

REGional Workshop

**R8 – Reviewing content for the Programme
Business Case, Investment Assessment
Criteria & Links to GPS Transport.**



Workshop Purpose

Purpose

To increase familiarity and confidence with the BCA process by reviewing each other's worked example & how the NZTAs investment assessment criteria work with the development of your Programme Business Case.



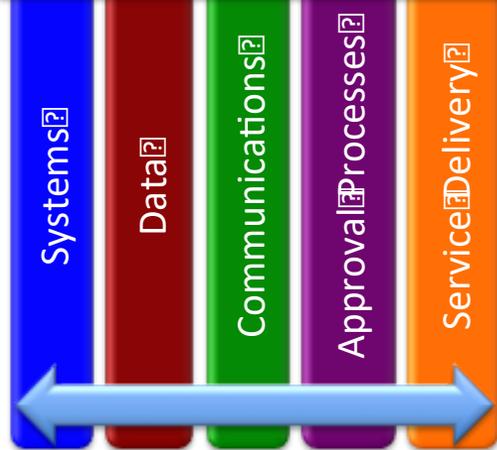
Overview

Agenda

1. Check in
2. Turning Traction into Action
 - Where do we need to be by June, September, December?
3. GPS Transport & Investment Assessment Framework (NZTA Presentation)
 - Linking the GPS Transport and Investment assessment Framework (drafts) to your work
 - How the Investment Assessment Criteria is applied to programme development
 - Smart buyer assessment
 - Identify how your problem statements and strategic case link to the GPS strategic priorities, objectives and result areas (Economic Growth, Productivity, Value for Money and Road Safety)
4. Programme Business Case Development
 - RCAs present their Programme Business Case worked examples (RCA Presentations & Collective exercise)
5. Reset / Review: Creating effective problem statements = effective business cases
 - *What do good problem statements look like? Reviewing problem statements (collective exercise)*
6. REG Update
7. REGional Champions update
8. Regional specific issues/collaborative opportunities
9. Review & close



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



Check In

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



Action Learning Tasks and R8

- **ALT8:**
 - **Completion of Programme Business Case (PBC) handout**
 - **Develop one worked example to share**
 - **Review GPS Transport and present on how your strategic case links to the GPS strategic priorities.**
 - **Partnership conversation between NZTA PI and RCA – right sizing the PBC (starting these)**
 - **Inviting the wider LTP development team (planners, finance, etc...)**



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Turning Traction into Action



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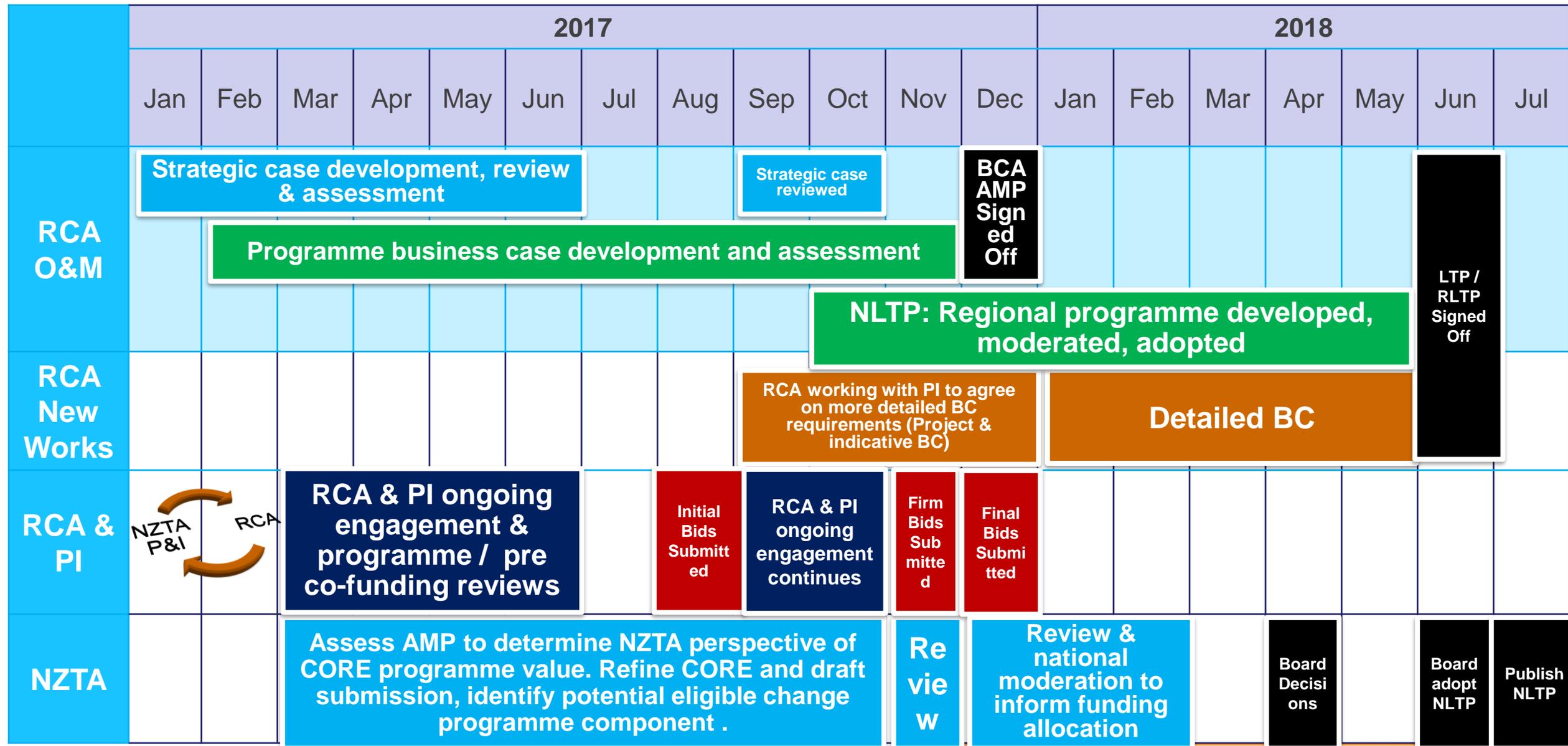
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Where do you need to be...

- 31 August 2017
 - 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
 - Initial programme submissions in TIO
- June through November – regions prepare draft RLTPs
- 20 October 2017
 - RCA FIRM Programme submission into TIO
- June 2017 to June 2018
 - AMP / LTP :- Preparation consultation and finalisation



BCA AMP & Investment Assessment Timeline



- **Are you confident you can do this?**
- **What do you need to do to get this done successfully?**



Our Purpose

Enable Efficient and Effective Transport
Systems Through SMART Investment
Will Be Business as Usual by
December 2018



REG - a partnership between LGNZ and NZTA

Local Government

Purpose under Local Government Act

To meet the current and future needs of communities for good-quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost-effective for households and businesses.

Contributes funds through Rates

NZTA

Under the Land Transport Management Act

To contribute to an effective, efficient, and safe land transport system in the public interest.

Contributes by managing and distributing Land Transport Fund



OAG has indicated that local authorities need to

- *have a comprehensive understanding of their critical assets and the cost of adequately maintaining them, and*
- *to periodically renew components reaching the end of their useful lives.*

- *Elected members need this information to*
 - *make deliberate decisions about how to manage the assets they govern.*
 - *Only then can they have meaningful conversations with their communities*
 - *about how to fund the reinvestment in assets or*
 - *the consequences of not doing so.*



OAG has indicated that local authorities need to consider

- *Good Information*

- Good knowledge about the condition of assets is necessary for determining the nature and frequency of maintenance and the timing of renewals.
- Reliable asset condition information enables financial forecasts and asset management plans to better inform the 30 infrastructure strategies
- that contribute to more effective planning.

- *Long Term Affordability*

- It is clear that the significant tension in providing services to the standard expected by the community while maintaining rates and debt at an acceptable level remains for local government and the communities they serve.

[2016 OAG report: *Local government; Results of the 2014/15 audits*].



BCA AMP Development Process

Strategic Case

1 Define 'why' you do the activity

2 Define current state
(includes evidence)

3 Problem & benefit statements

4 Links to ONRC customer outcomes
(identify your priority areas)

Programme Case

5 Link to strategic case

6 Test levels of service

7 Compile & test evidence

8 Gap assessment

9 Develop options

10 Test options

11 Preferred programme

12 Develop improvement plan

Continuous Review,
testing, and updating

National Land Transport Programme

Delivery of outcomes through the NLTP and Investment Assessment Framework



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2018 - 2021 NLTP Development Programme

Programme aims to uplift capability across NZTA & investment partners and improve processes to support development and delivery of the NLTP.

With the sector's help, we are co-designing, testing and implementing changes. Key areas of focus are:

- Investment Decision Making (IDM)
- Investment Assessment Framework (IAF)
- Business Case Approach (BCA)
- Long Term Strategic View (LTSV)



Investment Decision Making and the Investment Assessment Framework

How does it
work?

The Transport Agency uses the IDM / IAF to give effect to the Government Policy Statement on Land Transport (GPS) and assess proposals for inclusion and prioritisation in the NLTP.

It considers best value for money, in relation to the GPS, where value for money has been defined as:

- Selecting the right things to do
- Implementing them in the right way
- Implementing them at the right time and for the right price



Investment Assessment Framework (IAF)

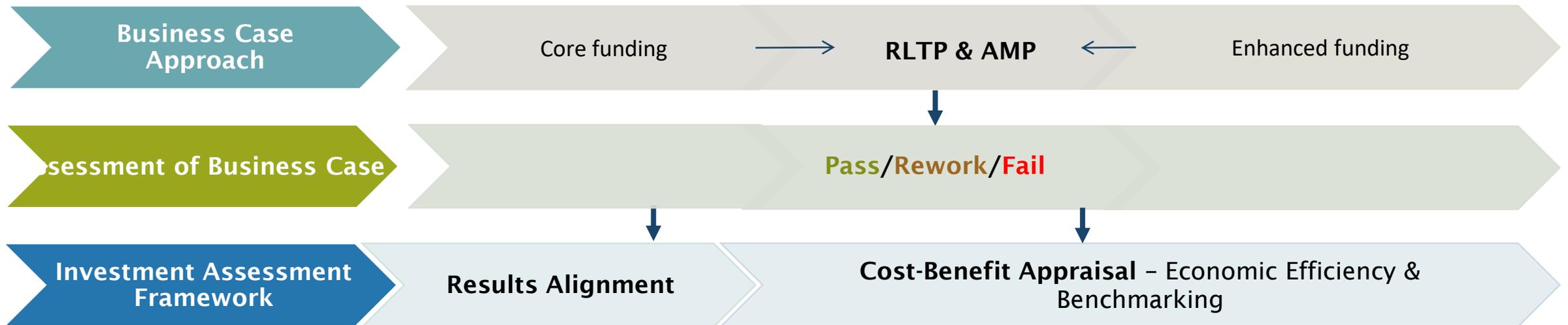
What is it?

- The IAF is being amended in line with partner and stakeholder feedback to make it more customer focused and easier to understand
- Work has centred on clearly aligning the Business Case approach and IAF with a renewed focus on high Cost Benefit Appraisal projects
- An opportunity has been identified to introduce a streamlined assessment for low cost/low risk proposals extending the model for minor improvements.
- We are now seeking your feedback to refine the IAF – now closes 21 April



Preparing for 2018-2021 NLTP

- The Transport Agency, with the sector's help, is co-designing, testing and implementing changes to the **Investment Decision Making Framework**



Future State Investment Decision Making System

Components of the future Investment Decision Making system are:

- Proposal development led by funding applicants
- Investment decisions made by the New Zealand Transport Agency
- Two overall flows:

Business Case Approach (BCA)

Investment Assessment Framework (IAF)

Principles of the Business Case Approach

The NZ Transport Agency requires Business Case Approach (BCA) principles be applied for all new funding proposals from the National Land Transport Programme.

- **The Business Case Approach is led by the funding applicant.**
- Any **Increase** in Customer Levels of Service will require the business case to be assessed as an improvement (i.e. the case for change)

Principles of the Business Case Approach (cont.) - programmes



Base funding proposals will not require a separate business case, but will require a business case approach to be developed through the AMP and other documents such as the RLTP.



Any **Increase** in Customer Levels of Service requires a business case approach and will be separately assessed and funded as an improvement.

Key Assessment Requirements

The key requirements for future investment are:

Assessment:

Results Alignment

(low / medium / high / very high)

What is the significance of the case for change (Strategic Case) to the desired results in the Government Policy Statement (is it in the public interest)?

Cost-Benefit Appraisal

How efficient is the proposal?

Assessment of Business Case

(pass / rework / fail)

Is there evidence that the proposed response best solves the problem identified (is it effective)?

Programme Support

In the case of constrained funding in an activity class, moderation of funding may be informed by our confidence in the evidence provided in the business case.

Supported by:

Key Changes - Prioritisation & Programming Support

What are they?

Programming support enables NZTA to prioritise and phase proposals based on the urgency of the problem and Transport agency's confidence in the business case

- The Assessment of the Business Case (ABC) adopts a three outcome approach of Pass, Rework or Fail
- Proposals that address problems with an immediate urgency (≤ 3 years) should, as a general rule, be programmed ahead of proposals addressing less urgent problems.

Assessment of the Business Case

(Pass / Rework / Fail)

Is there evidence that the proposed response best solves the result identified (is it effective)?

Programme Support

(3 / 10 / 10+ years)

What is the urgency?

Proposal for Streamlined Assessment

An opportunity has been identified to introduce a streamlined assessment for **low cost/low risk** improvement proposals (relative to the value of the NLTP).

The proposal is to extend the current model used for 'minor improvements' from \$300k to possibly \$1m per activity

Let us know your thoughts on the 'extension' and a desirable new upper limit per activity.

2018-21 NLTP key dates

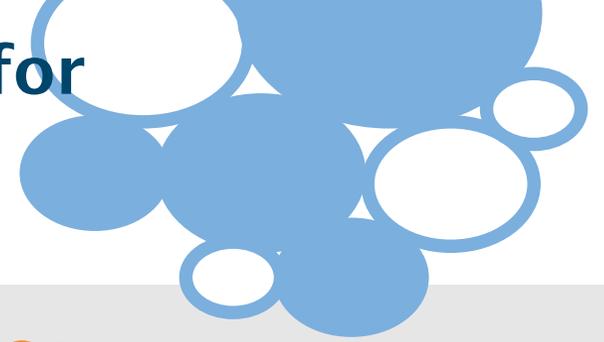
TIO dates for approved Organisation inputs due

- Initial bids 31 August 2017
- Firm bids 20 October 2017
- Final bids 16 December 2017

Transport Agency Decision making

- Indicative Programme allocations April 2018
- NLTP launched 30 June 2018

The changes needed for maintenance programmes for the 2018- 21 NLTP through partnering with REG



REG Mandate - The Sector works together to:

Support Sound Investment
Decision Making

'The Prize'

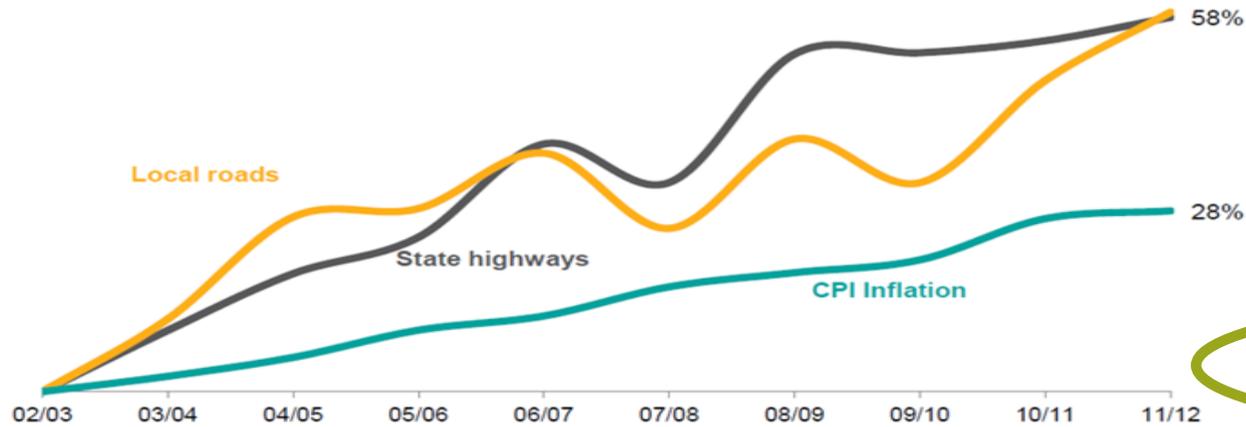
And Levels of Service &
the value of roads

Which Balance Whole of Life Cost
with Risk

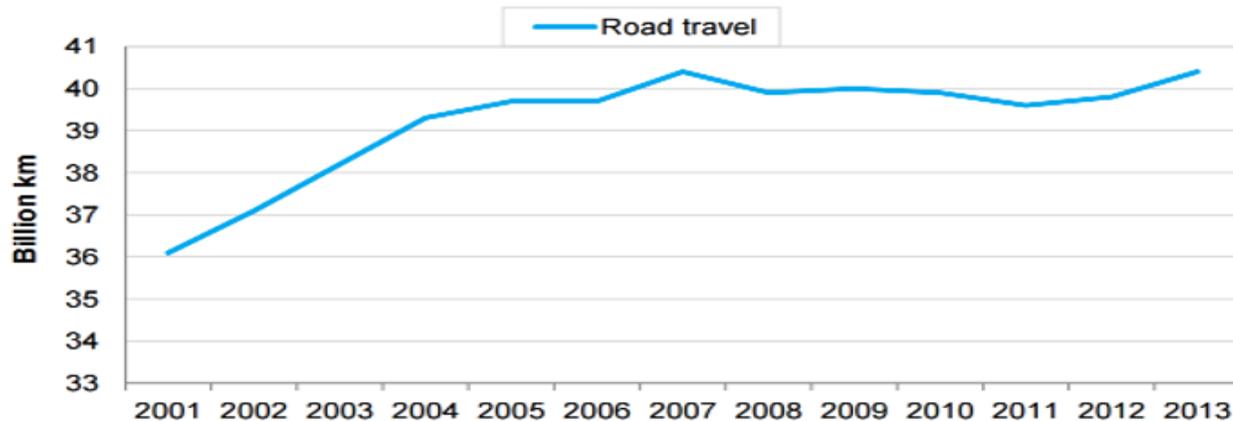
Use/develop existing
tools & guidance



The big WHY – with REG we're responding to the RMTF (2012)



Increase in unit cost of maintenance, operations and renewal per km relative to 2002/03



- Collaboration and clustering
 - Improved procurement practices
 - Advanced asset management
 - Improved prioritisation of investment
- AND
- Local government and the NZTA to work together to implement

Why change the IAF for maintenance?

As part of the REG we committed to clarifying and communicating changes to the IAF to embed ONRC and the customer level of service measures for maintenance, operations and renewal activities (the Maintenance Activity Class) for the 2018 -2021 NLTP.

The Draft GPS 2018/19 – 2027/28 emphasises the need for the Agency and the sector to embed ONRC and improve the return on investment in road maintenance.



Planned investment
\$4.8 b
in 2015-18

Draft GPS
2018-21 range
\$3.8 b -
\$5.6 b



The GPS 2018 – 28 mandate for maintenance

✓ Result:

Improved returns from road maintenance

112. Nationally there has been good progress on improving value for money from road maintenance. The **One Network** Road Classification has set agreed customer levels of service for each type of road along with relevant performance standards. The collaborative approach taken through the Road Efficiency Group has improved maintenance procurements and operation practices.
113. State highway maintenance expenditure and the cost per kilometre of maintenance are decreasing in many regions, signalling that the efficiency of maintenance investment is increasing.
114. The GPS will support this result through:
- ongoing investment in network maintenance to ensure it provides the appropriate customer levels of service
 - fully embedding the One Network Road Classification, Customer Levels of Service Standards, and performance measures.



Updated Draft IAF for Maintenance - putting it all together

Delivering on ONRC framework

- Customer-focussed outcomes
- Customer-focussed target level of service measures
- Sector performance benchmarking - PMRT

Business case built on Best Practise Activity Management

- Solid evidence (programme objectives, drivers and benefits) and options analysis
- Benchmarking LOS and cost performance
- Smart procurement

2018-21 NLTP investment

- Differentiated to support focus on achieving consistent target LOS, VFM & encourage best practise planning and delivery

with REG

with AOs

REG: Moving the focus **from** the roading assets **to** the outputs and outcomes they create.

- *How effective is this investment?*
- *What does it mean for our customers? and*
- *What is the risk to customer outcomes if we do this work differently, or not at all?*

Finalising the IAF (including for Maintenance)

- Feedback on the wider IDM / IAF review and maintenance criteria will inform final IAF; including the maintenance criteria
- Criteria remain draft until GPS 2018/21 – 2027/28 is finalised
- Draft enables Approved Organisations to plan for and fully implement ONRC by 2021 NLTP.
- Clarifying how we will assess the AMPs and use the IAF

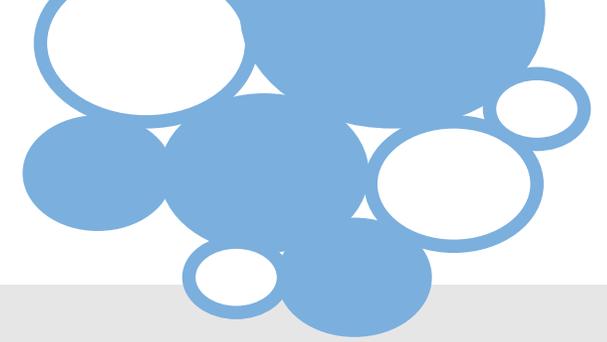
IAF for maintenance programmes

- **Results alignment:**
 - strengthens links to the GPS result areas.
- **Cost and benefit appraisal:**
 - No change: AOs will be required to demonstrate value for money.

Effectiveness is no longer an IAF criteria.

All NLTP investments **must** be supported by a robust business case.

Results Alignment criteria



Low: default rating

Medium:

- should be every AO's aim; includes accounting for improvements / transition planned during the NLTP to adapt to ONRC and IAF changes

High:

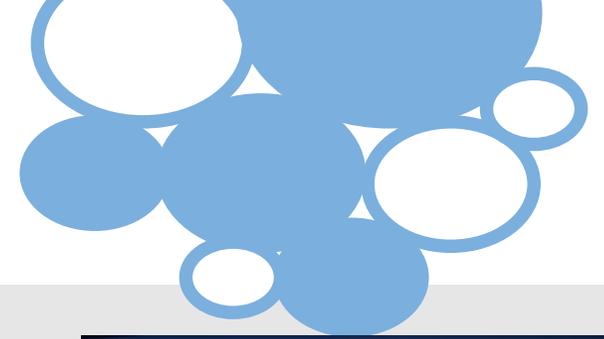
- Only for a justified step change in investment to address **significant** customer level of service gap or opportunity to address GPS priority result areas

Working with AOs and REG to deliver the 18-21 NLTP

		2017														
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
AOs & HNO	AMP reviews	<i>(Review fitness for purpose as basis for business case)</i>														
	(REG draft programme for assisting all AOs)	Complete strategic case review and assessment						Project and indicative BC								
	Long Term Plan (informs the funding request based on AMP)	Programme business case development and assessment						Detailed BCs								
								Initial bids submitted in TIO			Firm bids submitted in TIO			Final Bids in TIO		
NZTA	NLTP development - P&I Regional Lead with N.O. support	<p>Assess AMP to determine NZTA perspective of CORE programme value (preferably before draft submitted in TIO) ; work closely with AOs as they refine CORE and draft submission & identify potential eligible change or delta component through negotiation and dialogue <i>(national moderation of CORE assessments)</i> ;</p>														
		<p>review Firm bids based on prior discussions and any additional information - feedback / negotiate with AOs prior to final bid</p>														
		<p>Regional assessments and national moderation to inform the allocation step <i>(Total = Core + any enhanced)</i></p>														
		NZTA work throughout is Informed by engage AOs in AMP phased development to inform our view of each AO and desirably get their support for that in respect to their.												NZTA Funding assessment phases and allocation st		
		1 a AMP assessment - fitness for purpose, evidence base, analytics												- Steps 1 - 4 of prior capability, & qualitative and quantitative		
		1 b - ONRC levels of service including peer group comparators												- regional and national moderation of programme need an		
		1 c - cost performance comparators; peer group and specific comparators where appropriate												- review of bids against prior core and delta assessments &		
		1 d - AOs planned capability and AMP improvement programme												- NLTP funding allocation across Activity Classes		
		2 Smart procurement assessment												- need for transition arrangement for funding allocation impact of baseline determinations		
		AO capability assessment; AMP capability, general programme management and governance; how do they rate today and what do they plan to focus on for improving capability thru the NLTP - I.e., current and future state assessment using IIMM, ISO Tsy AMMM model etc														
		4 demonstration of appropriate consideration between asset and non-asset solutions, alignment with national and regional priorities, and application of intervention hierarchy														
		N.B. we expect AOs will complete self assessments and REGIONal benchmarking of: 1a - 1c and 2														

Focused on getting AOs ready for this phase of the NLTP development and NZTA working with AOs and REG to deliver fit for purpose business cases

Key Principles



Major gaps in service level requiring capital investment are addressed through the improvements activity classes, e.g.:

- Adding capacity to achieve travel time reliability
- When a road / road feature requires significant change in configuration to move from the standard for one category of classification to a higher standard for another.



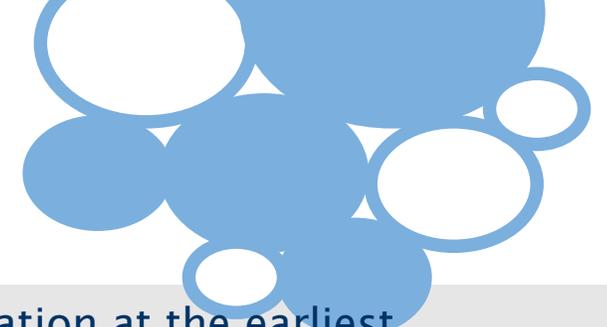
A Maintenance programme can address service level gaps through enhanced maintenance practise, e.g.:

- Improving TTR through better traffic management, customer info, etc (the TOCs)
- Improving resilience through proactive maintenance
- Justified additional programme scope /scale



New Concept: Core Funding

(replaces draft baseline funding concept)



Core funding requires:

The Transport Agency to review an AO's Business Case (BC) information at the earliest opportunity to advise the quality of the BC / AMP and the merits of the case presented, as well as the Transport Agency's view of a CORE programme (see glossary).

Supports:

The Transport Agency taking an informed view of the BC / AMP before AOs submit a funding request, reducing the assessment / moderation effort for the allocation step

Enables AO to:

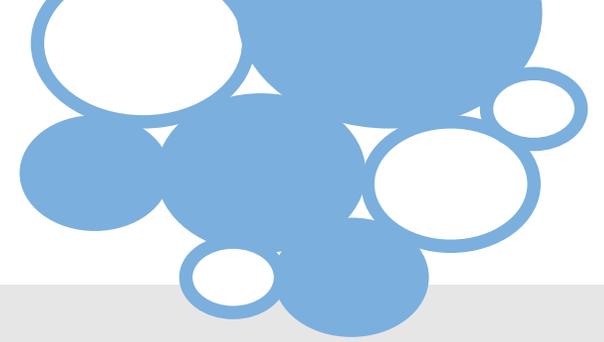
- Respond to Transport Agency feedback on BC / AMP as it prepares and finalises initial and final bids AND
- Make informed decision through the AO's LTP process ahead of the NLTP decisions.

Is Based on:

- Strategic LOS assessment - the programme drivers, LOS comparators, etc.
- Achieving appropriate LOS, benchmarked for performance and cost
- Negotiations through the RLTP / LTP process and using our own analysis

The CORE programme step is not an NLTP funding allocation step/ decision BUT AOs should be able to rely on us not re-litigating the technical merits of their case as we undertake the allocation step.

The New Maintenance Criteria: What's NOT changing



Cost and Benefits appraisal - the Economic efficiency:

- Same BUT we are developing a more informed view of the relative efficiency 'bands' using peer groups and benchmark cost performance
- AO self benchmarking and negotiations supported by the 'Maintenance information dashboard'
 - It provides a starting point for an informed conversation
 - Refinements and additional features evolving

Applying the Business Case Approach to Maintenance Programmes

Separate BC is not mandated.

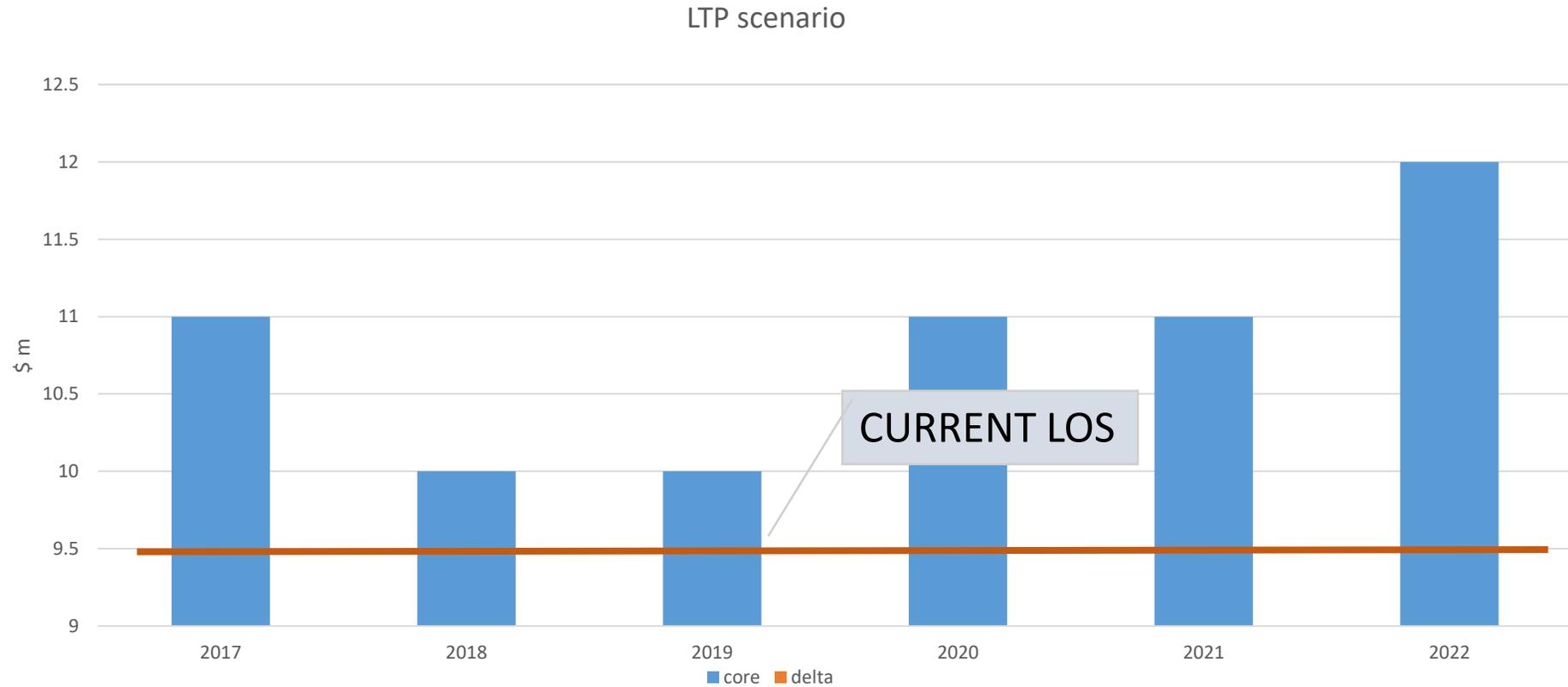
- We expect most AOs' AMPs to fulfil the BC

An AO's AMP review should be fit for purpose (effort scale etc):- the approach increases the importance of the REG programme, the POE discussion and agreeing the way forward.

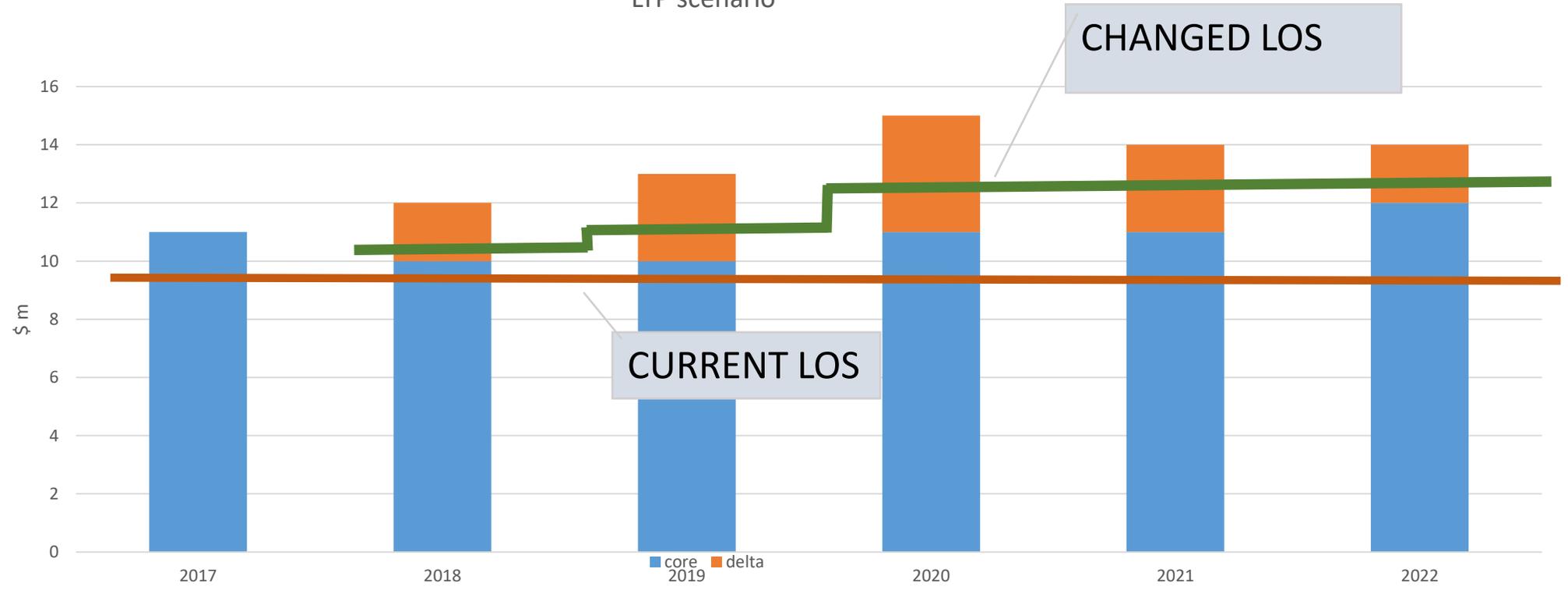
Transition / Improvement planning

AOs do not need to fix everything by 1 July 2018, but do need to set out a clear pathway to address deficiencies that impact the BC / AMP quality and how they plan to adapt their *planning* and *delivery* for ONRC and to account for the improvement plan in their programme.

Core / Enhanced scenario



LTP scenario

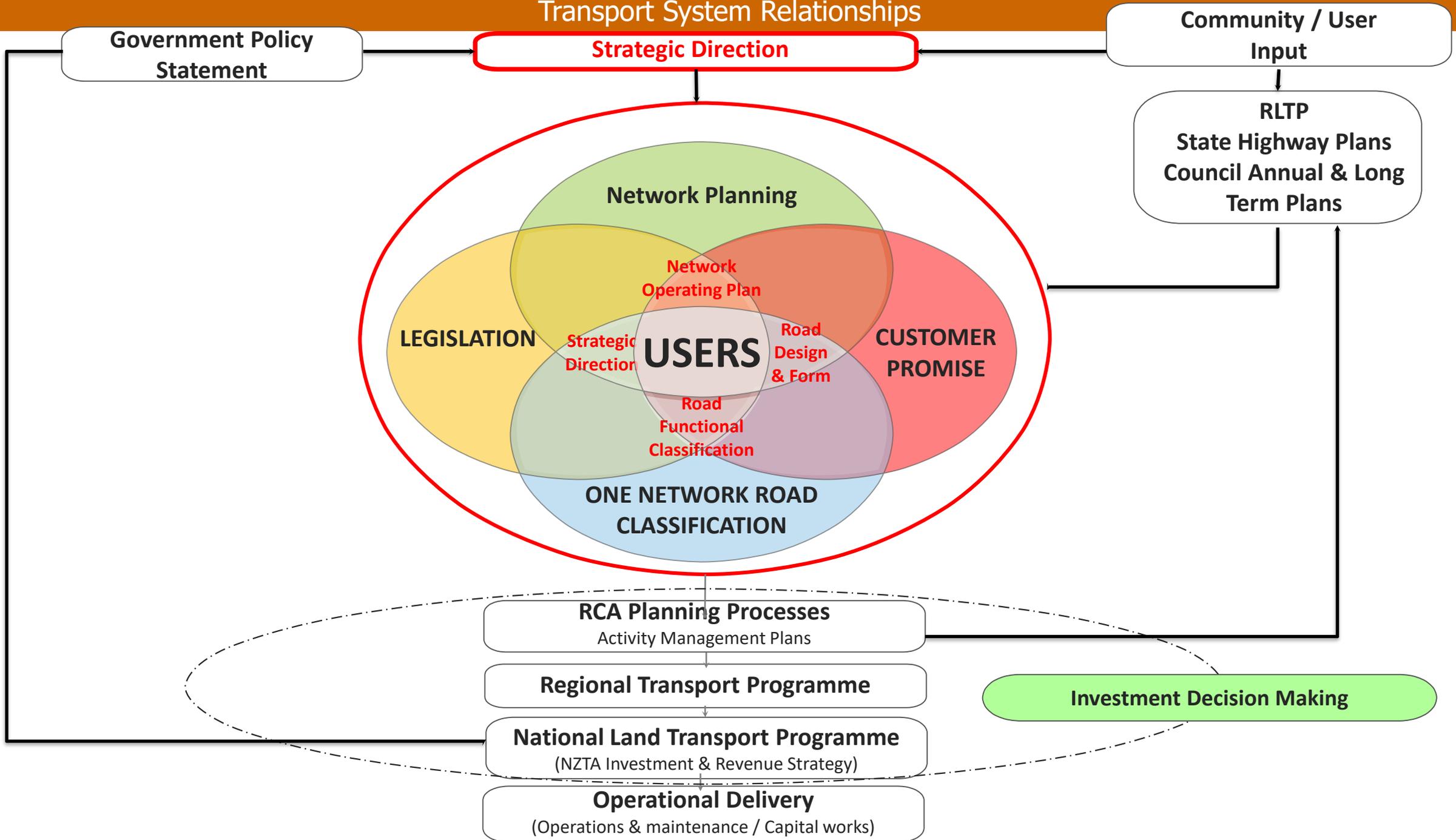


Reconfirming...

- **What do you need to do to get this done successfully?**



Transport System Relationships



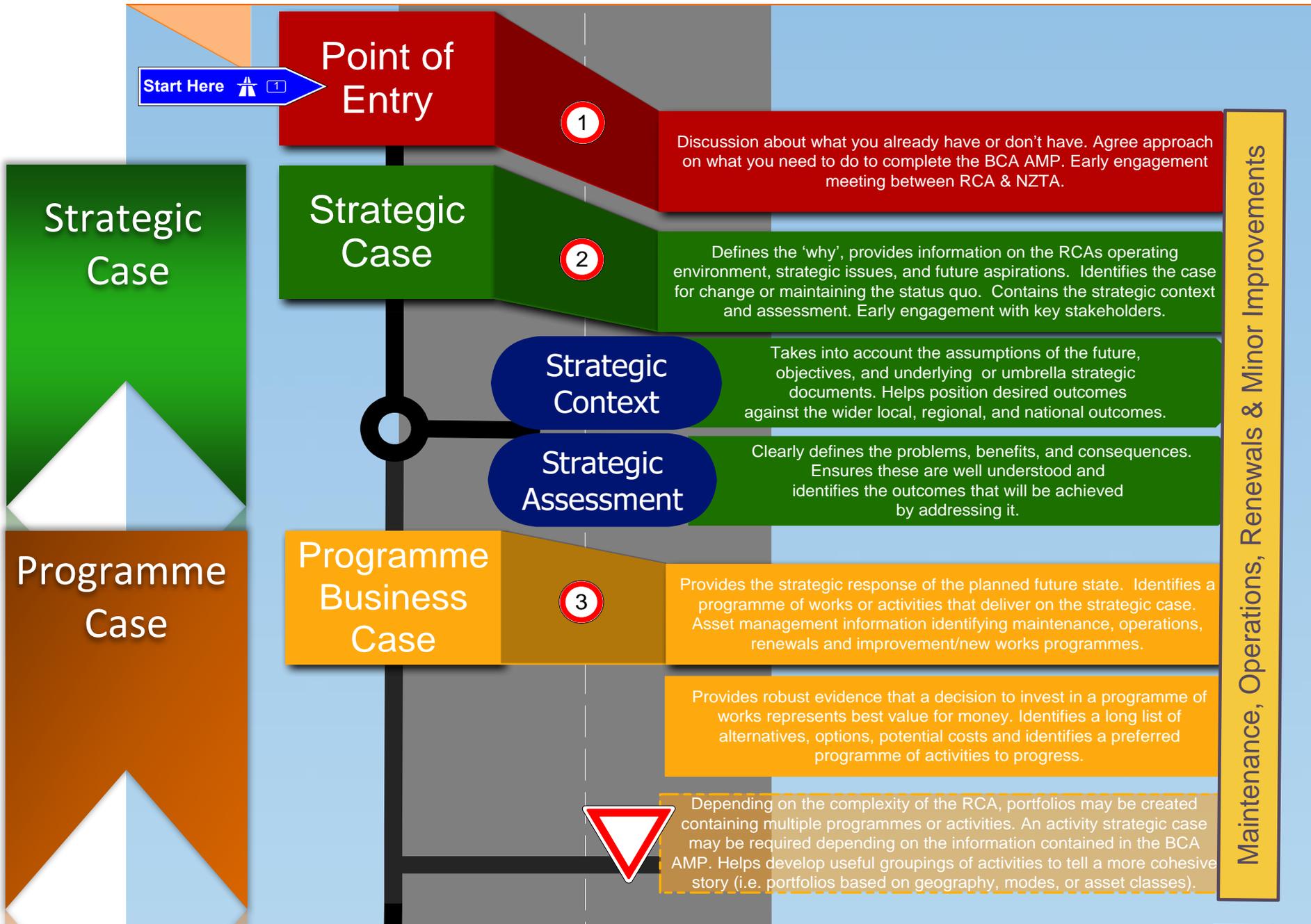
Fundamentals of the business case approach

1. Benefit led (not intervention led)
2. Clarity of intent (Clear story)
3. Fit-for-purpose effort (don't over complicate & right size)
4. Informed discussions (engage with stakeholders and those with knowledge)
5. Builds a case for investment progressively



Reviewing worked examples for the Programme Business Case





Remember the guide is there to help you.

BCA AMP Development Process

Strategic Case

1 Define 'why' you do the activity

2 Define current state
(includes evidence)

3 Problem & benefit statements

4 Links to ONRC customer outcomes
(identify your priority areas)

Programme Case

5 Link to strategic case

6 Test levels of service

7 Compile & test evidence

8 Gap assessment

9 Develop options

10 Test options

11 Preferred programme

12 Develop improvement plan

Continuous Review,
testing, and updating

How are you telling your performance and investment story?

1 to 4

Strategic Case

- Define 'why' you do the activity
- Define current state (includes evidence)
- Problem & benefit statements
- Link to ONRC customer outcomes (identify your priority areas)

5

Link to strategic case

- Connect the programme to the problem/benefits and ONRC customer outcomes (i.e. reseals, street lighting)

6

Test levels of service

- Define the customer levels of service considering the ONRC and RCA desired outcomes
- Identify planned changes to ONRC functional classifications (i.e. intended form is different, future strategic direction)

7

Compile & test evidence

- Identify the current performance against existing life cycle management practices and asset condition
- Utilise the ONRC performance measures and other evidence as required to paint a complete picture
- Complete data analysis
- Complete peer group comparisons
- Identify future demand

8

Gap assessment

- Assess the programmes desired state against the current state (consider: strategic case, compiled evidence, level of service, and changes)
- Identify any deficiencies and gaps

9

Develop options

- Develop a long list of options to achieve desired outcomes, considering:
 - Level of investment and acceptable risk
 - ONRC functional classification
- Note: this is an iterative process

10

Test options

- Consider:
 - Fit to strategic case (problems/benefits)
 - Connection to your priorities and ONRC customer outcomes
 - Asset condition, life cycle management

11

Preferred programme

- Identify co-funded and non co-funded elements
- Identified programme to be included in LTP/RLTP and consideration for co-funding
- Review against strategic case
- Identify economic, financial, commercial, management aspects

12

Develop improvement plan

- Identify areas of improvement



WORKSHOP SHEETS R7 INTERACTIVE SESSIONS

PDF to be printed on A3

Collective exercise 2: Develop content for Programme Business Case for routine maintenance and operations

Questions to consider	
<p>5 Link to strategic case With respect to routine maintenance operations and Renewals Assess how the programme connects with the strategic case problems/benefits and ONRC customer outcomes.</p>	<ul style="list-style-type: none"> Can you explain how the programme links to the strategic case? How does it link to the ONRC customer outcomes Does the text convey this in a simple and easily understood way?
<p>6 Test Levels of Service With respect to routine maintenance operations and Renewals Define the customer levels of service considering the ONRC and RCA desired outcomes. Identify planned changes to the ONRC functional classification.</p>	<ul style="list-style-type: none"> Are your current levels of service adequate? Do the levels of service exceed requirements in some areas? If required, can you clearly articulate your new levels of service? Does the text convey this in a simple and easily understood way?
<p>7 Compile & test evidence With respect to routine maintenance operations and Renewals Identify the current performance against the existing life cycle management practices and asset condition. Utilise the ONRC performance measures and other evidence as required to paint a complete picture. Complete data analysis, peer group comparisons and identify future demand.</p>	<ul style="list-style-type: none"> Jot down the evidence you can think of that supports your options. Is the evidence available adequate and robust? Identify any gaps in evidence that you will look to address. Does the evidence support your strategic case and your desired response? Does the text convey this in a simple and easily understood way?
<p>8 Gap Analysis With respect to routine maintenance operations and Renewals – Assess the portfolios current state against the desired state (the 'why' & strategic problems & benefits), and identify any deficiencies. This includes evaluating asset performance and condition.</p>	<ul style="list-style-type: none"> Consider the strategic case, compiled evidence, LoS, and changes. Identify the elements of the network where there is a Gap between what is being delivered and what is required. If there aren't any gaps what are the impacts of varying your investment in routine maintenance and operations (less-same-more). Does the text convey this in a simple and easily understood way?

<p>9 Develop options With respect to routine maintenance operations and Renewals – Develop options to achieve the desired outcomes (this will be an iterative process). Note that options are to be coordinated across portfolios at this time.</p>	<ul style="list-style-type: none"> Bullet point the options and how they will deliver the desired outcomes. If you are above or below the desired level of service under ONRC, can you articulate the best way to manage the asset and the cost? Can the options be integrated into the overall programme? Does the text convey this in a simple and easily understood way?
<p>10 Test Options With respect to routine maintenance operations and Renewals – Test the long list of options, considering: fit to the strategic case (problems/benefits, RLTP, GPS), connection to your priorities and ONRC customer outcomes, asset condition, and lifecycle management.</p>	<ul style="list-style-type: none"> Test the various options and identify the desirable approach. <ul style="list-style-type: none"> Think of how they will be challenged and counter arguments. Can you articulate that these are the most cost effective and efficient options for current and future ratepayers? If so what words would you use? Does the text convey this in a simple and easily understood way?
<p>11 Preferred programme With respect to routine maintenance operations and Renewals – Recommend preferred option and present this for LTP and RLTP consideration. Including asset, economic, financial, commercial and management elements.</p>	<ul style="list-style-type: none"> Outline your preferred options with supporting reasons. Identify co-funded and local share only elements. Review against the strategic case, does the response address the problems and benefits? Identify the economic, financial, commercial, and management aspects for the programme to be successful. Would a person with little interest in Roads understand your logic and be likely to agree with you? Does the text convey this in a simple and easily understood way?
<p>12 Develop improvement plan With respect to routine maintenance operations and Renewals – Identify any improvement opportunities.</p>	<ul style="list-style-type: none"> Identify any gaps that will be worked on or improved? Include programme for improving evidence base. Does the text convey this in a simple and easily understood way?

RCA Presentations

Feedback on each other's Programme Business Case
worked examples



Improving problem Statements & BCA learning modules

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REG Update

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Central Otago District Council ONRC Summary Report

The One Network Road Classification (ONRC) is a new system for measuring and classifying the condition on New Zealand's roads.

The ONRC has been jointly developed by the New Zealand Transport Agency (NZTA) and Local Government New Zealand (LGNZ) as a tool for moving to a consistent Level of Service experience by customers as they travel throughout the country

The One Network Road classification (ONRC) divides New Zealand's roads into categories:

- National – link major population centres and transport hubs
- Regional – major connectors between and within regions, often public transport routes
- Arterial – link regionally significant places and industries
- Primary Collector - link significant local populations and industries
- Secondary Collector – provide secondary routes, can be the only route to some places
- Access – small roads facilitating daily activities
 - Access (Low Volume)

Please note: categories are not shown if there are no road sections in that category on the network.

Make sure some time stamp on the data. Note for safety the latest year may not be complete e.g. 16.17

Network Characteristics

ONRC Category	Urban (Km)	Rural (Km)	TOTAL LENGTH (Km)	Urban Journeys	Rural Journeys	ANNUAL TOTAL JOURNEYS TRAVELLED (M Veh Km)
Regional	0	0	0	0	0	0
Arterial	2	0	2	4	0	4
Primary Collector	8	18	25	9	8	16
Sec Collector	25	159	184	9	13	22
Access	63	390	453	5	9	14
Low Volume	46	1,164	1,211	1	6	8
TOTAL NETWORK	146	1,731	1,876	29	35	64

Table 1: Network Statistics for network length (km) and journeys travelled (Million vehicle km) by ONRC Class

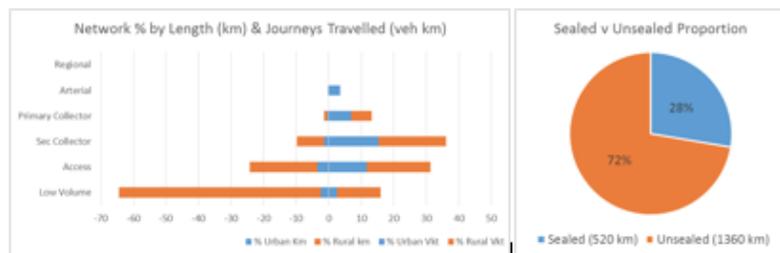


Figure 1: Network Percentage Length and Journeys Travelled

Figure 2: Sealed v Unsealed

What am I looking for? The data details the road network length and number of journeys by ONRC category. Journeys travelled are measured by multiplying the volume of traffic on a road by its length. This shows where most customer journeys are made. Primary collector routes make up only 1% of the network by length but carry 12% of the amount of travel undertaken in the district due to the higher traffic volumes.

For the following measures, comparisons have been made within peer groups. For Central Otago, the peer group contained: Ashburton, Central Otago, Clutha, Gore, Hurunui, Mackenzie, Selwyn, Southland, Waimate, and Waitaki District Councils.

How do we show 0 value vs no data???

Safety

Customer Outcome 1: number of fatal and serious injuries

Key Questions: Are my injury numbers trending up or down or trending differently within any classification? Show graph axis starting at 0, not negative crashes. Also how can we distinguish between 0 crashes and no data???



Figure 3: Fatal and Serious Injuries by ONRC category

Collective Risk is a measure of the total number of fatal and serious injuries per km over a section of road. **Personal Risk** is a measure of the danger to each individual using the road being assessed. These risk ratings were devised by the New Zealand Road Assessment Programme (KiwiRAP) – a partnership between the Automobile Association, NZ Transport Agency, Ministry of Transport, ACC and NZ Police.)

Customer Outcome 2: collective risk (fatal and serious injury rate per km)

Key Question: Are my collective risk ratings at the low end or high end? How does my network compare with my peers, my region and nationally?



Figure 4: Fatal and Serious Injuries per km of road by ONRC category (low/medium ratings per KiwiRAP)

Customer Outcome 3: personal risk (fatal and serious injury rate by traffic volume)

Key Question: Are my personal risk ratings at the low end or high end? How does my network compare with my peers, my region and nationally?



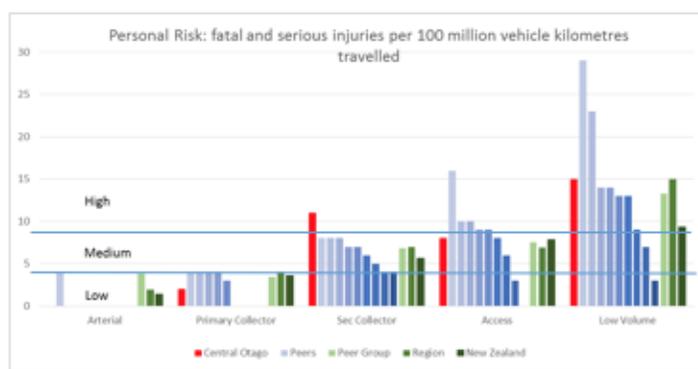


Figure 5: Fatal and Serious Injuries per 100 million vehicle kilometres travelled by ONRC category (Low/medium/high ratings per KiwiRAP)

Amenity

Customer Outcome 1: smooth travel exposure

Key Question: How does my network compare nationally and against my peer group?

Make axis % on left hand side for next three graphs

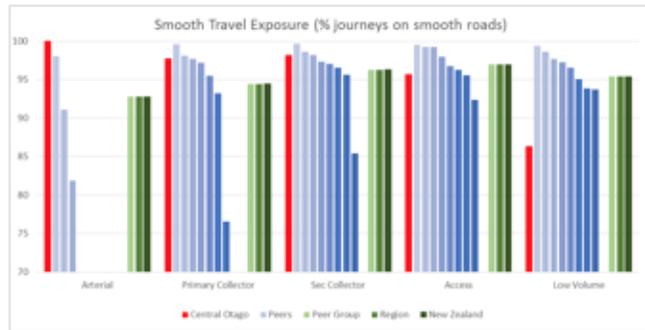


Figure 6: Smooth Travel Exposure by ONRC category (Higher percentage indicates smoother roads)

Customer Outcome 2: peak roughness

Key Question: How does my network compare nationally and against my peer group?

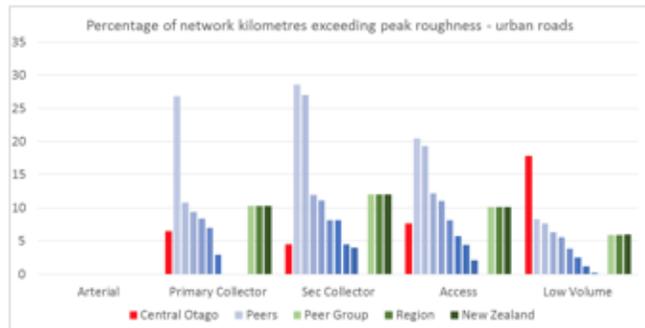


Figure 7: Peak Roughness - Urban

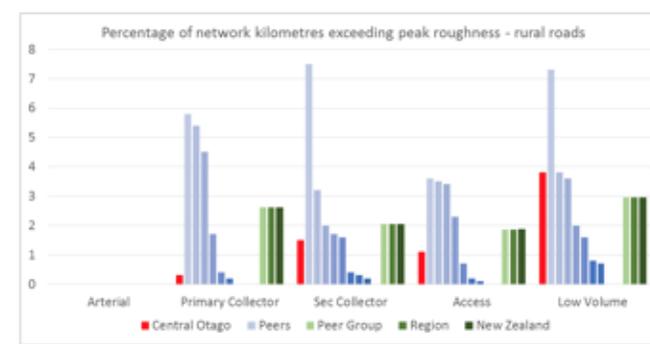


Figure 8: Peak Roughness - Rural

Cost Efficiency

Cost Efficiency 1: pavement and surfacing renewal

Key Question: How much of my sealed network am I renewing each year in comparison with others?

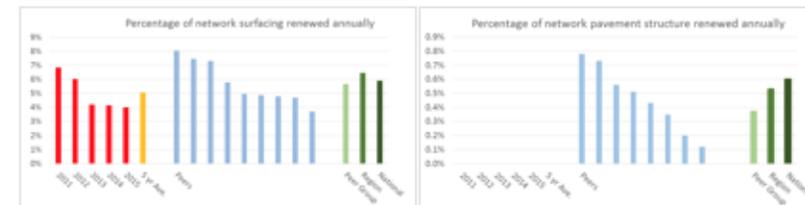


Figure 9: Annual surfacing renewal percentage

Figure 10: Annual pavement renewal percentage

Cost Efficiency 2&3: sealed road maintenance

Key Question: How does the cost of maintaining my sealed road network compare to others?

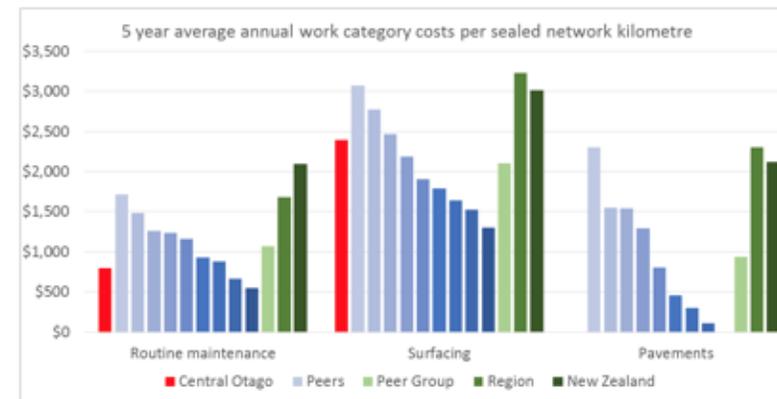


Figure 11: Sealed road maintenance costs per kilometre

Cost Efficiency 4: unsealed road metalling

Key Question: How does the cost of maintaining my unsealed road network compare to others?



REG Update – Data Subgroup

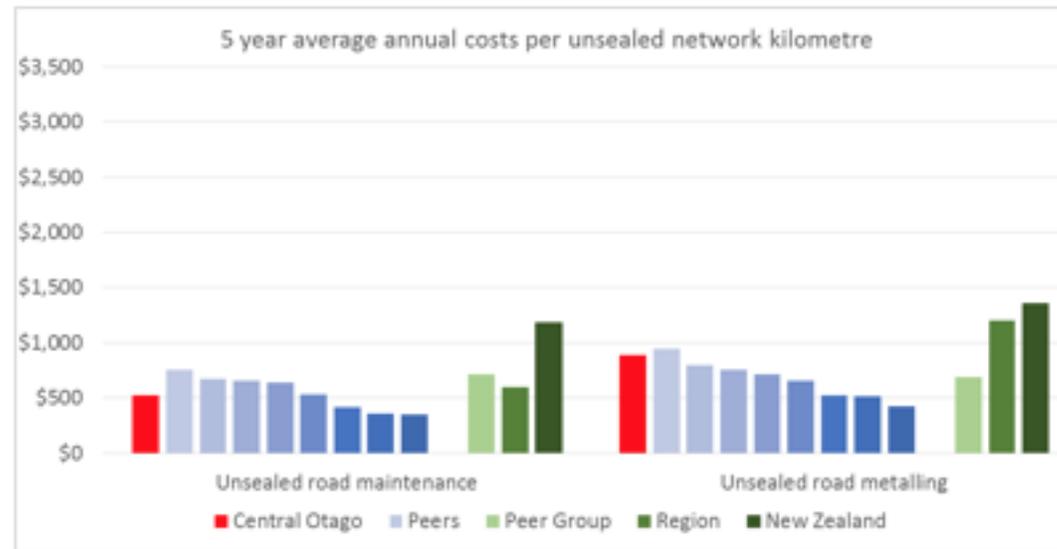


Figure 12: Unsealed road maintenance costs per kilometre

Add graph for total expenditure less emergency worksd.



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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Action Learning Tasks and R8

- **ALT9:**
 - **Partnership conversation between NZTA PI and RCA – right sizing the PBC**
 - **Signing up to the NZTA BCA online learning module and completing module 1.**
 - **Getting three others to sign up and complete the module.**
 - **Inviting the wider LTP development team (planners, finance, etc...)**
 - **Sharing an overview of your BCA AMP**



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



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