	Intervention hierarchy			
		Integrated Planning	Manage Demand	Best Use of Existing System	New Infrastructure
Long-list options	(Example ratings)	Option / Alternative 1	Option / Alternative 2	Option / Alternative 3	Option / Alternative 4
Investment Objective and relevant Transport Outcome					
Healthy and safe people	Moderate (-ve)				
Resilience and security	Neutral				
Economic prosperity	Slight (-ve)				
Environmental sustainability	Slight (+ve)				
Inclusive access	Slight (-ve)				
Critical Success Factors: Practical considerations that will dictate whether the option / alternative can be successfully implemented. Project-specific rows can be added if other considerations are relevant.					
Achievability/ Feasibility (Programme Business Case only)	Slight (+ve)				

Reference	Question	Section	Questions	Why	Maturity Levels					Agencies to complete these four questions (A to C)				
					Basic	Core	Intermediate	Advanced	Current score	Appropriate target	Reason for scores	Evidence to support score	Improvement actions planned or underway	
					0-20	21-40	41-60	61-80	81-100					
<b>Understanding and Defining Requirements</b>														
IIMM 2.1	1	AM Policy and Strategy	To what extent has your organisation's AM system (including AM Policy and Strategy) been articulated, approved, communicated and acted on?  How consistent is the asset management policy and strategy with current government policies?	The asset management system is the co-ordinated set of activities that are undertaken to deliver the organisation's AM objectives. Plans and processes relating to the AM system must be clearly aligned from the strategic plan through to the detailed work programmes and procedures. The AM Policy supports an organisation's strategic objectives. It articulates the principles, requirements and responsibilities for asset management (AM). The AM Policy and Strategy may be incorporated into the AM Plan.	The organisation is aware of the benefits of asset management.	Corporate expectations are expressed in relation to the development of AM Plans and AM objectives.	AM Policy, Strategy and Objectives are developed, and are aligned to corporate goals and the strategic context.	AM System scope is defined and documented. Strategic context (internal, external, customer, environment) is analysed and implications for AM system documented in the AMP / AM Strategy.	AM Policy and Strategy is fully integrated into the organisation's business processes and subject to defined audit, review and updating procedures.	30	70	No formal asset <u>gap</u> policy in place – developing as a regional approach strategic context considered	2015/16 AMPS Confirmation with councils that there are no formal policies in place	Regional Asset <u>Mat</u> . Policy to be developed
IIMM 2.2	2	Levels of Service and Performance Management	How does your organisation determine what is the appropriate level of service for its customers and then ensure that asset performance is appropriate to those service levels?	Levels of service are the cornerstone of asset management and provide the platform for all lifecycle decision making. Levels of service are the outputs a customer receives from the organisation, not the performance measures. One of the first steps in developing asset management plans or processes is to find out what levels of service customers are prepared to pay for, then understand asset performance and capability to deliver those requirements.	The organisation recognises the benefits of defining levels of service but they are not yet documented or quantified.	Basic levels of service have been defined and agreed, along with the contribution of asset performance to the organisation's objectives. Customer Groups have been defined and requirements understood.	Levels of service and appropriate performance measures are in place covering a range of service attributes. There is annual reporting against targets. Customer Group needs analysed. Level of service and cost relationship understood.	Customers are consulted on significant service levels and options.	Customer communications plan in place. Customer levels of service and technical (i.e. asset performance) levels of service are an integral part of decision making and business planning.	45	75	LOS defined and reported against (varying measures and targets across the district) Mandatory measures reported on Consultation through Annual Plan / LTP Relationship between cost and customer needs not fully assessed	2015/16 AMPS Annual Reports Waka Kotahi PMRT	Has been some specific engagement for the C-TAMP LOS to be aligned across region ONRC LOS to be set through C-TAMP LOS to better align with cost to support consultation on LOS (Improvement Plan) Look to develop technical LOS such as road width / standards etc (improvement plan)
IIMM 2.3	3	Forecasting Demand	How robust is the approach your organisation uses to forecast demand for its services and the possible impact on its asset portfolio?	This AM activity involves estimating demand for the service over the life of the AM plan or the life of the asset. Demand is a measure of how much customers consume the services provided by the asset. The ability to predict demand enables an organisation to plan ahead and meet that demand or manage risk of not meeting demand.	Future demand requirements generally understood but not documented or quantified.	Demand forecasts are based on experienced staff predictions, with consideration of known past demand trends and likely future growth patterns.	Demand forecasts are based on robust projections of a primary demand factor (e.g. population growth) and extrapolation of historic trends. Risk associated with changes in demand is broadly understood and documented. Demand management is considered as an alternative to major project development.	A range of demand scenarios is developed (e.g. high/medium/low). Demand management is considered in all strategy and project decisions.	Six assessment of different demand scenarios, and mitigation actions are identified.	45	65	Factors affecting demand identified but not fully assessed C-TAMP includes discussion on assumptions and potential impacts based primarily on local knowledge <u>Waka Kotahi</u> official focus area for a static / declining population	2015/16 AMPS indvi-discu	Assessment of future

# Asset Management Maturity Assessment: gap analysis and improvement options.

	Transport Outcome	Performance Measures	Source/System	Proposed Reporting Level (Upper)	Current Target (2018/19)	Performance 2018/19	Suggested Target (2021/24)
	alternative route available and the road user information provided	RCC2: The number of unplanned road closures with no detour provided and the number of vehicles affected by the closures annually	Contractor reporting for routine monthly and annual network  Input into PMRT – for road category breakdown	Annual Report AMP monitoring (internal)	Not reported	Data not complete	Data to be collected at a network level and trends monitored (improvement plan)
 <b>Amenity</b>	The average quality of ride on a sealed local road network, measured by smooth travel exposure (STE)		Annual condition assessment	Annual Report	> 90 STE	Achieved 96%	≥90 STE
 <b>Comfort</b>	The level of travel comfort experienced by the road user and the aesthetic aspects of the road environment (eg cleanliness, comfort/convenience, security) that impact on the travel experience of road users in the road corridor		Annual inspections	Annual Report	90%	Not measured - data metric is still being developed to be able to measure performance.	>90% of footpaths ranked as satisfactory Definition of satisfactory to be clearly defined
		ACC2 / ATO1: Peak and Average Roughness - Length of network that does not meet the level specified	Annual condition assessment  Input into PMRT – for road category breakdown	Annual Report	Not reported		At or below peer group average
		ATO2: Aesthetic Faults (number of faults that detract from the customer experience)	Annual inspections  Input into PMRT – for road category breakdown	AMP monitoring (internal)	Not reported	Data not collected	Data to be collected and trends monitored (improvement plan)
 <b>Accessibility</b>	The ease with which people are able to reach key destinations and the transport networks available to them, including land-use access and network connectivity	ACC01: proportion of network not available to: a. Class 1 heavy vehicles b. 50MAX vehicles	Annual assessment  Input into PMRT – for road category breakdown	AMP monitoring (internal)	Not reported	Data not collected	Data to be collected and trends monitored (improvement plan)
		ATO2: Wayfinding - The number of instances where the road is not marked in accordance with national standards	Annual inspections  Input into PMRT – for road category breakdown	AMP monitoring (internal)	Not reported	Data not collected	Data to be collected and trends monitored (improvement plan)
 <b>Cost Efficiency</b>		% of sealed road network resurfaced per year	Contractor reports	Annual Report	>7%	Achieved - 7%, 25.9km of the sealed road network was resurfaced.	≥ 5.8% 10 year average

## Level of Service performance measures and targets (PMRT).

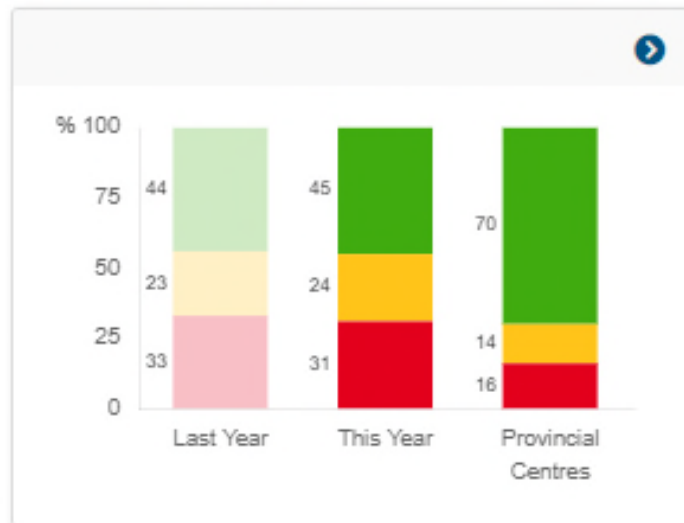
# REG Data Quality Assessments

## Buller

SCORE



### OVERALL RESULTS

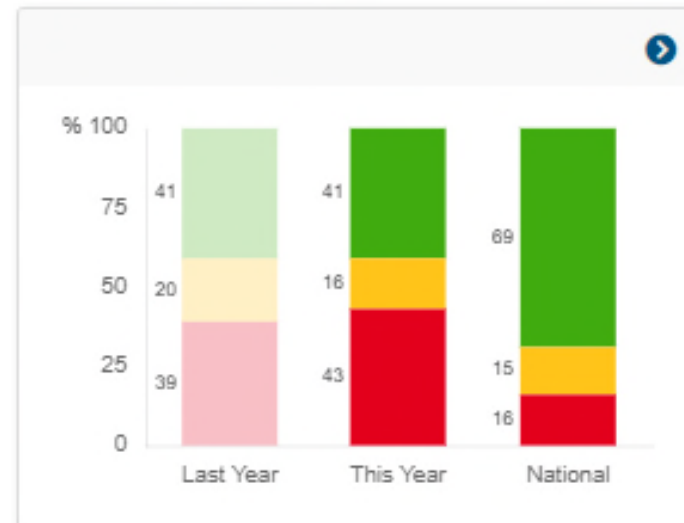


## Grey

SCORE



### OVERALL RESULTS

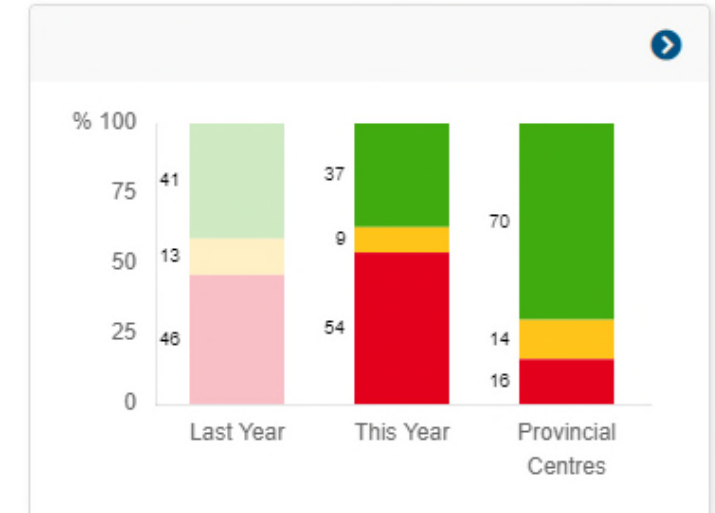


## Westland

SCORE

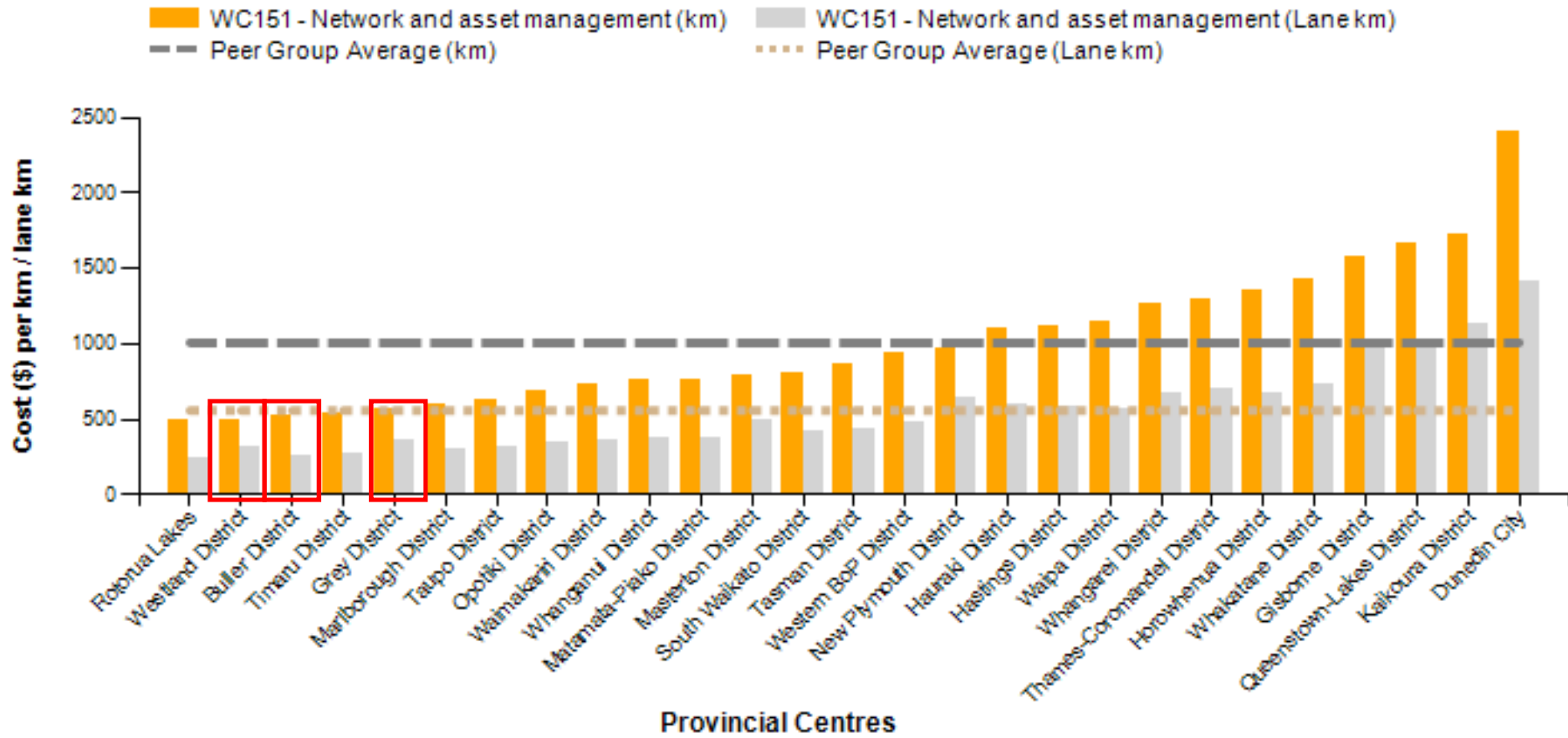


### OVERALL RESULTS



# Network & Asset Management Investment

**WC151 - Network and asset management  
Cost per Network km/lane km by Peer Group  
3 Year Average 2017-2019**

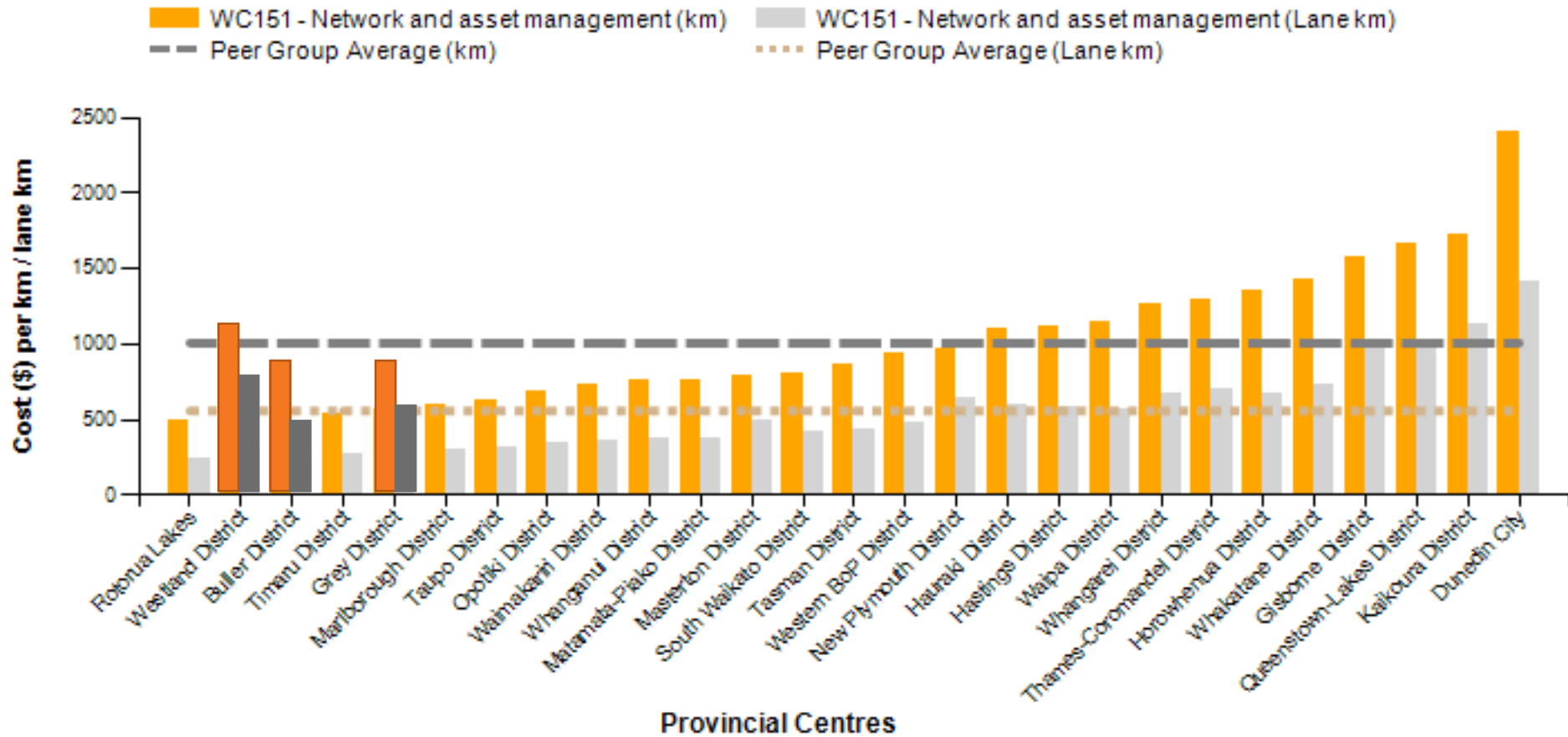




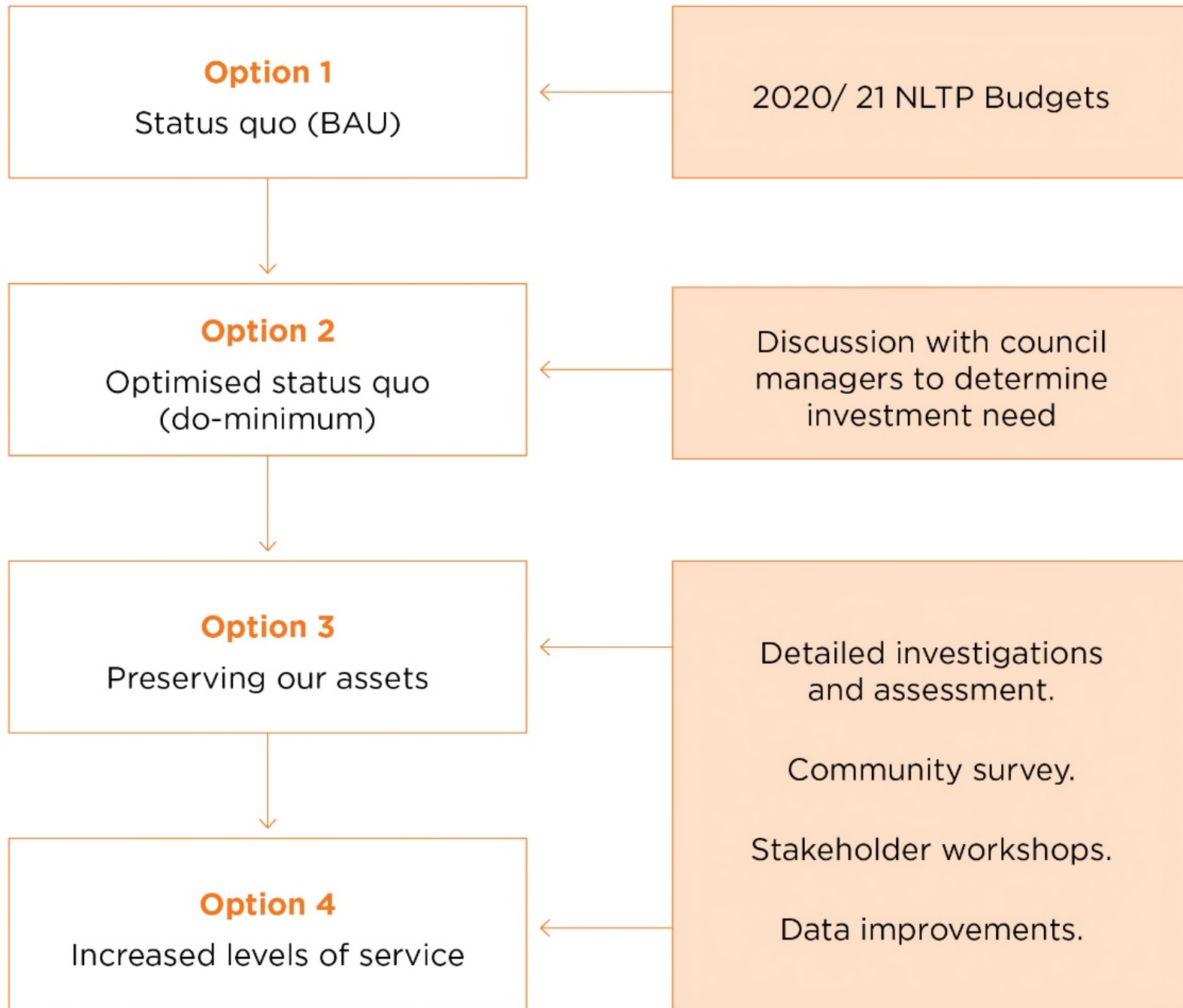
# Uplift in Network & Asset Management 2021-24

NB: underlying data is 2017-19, peer group spend has also increased since 2019

**WC151 - Network and asset management  
Cost per Network km/lane km by Peer Group  
3 Year Average 2017-2019**



# Developing the Programme Options



# Programme Option Assessment

	Option 1 Status quo (business as usual)	Option 2 Enhanced status quo (do-minimum)	Option 3 Preserving our assets	Option 4 Increased levels of service
<b>Alignment with Transport Outcomes Framework 2018</b>				
Healthy and safe people	No immediate change in safety, but potential for deterioration as traffic volumes increase over time. <b>Slight impact negative.</b>	Improvements to safety outcomes as more assets meet current level of service targets, and detailed investigations are completed to identify and address issues. <b>Slight impact positive.</b>	Improvement to safety outcomes as assets are assessed to identify issues, and appropriately maintained, renewed and replaced. <b>Moderate impact positive.</b>	Improvement to safety outcomes particularly on priority tourist and freight routes because of investment in improvement and replacement of existing carriageways and intersections. <b>Large impact positive.</b>
Resilience and security	Continued deterioration of resilience of critical assets. <b>Moderate impact negative.</b>	No deterioration of resilience in the short-term, but potential for future deterioration as replacement of assets is deferred. <b>Slight impact negative.</b>	Resilience of assets is improved as maintenance and renewals are carried out, and assets are replaced to improve condition. <b>Moderate impact positive.</b>	Resilience of assets is improved as maintenance and renewals are carried out, and assets are replaced to improve condition. <b>Moderate impact positive.</b>
Economic prosperity	No immediate change in economic outcomes, potential for future growth opportunities to be missed. <b>Moderate impact negative.</b>	No immediate change in economic outcomes, potential for future growth opportunities to be missed. <b>Slight impact negative.</b>	Economic prosperity is improved as condition-based replacement of bridges to latest design standards increase weight limits. <b>Moderate impact positive.</b>	Economic prosperity is improved through level-of-service based replacement of bridges that are limited for freight. Investment in priority tourist routes sees visitors travel more widely and stay longer. <b>Large impact positive.</b>
Environmental sustainability	No change in environmental sustainability. <b>Neutral.</b>	No change in environmental sustainability. <b>Neutral.</b>	No change in environmental sustainability. <b>Neutral.</b>	No change in environmental sustainability. <b>Neutral.</b>
Inclusive access	Potential deterioration of inclusive access outcomes, particularly due to life expired bridges and others with weight restrictions in place. <b>Moderate impact negative.</b>	Small-scale improvements to accessibility because of minor works and targeted uplift in routine maintenance and renewals activities. <b>Slight impact positive.</b>	Improvement in inclusive access outcomes as network restrictions are reduced and assets are appropriated renewed. <b>Moderate impact positive.</b>	Improvement in inclusive access outcomes as network restrictions are reduced and assets are appropriated renewed. <b>Moderate impact positive.</b>
<b>Assessment against Investment Objectives</b>				
Improving network safety and resilience, through alternative routes, network improvements, renewals and targeted maintenance (35%)	<b>Moderate impact negative.</b>	<b>Slight impact negative.</b>	<b>Moderate impact positive.</b>	<b>Large impact positive.</b>
Reducing asset failure risk, as assets are maintained and renewed appropriately, reducing risk (25%)	<b>Large impact negative.</b>	<b>Slight impact positive.</b>	<b>Large impact positive.</b>	<b>Large impact positive.</b>
Increasing freight task optimisation through appropriate investments in the network (25%)	<b>Large impact negative.</b>	<b>Slight impact negative.</b>	<b>Moderate impact positive.</b>	<b>Large impact positive.</b>
Visitors continue to travel widely, being more dispersed, as more attractions are accessible, having appropriate facilities (15%)	<b>Slight impact negative.</b>	<b>Slight impact positive.</b>	<b>Moderate impact positive.</b>	<b>Moderate impact positive.</b>
<b>Critical Success Factors</b>				
Achievability / Feasibility	<b>Large impact positive.</b>	<b>Moderate impact positive.</b>	<b>Slight impact negative.</b>	<b>Large impact negative.</b>
Potential affordability	<b>Large impact positive.</b>	<b>Moderate impact positive.</b>	<b>Slight impact negative.</b>	<b>Large impact negative.</b>
Potential value for money	<b>Large impact negative.</b>	<b>Moderate impact positive.</b>	<b>Large impact positive.</b>	<b>Large impact positive.</b>
Supplier capacity and capability	<b>Large impact positive.</b>	<b>Moderate impact positive.</b>	<b>Slight impact positive.</b>	<b>Moderate impact negative.</b>
Urgency	<b>Moderate impact negative.</b>	<b>Large impact positive.</b>	<b>Large impact positive.</b>	<b>Slight impact positive.</b>
<b>Decision</b>	<b>Discounted</b>	<b>Possible</b>	<b>Preferred</b>	<b>Discounted</b>

# Programme Cost Estimate

2021-24 Funding Assistance Rate (FAR) from Waka Kotahi:

- Buller FAR: 72%
- Grey District FAR: 63%
- Westland District FAR: 62%

## 2021-24 local share and total cost estimates:

	Option 1 (BAU)	Option 2	Option 3
Buller Local Roads	\$3.61m (\$12.88m)	\$3.99 (\$14.26m)	\$4.56m (\$16.30m)
Grey Local Roads	\$6.65m (\$17.09m)	\$7.08m (\$19.13m)	\$8.17m (\$22.08m)
Westland Local Roads	\$5.19m (\$13.67m)	\$5.32m (\$14.02m)	\$6.04m (\$15.90m)
<b>Total Local Roads</b>	<b>\$15.45m (\$43.64m)</b>	<b>\$16.39m (\$47.41m)</b>	<b>\$18.77m (\$54.28m)</b>

\* Does not include PGF Investment or the Special Purpose Roads (100% external funding)

# Preferred Option

## Option 3: Preserving our assets

- Builds on 2017 C.TAMP PBC '**Preparing for change**'.
- **Focus on renewals** – bridges, pavements, surfacing.
- Uplift in investment for **asset management** capability and capacity.
- Benefits for **asset condition, freight level of service, road safety and resilience**.

# Financial Case

## Option 3 10-Year Financial Projection

\* Includes Special Purpose Roads but excludes PGF investment

	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31
	SPR 100% Waka Kotahi			SPR transitions to local road status co-funded by Waka Kotahi						
<b>BDC Programme Share</b>	\$1,617	\$1,487	\$1,460	\$1,847	\$1,833	\$1,819	\$1,806	\$1,890	\$1,796	\$1,800
<b>BDC Programme Total</b>	\$9,310	\$8,953	\$8,331	\$6,595	\$6,546	\$6,498	\$6,450	\$6,750	\$6,414	\$6,427
<b>GDC Programme Share</b>	\$2,691	\$2,783	\$2,697	\$2,663	\$2,663	\$2,663	\$2,663	\$2,664	\$2,664	\$2,664
<b>GDC Programme Total</b>	\$7,274	\$7,522	\$7,289	\$7,196	\$7,197	\$7,198	\$7,198	\$7,199	\$7,200	\$7,201
<b>WDC Programme Share</b>	\$2,036	\$1,995	\$2,009	\$2,041	\$2,048	\$2,055	\$2,063	\$2,071	\$2,079	\$2,088
<b>WDC Programme Total</b>	\$8,148	\$6,973	\$7,544	\$6,367	\$6,385	\$6,404	\$6,425	\$6,446	\$6,468	\$6,492

- TOTAL PROGRAMME?
- 2021-24 substantial investment from Waka Kotahi in BDC & WDC Special Purpose Roads.
- 2024-31 SPRs transition to local road status – council co-funder.
- Initial urgent investment in bridge maintenance and renewals, declining over 10-years.
- Pavement renewal and rehabilitation investment varies over time.

# Financial Case

\* Includes Special Purpose Roads but excludes PGF investment

## Buller District

Table 1: Buller District financial projection 2021-31

	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31
	SPR 100% funded by Waka Kotahi			SPR transitions to local road status funded at 72% by Waka Kotahi						
<b>Estimated annual budget for Option 3: 'Preserving our Assets' (\$000's)</b>										
BDC share	\$1,617	\$1,487	\$1,460	\$1,847	\$1,833	\$1,819	\$1,806	\$1,890	\$1,796	\$1,800
Waka Kotahi share	\$7,693	\$7,465	\$6,872	\$4,748	\$4,713	\$4,678	\$4,644	\$4,860	\$4,618	\$4,628
Total	\$9,310	\$8,953	\$8,331	\$6,595	\$6,546	\$6,498	\$6,450	\$6,750	\$6,414	\$6,427
<b>Change in budget for Option 3: 'Preserving our Assets' v Option 1: 'Status quo' (\$000's)</b>										
BDC share	\$332	\$348	\$278	\$180	\$183	\$186	\$190	\$291	\$197	\$200
Waka Kotahi share	\$2,671	\$2,818	\$2,116	\$463	\$471	\$479	\$488	\$747	\$506	\$515
Total	\$3,003	\$3,166	\$2,394	\$643	\$654	\$666	\$678	\$1,038	\$703	\$716
<b>Impact of Option 3: 'Preserving our Assets' on BDC rates revenue</b>										
<b>Total share of rates revenue</b>	10.7%	9.6%	9.2%	11.6%	11.4%	11.0%	10.8%	11.1%	10.6%	10.6%
<b>Increase in rates (v Option 1)</b>	2.2%	2.3%	1.7%	1.1%	1.1%	1.1%	1.1%	1.7%	1.2%	1.2%

# Financial Case

\* Includes Special Purpose Roads but excludes PGF investment

## Grey District

Table 1: Grey District financial projection 2021-31

	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31
<b>Estimated annual budget for Option 3: 'Preserving our Assets' (\$000's)</b>										
GDC share	\$2,691	\$2,783	\$2,697	\$2,663	\$2,663	\$2,663	\$2,663	\$2,664	\$2,664	\$2,664
Waka Kotahi share	\$4,582	\$4,739	\$4,592	\$4,534	\$4,534	\$4,535	\$4,535	\$4,535	\$4,536	\$4,536
Total	\$7,274	\$7,522	\$7,289	\$7,196	\$7,197	\$7,198	\$7,198	\$7,199	\$7,200	\$7,201
<b>Change in budget for Option 3: 'Preserving our Assets' v Option 1: 'Status quo' (\$000's)</b>										
GDC share	\$474	\$566	\$480	\$446	\$446	\$446	\$446	\$447	\$447	\$447
Waka Kotahi share	\$807	\$964	\$817	\$759	\$759	\$760	\$760	\$760	\$761	\$761
Total	\$1,282	\$1,530	\$1,297	\$1,204	\$1,205	\$1,206	\$1,206	\$1,207	\$1,208	\$1,209
<b>Impact of Option 3: 'Preserving our Assets' on GDC rates revenue</b>										
<b>Total share of rates revenue</b>	15.0%	14.9%	13.9%	13.3%	12.8%	12.4%	12.0%	11.7%	11.7%	11.7%
<b>Increase in rates (v Option 1)</b>	2.7%	3.0%	2.5%	2.2%	2.2%	2.1%	2.0%	2.0%	2.0%	2.0%



# Financial Case

\* Includes Special Purpose Roads but excludes PGF investment

## Westland District

The funding of major capital projects post 1<sup>st</sup> July 2024 on the SPR is uncertain so the WDC and Waka Kotahi share presented here is subject to change.

Table 1: Westland District financial projection 2021-32

	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31
	SPR 100% funded by Waka Kotahi			SPR transitions to local road status funded at 62% by Waka Kotahi						
<b>Estimated annual budget for Option 3: 'Preserving our Assets' (\$000's)</b>										
WDC share	\$2,036	\$1,995	\$2,009	\$2,041	\$2,048	\$2,055	\$2,063	\$2,071	\$2,079	\$2,088
Waka Kotahi share	\$6,112	\$4,978	\$5,535	\$4,326	\$4,337	\$4,349	\$4,362	\$4,375	\$4,389	\$4,403
Total	\$8,148	\$6,973	\$7,544	\$6,367	\$6,385	\$6,404	\$6,425	\$6,446	\$6,468	\$6,492
<b>Change in budget for Option 3: 'Preserving our Assets' v Option 1: 'Status quo' (\$000's)</b>										
WDC share	\$305	\$264	\$278	\$310	\$317	\$324	\$332	\$340	\$348	\$357
Waka Kotahi share	\$498	\$431	\$454	\$505	\$517	\$529	\$541	\$554	\$568	\$583
Total	\$804	\$694	\$732	\$815	\$834	\$853	\$873	\$894	\$917	\$940
<b>Impact of Option 3: 'Preserving our Assets' on WDC rates revenue</b>										
<b>Total share of rates revenue</b>	12.8%	12.1%	11.9%	11.8%	11.7%	11.5%	11.3%	11.4%	11.4%	11.5%
<b>Increase in rates (v Option 1)</b>	1.9%	1.6%	1.6%	1.8%	1.8%	1.8%	1.8%	1.9%	1.9%	2.0%

# PGF Investment in West Coast Transport

## >\$21m Improvement Programme

### **Buller**

- Tidal Creek No.2 Bridge Replacement \$1.8m
- Walking & cycling bridge over Buller River in Westport \$1.8m+

### **Grey**

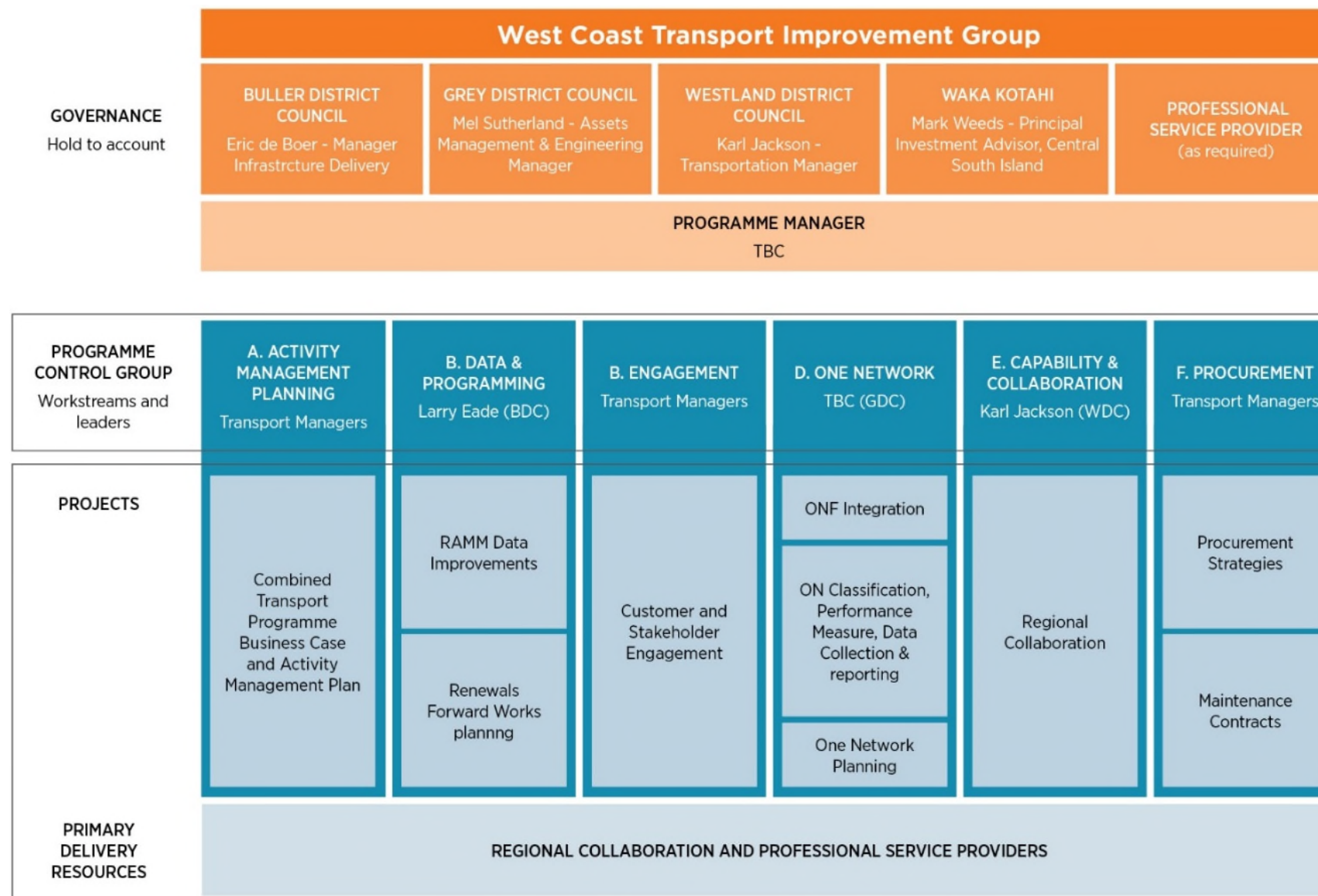
- Rough River Bridge replacement \$5m (50/50 owned with BDC)
- Moonlight Creek Bridge replacement \$2.6m
- William Stewart Bridge replacement \$5.8m (50/50 owned with WDC)

### **Westland**

- Old Christchurch Road seal extension \$3.2m
- Cron Street widening and seal extension \$1.2m

# Continued Improvement

Continue with existing workstreams for delivery of the 2021-24 Programme.



# West Coast Councils Transport Programme Business Case

Capability & Collaboration



# Skill Requirements for Successful 2021-24 Delivery

- High need for skills & experience in:
  - Asset Management
  - Investigations
  - Investment analysis / Business Case development
  - Engineering (structural & pavements)
  - Information management
- Upskilling / recruitment / procurement will be essential for successful delivery of the preferred programme.

West Coast Capability Gap Analysis					
	Need			Availability - Skills on hand.	
Skills	Current State	Current Need		Future Need (10 Years)	
<b>Network Management</b>					
Governance	1.5	3	-50%	3	-100%
Customer Management	1	3	-67%	3	-200%
Partnerships (NZTA, WRC, iwi)	1	2	-50%	2	-100%
Network Management	1.5	3	-50%	3	-100%
Procurement	2	3	-33%	3	-50%
Contract Management	1.5	3	-50%	3	-100%
Financial Management	2	3	-33%	3	-50%
Emergency Management	2	2	0%	2	0%
<b>Strategy and Planning</b>					
30 Year Strategies	1	2	-50%	3	-150%
Policy (Bylaws, NZS4404, RMA)	1	2	-50%	2	-100%
Asset Management	2	4	-50%	4	-100%
Investigations/Investment Analysis/Business Case Development	1	2	-50%	4	-200%
<b>Technical Skills</b>					
<i>Engineering</i>					
Structural/Bridge	1	3	-67%	4	-267%
Pavements & Geometrics	1	2	-50%	3	-150%
Geotech	1	2	-50%	3	-150%
Hydrology	1	2	-50%	3	-150%
Survey	1	2	-50%	3	-150%
<b>Information Management - Data, Analytics, Predictions</b>					
Information Management Ownership	1	2	-50%	4	-200%
Data Specification	1	2	-50%	4	-200%
Data Capture (RAMM)	1	2	-50%	4	-200%
Data Management (RAMM)	1	2	-50%	4	-200%
Data Analysis - Information (RAMM)	1	3	-67%	4	-267%
Predictive Modelling	1	3	-67%	4	-267%
<b>Operations and Maintenance</b>					
Contract Management - Contractor	2	3	-33%	3	-50%
Contractors	2	4	-50%	4	-100%
Skilled Supervision	2	3	-33%	3	-50%
Skilled Labour	2	3	-33%	3	-50%
Labourers	2	3	-33%	3	-50%
<b>Capital Works - Renewals &amp; Improvements</b>					
Project Management	1	2	-50%	2	-100%
Design	1	2	-50%	2	-100%
Construction	2	3	-33%	3	-50%

# Capability and Collaboration Option Assessment

- August 2020 – identified a range of options:
  - What should we focus on?
  - How will services be delivered?
  - Where will resources/services be located?
  - Who will lead?
- Assessed options against investment objectives and critical success factors.

	Scope Options (What / SCALE): WHAT SHOULD THE WEST COAST RCA'S FOCUS ON.							
	SC-2	SC-3	SC-4	SC-5	SC-6	SC-7	SC-8	SC-10
<b>Description of Option:</b>	Do Minimum - Combined AM.	SC2 + Information Management	SC2 + Strategy, Planning & Investment Management	SC2 + Network Management	SC2 + Maintenance & Operations (M&O)	SC-2 + Focus On Capital Delivery.	SC2 + Technical Engineering Skills.	Beyond Transport
	Combined AMP	Combined AMP	Combined AMP	Combined AMP	Combined AMP	Combined AMP	Combined AMP	Combined AMP
<b>Definition</b>	Continue Developing Combined West Coast Asset/Activity Management	<b>Ples</b> a Focus on Information Management - Data, Analytics, Predictions	<b>Ples</b> a Strategy, Planning and Investment Analysis	<b>Ples</b> a Focus on Network Management. Network management includes, governance, customer management, procurement, financial management.	<b>Ples</b> a Focus on M&O. Contract documents, delivery improvements.	<b>Ples</b> a Focus on delivering capital works.	<b>Ples</b> a Focus on technical engineering capability. Ability to consider design and provide technical engineering direction to contractors.	<b>Transport Considered with other asset groups i.e. 3-water under the new regulator.</b>
<b>Investment Objectives</b>								
Improved evidence based investment analysis and decision making (2) (Investor confidence & value for money)	Partial	Partial	Yes	Yes	Partial	Partial	Yes	Partial
Enhanced data acquisition, validation and use (1) (Evidence-base)	Partial	Yes	Yes	Partial	Yes	Partial	Yes	Partial
Skills are available to deliver the transport investment programmes (bridges, pavements, asset management) (3)	Partial	Partial	Partial	Partial	Partial	Yes	Yes	Partial
Attracting and retaining transport infrastructure skills	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial
<b>Critical Success Factors (as these CSFs are crucial (not desirable) score a 'no' are automatically discounted from further analysis)</b>								
<b>Strategic fit and business needs</b> - <i>GPS, MDT Transport Outcomes Framework, Safe, Efficient and Effective Transport System</i>	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial
<b>Potential value for money</b> - right solution, right time at the right price	Partial	Yes	Yes	Partial	Yes	Partial	Yes	Partial
<b>Supplier capacity and capability</b> - is it a sustainable arrangement (internal & external)	Yes	Yes	Partial	Yes	Yes	Yes	Partial	Partial
<b>Potential affordability</b> - are there no funding constraints	Yes	Yes	Yes	Yes	Partial	Yes	Yes	Partial
<b>Potential achievability</b> - ability and skills to deliver. (Internal/External)	Yes	Partial	Partial	Yes	Partial	Partial	Partial	No
<b>Summary of Advantages and Disadvantages:</b>								
<b>Overall Assessment:</b>	Possible	Possible	Possible	Possible	Discount	Discount	Preferred	Discount

# Capability and Collaboration Preferred Options

## WEST COAST - CAPABILITY and COLLABORATION

### Multi-Criteria Analysis

Activity options								
	Option 1	Option 2	Option 3 - Do Min	Option 4	Option 5	Option 6	Option 7	Option 8
	Status Quo - Regional Asset Management	Regional Strategy, Planning & Investment Team	Regional Performance Team - Strategy, Planning, Investment Management + Data Management	Regional Performance & Engineering Centre of Excellence - One Provider	Regional Performance & Engineering Centre of Excellence (Best of Breed Model)	Regional Performance, Engineering & Network Management Business Unit	Regional Non-Asset Owning CCO	Regional Non-Asset Owning CCO + Regional Training Centre
<b>FTEs</b>	1	3	5 + Management	8 + Management	9 + Management	12 + Management	Unknown	Unknown
<b>WHAT: Focus on What Activities Provide the Most Benefit and Value.</b>	Regional Transport Asset/Activity Management							
		Regional Strategy, Planning & Investment Management						
			Regional Data Acquisition & Validation					
				Regional Technical Engineering Skills.				
					Regional Network Management			
							All Transport Activity	
<b>HOW: What are the Best Options for Delivering the Services.</b>	Multiple - Ad Hoc Contracts	One Professional Services Contract - External Partnership Model			Multiple Individual Professional Service Contracts - Best of Breed Service Provider			
<b>HOW: Where should the services be delivered from.</b>	Anywhere.	West-Coast Office		Co-located: Prof Services co-located in a West Coast Office.			Integrated Regional Co-located Model: RCA + Prof Services + Contractor	
<b>WHO: What Organisation is best to Lead the Services.</b>	Everyone	Professional Service Provider			Regional Formal Partnership (Business Unit)		Non Asset Owning CCO	

# What's Next

## Near Term

- TLA Letter of Support
- Council Presentations
- Submit final Programme Business Case and TIO
- Capability & Collaboration
- Continue momentum.



# Key Messages

- If we don't invest in the preferred programme we will see continued deterioration of asset condition and customer levels of service.
- Preferred Programme Option 3 is focused on:
  - Urgent maintenance and renewals of bridges
  - Sealed pavement investment
  - Network and asset management capability and capacity
- Option 3 avoids further deferred works, worsening asset condition, and higher lifecycle costs.