

REGional Workshop

R10 – Activity Management Development (LA7, LA8, & LA9)



Workshop Purpose

Purpose

To support RCA development and quality of Activity Management Plans to meet REG expectations and NZTA investment assessment criteria.

The workshop will achieve this by NZTA providing feedback on the initial bids and draft AMPS.



Overview

Agenda

- Check in, Introductions etc.
- REG L&D Programme (a) to Dec 2017, and; (b) post Dec 2017
- Individual presentations (one RCA at a time)
 - RCA Summary overview (5 mins)
 - NZTA feedback on RCA IAC TIO submissions and Draft AMPs (10 mins)
- NZTA summaries on IAC TIO submissions and Draft AMPs; (a) Regional, and; (b) National
- NZTA presents on the SHIP
- Interactive AMP improvement session
 - Identify peer support within the region
- REG Update: Digital Engineering (BIM) project overview
- REGional Champions update
- Regional specific issues/collaborative opportunities
- Review & close
 - RCAs feedback on the Investment Assessment Framework and IAC process/improvement opportunities

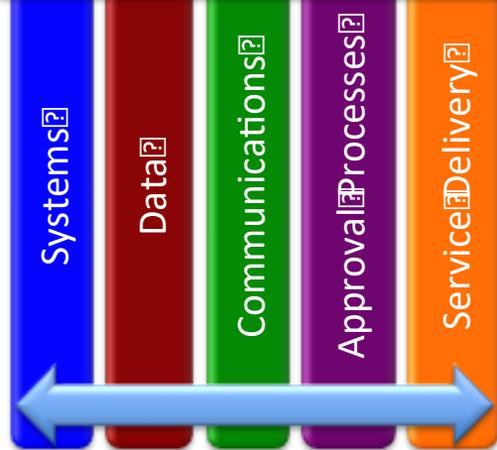


Check In

- Intro's for any new members
- Any constraints on the day?
- Any comments or follow up from the previous workshop?



5 Pillars of Success



Learning Activity

Learning Activity	Systems	Data	Communications	Approval Processes	Service Delivery
LA1 Functional Classification	<input type="checkbox"/>				
LA2 Customer Promises, Customer Levels of Service & Performance Measures (to include DIA Performance Measures)		<input type="checkbox"/>	<input checked="" type="checkbox"/>		
LA3 RAMM		<input type="checkbox"/>			
LA4 Long-term condition and deterioration modelling; use of non-asset variables (i.e. economic, social, and environmental value)		<input type="checkbox"/>			
LA5 Interpretation, analysis, and understanding how to use data	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
LA6 Road network planning	<input type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>
LA7 Business Case Approach Investment Logic Mapping	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA8 Transport System - Why we are doing this, how it fits together, dynamic nature, and sharing the story	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA9 How to effectively use the ONRC, CLoS, and BCA	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA10 Managing and leading change			<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LA11 Communicating and engaging with stakeholders			<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LA12 Effective collaboration and building buy-in			<input checked="" type="checkbox"/>		
LA13 Financial & strategic planning systems - improving internal engagement and understanding	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LA14 Overview of existing knowledge base and tools	<input type="checkbox"/>				
LA15 Procurement & using the CLoS/PM in contracts					<input type="checkbox"/>



Culture change is progressed

- Sector capability is increased
- Collaboration is enhanced
- Sector buy-in is increased
- Improve trust across the sector
 - Costs are reduced
- Improved investment decision making
- Improved relationships between co-investment partners (RCA/NZTA)

Support high quality delivery

- ONRC & Business Case Approach is fully implemented (in time for 2018 NLTP - Due Nov 2017)
- Implementation is more efficient and effective
- Implementation is tracked
- Sector issues identified in a collaborative manner
- Delivery is on time and high quality
- Buy-in and understanding is enhanced

Improved governance oversight

- Improved governance understanding and engagement.
- Support to elected members.
- Support to steering groups.

Continuous feedback loop to REG



Ensuring you have the strongest case for investment



Checking in on where you need to be...

- **31 Aug 2017 (completed)**
 - Draft Activity Management Plan is completed
 - Strategic case & programme case imbedded in AMPs
 - Not perfect but expressing the key principles of the BCA
 - Meeting between RCA and NZTA PI
 - RCA initial bid into TIO
- **20 Oct 2017**
 - Updated draft AMP
 - Firm bids
- **16 Dec 2017**
 - Final AMP
 - Final bids
- **December 2017**
 - Approved draft AMP - Strategic & Programme Business Case for consultation
- **Transport Agency Decision making**
- Indicative Programme allocations
April 2018
- NLTP launched
30 June 2018



Are you in control?



Individual Presentations

RCA Submission Summaries & NZTA Feedback On Submissions



Action Learning Task 10

Purpose: to support AO improvements to their draft Activity Management Plans and initial bids, by;

- Developing a succinct summary of their AMP key aspects and financial implications that can be further developed for other communications.
- Seeing what others have done.
- Receiving Constructive feedback from colleagues in Local Government and NZTA.



Presentations

– RCA Summary overview (5 mins)

Purpose: to share summary of AMP outcomes with workshop attendees (all information should come out of what is already pulled together in TIO; Keep is short and simple!)

- Handout completed worksheets
- Provide a short overview

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WORKSHOP SHEET – ALT 10 – SUMMARY OF AMP KEY ELEMENTS

Purpose: to support AO improvements to their draft Activity Management Plans and initial bids, by:

- Developing a succinct summary of their AMP key aspects and financial implications that can be further developed for other communications.
- Seeing what others have done.
- Receiving Constructive feedback from colleagues in Local Government and NZTA

Type your summary in the following spaces provided below and bring 20 copies with you to share with attendees on the day.

"[Click & type]" Council: AMP Summary.

WHY?

A. The **PROBLEM STATEMENTS** as stated in Strategic Case *[extend the list as required]*

1. "[Click & type]"
2. "[Click & type]"
3. "[Click & type]"

B. The **BENEFITS** solving these problems will yield *[extend the list as required]*

- "[Click & type]"
- "[Click & type]"
- "[Click & type]"

C. The **CONSEQUENCES** of not adopting the recommended programme *[extend the list as required]*

- "[Click & type]"
- "[Click & type]"
- "[Click & type]"

WHAT?

D. What is the **STRATEGIC RESPONSE** to the problem statements *[extend the list as required]*

- "[Click & type]"
- "[Click & type]"
- "[Click & type]"

HOW MUCH?

E. The **PROPOSED PROGRAMME** compared to the current financially assisted programme is \$000's Total (NZTA + RCA) *(excluding Flood Damage Emergency expenditure)*

DESCRIPTION	\$ Last Time; 2015/18	\$ PROPOSED; 2018/21	Change
Three year total Allocation			
a. Operations & Maintenance excluding Renewals.	\$ [type]	\$ [type]	\$ [type]
b. Renewals.	\$ [type]	\$ [type]	\$ [type]
c. Capital improvements	\$ [type]	\$ [type]	\$ [type]
Total	\$ [type]	\$ [type]	\$ [type]
Average Annual Allocation	\$ [type]	\$ [type]	\$ [type]

Remember to bring 20 copies with you to share with attendees on the day.



Focus of initial feedback

- Initial high level review focused on how well the investment story aligns from the 'why' to the recommended programme, and the robust the evidence
- Right now it is not about the dollar figures it's about 'do you have a programme that is understandable and justifiable
- This is work in progress the timelines for NZTA are as tight as yours and we want to give feedback to keep everyone focused and enable quick changes/improvement
- One on one, detailed discussions will occur individually
- Identification of learnings and gaps across the whole country
- Identification of some immediate (high level) actions that need to be done
- This is about getting you're best investment story developed by Dec
- Everyone, including NZTA, are learning and developing through this work
- Not about getting the highest score, it's ensuring 'fit for purpose'
- Right now 're-work' is good



Presentations

– NZTA feedback on RCA IAC TIO submissions and Draft AMPs (10 mins)

Purpose: To provide feedback on the Investment Assessment of RCAs initial bids and draft AMPs to support further improvement to put their strongest case forward for investment (both RCA & NZTA FAR).

- Regional / Individual RCA feedback
 - Feedback on RCA TIO submissions and Draft AMP.
 - Identify: 1. Summary of how well they have met the IAC overall 2. Strengths 3. Opportunities to enhance

Assessment of the business case for maintenance programme proposals

May 2017

This document is intended to be used as a basis for discussion between the NZ Transport Agency and its investment partners, to give confidence that a robust proposal can be considered for investment and to enable the Transport Agency to have assurance the principles of the Business Case Approach (BCA) have been applied. We are providing this document to be clear and transparent about the process.

Use fit-for-purpose effort - The Transport Agency expects road maintenance programmes to be well linked to long term planning documents, particularly Activity Management Plans (AMPs), council Long Term Plans (LTPs), 30-year infrastructure strategies and Regional Land Transport Plans (RLTPs).

Where the information is spread across a number of supporting documents, you should provide a summary of the relevant information and describe the information assumptions underlying your business case. You should set out clearly those areas where known information gaps exist that, if addressed, would enable enhanced planning and management of your network. You should also explain your planned response (if any) to addressing the known information gaps.

How the process works - This document provides an initial view of the assessment of the business case, which will help you assemble evidence. You then describe the evidence collected and the specific reference points in Transport Investment Online (TIO).

You should engage with the Transport Agency during this period to prepare a firm bid and ensure you are meeting information requirements. The Transport Agency assessor will look at the evidence in TIO and rate each question. During this assessment, feedback will be discussed with you before giving a pass, rework or fail.

For more information about the assessment process please see the companion document *Investment decision making - assessment of the business case*.

Further guidance will be available on the Planning and Investment Knowledge Base or, for specific information, contact your local Transport Agency regional office or email ntp@nzta.govt.nz.

What the assessments mean

Pass - There is evidence that a robust Business Case Approach has been followed for the question.

Rework - There is evidence that there has been some application of the Business Case Approach principals for this question, but in order to put a robust investment proposal forward for investment assessment, rework is required.

Fail - There is insufficient evidence of robust application of the Business Case Approach to enable the Transport Agency to assess this question.

Assessment of the business case questions

- 1. Strategic alignment** - What consideration has been given to progressing government priorities, regional priorities, the Long Term Strategic View and the One Network Road Classification (ONRC) outcomes and measures? Briefly describe the information that demonstrates how the business case:
 - supports and aligns to government priorities
 - takes account of regional priorities
 - is informed by the Long Term Strategic View
 - responds to the One Network Road Classification customer levels of service and performance measures framework.
- 2. Strategic direction** - What issues additional to the national and regional priorities need to be addressed in managing the network? Briefly describe the information that identifies issues such as:
 - long term trends that impact on the management of the network
 - acceptable levels of service
 - risks to the reliability and continuity of the network
 - other priorities identified in the business case.
- 3. Problem - current state** - For the issues identified above, does the business case documentation provide evidence to indicate the scale of the problem and give some indication of the relative importance of the issues? Briefly describe the information that provides:



New Zealand Government



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- a clear statement of the current state problem or problems, or opportunities being addressed
 - what would be the consequences of not addressing the problem or problems.
- 4. Objectives (benefits [outcomes] / performance measures): identified & reasonable** - What benefits and performance measures, at a network level related to the maintenance programme, have been identified and are they reasonable? Briefly describe information provided on:
 - how well the programme responds to the ONRC framework and customer levels of service (current and future state)
 - the future benefits (outcomes) and how well they will address the problem/s identified
 - the performance measures for benefits, and whether they will provide adequate evidence that the benefits have been achieved.
 - 5. Core programme** - For the programme as a whole and for each of the work category bids, is there sufficient evidence to show the programme has been optimised for both the mix and timing of interventions, and is there an appropriate procurement approach to deliver value for money in the short, medium and long term? Briefly describe information provided on:-
 - the programme optimisation carried out in the programme (or components of it); including how the individual programme elements were derived and assessed
 - what consideration was given to addressing the problems/opportunities through maintenance and/or additional improvement activities (funded through the relevant Improvements Activity Classes) and/or enhanced delivery arrangements
 - cost and level of service benchmarking compared to national, regional and local peers.
 - 6. Enhanced programme** - Where funding is sought above the Core Programme level, the investment partner will need to demonstrate the rationale and evidence of the value proposition for the enhanced funding request. The business case and supporting information must demonstrate there is a significant gap(s) in level of service and that:
 - the additional works and investment proposed are the best means to address the customer levels of service opportunities sought under the Investment Assessment Framework (IAF) high results alignment rating for maintenance
 - the investment partner has the capability to deliver the proposed enhanced programme in the most cost effective way
 - the consequences of not investing in the enhanced programme.
 - 7. Alignment of programme expenditure** - How well are planning documents aligned to the core programme (and any associated funding applications) in TIO? Review documentation/references provided and provide assurance that there is:
 - an alignment between the planning documentation and the TIO funding application for the total core programme (including any service improvement(s))
 - any gaps are identified.
 - 8. Smart, fit for purpose procurement of services** - What, if any, emerging procurement-related issues and opportunities or outstanding issues have been identified? Briefly identify:
 - whether there is a procurement assessment consistent with the Smart Buyer self-assessment and Road Maintenance Procurement evaluation guide published by the Road Efficiency Group (REG)
 - any emerging risks or opportunities related to procurement that need to be addressed or accommodated in future
 - if there are any issues or risks identified in the procurement strategy where further mitigation is required.
 - 9. Integration/partnering** - How well is the delivery of the proposed programme and related activities aligned and integrated? Does the proposal ensure optimal programme delivery efficiency and coordination with suppliers and partner organisations?
 - 10. Performance management** - Identify concerns (if any) related to delivery of the maintenance programme such as work quality, timeliness of responses, and ability to detect and respond to changes in conditions or circumstances. Briefly describe how performance is monitored.
 - 11. Confidence in delivery/risk management** - What is the confidence that the programme can be delivered and risks managed? Briefly describe:
 - the proven track record of sound delivery with previous investments in the continuous programme and related activities (particularly in terms of timing and alignment/management of the funding allocation)
 - the capability and the capacity of the organisation to deliver and manage the future programme and related activities, particularly in terms of adequacy of resourcing and skillsets available
 - the extent to which risks have been adequately identified for the type/ complexity of the network (and/or related activities)
 - whether there is a risk mitigation strategy in place
 - confidence that activities proposed to improve Business Case planning and delivery arrangements for the 2021-24 NLTP will be delivered.

IAC Regional Feedback

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IAC National Feedback

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National Gaps and Improvements Identified

- **More need to just get on with it and do it**
- **Investment story is weak** – Need a stronger cohesive narrative on the whole story; most have a good start on shaping the story but this needs to be tightened; the ‘punchy’ upfront story is missing.
- **Clarity of problems and benefits** – need to improve the clarity of what the problems and benefits are lean toward being off topic and not focused.
- **Line of sight** on how the strategic case connects to the programme and how they will deliver LoS is variable.
- **Evidence is weak** – evidence is lacking in some areas and not well linked to the focus of the programme
- **Affordability** – is the programme affordable to the community, this is not always clear
- **Value for money** – AMPs don’t clearly articulate how the programme is optimised
- **Capability to deliver proposed programme** – not clear if the RCA and/or supply chain can delivery on the proposed programmes
- **Low cost / low risk** – more information and evidence is required
- **Smart buyer assessment** – most have not completed a self assessment

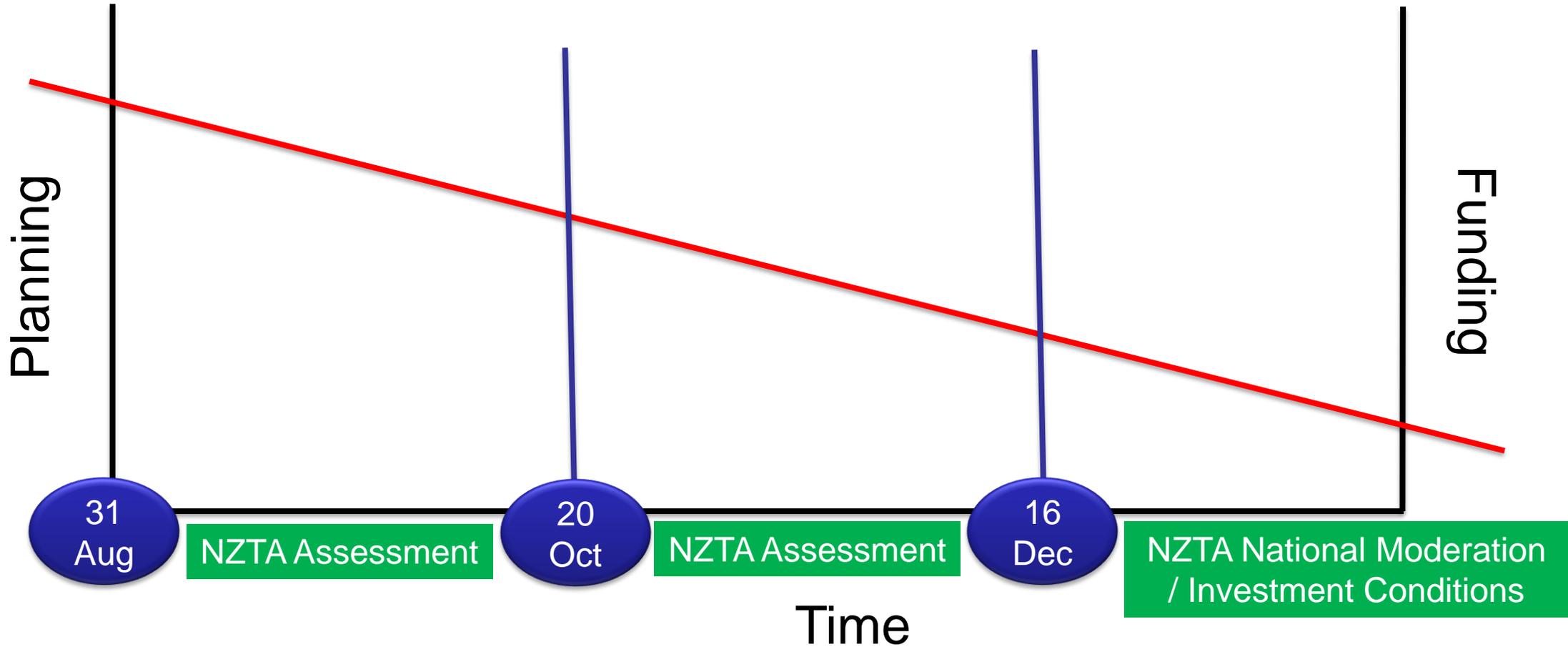


National Strengths

- Good honesty & transparency in AMPs
- Good links of strategy to RLTP and GPS
- Showing critical thinking in work
- Showing good thinking around how to articulate the story
- AMPs are showing a good change in appropriately accepting more risk
- Great receptiveness to feedback; seeing the results now in the work presented
- Great progress in implementing the BCA and ONRC, major milestone has been achieved
- Seeing RCAs embrace the change and can see real improvements
- AMPs have improved in their readability



Assessment Focus



State Highway Investment Plan (SHIP)

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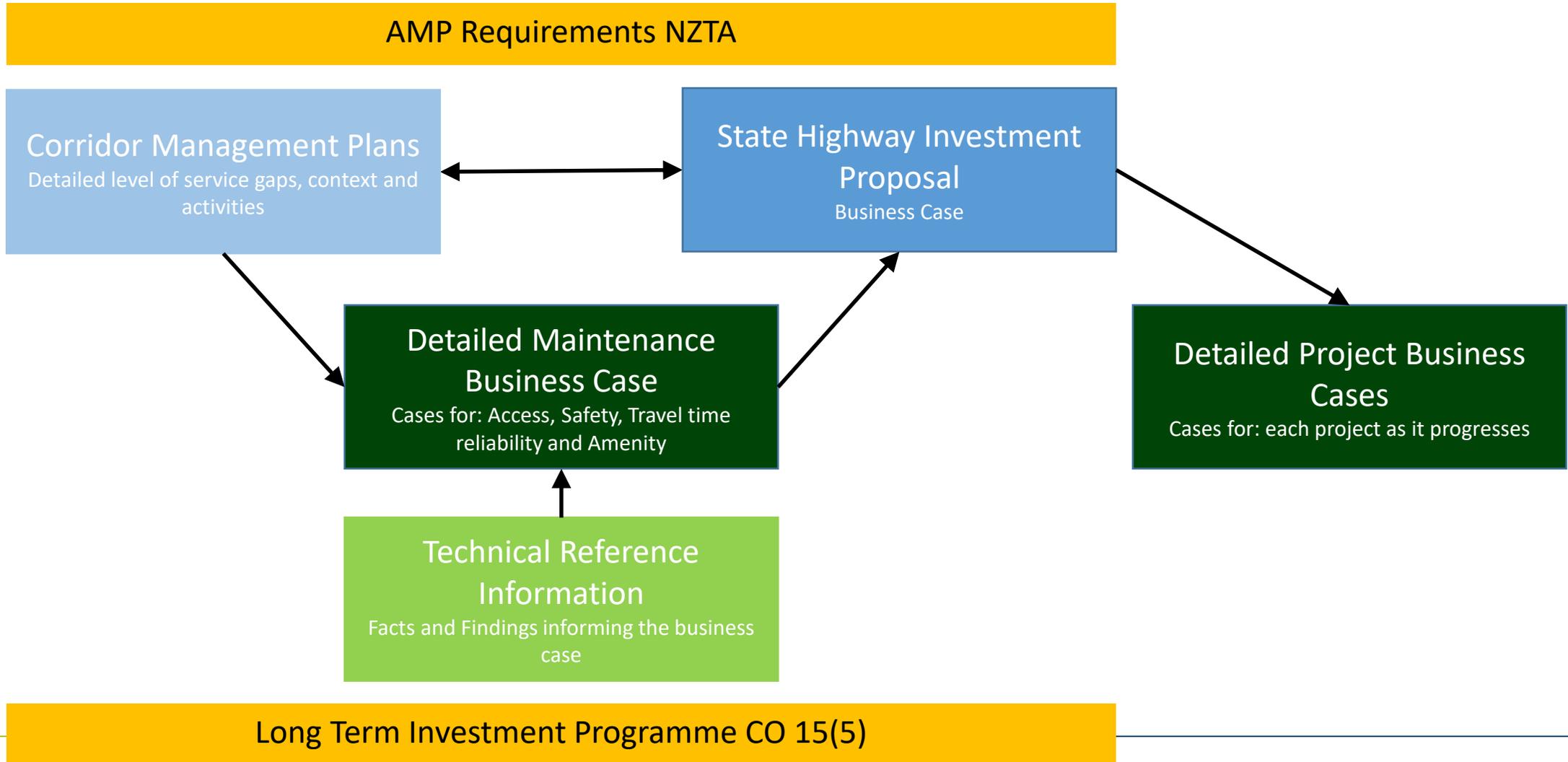


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The SHIP



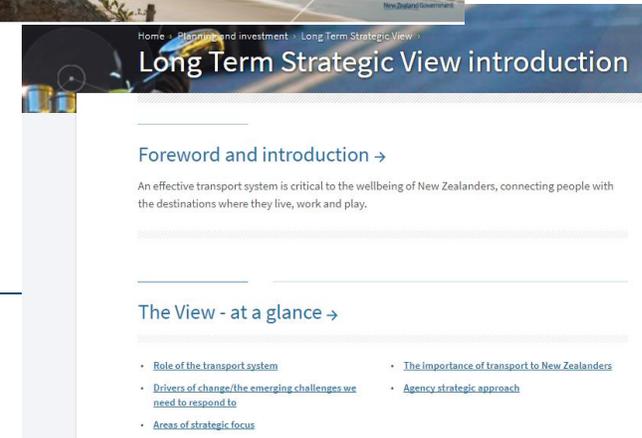
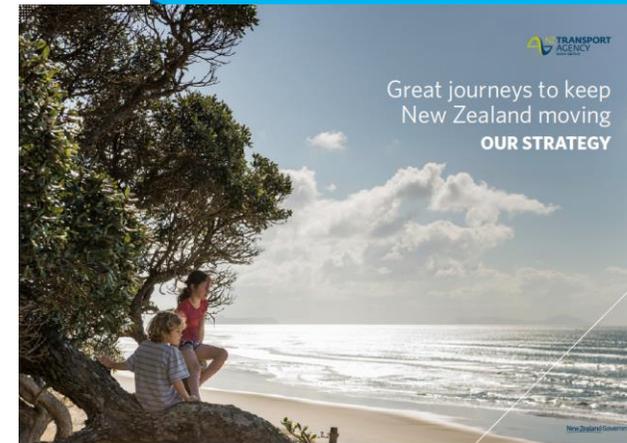
The SHIP is a suite of documents



There are three key drivers

- draft Government Policy Statement's strategic priorities:
 - economic growth and productivity, road safety and value for money
- NZ Transport Agency strategy: -
 - key focus areas including: Keep People Safe, Improve Customer Experiences, Connect and Develop Regions, and Target Rapid Growth
- draft Long Term Strategic View: -
 - a need to focus on growth centres, inter-regional journeys and regional economic development.

The proposal will be refined through the RLTP development process





The SHIP Problem Statements

Problem 1

Customer connectivity and experience is falling short of a truly integrated transport system, particularly in urban growth areas and for inter-regional journeys.

Problem 2

Some highways are not sufficiently forgiving for the way they are used, which exacerbates the safety risk to road users.

Problem 3

We are not yet fully achieving an optimised sustainable customer experience in our transport system through best value for money invested.



State Highway Aims to sustain current LoS & incrementally improve these where there is a gap against the ONRC

- Maintaining and incrementally improving customer service levels against
- Responding to events and incidents to minimise their adverse impact and duration on service levels
- Improving efficiency of long term service delivery
- Continual improvement
- Managing service and investment risk sustainably

The maintenance programme is to fully achieve an optimised sustainable customer experience in our transport system through best value for money investment.

It delivers

Services to achieve the customer service levels of the ONRC

A business case for the proposed investment

An ambitious programme

- arising from multi modal multi agency programme business cases
- optimised by extensive internal challenge and refinement
- incorporating significant delivery challenges and efficiency improvements

Understanding the corridor and how customers use it as part of their journey

Corridor characteristics for delivering services to customers

Access

Resilience

Safety

Reliability
and
Efficiency

People,
Places &
Environment

Operations

Infrastructure and Services

Corridor Investment

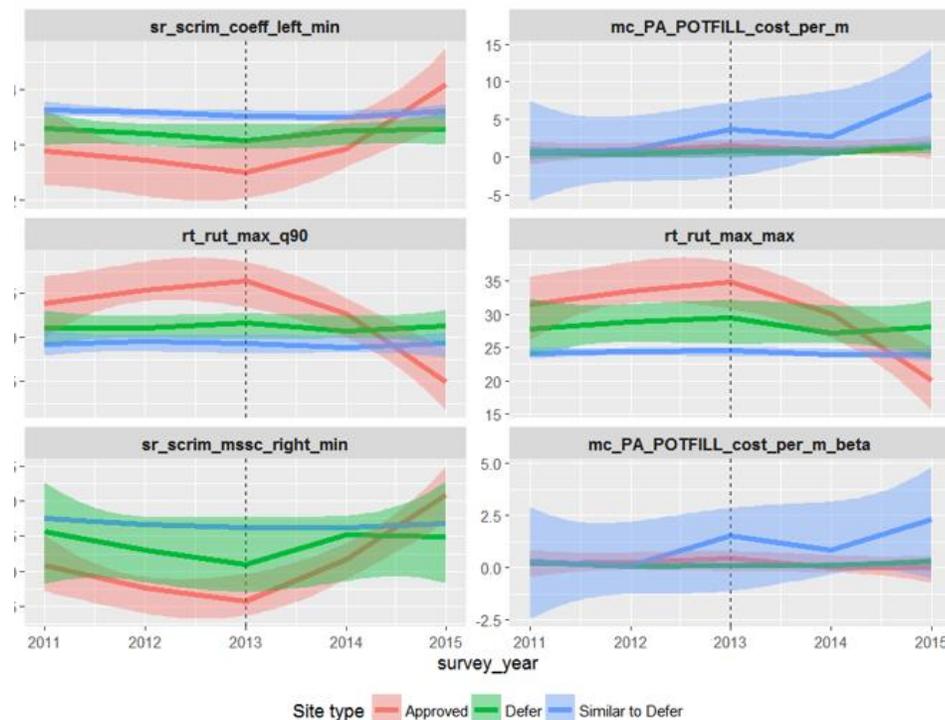
The programmes were nationally moderated and optimised by internal challenge

6 optional capital programmes were investigated

The optional programme with the greatest impact on safety and resilience has gone forward

A business case for the operations programme was developed, this shows that there is a BCR of between 5-10 across the country

The maintenance programmes were benchmarked internally and externally, challenged and changed from raw proposal. They reflect significant research on the lessons from the past six years aggressive approach



The proposed investment programmes ...

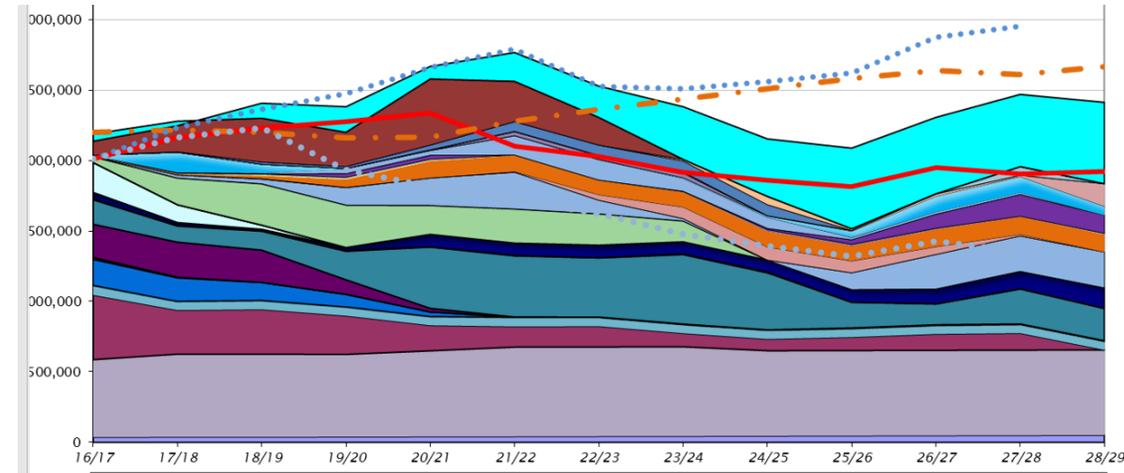
The 2018-21 investment proposals are:

Maintenance: \$1.32 billion
(excl EW)

- Tight programmes must change because more of the network pavements are nearing end of service life
- increased pavement renewals, skid resistance and drainage works to improve performance and durability

Operations: \$243 million

- Enhanced network operation, to make best use of existing network capacity, improve customer travel times and information, and reduce disruption



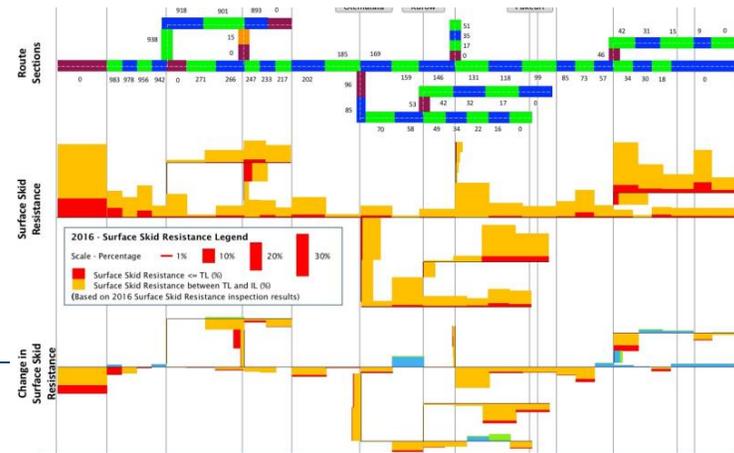
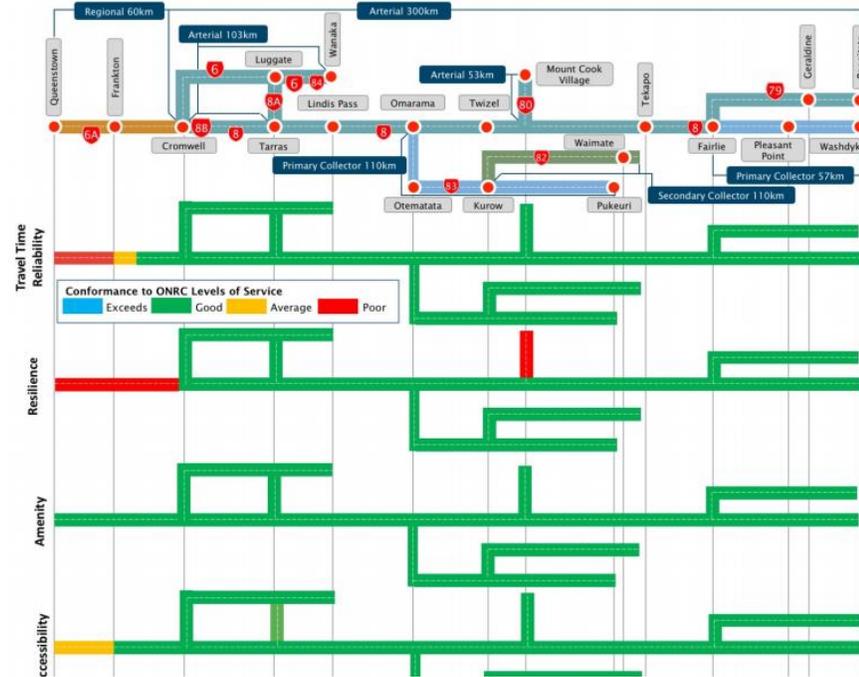
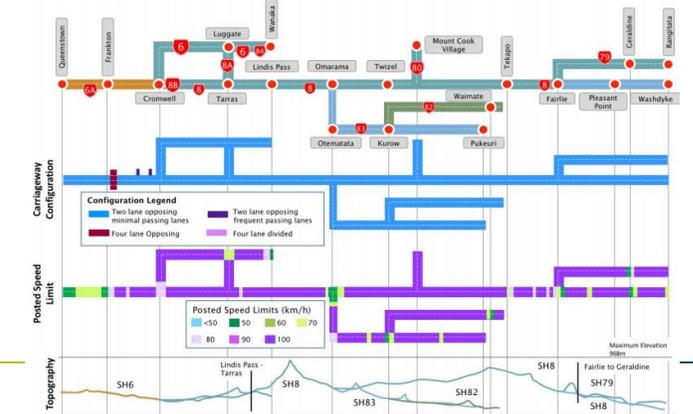
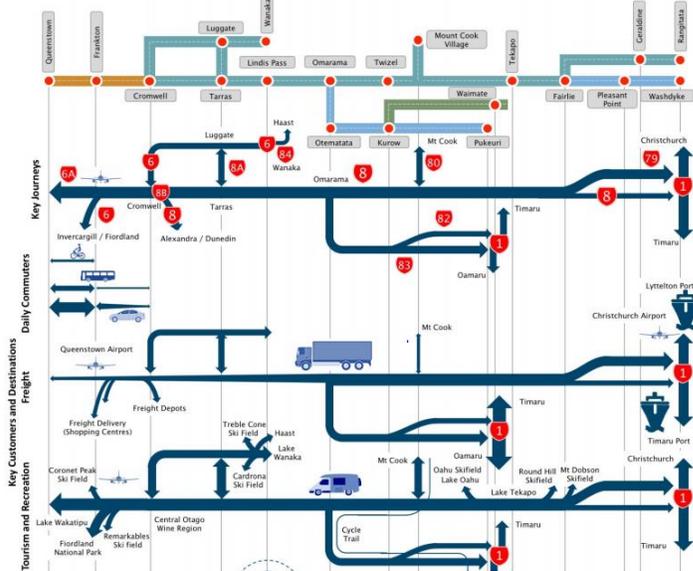
Improvements: \$18 billion 2018/28

- Extensive commitments 2018/21, \$50M for increased ITS
- Efficiency, safety and resilience

The SHIP summarises current service levels against the ONRC



CMP: Using simple info-graphics based around ONRC



Waipara to Inangahua CMP

The story and background

The corridor at a glance Understanding our customers How we deliver services along the corridor

Corridor overview

The corridor comprises the entire length of SH7 Waipara to Greymouth, where SH7 intersects SH65 and SH7A in their entirety.

The corridor primarily functions as a freight corridor connecting remote communities and towns like the wider South Island. Sections of the corridor offer alternative routes for major adjacent state highways SH73, being less impacted during winter than SH activity along the Alpine Fault line.

SH65 and SH7 between Springs Junction and Wai for SH1 between Picton and Christchurch. At the part of the corridor is currently operating as the alternative route (SH1 Alternative route) following November 2016.

As well as providing a network resilience function recreation destinations on the West Coast, Nelson Christchurch and Canterbury.

The regional economy

The corridor traverses Canterbury, West Coast, and the Canterbury region, has a population of 600,000 (population), and accounts for 13.6% of New Zealand generates significant movements on the network Canterbury has the potential to further increase corridor.

The West Coast has a population of 32,600 and under 40. Nelson-Tasman Region, with a primary production sector to support the economic employment in the Region is in horticulture. Sto within Nelson-Tasman. The Region is growing as more tourists outside the peak season. The oper during winter and the Old Ghost Road in the Bull The Abel Tasman National Park is also a key tourism opportunities for the region to grow the Cruise 5 as a gateway facilitating economic development

Key customers

Customers have different needs, expectations, and circumstances for using the transport system. Therefore a reliable and safe journey usually requires the use of two or more transport infrastructure customers value from the transport network needs to be provided by networks. As such, the NZ Transport Agency works with other network providers in the context of who they are.

Rural residents

The corridor facilitates lifeline day to day access between communities/ towns and adjacent agricultural land on the wider Regions. Use is localised around Greymouth, Hanmer Springs and neighbouring communities.

Insights into rural resident users:

Road use: Private car, light vehicles and agricultural vehicles predominant modes. Agricultural vehicles may be slow and may straddle the centre line. Stock movement may also activities are seasonal.

Road knowledge: Rural resident users are familiar with weather conditions in their area. Journey times are predictable provision of VMS and information is good. Are aware of geometry, constraint points and passing places. Valuable local information and may be first to identify an incident. May provide local assistance, on occasion (during weather clearing functions etc.). Good relationships with road contractors.

Pain points: Over weekend and school holiday periods increase and traffic may be more tidal (between Waipara Springs) leading to increased journey times and more drivers. Parts of the corridor have no or limited mobile coverage. Use of the corridor as an over dimension vehicle increases slow moving vehicles. Limited slow vehicle bays areas to let other vehicles pass when using agricultural

Rural residents expect: Predictable journeys, good connections and relationships with Road Managers, Contractors and be kept up to date on road information, weather, road hazards.

Transport partners

The land transport system comprises more than State Highways. To provide customers with a reliable and safe journey usually requires the use of two or more transport infrastructure providers' networks. As such, the NZ Transport Agency works with other network providers to provide a one network approach.

The NZ Transport Agency works closely with the local authorities and regional councils along the corridor shown in Figure 5.

Collaboration along the corridor

The NZ Transport Agency works collaboratively with the Department of Conservation (DoC) on tree management along the corridor. Regular tree thinning maintenance is required along SH7 to reduce formation of ice from shading and to reduce the impact of falling branches under snow weight.

The NZ Transport Agency works closely with the Territory Local Authorities and regional councils in developing Emergency Procedures and Preparedness Plans (EPPP).

KiwiRail is also a key partner due to the proximity of their railway infrastructure on the corridor. The Stillwater Ngakawau rail line runs adjacent to the corridor for part of its length, crossing SH7 and SH69 in several places. The Midland line extends from Stillwater to Lyttelton Port and is a key transporter of coal freight.

The NZ Transport Agency is also working with Kaikoura District Council and Hurunui District Council on the management of SH70 between Culverden and Kaikoura to bring it up to an appropriate standard for use as part of a diversion route to Kaikoura.

Wellington Transport Operations Centre

Intelligent Transport Systems (ITS) and traffic signals on the corridor are managed by the Wellington Transport Operations Centre (WTOC) who also assist in facilitating delivery of travel information for key journeys to customers.

North Canterbury Transport Infrastructure Recovery (NCTIR)

The Transport Agency is part of the North Canterbury Transport Infrastructure Recovery (NCTIR) alliance. NCTIR has a brief to strengthen SH7 and SH65 whilst it is used as the SH1 alternative route following the Kaikoura earthquake in November 2016. NCTIR alliance which includes KiwiRail and private contractors Fulton Hogan, Downer, Higgins and HEB construction is responsible for the maintenance, operation and restoration of the bridges, tunnels, roads, and rail links damaged by the Kaikoura earthquake to deal with the additional traffic and improve safety and journey reliability for customers.

Drivers for change

The Waipara to Inangahua corridor caters for variable levels and types of customers and this demand is expected to grow in the future. The corridor is part of a key link between the communities of the West Coast and Christchurch for the supply of goods and services, and access to ports.

Alternative route

SH65 and SH7 sections of the corridor between Springs Junction and Waipara serve as the alternative route for SH1 between Picton and Christchurch. At the time of developing this CMP, this part of the corridor is currently operating as the SH1 Picton to Christchurch alternative route (SH1 Alternative route) following the Kaikoura earthquake in November 2016.

With significant traffic volumes on this section of the corridor as a result of its SH1 function, considerable investment has been made to improve Levels of Service.

Resilience

The corridor is a critical lifeline connecting West Coast communities not only to each other, but the wider South Island. It also connects tourist and recreation destinations on the West Coast, Nelson and Hanmer Springs to Christchurch and Canterbury. As such, the resilience of the corridor is important.

Economic growth and development

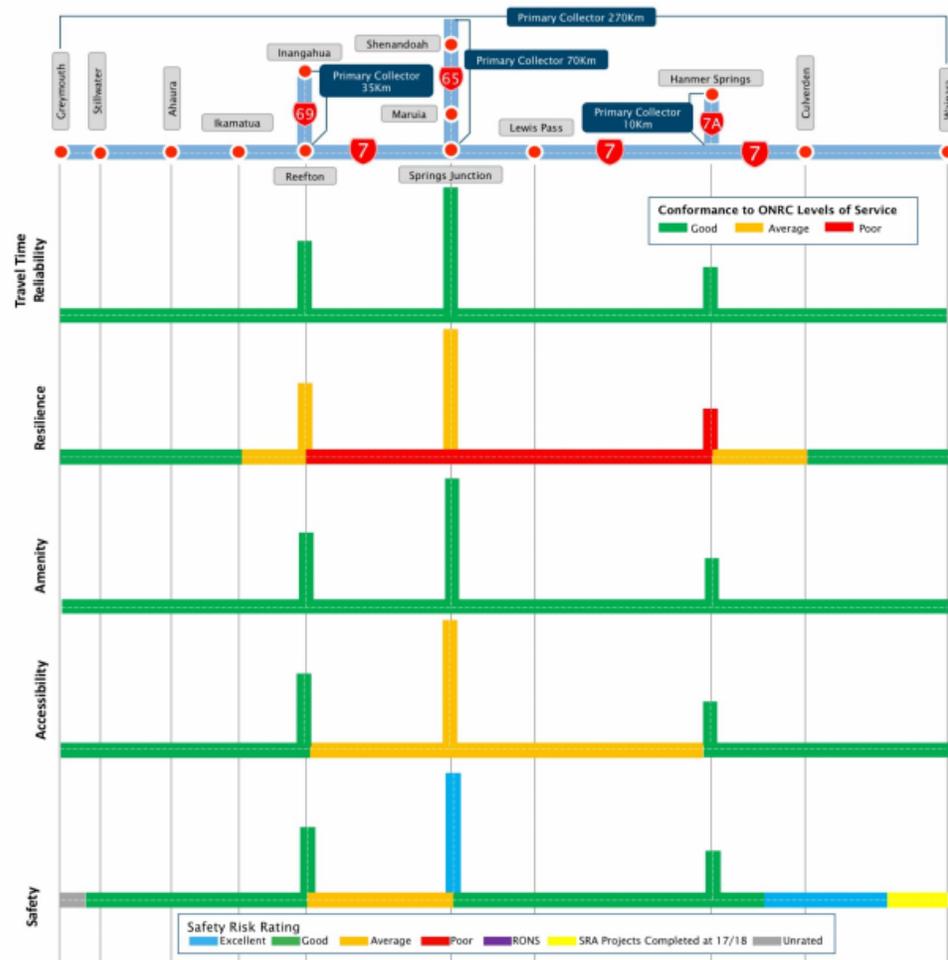
The regional growth programme for the West Coast has highlighted its vulnerability to fluctuations in two commodity sectors on which the Region is heavily dependent – dairy and minerals. The regional economy is traditionally driven by mining, dairying and tourism. This reliance on few sectors exposes the region to risk. Diversifying the economy and building resilience is an important challenge for the region's future.

The Growth Study for the West Coast has identified opportunities for, and barriers to economic growth which include several challenges linked to the transport network. These are safety, resilience and limited financial resources of the Region owing to its small and dispersed population.

Plans to increase tourism growth in the West Coast and Nelson-Tasman Regions will increase the number of visitor travelling in campers, buses resulting in slower vehicles on the corridor. The narrow winding and steep nature of the corridor together with high numbers of single lane bridges result in difficult driving conditions for unfamiliar drivers. This may necessitate further investment in the corridor to ensure it is equipped to support planned growth of these customers and to maintain appropriate customer LoS.

Level of Service Infographics

Figure 7 - Current ONRC levels of service performance



Layers of information to focus on the issues

Figure 9 - Corridor characteristics

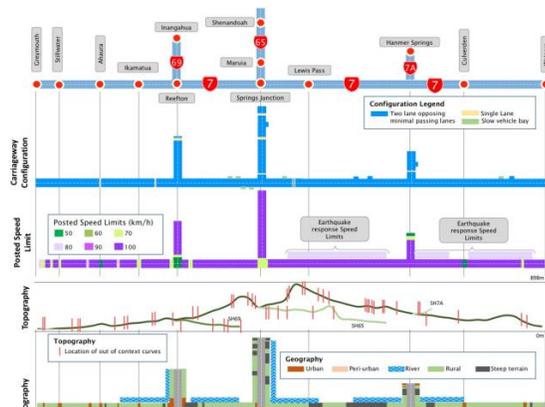


Figure 14 - Safety

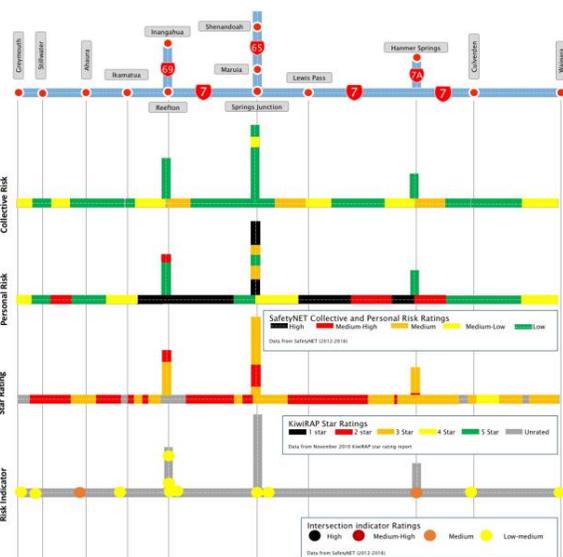


Figure 12 - Resilience

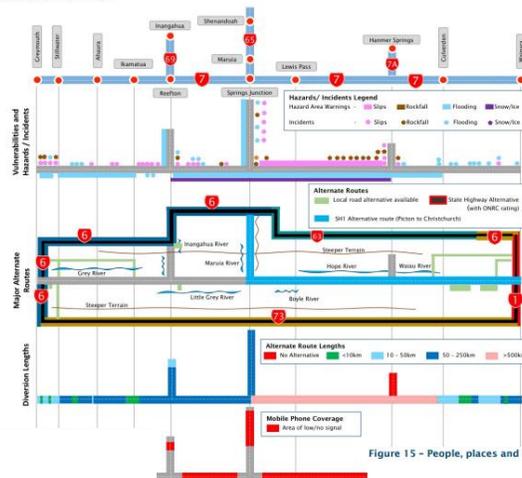


Figure 15 - People, places and environment

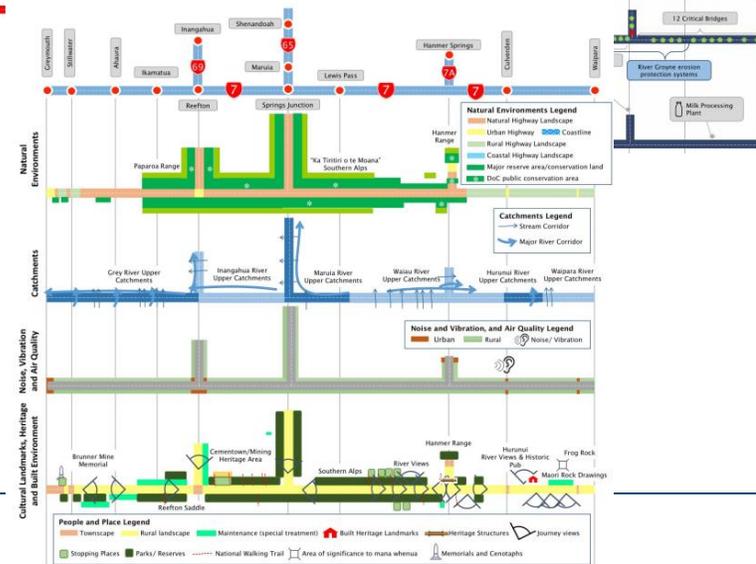
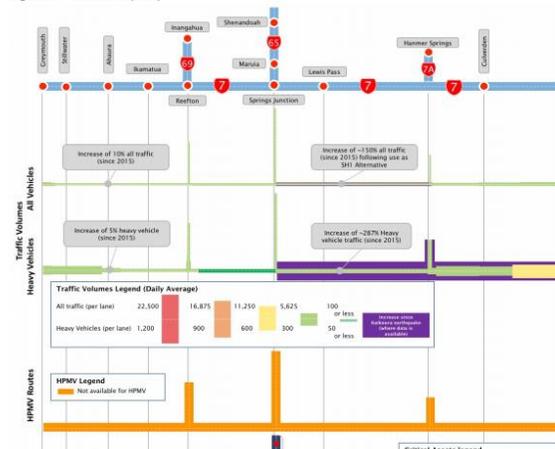
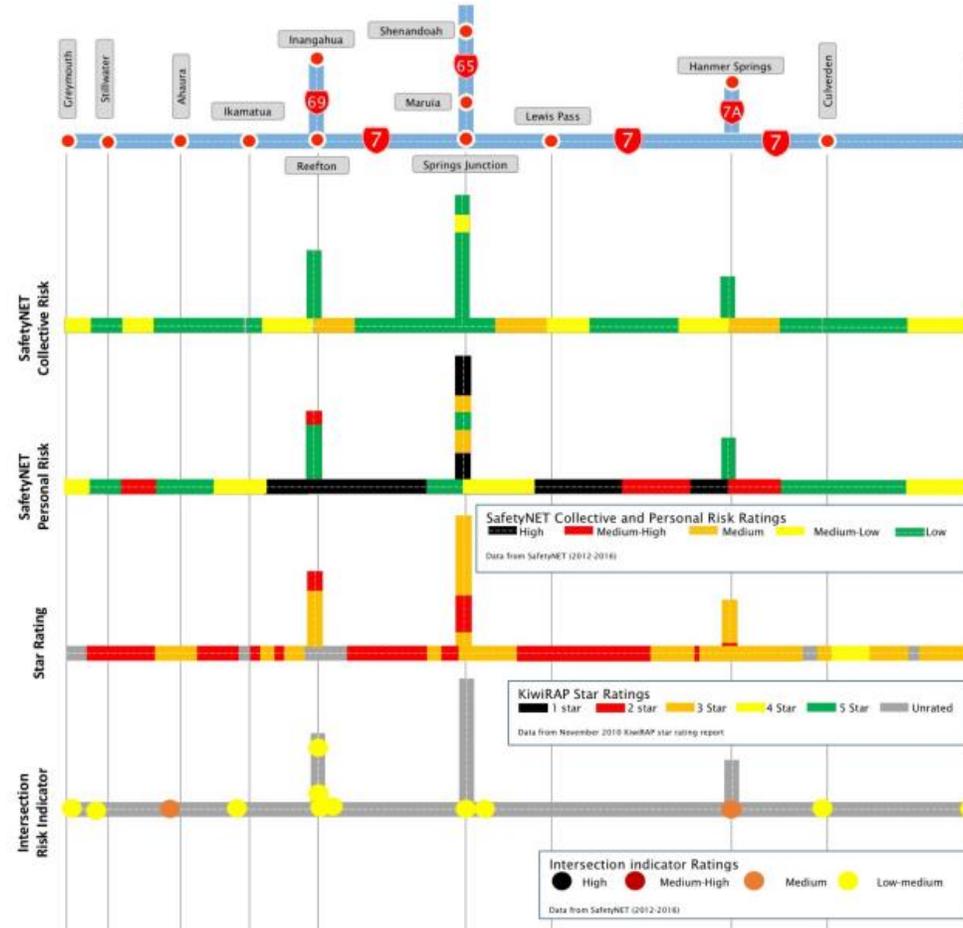


Figure 11 - Corridor capacity



Safety Outcomes

Figure 14 - Safety



Asset Condition and Performance

Surface Defects

The infographics show the proportion of the Route Section that has a Surface Defects (100m Priority) score that would signal the need for further investigation, i.e. a score >20. The second infographic shows the change in these levels from the 2014 survey to the 2016 survey, as either an improvement or degradation, as well as the three-year trend.

The Surface Defects score is made up of a number of measures which all contribute to the overall score including: roughness, rutting, shoving, flushing, and design life. Any 100m section achieving a score over a total of 20 rates as flagged for inspection. The proportion is then the length of corridor that is flagged for inspection as a percentage of the total length of that section.

Overall, 12% of the corridor achieves a score above which inspection is required. Sections with significant lengths of surface requiring inspection include: SH65/0, SH65/17 and SH65/36 at the northern end of SH65. These sections also show a significant level of degradation in score over the last three years.

Surface Age

The infographic shows the weighted average age of road surface, and the proportions of surface age that fall within the three age bands.

The base data is all the seal lengths and their age from RAMM. Then a weighted average is then calculated. Overall, all sections add up to 100%. The proportion is the length of corridor in a particular age band as a percentage of the total length of that section.

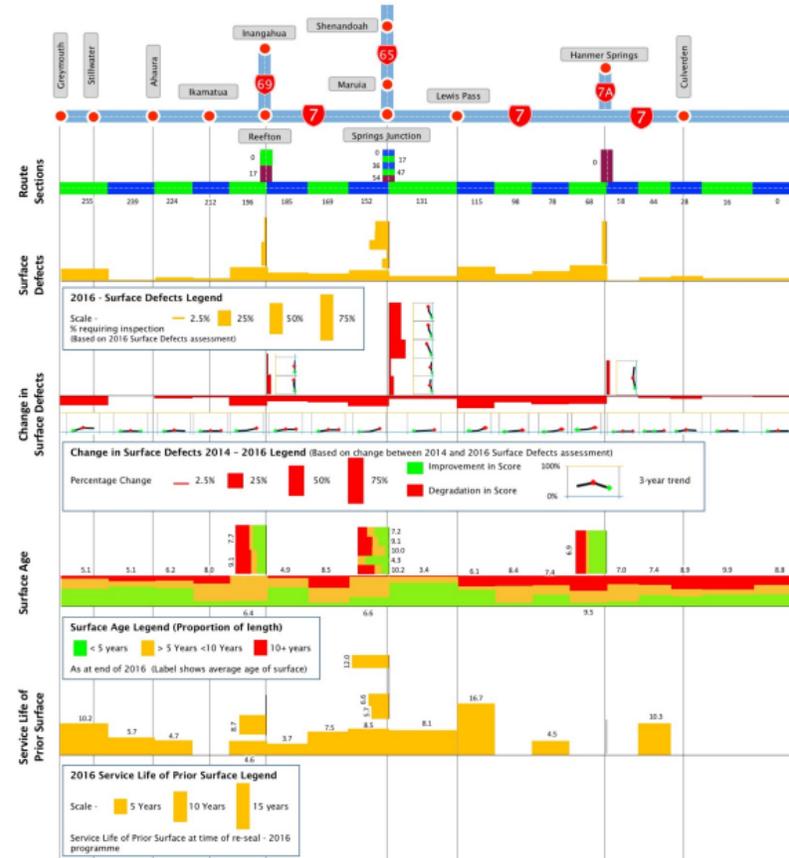
The sections of corridor with the oldest age profile are SH69/17 south of Inangahua, SH7/16 north of Waikari, and, SH7/68 west of SH7A.

Service Life of Prior Surface

The infographic shows the weighted average age achieved for the sections of road surface that were resurfaced in the last financial year (2015-16). The infographic only shows sections where re-surfacing work was undertaken in the 2015/16 season. The value is derived from the weighted average age of the sections of seal that were overlaid by a new first coat seal. This is a standard ONRC measure.

Overall the re-surfaced sections achieved an average service life of 9.9 years, with sections SH7/44 north of Culverden, SH7/115 Lewis Pass,

Figure 19 - Asset condition 2



The investment story

Investing in the corridor

The **Customer Levels of Service** shapes our response to our investment in maintenance, renewals and improvements. The NZ Transport Agency must consider the impact we have on our customers, the environment, communities, iwi, and the NZ economy in everything we do.

Decisions must be evidence based, informed and transparent with investment targeted to the right treatment, in the right place, at the right time while considering a range of competing priorities for investment. This requires significant analysis of various alternatives and options and expertise in applying appropriate judgement in collaboration with our service delivery partners.

Right treatment, right place, right time

A range of factors have been considered to determine the best point at which to intervene with maintenance and/or renewal treatments and improvements along the corridor.

Intervention works will be programmed to ensure:

- The right treatment,
- At the right place, and,
- At the right time.

Interventions will:

- Be based on minimising whole of life, whole of system costs and be underpinned by facts derived from enhanced asset information and modelling
- Define the most appropriate approach to asset maintenance, inspection and renewal, supported by reliability, availability, maintainability and safety specifications
- Use a risk-based approach to determine the intervention requirements to specified levels of reliability
- Use resilience requirements to a specified range of weather conditions, considering climate change
- Define how sustainable development requirements are to be addressed

Investing in access and resilience

Operations and maintenance

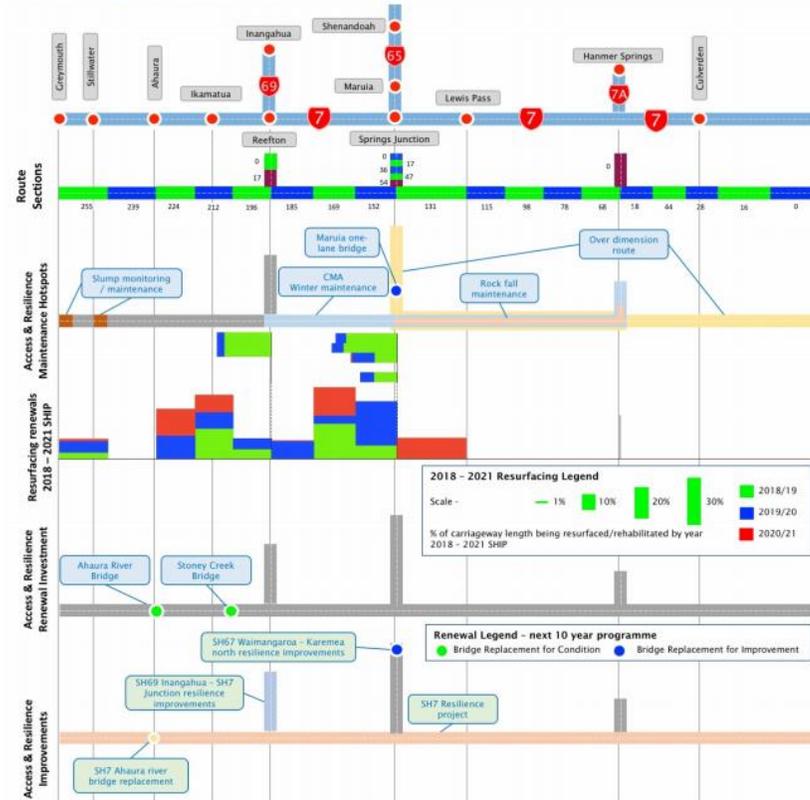
The main areas of investment to provide and preserve access and resilience are drainage maintenance, sealed road surfacing and structural component replacements and vegetation control. A key focus is to realign the base preservation quantiles toward increased preventive maintenance and to slow pavement deterioration specially through improved drainage.

Maintenance hot spots

The following maintenance 'hotspots' require additional monitoring or cause an increased maintenance burden along the corridor:

- **Road slumps** by 50mm every 6 months with no identified way of stopping it, prior to Greymouth and to Stillwater.
- **Rockfall maintenance** is required on SH7 between Springs Junction and Hanmer Springs.
- **Winter maintenance** between Reefton and Springs Junction (SH7).
- **Over-dimension:** Additional maintenance is required as the only over-dimension route from Picton/Marlborough to Canterbury.
- **Maruia one-lane bridge:** There are ongoing maintenance cost considerations under the alternative route function.

Figure 22 – Access and resilience investment



Interactive AMP Improvement Session



Is the investment story compelling?

- Is there a clear understanding of ‘Why’ you need to do something?
- Is there evidence to support your recommended programme?
- Is what you are recommending affordable?
- Does it provide ‘value for money’?
- Do you have the management capability/capacity to deliver the programme?
- Can the ‘supply chain’ / market respond and deliver within your required timeframes?



More food for thought...

- Is your 'line of sight' clear...from the GPS, your strategic case, to your recommended programme and LoS?
- Have you indicated how you have applied the ONRC performance measures and CLoS?
- How have you treated your 'low cost/low risk' works?
- Have you shown how you are or could collaborate?



Interactive Session – Immediate Improvement Actions

- Discuss your initial submissions, draft AMPs and the feedback you have received.
- **Identify immediate improvement actions for 2nd draft AMP:**
 - Your RCAs strengths
 - Your RCAs areas that need further development



Interactive Session – Smart Buyer Assessment

- **Complete Smart Buyer Assessment**
- Share self assessment with peers and discuss how you assessed yourself and what evidence is in place to support your assessment
- Share with full group



Interactive Session – Long Term Improvements

- Identify long term improvement actions that can be developed into the AMP for continual development and improvement of the 2021/2024 NLTP.
 - This is just a start and will help support work in R11



Interactive Session – Peer Support

- Identify a RCA in your region that could support you & one you could support;
 - what can you/they help with?
- How could REG or NZTA support you?
- **Develop an action plan to support each other prior to 20 October.**



REG Update

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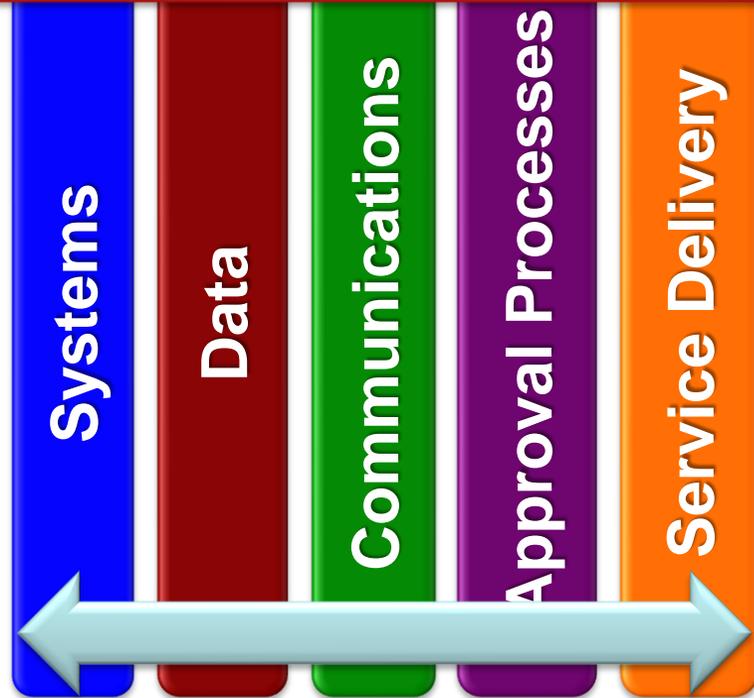
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5 Pillars of Success



5 Pillars of Success

Data

Systems

Communications

Approval Processes

Service Delivery

Performance reporting tool

ONRC Functional Classification
ONRC Performance Measures

Business Case Approach

BCA
AMP
&
2018
/
2021
NLTP

Further development of Performance reporting tool & interpreting/using data

Further development of ONRC Performance Measures

Expanding the use & value of ONRC (use in place & form)

Supporting RCA to deliver on improvement plans and improving AMP

Build sector capability through continued learning & development programme

Procurement & service delivery

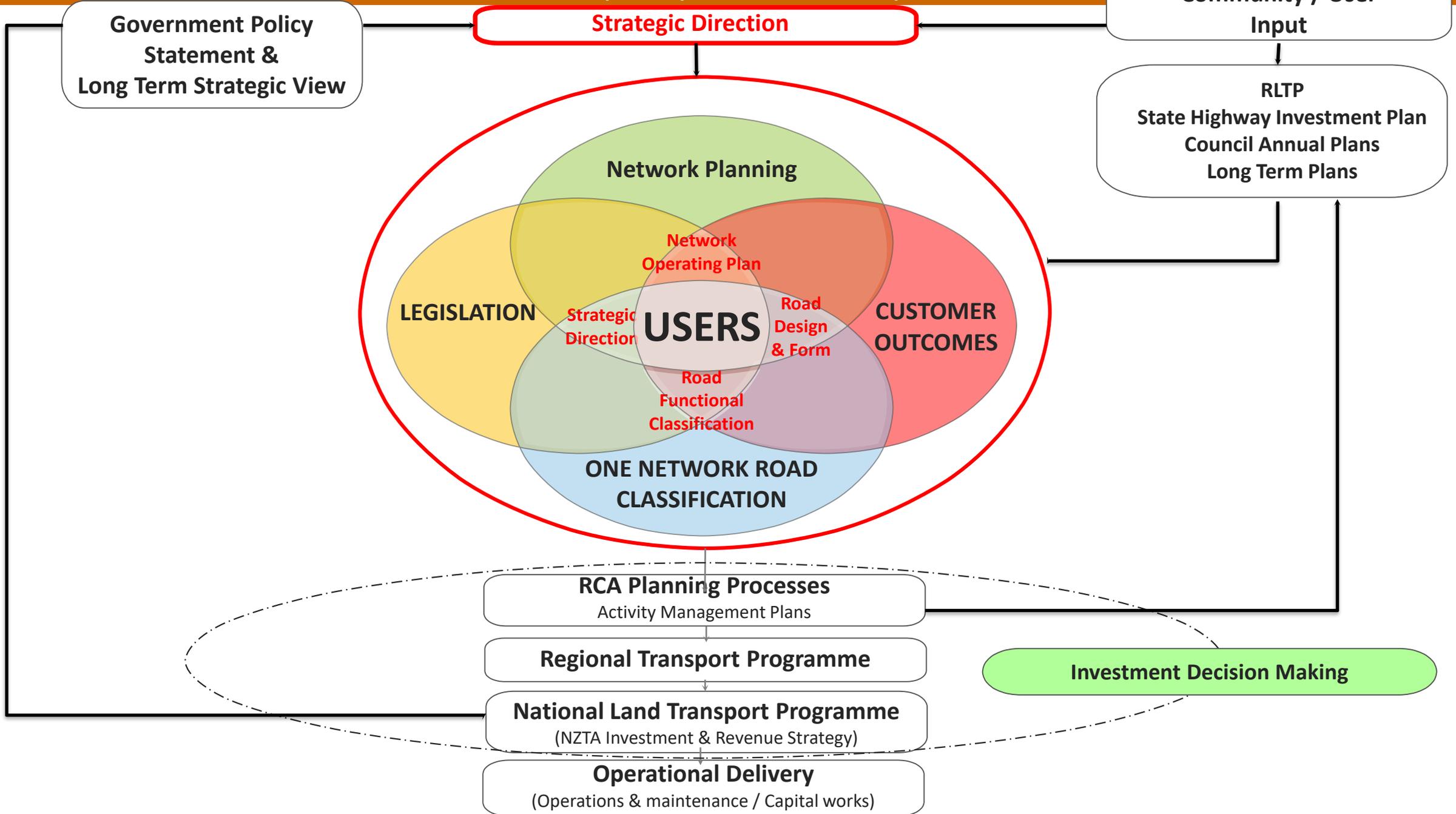
Improved
BCA
AMP
&
2021
/
2024
NLTP

2015 to 2017

2018...



Transport System Relationships



Data Quality Project

- Phase 1 focuses on quality of RAMM data which informs ONRC & performance measures
- 2014/15 and 2015/16 results for TLA's are available on the NZTA and REG websites
- Release of phase 1 improvement programme scope and 2016/17 results for TLA & SH data quality reports scheduled for early November 2017
- Phase 2 will focus on data quality for NZ road asset management and decision support systems
- **ONRC PMRT** – release on 27 September will provide Peer/Region/National results in single reports to provide comparative reporting view

Grade	Definition
Grade 1	Data quality to expected standard
Grade 2	Minor data quality issues present
Grade 3	Major data quality issues present

My Results Overall



My Results by Dimension

Completeness



Accuracy



Timeliness



My Results by Sub-Category

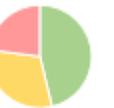
Carriageway



Treatment Length



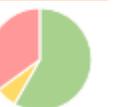
Surfing



Maintenance Activity



Roughness



Traffic Counts



Traffic Calmness



Crash



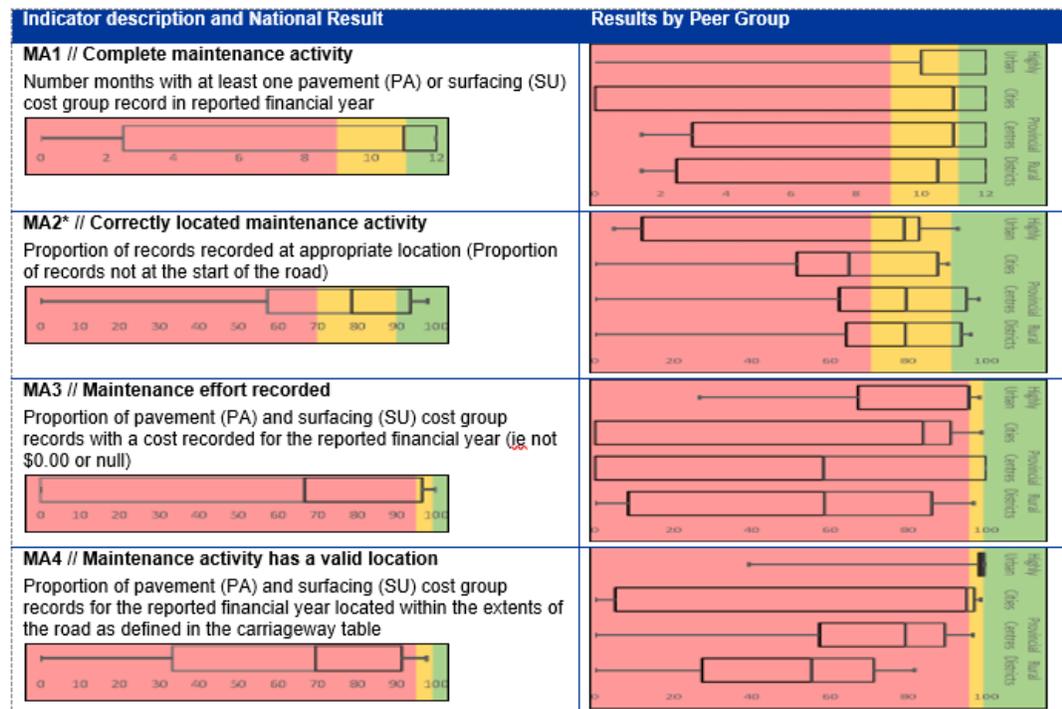
Data Quality Project

Example of Data Sub Category Results Analysis

- Analysis of these results is guiding scope of an improvement programme focused on providing better guidance and support to the sector

5 Maintenance Activity

5.1 Results



5.2 Results Analysis

Ref(s)	Result	Comment	Possible Root Cause(s)
MA1	Poor	Large spread across all peer groups.	<ul style="list-style-type: none"> Lack of process for timely recording of maintenance activity in the asset management system Procurement documents do not require this data to be provided to the RCA Lack of awareness/understanding of the process around transferring costs from RAMM Contractor to RAMM
MA2*	Poor	Results generally better on the more rural networks	<ul style="list-style-type: none"> Lack of awareness/understanding of the value of recording maintenance activity at the correct location Lump sum and/or P&G items recorded against road starts Process for capturing location not adequate Lack of process for timely recording of maintenance activity in the asset management system
MA3	Poor	These results seem very low. There's a large spread of results for all peer groups	<ul style="list-style-type: none"> Lack of process for timely recording of maintenance activity in the asset management system Poor process resulting in appropriate costs for an activity not being recorded in the asset management system (ie Lump sum items not recorded with a cost) Lack of industry awareness/understanding of how to set up the contracts in RAMM Contractor Poor process resulting in inaccurate capturing of maintenance activity
MA4	Poor	These results seem very low	<ul style="list-style-type: none"> Lack of process for timely recording of maintenance activity in the asset management system Poor processes for capturing location

Root Cause / Problem Conclusion	Root Cause(s)			
	Input (Policy)	Process	Output	System
There is a lack of awareness of the value of a <u>well maintained</u> maintenance cost (activity) table	Medium	High	High	High



Digital Engineering Project

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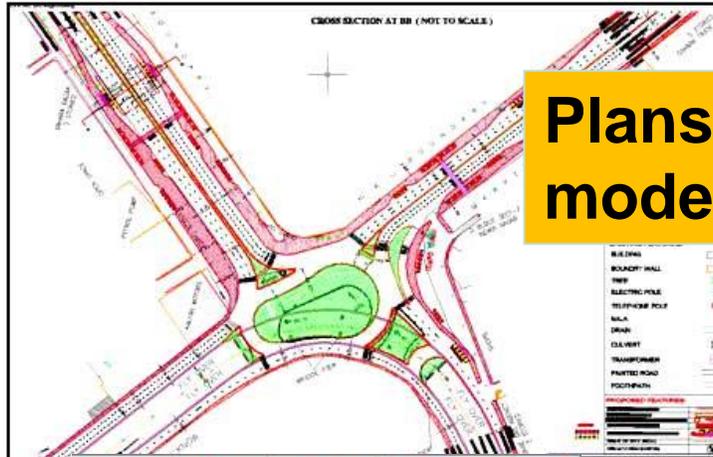
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BUILDING INFORMATION MANAGEMENT WILL CHANGE HOW AND WHERE THE TRANSPORT AGENCY ACCESSES INFORMATION

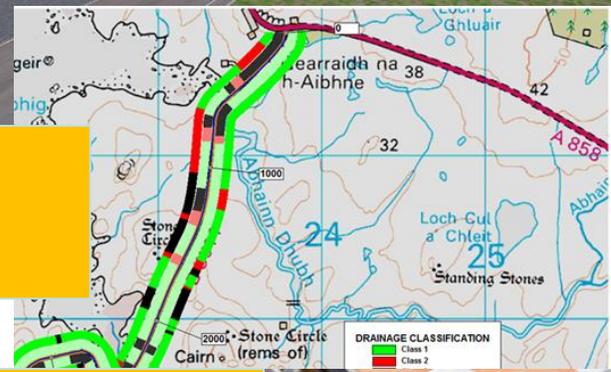


Plans → Digital models



	D	E	F	G
62.56	68.85	306.00	1,282.01	
49.20	2,061.17	2,835.68	11,225.65	2
20.00	835.00	-	3,060.60	
65.20		493.50	1,551.90	
46.08	1,849.70	999.01	7,180.15	1
68.00	2,195.00	1,756.00	10,974.00	2
62.50	492.50	1,935.00	4,757.50	1
52.50	1,360.80	1,701.00	7,314.30	2,438.10
56.00	1,733.00	1,434.00	5,341.00	1,335.25
47.92	5,472.30	6,014.60	20,762.82	5,190.71
49.60	841.80	204.70	2,317.30	
	385.94	942.50	2,119.94	
85.95	668.80	1,159.00	2,927.80	

Data → Spatial insight



Various Integrated information reported → media

information reported → At desk, On site current



REGional Champions Update

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Regional Critical Issues & Collaboration

Purpose: to provide an opportunity to discuss regionally important issues and collaborative opportunities with peers.



Moving forward to Our next workshop

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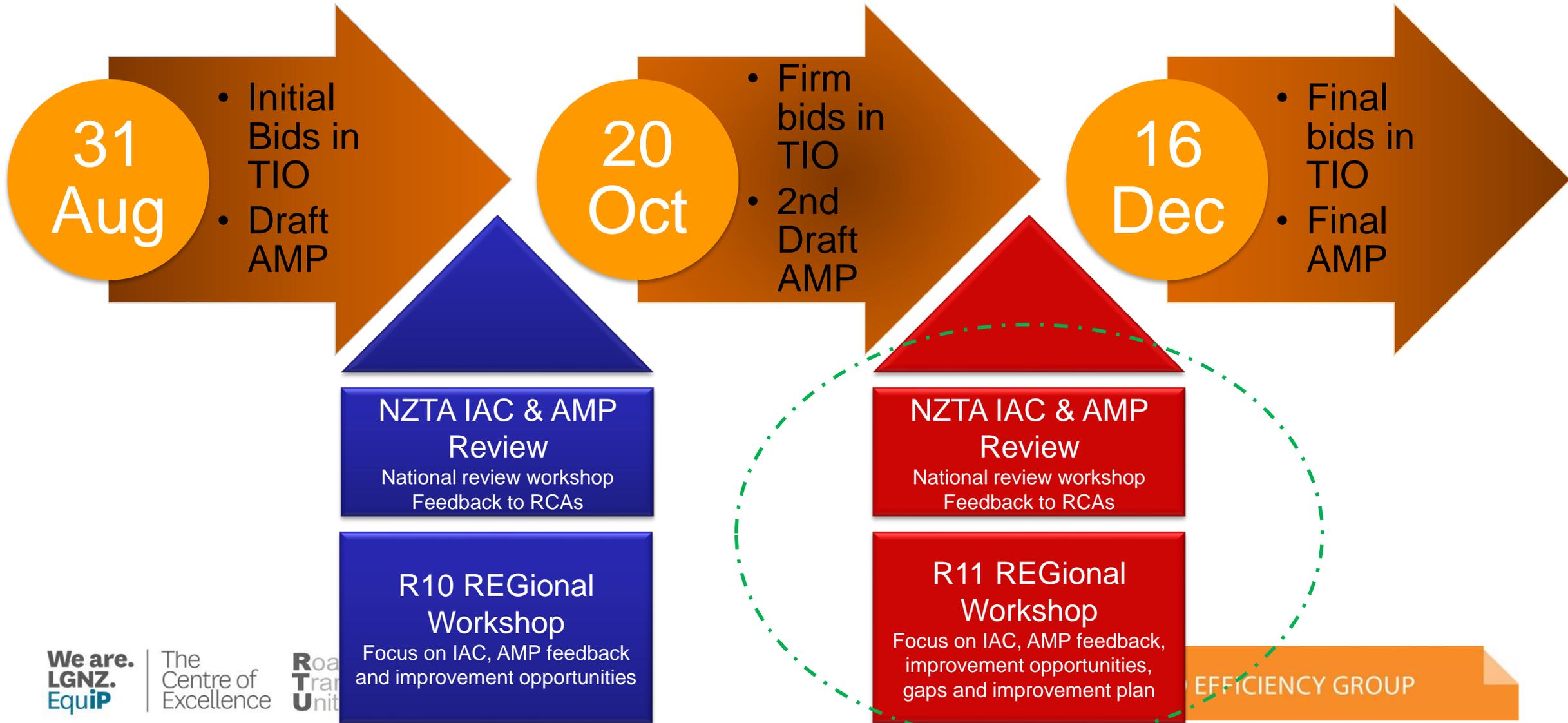
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Ensuring you have the strongest case for investment



RCA Feedback on Investment Assessment Framework



Feedback Session

- Purpose: to help improve the investment assessment process for improved outcomes.
 - Provide feedback on the IAC, TIO, and feedback.



Summary and Close

- Complete the feedback Survey!
- Review
 - List of objectives for the day
 - Tabled items (if any)
- Feedback on the workshop? How can we improve it?
 - You will be invited to complete a survey monkey questionnaire
- Next Steps



Erik Barnes



PO Box 2764,
Wakatipu,
Queenstown 9349

M: 021 997 863

erik@auxilium.co.nz

David Fraser



10 Bayview Drive
Waiuku 2123

P: +64 9 2357245

M: 027 4739493

david@amsaam.co.nz

Chris Olsen

CHRIS OLSEN CONSULTING



16 Solway Place
Papakowhai
Porirua 5024

P: 04 2339697

M: 0274 477098

chris@coconsulting.co.nz

