



# Waitaki

DISTRICT COUNCIL

*TE KAUNIHERA Ā ROHE O WAITAKI*

**I hereby give notice that the  
Roothing Sub-Committee Meeting  
will be held on:**

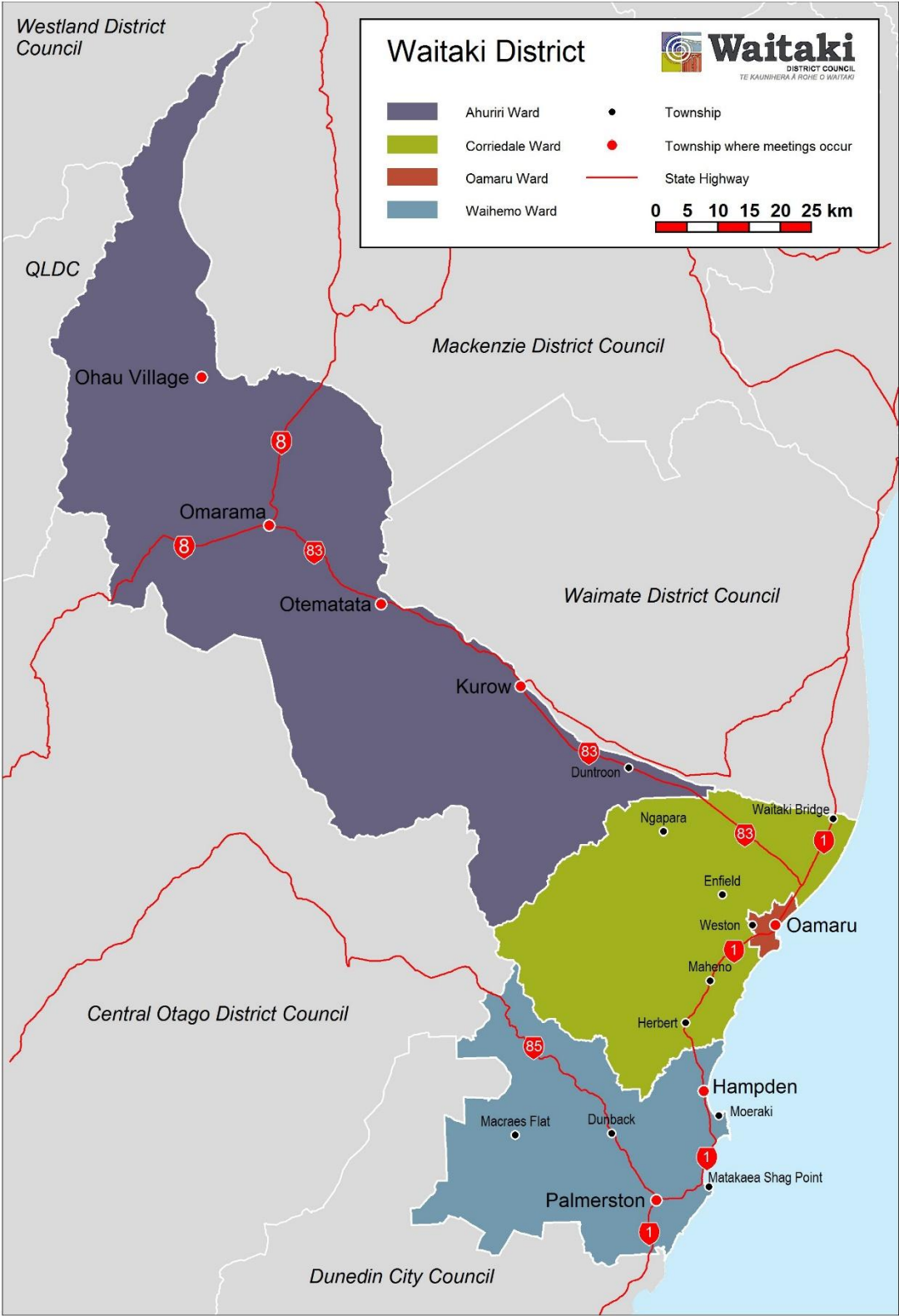
**Date:** Tuesday, 12 August 2025  
**Time:** 2:00 pm  
**Location:** Council Chamber, Third Floor  
Waitaki District Council Headquarters  
20 Thames Street, Oamaru

## Agenda

### Roothing Sub-Committee Meeting

**12 August 2025**

**Alex Parmley  
Chief Executive**





**Agenda Items**

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<b>3</b>	<b>Confirmation of Previous Meeting Minutes.....</b>	<b>5</b>
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**1 APOLOGIES**

**2 DECLARATIONS OF INTEREST**

**3 CONFIRMATION OF PREVIOUS MEETING MINUTES**

**3.1 PUBLIC MINUTES OF THE ROADING SUB-COMMITTEE MEETING HELD ON 13 MAY 2025**

**Author:** Arlene Goss, Governance Services Lead

**Authoriser:**

**Attachments:** 1. Public minutes of the Roding Sub-Committee Meeting held on 13 May 2025

**RECOMMENDATION**

That the Roding Sub-Committee confirms the public minutes of the Roding Sub-Committee Meeting held on 13 May 2025, as circulated, as a true and correct record of that meeting.

**UNCONFIRMED MINUTES**

**OF THE ROADING SUB-COMMITTEE MEETING  
HELD IN THE COUNCIL CHAMBER, THIRD FLOOR, WAITAKI DISTRICT COUNCIL  
HEADQUARTERS, 20 THAMES STREET, OAMARU  
ON TUESDAY, 13 MAY 2025 AT 10:16 AM**

**PRESENT:** Cr Jim Thomson (Chair), Member John McCone, Member Gary Kircher,  
Member Guy Percival

**IN ATTENDANCE:** Cr Jim Hopkins  
Cr Courtney Linwood  
Cr Rebecca Ryan  
Cr Jeremy Holding  
Lisa Baillie (Director, Community Engagement and Experience)  
Roger Cook (Director, Natural and Built Environment)  
Erik van der Spek (Operations Manager)  
Arlene Goss (Minutes)  
Jason Lilley (Website and Digital Content Creator)

This meeting was live streamed and is available to watch at:

<https://www.youtube.com/live/baWssxONuwU?si=Ps4CAnMeb1ce-pKm>

The Chair declared the meeting open at 10.16am and welcomed everyone present.

**1 APOLOGIES**

**RESOLVED RSC 2025/001**

Moved: Member Jim Thomson

Seconded: Member Guy Percival

That the apology received from Cr Brent Cowles be accepted.

**CARRIED**

Cr Hopkins, who is not a member of this committee, raised a point of order due to having technical issues with the agenda. The Governance Lead apologised and said it would not happen again.

**2 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3 CONFIRMATION OF PREVIOUS MEETING MINUTES**

**3.1 PUBLIC MINUTES OF THE ROADING SUB-COMMITTEE MEETING HELD ON 11  
FEBRUARY 2025**

**RESOLVED RSC 2025/002**

Moved: Chairperson Jim Thomson

Seconded: Mayor Gary Kircher

That the Roding Sub-Committee confirms the Public minutes of the Roding Sub-Committee Meeting held on 11 February 2025, as circulated, is a true and correct record of that meeting.

**CARRIED**

## **4 DECISION REPORTS**

### **4.1 BATTERSBY ROAD AND SERVICE LEVELS**

The purpose of this report was to determine the desired service level for 480m of seal on Battersby Road.

In March 2022, Council sealed 480m of Battersby Road. This sealed section is not holding up to traffic use, with high maintenance costs. Council indicated a review of service levels in its draft Infrastructure Strategy 2025-2035. A decision is required on future service levels for this section of road.

Erik van der Spek spoke to this report and explained the situation at Battersby Road. He recommended that the road seal be scarified.

Questions were asked about why the road was sub-standard in the first place. There was very little information about how this happened. It was a concern that within three years this needed to be re-visited.

Cr Hopkins did not recall making any decision on this issue and does not believe it came to council in the past.

Discussion followed on the large number of heavy trucks that use this stretch of road. This was a major service road for a business, and the amount of traffic was causing a dust problem for the houses and paddocks.

Cr McCone believed it should remain sealed.

Cr Percival said what was there should be retained and maintained. He believed only a third of the road was in bad shape, not all of it.

Roger Cook asked the committee to be mindful that Council had no money and there were many other roads serving larger populations that had unsealed, dusty roads and residents who wanted them sealed.

There was further discussion with all councillors giving their views.

The mayor asked staff to learn from this matter and Mr van der Spek said staff would be investigating how the original poor seal quality occurred.

The chairman suggested that Council needed to understand its strategic routes in the network, so decisions could be made on service levels.

### **RESOLVED RSC 2025/003**

Moved: Chairperson Jim Thomson

Seconded: Cr John McCone

That the Roading Sub-Committee instructs staff to continue to maintain the current seal at Battersby Road.

**CARRIED**

### **4.2 ELDESLIE ROAD STOPPING**

The purpose of this report was to stop and dispose of part of a legal road currently being used as a formed road carriageway (metal) and unformed road carriageway at Elderslie Road, Weston-Ngapara, after Waiareka Creek crossing and after the A20 Cycle Trail entrance. The 3.185677 hectares of road would be amalgamated with adjoining land.

Mr van der Spek introduced this report. The land would be sold to the adjoining landowner for an amount of no less than market valuation.

Stopping the road after the A2O Cycle Trail entrance would ensure continued public access.

The formed part of the road serves only the adjoining landowner and there is no current or future intended use for the unformed portion of the road.

The road stopping and sale of land would solve planting encroachment issues that are the responsibility of the adjoining landowner and would save Council maintenance costs of approximately \$20,000 over 40 years.

Councillors asked if staff could be sure that this unformed road would never be needed for other purposes. Mr van der Spek said from the information available to him, stopping the road posed no issue. Discussion took place on protecting access to other properties and the Alps2Ocean track.

Council would still be responsible for the heritage bridge and culvert in the area.

**RESOLVED RSC 2025/004**

Moved: Mayor Gary Kircher

Seconded: Cr John McCone

That the Roding Sub-Committee:

1. Agrees to stop approx. 3.2 hectares of unformed and formed Road, part of Elderslie Road, located approx. 311m from Weston-Ngapara Road intersection, known as Parcel ID 3181610, and transfers the land to the adjoining landowner; and
2. Delegates authority to the Chief Executive to negotiate and undertake the necessary actions for the disposal of the land, with the results being reported back to the Roding Sub-committee.

**CARRIED**

**5 MEETING CLOSE**

Roger Cook asked for guidance on whether future decisions on road sealing should come to the sub-committee. The sub-committee asked for this to be managed on a case-by-case basis.

The chairman said there would need to be more work done on roading levels of service, as councillors needed to be more honest with ratepayers that service levels would need to drop, or rates would go very high.

The meeting closed at 11.02am.

TO BE CONFIRMED at the Roding Sub-Committee Meeting to be held on Tuesday, 12 August 2025.



## **4 MEMORANDUM REPORTS**

### **4.1 2025/26 SEALED ROAD RESURFACING PROGRAMME**

**Author:** Bryson Huxley, Transport Engineer

**Authoriser:** Josh Rendell on behalf of Roger Cook, Director Natural and Built Environment

#### **RECOMMENDATION**

That Roding Sub-Committee receives and notes the information.

#### **PURPOSE**

To provide the 2025/26 Sealed Road Resurfacing Programme to the Roding Sub-Committee.

#### **SUMMARY**

Council adopted the 2025/35 Long Term Plan with budget for road resurfacing for the current 2025/26 financial year. In doing so, Council approved a \$2.67 million investment in Sealed Road Resurfacing.

New Zealand Transport Authority Waka Kotahi (NZTA Waka Kotahi) has provided allocations to contribute to the resealing work category for the 24/27 National Land Transport Plan (NLTP) period. Waitaki District Council has indicatively been allocated \$2,666,646 towards sealed road resurfacing for the 2025/26 financial year. This sum would provide a \$1,519,988 subsidy from NZTA Waka Kotahi, with a co-funding requirement from Council of \$1,146,658.

Council's sealed road resurfacing contract is currently in a tender process that will end on 2<sup>nd</sup> September 2025. This is a three-year contract with an optional one-year extensions for the next two years.

Sites have been selected based on comprehensive asset data collation and analysis including Candidate Site Selection which is an algorithm that identifies sites and ensures best value for Council's investment over the assets whole of life. Site inspections are carried out to confirm the condition and prioritise sites to fit within the allocated budgets. Follow up inspections are carried out to create a programme of repairs that is required before the sealing commences. Pre-seal repairs for 90% of the sites were undertaken last financial year to enable sealing to be done at the appropriate time taking into account seasonal requirements.

Once the contractor receives the sealing programme, they carry out inspections to determine the design scope of the resurfacing, undertake seal designs, and provide information and proposed treatment for approval.

The Sealed Road Resurfacing programme for the 2025/26 financial year is attached. It details the sites to be resurfaced, the road length to be resurfaced, and the date the surface was last sealed.

Order	Asset ID	Ward	Road	Start	End	Length	Reseal Type	Current Surface Year
1	351	Ahuriri	EAST RD	23	294	271	Reseal	2002
2	363	Ahuriri	LIVINGSTONE ST	15	608	593	Reseal	2006
3	364	Ahuriri	MCKELLAR ST	15	545	530	Reseal	2006
4	367	Ahuriri	MIDDLETON ST	10	190	180	Reseal	2006
5	371	Ahuriri	ORR ST	9	307	298	Reseal	2006
6	374	Ahuriri	REES ST	6	430	424	Reseal	2006
7	638	Ahuriri	ISLAND CLIFF-DUNTROON RD	0	142	142	Reseal	2013
8	350	Corriedale	DEVILS BRIDGE RD	130	1388	1258	Reseal	2003
9	358	Corriedale	HAPPY VALLEY RD	10	6160	6150	Reseal	2010
10	373	Corriedale	PARSONS RD	2390	4079	1689	Reseal	2009
11	378	Corriedale	ROUND HILL RD	3774	6500	2726	Reseal	2007
12	384	Corriedale	SPRINGFIELD RD	1615	3242	1627	Reseal	2020
13	385	Corriedale	STATION RD	0	1090	1090	Reseal	2009
14	386	Corriedale	STEWART RD (SOUTH)	676	5390	4714	Reseal	2000
15	388	Corriedale	TESCHEMAKERS RD	1437	2860	1423	Reseal	2008
16	639	Corriedale	ISLAND STREAM RD	1045	1125	80	Reseal	2014
17	641	Corriedale	ISLAND STREAM RD	5266	6197	931	Reseal	2018
18	336	Oamaru	ASCOT RD	0	370	370	Reseal	2007
19	337	Oamaru	ASHBURN ST	0	16	16	Second Coat	2022
20	339	Oamaru	AVON ST	0	436	436	Reseal	2008
21	340	Oamaru	BAKER ST	0	152	152	Reseal	2008
22	342	Oamaru	BRINKBURN ST	30	561	531	Reseal	2011
23	344	Oamaru	BURN ST	0	93	93	Reseal	2003
24	345	Oamaru	BYWELL ST	0	205	205	Reseal	2011
25	346	Oamaru	COLLEGE ST	0	360	360	Reseal	2011
26	347	Oamaru	DACRE ST	0	315	315	Reseal	2008
27	348	Oamaru	DART ST	0	226	226	Reseal	2009
28	352	Oamaru	EDEN ST	712	1178	466	Second Coat	2022

Order	Asset ID	Ward	Road	Start	End	Length	Reseal Type	Current Surface Year
29	353	Oamaru	ESSEX ST	0	65	65	Reseal	2020
30	355	Oamaru	GORDON ST - WESTON	170	700	530	Reseal	2007
31	356	Oamaru	GORDON ST - WESTON	0	160	160	Reseal	2008
32	357	Oamaru	HANNAH PL	10	288	278	Reseal	2007
33	359	Oamaru	HARLECH ST	0	170	170	Reseal	2008
34	361	Oamaru	HULL ST	0	1079	1079	Reseal	2008
35	362	Oamaru	JESSOP ST STH	10	434	424	Reseal	2011
36	366	Oamaru	MEEK ST - WESTON	0	185	185	Reseal	2008
37	369	Oamaru	NEN ST	370	610	240	Reseal	2008
38	370	Oamaru	NORE ST	0	162	162	Second Coat	2022
39	372	Oamaru	ORWELL ST	524	744	220	Second Coat	2022
40	375	Oamaru	REGINA LN	0	570	570	Reseal	2012
41	376	Oamaru	ROSENESS ST	15	660	645	Reseal	2009
42	377	Oamaru	ROTHER ST	10	572	562	Reseal	2011
43	381	Oamaru	SUSSEX ST	150	352	202	Reseal	2005
44	383	Oamaru	SOLWAY ST - LOWER ROAD	6	269	263	Reseal	2011
45	387	Oamaru	TAY ST	0	340	340	Reseal	2005
46	390	Oamaru	TYNE ST	0	949	949	Reseal	2009
47	392	Oamaru	WATERFRONT RD	405	1000	595	Reseal	2005
48	393	Oamaru	WEAVER ST	10	499	489	Reseal	2013
49	395	Oamaru	WESTVIEW DR	825	860	35	Reseal	2004
50	396	Oamaru	WHITESTONE CRES	10	223	213	Reseal	2007
51	401	Oamaru	ROYAL OAK CR	3	205	202	Reseal	2021
52	402	Oamaru	CLYDESDALE DR	3	450	447	Reseal	2020
53	938	Oamaru	TOKARAHU-DUNTROON RD	5183	5402	219	Reseal	2008
54	1034	Oamaru	HARLECH ST	180	489	309	Reseal	2008
55	1054	Oamaru	MEEK ST - OAMARU	0	90	90	Reseal	2012
56	338	Waihemo	AUSKERRY ST	10	205	195	Reseal	2005
57	341	Waihemo	BIRSA ST	10	470	460	Reseal	2008
58	343	Waihemo	BROUGH ST	220	685	465	Reseal	2008

Order	Asset ID	Ward	Road	Start	End	Length	Reseal Type	Current Surface Year
59	365	Waihemo	MCKENZIE ST	10	149	139	Reseal	2003
60	368	Waihemo	MUIR ST	10	135	125	Reseal	2007
61	379	Waihemo	RUNBRAKE ST EAST	10	355	345	Reseal	2010
62	389	Waihemo	TIVERTON ST	0	345	345	Reseal	2008
63	710	Waihemo	MACRAES RD	300	1091	791	Reseal	2009
64	711	Waihemo	MACRAES RD	1091	1851	760	Reseal	2006
65	712	Waihemo	MACRAES RD	1851	2114	263	Reseal	2009
66	1035	Waihemo	RUNBRAKE ST WEST	8	910	902	Reseal	2009

## 4.2 ROADING EFFICIENCY GROUP TRANSPORT INSIGHTS

**Author:** Paul Hayes, Assets Planning Manager  
**Authoriser:** Joanne O'Neill, Director Strategy, Performance, and Design  
**Attachments:** 1. RCA Insights report [↓](#)   
2. REG AMP review report [↓](#) 

### RECOMMENDATION

That Roding Sub-Committee receives and notes the information.

### PURPOSE

This memorandum is to update the Roding Sub Committee on the following:

1. RCA Insights on Road Maintenance Delivery – Pavement Resurfacing received from the Road Efficiency Group in July 2025
2. Roding Efficiency Group AMP Reviews applicable to the 2024/27 National Land Transport Plan
3. AMP Improvement Plan items for the 2027/30 Regional Land Transport Plan submission

### BACKGROUND

The Roding Maintenance Task Force was setup in 2011 to identify and encourage the uptake of efficiencies and cost-saving opportunities in road maintenance, renewal, and operations. As a result, the Road Efficiency Group (REG) was set up in 2012, being a collaborative initiative between Local Government NZ, NZ Transport Agency Waka Kotahi and all road controlling authorities. REG has evolved from a focus on technology-based solutions to a group that supports industry development through membership and workshops.

Waitaki District Council (WDC) has been a member of the Otago Southland REG group and has over the years become a leader amongst its peers in terms of providing Activity and Asset Management Plans to support the submissions to the Regional and National Land Transport Plans (NLTP).

### SUMMARY

#### 1. RCA Insights on Road Maintenance Delivery – Pavement Resurfacing

The full document is attached as Attachment 1.

The Government has set expectations that councils will review activity management plans during 2024-27 to improve long-term road maintenance outcomes by increasing the annual rehabilitation of local roads towards 2% and resurfacing towards 9%. The table overleaf summarises WDC's resealing metrics (planned and achieved) for the 2021-24 NLTP and planned activities for the 2024-27 NLTP to move towards meeting the Government targets, and compares those to our peers at a regional and national level.

Key conclusions that may be drawn are that:

- In 2021-24

- WDC lane kms achieved vs planned (68%) was lower than peer group averages, but our annual achievement as a % of the sealed network (4.7%) was on par with others.
- WDC spent 114% of approved funding, meaning funds were channelled into Pavement Resurfacing from other renewal budgets.
- WDC average expenditure per lane km of \$28,777 is lower than the region, peer group and national averages.
- For 2024-27, WDC plans to increase its programme to cover 228 lane kms or 5.1% annually of its network, aided by a 28% increase in NZTA funding to \$2.6M per year. However, costs have increased to an estimated \$35,087 per lane km, which is still at the low end of our peers. WDC is well on its way to meeting its target, with 5.6% of the network renewed in 2024/25. A 61% increase in investment will be required to achieve the Government's 9% expectation.

<b>2021-24 NLTP Local Roads</b>				
<b>Metric (amounts in lane kms)</b>	<b>Your council</b>	<b>Your region</b>	<b>Your peer group</b>	<b>National</b>
Sealed network length (lane km)	1,489	7,474	39,907	106,677
Achieved vs planned (lane km)	209 / 306 (68%)	959 / 1,362 (70%)	5,357 / 6,632 (81%)	15,319 / 18,193 (84%)
Planned annual average (% network)	6.9%	6.1%	5.5%	5.7%
Achieved annual average (% network)	4.7%	4.3%	4.5%	4.8%
Variance (% network)	-2.2%	-1.8%	-1.0%	-0.9%
Annual Plan targets achieved	0%	20%	34%	40%
Approved funding spent (% approved)	114%	102%	103%	116%
Expenditure (average per lane km)	\$28,777	\$42,641	\$29,873	\$48,837
<b>2024-27 NLTP Local Roads</b>				
Planned (lane km)	228	1,200	6,649	20,005
Planned annual average (% network)	5.1%	5.3%	5.6%	5.1%
Approved funding (Million)	\$8.0M	\$59.8M	\$226.7M	\$1,109.5M
Funding (average per lane km)	\$35,087	\$49,869	\$34,099	\$55,462

## **2. Roading Efficiency Group AMP Reviews applicable to the 2024/27 National Land Transport Plan**

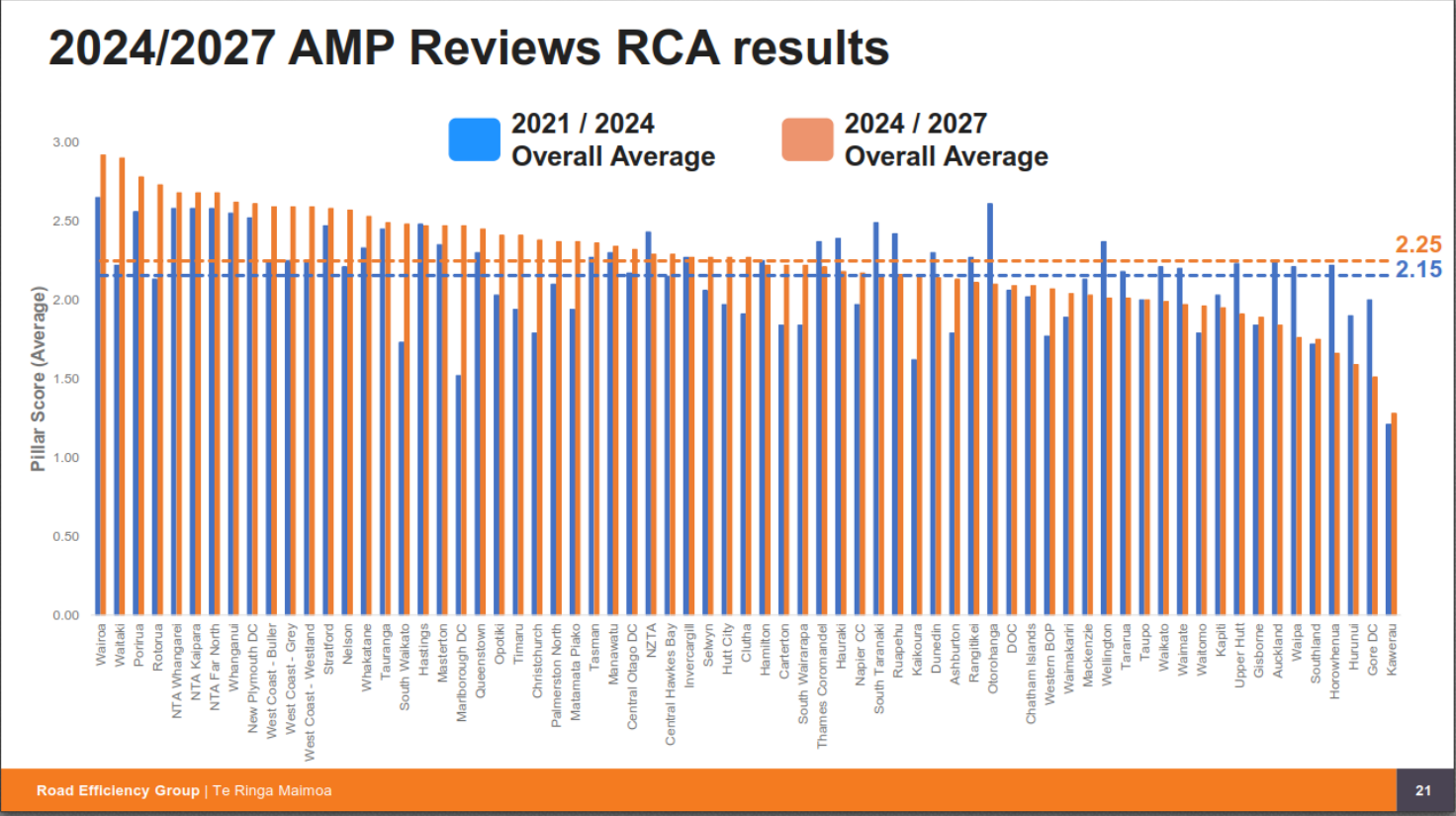
The full AMP Review Report by REG is attached in Attachment 2.

Road Controlling Authorities (RCAs) have been mandated to complete their Activity Management Plans (AMPs) in a business case approach since 2018/21. A part of the ongoing education by REG is to provide RCAs with constructive feedback on their AMPs to allow for improvements to be made in the following 3 years. The AMP Review process commenced in 2019 and involves a stringent and moderated test of AMPs by REG. Scoring is out of 3 and is aligned to NZTA's assessment process.

Waitaki's score for the 2018-21 NLTP was a solid 1.8/3 which was in the "fit for purpose" bracket. Improvements were made to the 2021-24 AMP and the score was 2.24/3 which was just shy of the "good" bracket. REG has just completed its review of the 2024-27 AMPs, and has given WDC's AMP an excellent score of 2.91/3, ranking it second in the country. Council has had requests from around the country to view the Waitaki AMP documents, including from Auckland Transport.

This result follows a sustained approach of incremental improvement, and the support of asset management specialists from WSP should be acknowledged. WSP also set up an interactive digital dashboard of the AMP. The files are now sitting on Waitaki's servers and will be updated for the 2027-30 Regional Land Transport submission.

The 2024-27 AMP will now provide the framework for Waitaki’s Roding AMPs into the future, and also sets the baseline for other Council services e.g.3 Waters, Parks and Property.



3. AMP Improvement Plan items for the 2027-30 Regional Land Transport Plan submission

Whilst Waitaki has a high score for the Roding AMP, certain improvement areas were identified, and WDC should continue its approach of incremental improvement to ensure its AMP remains within the “good” bracket. The table below is the AMP Improvement Plan for 2027-30 which was sent to REG in early July.

IMPROVEMENT PLAN					
WAITAKI DISTRICT COUNCIL					
Unique Identifier	Key Improvement Action	Due Date	Status Update	Estimated % Complete	Forecast Completion Date
2025-01	Review transport demand incl. 30 year forecast of predictions against existing transport capacity and when transport capacity upgrades will be required	Jun-26	Started	1%	Jun-26
2025-02	Development of root cause analysis to understand the connection between the regional investment logic mapping (ILM) problems and local problems the network is facing	Jun-26	Started	1%	Jun-26
2025 -03	Update procurement strategy for NZTA endorsement	Apr-26	Programmed	1%	Jun-26

2025 -04	Implement AMP compliance report for severe and major consequences	Dec-26	Programmed	1%	Dec-26
2025 -05	Simplify exiting differential levels of service	Jun-26	Started	1%	Jun-26
2025 -06	Develop detailed linkage between transport activity and WDC Community Outcomes	Jun-26	Programmed	0%	Jun-26
2025 -07	Improvements to executive summary as recommended by REG	Jun-26	Programmed	0%	Jun-26
2025-08	Development of 30 year renewal plan for retaining walls	Jun-26	Programmed	0%	Jun-26
2025-09	Completion of a scooter footpath survey incl. data	Jun-26	Programmed	0%	Jun-26
2025-10	Review of CAS database in relation to One Network Framework (ONF)	Jun-26	Programmed	0%	Jun-26
2025-11	Inclusion of recommendations from network, safety and investment audits as recommended by REG	Jun-26	Programmed	0%	Jun-26
2025-12	Include detailed business case as appendix to strategic and programme business case as recommended by REG	Jun-26	Programmed	0%	Jun-26
2015-13	Include Smart Buyers self-assessment in AMP as recommended by REG	Jun-26	Programmed	0%	Jun-26
2015-14	Include clear information on programme monitoring as per the recommendations by REG	Jun-26	Programmed	0%	Jun-26



## Road Efficiency Group

### Te Ringa Maimoa

#### RCA INSIGHTS: ROAD MAINTENANCE DELIVERY - PAVEMENT RESURFACING

July 2025

##### Waitaki District Council

The Road Efficiency Group Te Ringa Maimoa (REG) is a collaborative partnership between NZ Transport Agency Waka Kotahi, Local Government NZ and all road controlling authorities (RCAs). REG's Transport Insights web portal includes a dashboard that shows how all New Zealand's road networks are performing across key areas such as road condition, safety, and overall transport programme and service delivery.

The Government has set expectations that councils will review activity management plans during 2024-27 to improve long-term road maintenance outcomes by increasing the annual rehabilitation of local roads towards 2% and resurfacing towards 9%. REG is providing insights from the Transport Insights web portal and other sources to councils to support effective decision making and deliver for our communities.

2021-24 NLTP Local Roads				
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##### 2024-27 NLTP EXPECTATIONS

It is expected RCAs will deliver resurfacing programmes in 2024-27 in accordance with approved funding for 2024-27 and RCAs will work with NZTA to determine an appropriately sized programme and level of service within available funding for the 2027-30 period.

##### NEXT STEPS

These RCA Insights have been sent to council chief executives, mayors and roading staff with the aim of sharing insights on your network's performance for a greater understanding of roading investment.

REG recommends council management connects with your roading team to understand this performance data, compare your data with peers and support roading improvement plans.

[www.nzta.govt.nz/reg](http://www.nzta.govt.nz/reg)

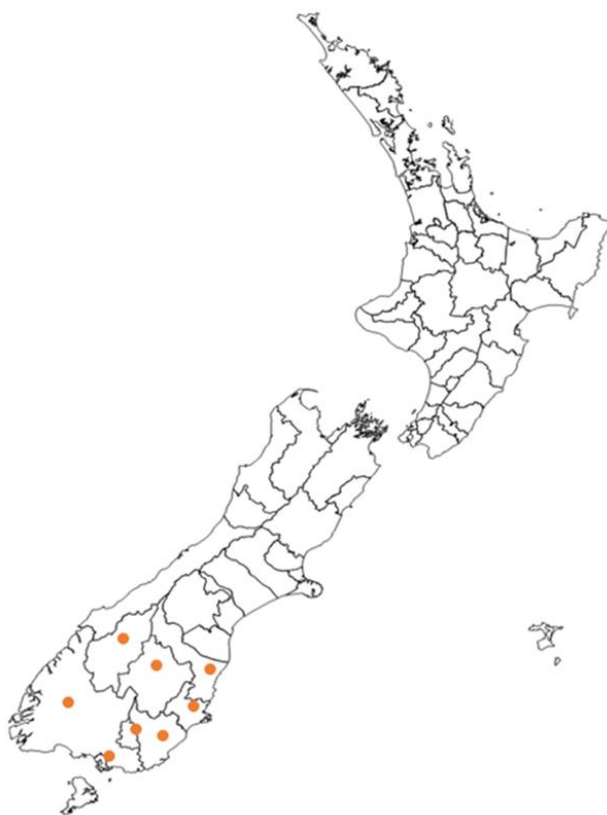
[www.transportinsights.nz](http://www.transportinsights.nz)

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# Waitaki District Council

## Activity Management Plan Review (2024/27)

### Southland Otago Region



**Road Efficiency Group**

Te Ringa Maimoa



**NZ TRANSPORT  
AGENCY**  
WAKA KOTAHI

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Document control

DESCRIPTION	VERSION	DATE
Assessment completed	N/A	March 2025
DRAFT 2024/2027 AMP Review report released for review	v0.1	June 2025
RCA review of report		
Development of improvement plan and RCA response for inclusion		
FINAL 2024/2027 AMP Review report		

Executive summary

The Waitaki District Council (WDC) has developed a **good** activity management plan (AMP).

The overall AMP review score increased significantly from 2.22 at the last assessment to 2.91 for this review.

Areas of significant improvement are decision making, benefit delivery, quality improvement and service delivery.

The significant increase in the decision-making score stems from the effective use of the New Zealand Transport Agency Waka Kotahi's (NZTA) investment prioritisation method, decision-making framework, and REG Te Ringa Maimoa Differential Levels of Service in the program case to evaluate options. WDC has applied these frameworks in a structured way, providing clear justification for the recommended option.

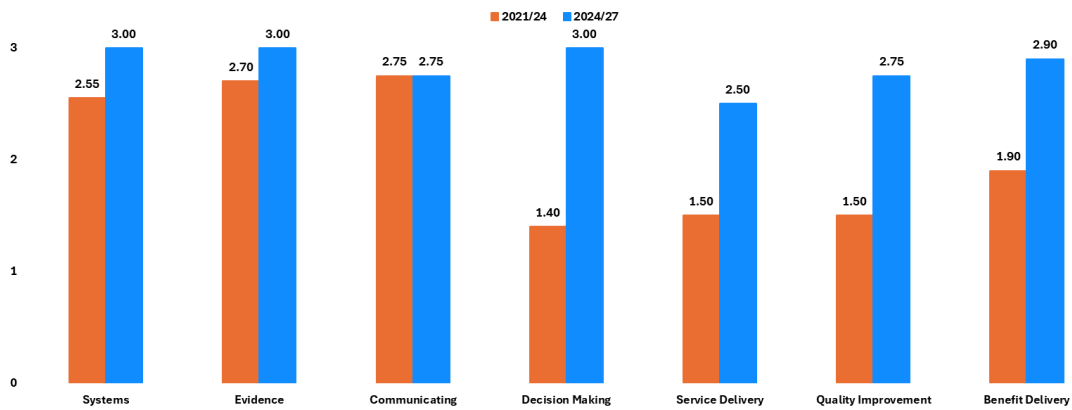
Additionally, the use of the NZTA Investment Benefit Framework and One Network Framework (ONF) for benefit realisation, performance monitoring, and reporting explains the improvement in benefit delivery.

The AMP could be improved with the inclusion of a clear list of recommendations/suggestions/ from external audits (NZTA, Office of the Auditor General), and set of council actions in response and developing a more comprehensive executive summary for the AMP.

The WDC could consider developing a more concise AMP with appendices.

	WAITAKI DISTRICT COUNCIL	REGIONAL AVERAGE	NATIONAL AVERAGE
2024 / 2027 AMP	2.91	2.20	2.25
2021 / 2024 AMP	2.22	2.10	2.15

Comparison between historic AMP and regional and national averages.



*Comparison of individual assessment criteria scoring against previous WDC AMP review*

**Strengths**

- The AMP shows good use of NZTA business case approach (BCA) and international infrastructure management manual (IIMM) principles and guidance. There is also good use of NZTA and REG Te Ringa Maimoa tools such as decision making framework, investment prioritisation framework, investment benefit framework, levels of service (LoS) framework and differential LoS.
- There is a clear line of sight between government policy statement (GPS), transport outcomes, WDC community outcomes, customer outcomes, problems, benefits, strategic response, performance measures, targets and work programme categories using strategic alignment tables.
- The programme business case is very robust. The use of differential levels of service (DLoS) to illustrate the link between programme, LoS, risk and cost; and the use of simple multi criteria analysis to test the options investment objectives, critical success factors, opportunities and impact and economic assessment gives a good understanding of the rationale behind the selection of the recommended option. The one-page summaries of individual assets-based work programmes in the detailed business case is also good.
- There is consistent and comprehensive use of evidence in parts A and B of the document. The WDC understands the importance of collecting asset data, and how it is useful in making informed decisions. It has clearly identified the gaps in the current asset data base and has identified actions to close the gaps.
- The structure and flow is maintained throughout the document. Even though the document has two parts, the layout, tables and infographics make it reader-friendly.

**Improvements**

- The WDC could consider using the root-cause analysis approach to understand the core reasons of the problem statement. This can be useful in showing the connection between the regional investment logic mapping (ILM) problems and local problems the network is facing.
- The executive summary is missing certain information from the AMP such as a summary of asset-based works programmes, improvement items, WDC LoS and strategic line of sight. An investment forecast graph based on the NZTA work categories will also be useful.
- The council could consider including a clear summary of suggestions and recommendations from network, safety, and financial audits in the AMP. This could include the actions identified to implement these suggestions and recommendations through the AMP programme of works.

## AMP assessment overview

### Introduction

An activity management plan (AMP) is a key strategic document for councils seeking funding from their communities and co-funding from the National Land Transport Programme (NLTP). An AMP links the Council's activities and associated levels of service (LoS) to achieving the desired outcomes.

This AMP review process, framed around the pillars of success criteria, evaluates the strategic content, investment narrative, use of asset management guidelines (International Infrastructure Management Manual (IIMM) and International Organisation for Standardisation (ISO)) and business case principles, and improvement planning in the activity management plans. The review assigns an assessment score (0 to 3) for each criterion under the pillars of success. The review provides each road controlling authority (RCA) with an overall score and assessment for each pillar, while also providing more detail on areas of strength, weaknesses, and gaps in the AMP documentation. Though a score is provided, the focus is on the supporting commentary to help each RCA identify improvement areas and strengths. This work helps inform how we can work more effectively across the country on national and regional improvements, and link peers who are performing well in one area to support others in need.

The AMP Review is designed to provide several benefits to the sector from national, regional, and individual RCA levels. The AMP Reviews provide a foundational piece of information that support the overall REG Te Ringa Maimoa Excellence Programme (along with the RCA Reports, Insights, and Data / Asset Management Quality Reports).

AMP review benefits include:

- Enabling RCAs to compare their performance to peers.
- Identifying strengths and opportunities for improvement at a national, regional, and RCA level
- Supporting the sector to build capability (RCAs and NZTA)
- Provision of supporting information to develop improvement plans that enable fit for purpose AMPs for 2024/27 NLTP/LTP
- Input into REG Te Ringa Maimoa Excellence Programme and Reporting.

While the AMP Review is complementary to the NZTA investment assessment it has a different focus.

The NZTA investment assessment is about investing in transport outcomes, as defined by the Government Policy Statement (GPS) and considers the AMP and a multitude of other evidence, asset condition, and delivery aspects when the assessment is completed.

This review does not:

- Test the benefit of the investment, which is a purpose of the NZTA investment assessments, against the National Land Transport Fund criteria.
- Assess the NZTA decision making processes.

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## Pillars of success and scoring

### Assessment calculation

The REG pillars of success form the core areas for assessment of activity/asset management plans. Each pillar has clearly identified outcomes and standards for excellence (see Appendix). Understanding how these pillars work together as enablers will help an organisation understand their strengths as well as areas for improvement. The assessment of an RCA's activity/asset management plan helps an organisation understand how this key document supports the successful delivery of defined outcomes.

- The assessment criteria for each pillar are provided in the assessment report. Each pillar is assessed on a scale of 0 to 3 with a final average score provided from 0 to 3 and assigned into a colour band. The average attribute result colour grading is as follows: Orange = room for improvement, Yellow = fit for purpose, Green = good.

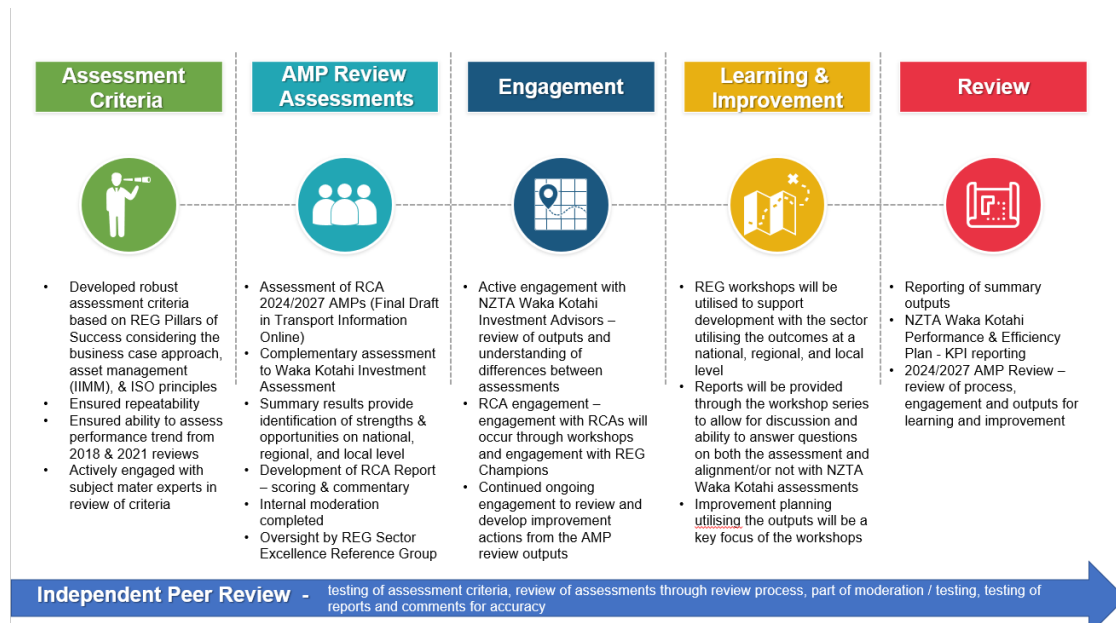
This is consistent with the REG Te Ringa Maimoa Excellence Programme and other reporting, and provides a holistic approach, that considers the dynamics of key success areas - the pillars of success.

ASSESSMENT	RATING RANGE
Good	>2.25
Fit for purpose	>1.50 to 2.25
Room for improvement	<=1.50

*Assessment result colour grading*



## AMP review process



Note: The information contained in this report should be considered in the context of the size and complexity of your transport network and any improvement actions derived from this information should be developed in a manner that is fit for purpose for the Road Controlling Authority (RCA). The summary provides an indication of the top strengths and improvements identified by the review team and is further expanded on in more detail in the full report broken down by the Pillars of Success.

## Detailed assessment

### Systems

ASSESSMENT RESULT		
2021 / 2024	2024 / 2027	Trend
2.55	3.00	Positive

### Strengths

- By adopting a business case approach and exploring various investment options, the AMP demonstrates the value of each investment made to address strategic transportation challenges and fulfil the core business operations.
- The strategic context includes clear information on national context, Otago Southland regional context and local context, which covers all the strategies, by-laws and policies. Figure 17 shows how the AMP aligns with national, Otago regional and Waitaki local context.
- Future demand drivers are clearly discussed following the framework of the living standards framework. A spatial map from 2022 Oamaru spatial plan provides a good visual of the land use strategy that will impact the local demand on transport. There is a list of programmes which have been identified to meet the demand.
- A summary of the key themes (sources) that illustrate the future state planning scenario and assumptions is included. These are also considered in developing the problem statements.
- n ILM has been done at a regional level by Otago district councils. WDC believes that problems identified in that ILM are similar to the problems it faces on the Waitaki transport network and has therefore adopted the regional problem statements. The problems have been summarised under local context headings as shown in figure 48.
- For each problem there is a table illustrating activities/programmes, outcome status (mixed success, successful and very successful), status / 2024-27 proposal and adjustments required (for programme/activity). This is followed by strong evidence-based discussion to support the problem statement.
- The consequence of not investing are clear with a three, five and ten year impacts illustrated for each problem statement. Benefits of investing are included, with performance measures linked to investment objectives. Strategic responses are clearly listed with priority status.
- Table 16 shows clear alignment of WDC problem statements with local (community outcomes), regional (regional problems), and national strategic levels (ONF transport outcomes, Arataki, GPS). The alignment of LoS outcomes with WDC community outcomes is illustrated (figure 46).
- Figure 49 shows a clear linkage between national (GPS, ONF transport service outcomes), local (WDC problem statement and investment objectives) and key components of the programme that address the problems (maintenance and operations, renewals and improvements).
- The WDC roading unit has completed an option scoping workshop to develop a broad range of possible asset responses based on the strategic assessment findings. A four-step process was followed in identifying and prioritising options. An overview of investment options is presented in section 10.3 which provides a brief description, strategy and cost (3yr/10yr). Each option is then discussed in detail. A table for

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each option demonstrates the desired outcomes that will be delivered and residual risk for various activities/asset groups.

- The set of criteria to filter and rank the options are developed through stakeholder workshop and weighting using pairwise analysis. The council has completed a simplified multi-criteria analysis assessment using these criteria. A summary of the option assessment is included in table 48.
- The WDC has also used the DLoS. The DLoS dashboard illustrates various options' costs from the current level, year 1 variance; and status (austere, constrained, balanced, enhanced). Risk, emission, and variance forecasts are included. For each option, the risks and DLoS grades with LoS outcome description are included.
- The simplified multi criteria analysis (MCA) and DLoS dashboard clearly indicate option 3 as the recommended programme. There is adequate evidence from the DLoS outputs and the assessment summary to provide a clear rational for option selection.
- In the preferred programme, the WDC has included a clear one-page summary for each of the asset-based programmes, which includes investment forecast, overview of programme, problems, programme response, strategic assessment (strategic response, benefits, critical success factors (CSF), ONF transport outcomes, risks, dependencies and constraints.
- ONF has been extensively integrated into the WDC's systems and processes for activity/asset management. The WDC recognises that the introduction of ONF ensures future state is considered and integrated into decision-making process. Section on the local transition from one network roading classification (ONRC) to ONF explains the staged approach by the WDC in embedding ONF in its business operating procedure and decision-making process. ONF classification is used to prioritise programmes, demonstrate performance trends etc. ONF measures and outcomes are integrated into the AMPs benefit monitoring and reporting process.
- The WDC has a clear understanding that a good engagement process involves identifying and prioritising stakeholders, understanding their interest in issues and any concerns they may have, collaboratively exploring ways to address these issues, and providing feedback on action. In the AMP, the key partners and stakeholders are clearly identified. How they assist the RCAs in various activities and processes has been clearly included. An improvement action is identified to further develop Maori policy, through which the council aims to have a greater level of engagement with Maori stakeholders in future plans.
- The WDC's annual customer satisfaction survey is its biggest indicator of satisfaction and customer service. The customer relationship management (CRM) system and district surveys provide useful information on customer satisfaction, expectations and preferences regarding land transport services. Figure 66 includes the main issues identified in the satisfaction survey.
- The council consults with customers and stakeholders on new projects such as seal extension, major safety, urban reconstruction or roading policies. Recent and upcoming consultations associated with roading activity are included.
- The WDC AMP gives consideration to climate change and gives effect to the emissions reduction plan. In part B of the document for individual asset groups, a list of measures considered by WDC is included.
- To further improve the public and active transport modes, the WDC identified actions such as completing a walking and cycling strategy, exploring a ride share system (MyWay by Metro) and how it can facilitate more electrical vehicles on the network etc.

### Improvement opportunities

- The WDC could consider using the root-cause analysis approach to understand the core reasons of the problem statement. This could be useful to show the connection between regional ILM problems and local problems the network faces.

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## Evidence

ASSESSMENT RESULT		
2021 / 2024	2024 / 2027	Trend
2.70	3.00	Positive

## Strengths

- The WDC recognises that the key to effective life-cycle management is to have better data (confidence) and to interpret that data in a way that enables more informed decision making. There is consistent and comprehensive use of evidence - as supporting evidence for problem statements, illustrating the network and asset condition, justifying the options selection and supporting the programme requirements.
- The transport insights tools have been extensively used providing network performance trends etc. The cost-efficiency outputs, amenity outputs are included for comparing with peer groups in the detailed business case. Safety outputs are used as evidence for problem statements.
- Te Ringa Maimoa data quality report is included in the appendices. The score has improved from 89 to 92. The WDC has developed a draft data quality management plan which identifies roles, allocates responsibilities and data quality management processes. This is to ensure that the data is maintained and updated through a monthly continuous improvement process.
- The WDC utilises the Te Ringa Maimoa LoS framework. The levels of service are set based on the needs, expectations and priorities of customers, as well as the organisation's strategic objectives and statutory requirements.
- Section 9.1 clearly shows the gaps against the transport outcome framework, ONF function gaps, demand management and transport planning gaps, peer group ONF performance gap, optimised lifecycle management and data quality gaps. Pairwise analysis has been used to prioritise level of service gaps based on the priority level (high, medium, low) set for each gap in the gap assessment.
- The desired options under options 2,3,4 clearly include responses to improve data collection and gaps in data quality.
- Dept Int Affairs (DIA) and Te Ringa Maimoa performance measures (ONF measures) are reported in the AMP. A table of current performance measured by the WDC is included. The table shows the performance measures with national transport outcome, WDC community outcome, customer outcome, benefit, levels of service statement, assets with clear targets.
- Section 5.4 illustrates how RAMM software is utilised for asset management, work management, corridor management and field management. Figure 89 illustrates how RAMM is used for various data management, recording and reporting activities of the council. Other inventory, analysis and reporting tools are also listed in table 56.
- The dTIMS modelling tool was used to predict deterioration of pavements and to plan various forward-works investment scenarios. The modelling outputs are included in the detailed business case. The AMP also suggests that the WDC will move to Juno Viewer to assist in developing a programme for road surfaces.

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- Te Ring Maimoa DLoS is used as a tool to calculate the risk for individual programme options. The risk cost is included with individual programme options.

#### Improvement opportunities

- None identified

### Communicating

ASSESSMENT RESULT		
2021 / 2024	2024 / 2027	Trend
2.75	2.75	No Change

#### Strengths

- The AMP has a good executive summary. The WDC has clearly summarised the problems, benefits, strategic responses, investment programme and preferred programme. There is good use of tables and infographics in the summary.
- The overall investment story is clear. The link between problems, benefits, strategic response and investment options are clear. The programme case is robust in recommending the programme options. The detailed programme case provides good information about how the investment programme is developed. A clear line of sight between the strategic case (WDC problems, GPS) and the programme case (work categories) is shown in Table 49. The financial plan includes clear information on funding principles, financial strategy and affordability. The 10-year overall investment forecast and individual work category is included.
- The AMP document is very detailed and comprehensive. Its structure is good, integrating the NZTA BCA and IIMM. The flow between sections is good. An adequate linkage diagram, one-page asset summary, and short summaries at the end of each section help make the document reader-friendly.

#### Improvement opportunities

- Certain information needs to be included in the summary: a summary of the asset-based works programme, improvement items, WDC's levels of service, and strategic line of sight. The council could consider including some commentary in section 1.3 of the executive summary.
- The WDC could consider developing a more concise version of the AMP and include the detailed evidence in appendices. This would be helpful to the WDC in enabling updating the document on regular basis and maintaining the AMP as a live document.

## Decision making

ASSESSMENT RESULT		
2021 / 2024	2024 / 2027	Trend
1.40	3.00	Declining

### Strengths

- WDC decision-making is based on NZTA's investment prioritisation method and REG Te Ringa Maimoa Guidelines. The WDC has also developed a draft investment decision criterion for consistent investment prioritisation of capital expenditure. Further, the NZTA investment decision making framework is used to set out the option refinement approach. The selected criteria are clearly included in the AMP. There is also explanation of the steps followed for the assessment of options and how the options are filtered and ranked based on the criteria.
- WDC is implementing a project framework to better assess the impact on rates, staff resources, and whole-of-life costs, making these factors easier to understand and evaluate.
- The WDC has adopted the DLoS principles for programme case decision-making. Strategic loss, tactical loss, and operational loss are tabulated for various customer outcomes. For each customer outcome, the service grade (A+ to E) LoS outcome description uses a performance outcome metric.
- Risk is clearly integrated into decision-making. A risk-based approach is considered a strategic response to problems.
- The WDC has identified the risks of not achieving the required LoS based on asset information and LoS performance data from operational practices. A risk-based approach has been adopted in identifying critical assets, which has helped the WDC consider the likelihood of asset failure and associated consequences in decision-making.
- Resilience has been identified as one of the overarching problems the WDC faces. Network resilience and risk factors are discussed as evidence of the problems. The benefits and measures identified for resilience issues are included. However, the measures have yet to be fully developed.
- Climate change sudden and slow-onset impacts are listed. The risks and vulnerability status are also provided for individual impact statements.
- The WDC is revisiting its coastal roads strategy. A list of flooding hot spots was developed with the council contractor and a flood response management plan implemented.
- Risk costs are calculated using the DLoS for the investment options. The 10-year programme options cost versus risk is forecasted in the AMP. For individual options the risk cost is included. The top five risks associated with individual programme options is also listed. In the detailed business case, risks, risk costs, issues and opportunities associated with individual asset groups are included.
- Relationship between community outcomes and community wellbeings is illustrated in figure 28. There are a number of activities planned which contribute to wellbeings of the community. Strategic alignment is one criteria used in selecting the appropriate investment option. The factors assessed under this criterion are economic, social, cultural and economic well-beings.

### Improvement opportunities

- None identified

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## Service delivery

ASSESSMENT RESULT		
2021 / 2024	2024 / 2027	Trend
1.50	2.50	Declining

### Strengths

- The WDC has an endorsed procurement strategy. This strategy clearly outlines the WDC approach of delivering the work programme, implementation and administration.
- Procurement serves as a strategic approach, emphasising smart buying by packaging work effectively during the re-tendering of maintenance contracts to achieve desired outcomes. The detailed business case for individual asset-based work programmes outlines how the service will be procured and delivered.
- The roading business unit's organisational structure and WDC contract schedule are included. The AMP also discusses professional services procurement and collaboration with regional RCAs. The detailed business case further provides details on how the WDC procures and delivers services for individual asset classes.
- Images of dashboards in the AMP illustrate that systems are in place to monitor the condition and performance of various assets.

### Improvement opportunities

- Include the self-assessment sheet in the AMP appendices as evidence that SmartBuyer's self-assessment has been completed.
- Include clear information on programme monitoring. How the overall programme progress is monitored – project timeline, work schedule, opex-capex tracking, performance metrics etc.

## Quality improvement

ASSESSMENT RESULT		
2021 / 2024	2024 / 2027	Trend
1.50	2.75	Positive

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### Strengths

- The agreed level of asset management maturity by WDC is core plus/intermediate. The plan will show transition to advance practices accounting for all lifecycle elements.
- WDC's AM systems is based on the IIMM and ISO 55001, with multiple plans operating at different level as shown in figure 87.
- The improvement plan is subdivided based on the REG Te Ringa Maimoa success pillars. The improvement plan is included and clearly outlines the improvements, activities, current status, future status and identified improvements, improvement approach, priority, timeframe, responsibility and resources.
- There is clear evidence of the application of life-cycle management practices to create, operate, maintain, renew and improve the roading infrastructure. The decision-making process has been clearly explained in the part B of the document, with clear list of criteria for maintenance, capital renewals, capital new and improvement and new programme and Improvement. Further details on individual assets life-cycle planning and decision-making in discussed in detail. The methodology clear integrated risk, cost and performance.
- The WDC has a route criticality framework, which is included in table 5 of the detailed business case. Implementation of criticality to resilience planning includes actions taken to manage network resilience. There is also information on monitoring and updating the activities and the AM plans, including the AMP document.
- The WDC has developed a Waitaki District climate change risk framework, which includes projections of risk due to temperature, precipitation, sea-level rise, and extreme weather events on the network.

### Improvement opportunities

- The AMP could include the risk, budget and benefits with individual improvement actions in the table.
- The WDC could consider including a clear list of suggestions and recommendations from network, safety and financial audits in the AMP. This could include the actions identified to implement these suggestions and recommendations through the AMP programme of works.
- The AMP could demonstrate how agile the council is in adapting to changing circumstances, how it can adapt to changing circumstances and adjust its programme, investments, etc.

## Benefit delivery

ASSESSMENT RESULT		
2021 / 2024	2024 / 2027	Trend
1.90	2.90	Positive

### Strengths

- The WDC is focused on developing a consistent organisational approach to risk management (risk management principles and guidelines). A specific operation and key risk register for roading activities is evident. The risk management landscape provides a clear understanding of risk areas, risk levels, critical

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risk management tools and the process for planning, management, network management, programme delivery and hazard risks.

- The WDC has used NZTA's investment benefit framework to identify investment benefits and performance measures for benefit realisation and performance monitoring. Table 28 shows clearly how problems, investment objectives and strategic responses are linked to benefits of investing from the framework and the associated performance measures.
- The WDC recently completed an "all faults" programme undertaken by its contractor with assistance from the council's professional services provider. This is a new initiative that will enable a shift to a more proactive maintenance approach. A high-speed condition survey is also planned in the next three year period in conjunction with the national high speed data consistent condition data collection programme. The AMP suggests data collection information will improve short-, medium- and long-term operation and maintenance decisions.
- The detailed programme case includes asset monitoring dashboards for various asset groups, details on inspection and assessment of individual asset groups, and evidence of network audits.
- There is evidence of regular review and validation of programmes. This includes reviewing drafts and meetings with NZTA investment advisors to discuss rationale and issues. During delivery, there are ongoing reviews with NZTA, including quarterly updates and forecasts of expenditure through the programme monitor.
- The AMP discusses the key strategies for achieving value for money. The council has a clear objective of maximising value for money whilst ensuring the appropriate LoS is available. The decision-making criteria test potential value for money as a critical success factor. Economic assessment (BCR and NPV) is also part of decision-making. A simplified multi-criteria analysis is used to test these criteria against investment options. A clear trade-off conversation is present.
- Table 49 clearly shows how the problems and investment objectives are realised through the identified works programme (maintenance and operations, renewals and improvements) and how they align with GPS and ONF transport service outcome.
- The benefit delivery approach is clearly a part of the council's planning and funding approach. The WDC has made good use of the benefits and measures in the NZTA investment benefit framework. It has used this link benefits and measures to individual problems identified in the AMP. The benefits and ONF transport outcomes are also linked to individual programme.
- Tables 33 and 34 clearly show that the performance measures are targets to monitor the national transport outcomes. They also show the alignment of the national transport outcome with the WDC community outcome, customer outcome, levels of service statement and benefits.
- In the gap assessment the WDC identified key gaps in delivering the GPS priorities, with appropriate programme response. Strategic alignment with GPS and national transport outcome is used to test the investment option using simple multi-criteria analysis.

### Improvement opportunities

- The WDC include the council responses/actions to address the high-risk items identified in table 3 in part B detailed business case.
- The WDC could consider doing a council-specific ILM to confirm the problems and benefits derived from the regional land transport plans (RLTP).

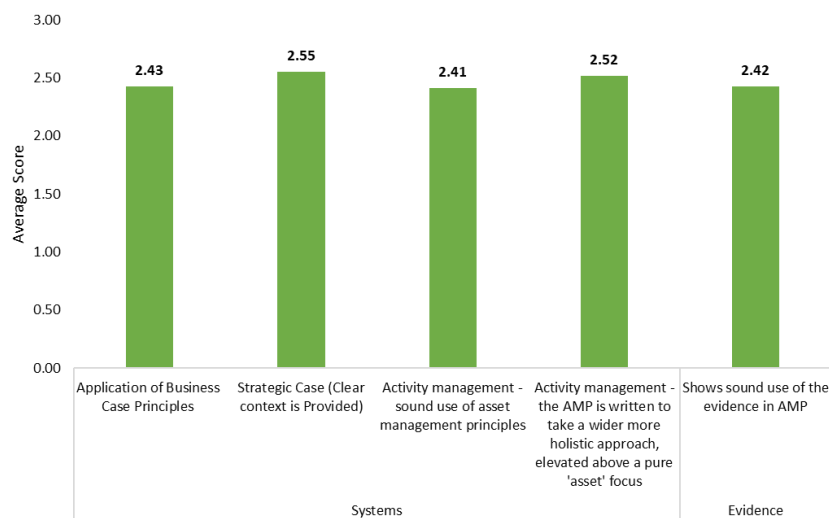
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## National comparison

### Strengths

- Clearer strategic context - Strategic cases now set the scene and purpose more effectively.
- Outcome-focused plans - AMPs are shifting from “asset lists” to how transport services deliver wider results.
- Consistent use of business-case thinking - Key questions on need, options, and value for money are being asked and answered more effectively.
- Better evidence - Asset-condition data and the Transport Insights tool are used more often and more accurately.
- Stronger asset-management practice – overall practice in applying sound asset management principles is increasing. ONRC principles are being applied across the board, and ONF is starting to be picked up.



### Improvement opportunities

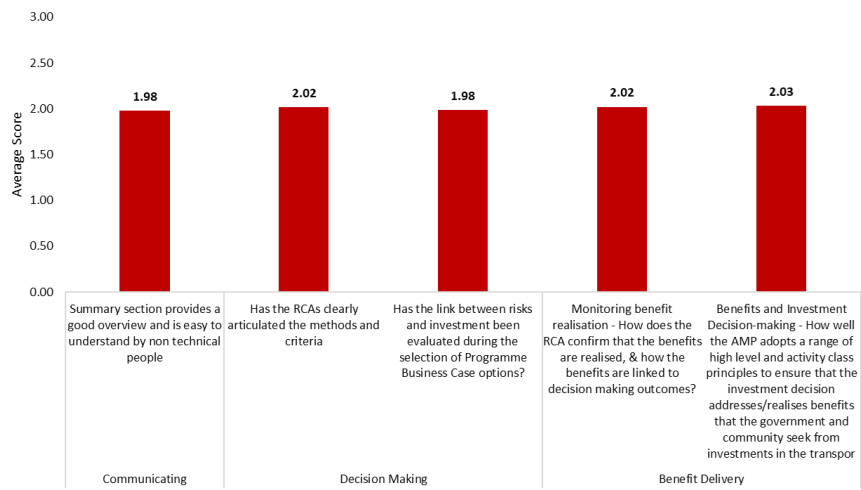
- Benefit Realisation - Tracking and reporting whether promised benefits are delivered, what the consequences are and information fed into future decision making is not done well.
- Link to activity-class principles - AMPs do not show clearly how each investment meets the outcomes sought by communities and government.
- Decision-making transparency - RCAs do not clearly spell out methods, criteria, and approval steps in plain language.
- Tell the story simply - RCAs struggle to provide an easy-to-read executive summary that explains the investment case.

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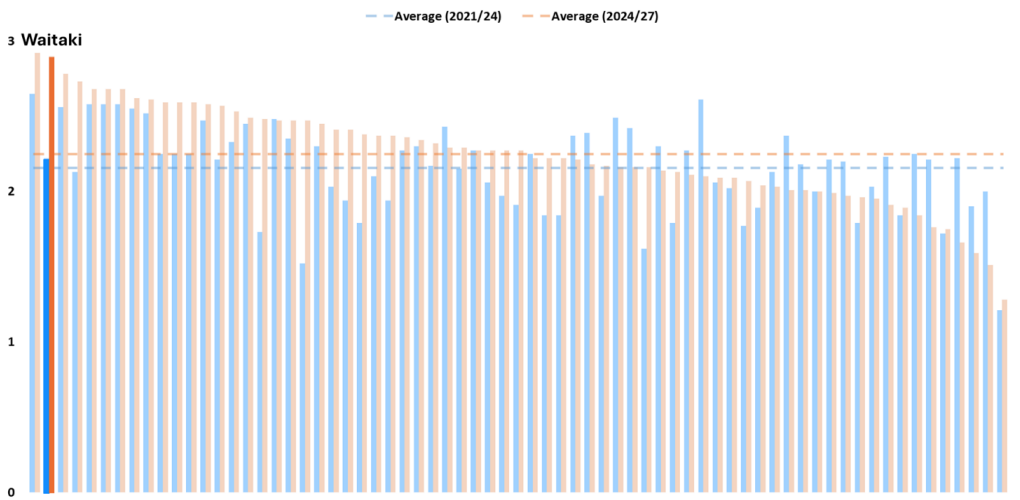
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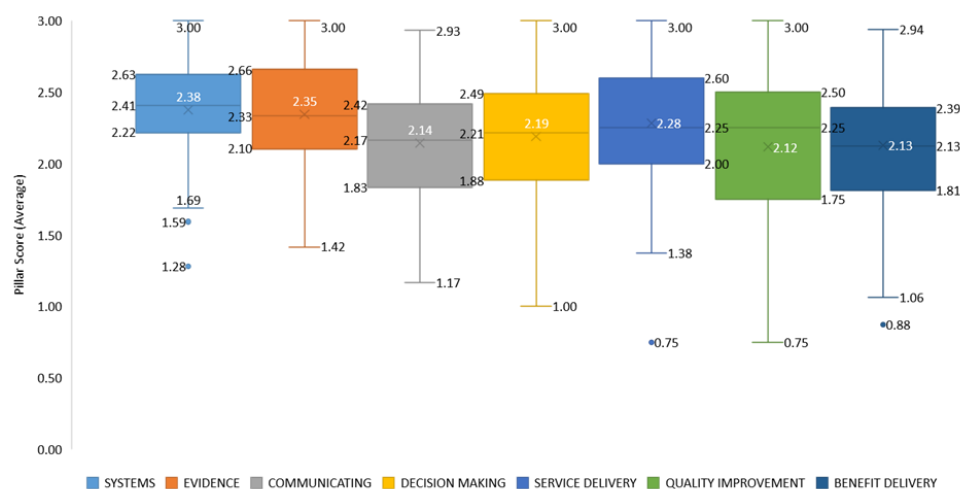
- Risk versus spend - There is a need to strengthen options and risk analysis so stakeholders can see the trade-offs between investment level and risk.



National comparison



### Outcomes by Pillars of Success



Box and Whisker Plot showing the overall range, 25<sup>th</sup> percentile, 75<sup>th</sup> percentile and the median for all RCA scores in each REG pillar of success.

## Appendix

### Assessment criteria

The assessment criteria for each of the seven pillars.

#### Systems

The interconnected framework of accountabilities, timeframes, processes, policies, and practices that enable an organisation / sector to function effectively.

#### Assessment criteria

- BCA principles applied
- Clear strategic context is provided, including problems, benefits and consequences.
- Line of sight is clear
- Sound assessment of options in programme case with rationale behind the selected programme.
- Evidence to support the recommended programme
- There is an understanding of the ONF/ONRC and wider transport system integration
- Sound use of asset management principles in activity management
- AMP is written with a wider holistic approach, elevated above pure 'asset' focus

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### Evidence

The information that accurately represents a situation and facilitates evidence-based decision making.

#### *Assessment criteria*

- Shows sound use of the evidence in AMP
- Shows use of transport insights in AMP
- Shows an understanding of the data quality they are basing assessments on
- Level of service gaps are assessed
- Appropriate application of data analytics and tools.

### Communicating

Conveying information in a manner that informs and enlightens the understanding of those receiving it.

#### *Assessment criteria*

- Summary section provides a good overview and is easy to understand by non-technical people
- Overall investment story is easy to understand
- AMP is clearly developed and flows well

### Decision making

The art of using evidence and information to select an option that best addresses issues and leads to the realisation of appropriate outcomes/benefits.

#### *Assessment criteria*

- Clear articulation of decision-making methods and criteria
- To what extent is risk management and resilience planning integrated into your asset management decision making?
- Has the link between risks and investment been evaluated during the selection of programme business case options?
- Are the four well beings (i.e., economic, social, cultural, environmental) considered in decision making?

### Service delivery

The provision of advice, information, guidance, and/or physical works consistent with the identified outcomes and requirements.

#### *Assessment criteria*

- How the RCA has demonstrated the application of the procurement approach to delivering the identified programme
- Does the AMP demonstrate how the RCA implements the programme?

### Quality improvement

A process that propels an organisation towards optimal outcome and fit for purpose delivery.

#### *Assessment criteria*

- Does the improvement plan consider wider activity management and identify key gaps and plan to address them?
- Has the RCA established a methodology for asset lifecycle planning/decision-making?
- Does the plan demonstrate how the RCA is responding to changes and unforeseen circumstances?

### Benefit delivery

A pillar category first included in the 2021 AMP reviews. This category enables assessment of realisation of benefits as an outcome of works and services delivered and in particular; the benefits identified in the strategic case.

#### *Assessment criteria*

- Effective risk management
- Monitoring benefit realisation
- Monitoring and reporting requirement
- Value for money and trade-offs
- Benefits and investment decision-making

5 MEETING CLOSE

## Glossary

AMDS	asset management data system
AMP	activity management plan
BCA	business case approach
BCR	benefit cost ratio
DLoS	differential levels of service
dTIMS	Deighton's Total Infrastructure Management System
GPS	government policy statement
IIMM	international infrastructure management manual
ILM	investment logic mapping
ISO	International Organisation for Standardisation
LoS	levels of service
MCA	multi criteria analysis
NLTP	National Land Transport Programme
ONF	one network framework
ONRC	one network roading classification
RAMM	road asset and maintenance management
RCA	road controlling authority
REG	Road Efficiency Group
WDC	Waitaki District Council