



**CENTRAL  
HAWKE'S BAY**  
DISTRICT COUNCIL



# Land Transport

## Strategic Framework 2020 – 2025

*Together we Thrive! E ora ngātahi ana!*





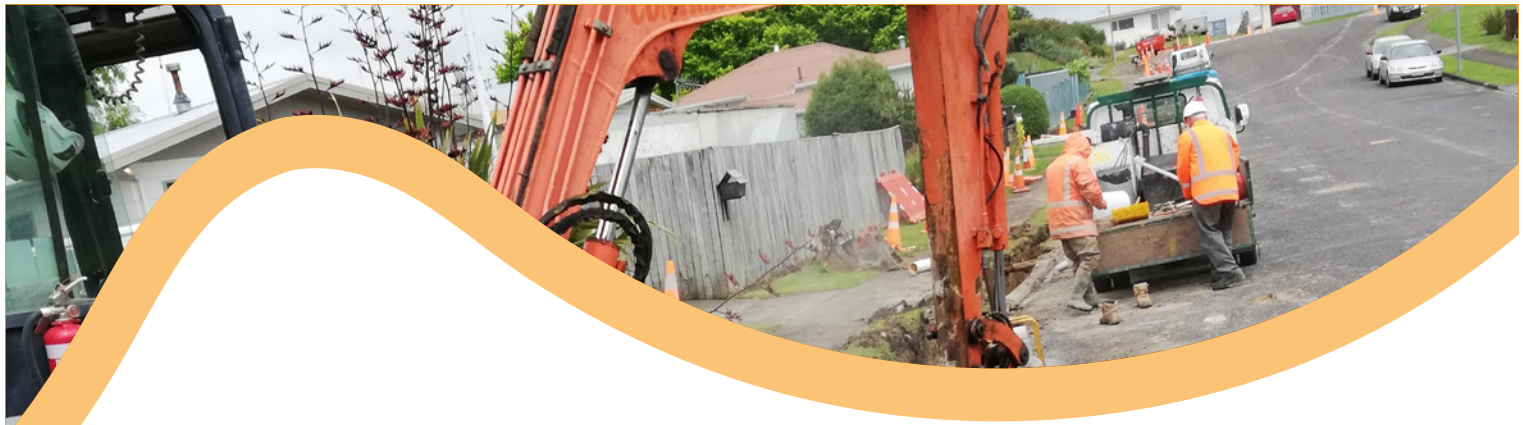
## *Purpose*

The Land Transport Strategic Framework (the Framework) presents Central Hawke's Bay District Council's (Council's) strategic approach to managing its land transport assets for the five-year period from 2020 to 2025. The Framework sits at the top of Council's hierarchy of documents and processes used to manage roading assets. The Framework articulates the vision, opportunities and challenges for the our land transport network and provides clarity on targeted areas for results delivery as well as actionable plans. Importantly, the Framework has been developed with strong influence from Council's Elected Members and provides them with an opportunity at a strategic level to influence community outcomes that are impacted by our roads.

## *Vision*

Council's vision for its land transport network is to

**"deliver safe, reliable and lasting road assets that connect our people and our places, and allow our district to prosper".**



## Context and Strategic Alignment

Council delivers on its vision for the land transport network through a sometimes complex mix of operational, strategic, governance and community/contractor led work. We plan, deliver, check and correct on our roading assets through the short and long term while being guided by key existing policies, plans and other organisational artefacts. The relationship of this document, the Framework, to other pieces of CHBDCs puzzle is illustrated and described below.

Relationship to the Framework	
<b>THRIVE DNA</b>	Our DNA of Working Together, Thinking Smarter and Customer Excellence provide guidance on 'HOW' we must deliver on our land transport goals and vision as given effect by the Framework.
<b>THRIVE Objectives</b>	Our THRIVE Objectives provide guidance on 'WHY' we must deliver on our land transport goals and vision as given effect by the Framework. The objectives of Connected Citizens, Smart Growth and Durable Infrastructure are of particular relevance.
<b>Asset Management Policy</b>	The Asset Management Policy contains a set of principles that give our asset managers guidance on how to carry out all aspects of asset management from planning through to delivery.
<b>Asset / Activity Management Plan</b>	The "how to detail" on asset management for each of the land transport assets. Contains financial forecasts, full NZTA business case, list of projects and why we require funding. Has to tie back to the Strategic Framework which will identify the Problem Statements
<b>Land Transport 3 Year Programme</b>	This is a requirement of both the LTP and the NZTA AMP. It contains the 3 year funding request by activity based on the identified work from the AMP
<b>Government Position Statement (GPS)</b>	This sets the overall priority goals for accessing the funding from the National Land Transport Fund. These should be reflected in the AMP and supplement and enhance the Strategic Framework
<b>Investment Decision Making Framework (IDMF)</b>	These are the criteria that NZTA use to apply the GPS to determine if our 3 year programme is to be funded
<b>RLTP</b>	Is the combination of all of the region's TLA's Activity Management Plans, 3 year programme, strategic regional goals and objectives
<b>NLTP</b>	The combination of the country's plans as noted above. This is moderated by NZTA using the IDMF to allot funding from the National Land Transport Fund
<b>Procurement Strategy</b>	Delivers on the goals of the Strategic Framework and is one of the methods of influencing the outcomes
<b>Contract Management Policy</b>	Another method to ensure the goals of the Strategic Framework are being met
<b>The Local Government (Community Well-being) Amendment Act introduced Social, Economic, Environmental and Cultural priorities for all districts.</b>	The four well-beings must each be considered formally in the asset management planning process for each project/solution identified on the network.
<b>Growth, spatial planning initiatives</b>	The Land Transport Strategic Framework is responsive to the results of spatial planning and in particular those elements related to growth.



# 4 pillars of our 5-year strategy

## 1. Safety Above All Else

Our roads provide a vital link for all residents and visitors of our District. As vital as these links are however, our physical roading assets and the nature of travel on our roads is inherently dangerous. The supply of new and innovative roading technology and working practices is struggling to keep pace with the increases in demand on our assets. More people travelling and new and emerging travel modes and patterns present challenges in ensuring that every journey on our roads is a safe one.

### Where are we now?

Central Hawke's Bay accident statistics do not indicate a need for concern against generally accepted measures (as measured by NZTA). Regular feedback from independent external audits and reviews of our road assets indicates that the assets are generally in good condition and this is supported by consistent findings from crash/accident investigations that generally indicate road asset condition and design are not contributing factors. The safety at rural intersections has been flagged as an area for investment and improvement. Council have an active minor safety improvement programme however this programme lacks maturity and sophistication in its planning and delivery.

### Where do we want to be?

Council wish to mature and formalize its many safety programmes and activities into a coherent and cohesive safety management approach for roading assets. Council wish to extend the forward works horizon for planned safety works and wish to create greater and stronger links between safety programmes and data gathered from the network. Council wish to be a meaningful and respected contributor to local and national safety programmes and participate actively in NZTAs Road to Zero safety scheme.

Result	Actions
<b>Reduced frequency of serious and fatal accidents on our roads</b>	<p>Maintained focus on information gathering and reporting of accident, incident and road condition data to direct our safety improvement work programmes</p> <p>Complete ongoing works under the 'minor safety improvements' work banner to target identified risk areas on the network</p> <p>Identify our high-risk areas on the network with clear and effective traffic signage</p>
<b>Drivers use appropriate speeds</b>	<p>Complete a local speed limit review on all roads</p> <p>Work with relevant agencies to ensure speed controls are monitored and enforced</p>
<b>Education and awareness</b>	<p>Contribute actively and positively to local and regional driver and pedestrian safety initiatives</p> <p>Make available clear and concise messaging about our road network and the risks of travel</p> <p>Work with relevant organisations and agencies to promote intermodal travel</p>
<b>Reduce natural hazards</b>	<p>Develop a sustainable dangerous tree removal programme</p>
<b>NZTA "Road to Zero" strategy</b>	<p>Work with NZTA to use relevant parts of their strategy to reduce fatal and serious accidents</p>



## 2. Connected and Resilient Infrastructure and Communities

Our communities and citizens are dependent on having the road network available 24 hours per day. Although most of our communities have alternative routes they are arduous and often take a lot longer. We do have a few areas that only have one access which makes them vulnerable should the road be lost or impassable. The physical, social and economic well-being of all communities and businesses are negatively impacted when there are road disruptions. In most cases including mild weather most of the roads are able to function within the expected parameters. When we get major weather events various sections of the network can become unavailable for short periods. Heavier and more frequent loading of vehicles using the road network will also have a negative impact causing failed pavements thus negatively impacting the road user.

### Where are we now?

Through our tacit knowledge of the network we know some of the highest risk sections where resilience is a concern. These areas encompass primarily our remote rural nodes and peripheral road assets but in some cases include busy and critical connections (e.g. Porangahau Rd at Flaxmill Bridge). We recently secured funding to upgrade all of the bridges along that route including options to alleviate the flooding at Flaxmill. Regular structural inspections are taking place and work is being programmed to renew or replace worn or failed components across the network. Work is also being undertaken to ensure that our high volume assets such as pavements are renewed and kept safe and waterproof to prevent deterioration.

Although the district has a well-defined network of footpaths they were not constructed with today's needs in mind. The capacity for cycle lanes in most of our towns is also inadequate due to space requirements. There is also a general lack of infrastructure to support public transport and shared transport services that to date has been adequate due to a lack of supply of these services.

### Where do we want to be?

We want to add further sophistication and comprehensiveness to our planning and asset management processes to improve resilience on our network. We want to better understand our high risk areas and to formalize this understanding through measured metrics. We also want to understand the impact of resilience on certain aspects of the community through criticality or impact analysis and we want to promote safe alternative modes of transport such as cycles, e-vehicles and public/shared transport services.

Result	Actions
<b>Reduced frequency and duration of road closures across the district</b>	<p>Work to identify the impact of road closures on our residents (complete a criticality/impact assessment)</p> <p>Actively capture and report internally on the frequency and duration of road closures to inform capital and operational investment decision making</p> <p>Engage a panel of contractors to call upon in a weather event to speed up our ability to respond</p> <p>Progress with the upgrade work on identified problem routes (particularly Porangahau Road)</p> <p>Prepare detour maps for areas that are known to be prone to weather events</p>
<b>Actively and effectively engage/communicate with our most affected communities and residents</b>	<p>Incorporate comprehensive needs analysis into routine planning processes and design to ensure customer-centred design and implementation</p> <p>Train teams on effective communication and engagement protocols</p> <p>Develop a template communication plan for weather events and road closures</p> <p>Use available resources such as road asset information, customer database and our geospatial tools to map and better understand the impact of road closures</p>
<b>Meet our agreed levels of service at reduced total lifecycle asset cost</b>	<p>Manage our roading assets throughout their lifecycle in a way that minimizes total lifecycle costs.</p> <p>Actively include growth and demand change criteria into planning to allow for future needs on our network</p>
<b>Increase multi-modal travel opportunities between our communities</b>	<p>Develop a long term strategy of connecting our people via safe and effective means of transport other than conventional motor vehicles</p> <p>Work with agencies and local networks of residents to build support for public and shared transport services</p>



### 3. Protecting Our Natural and Built Environments

Management and operations of a land transport network does not always easily align with environmental responsibility. Products like bitumen, diesel and others have a long term negative impact on the environment and our assets physically impact and shape our natural environment. With over 400km of unsealed roads dust is an issue that with the right resources can be mitigated. Council also has made a commitment to work with groups who are celebrating and restoring our cultural and historical heritage. The district has a multitude of sites that can be marketed to promote tourism.

#### Where are we now?

Council has a sealing metal roads policy which is dependent on funding being available from either the resident affected or other external sources. Major industries are also looking for more environmentally sustainable products but when they become available they may be unaffordable. Council have adopted a holistic Environmental and Sustainability Strategy but this is yet to realise tangible benefits in the land transport realm.

#### Where do we want to be?

We want to promote environmental sustainability and take advantage of new technology where possible. Council also wants to understand and partner with our communities and contractors on projects of special interest or cultural / historical significance. We want to utilize our critical and lasting roading infrastructure to connect people to place and to support place-making initiatives.

Result	Actions
<b>Councils Land Transport activities are demonstrably in line with Councils stated Environmental and Sustainability Policy</b>	<p>Environmental and sustainability factors are built clearly into land transport planning and operations decisions and action</p> <p>Environmental and sustainability factors are considered in the procurement processes of the land transport activity</p>
<b>People are able to find our special interest and significant sites</b>	<p>Review the sign policy as it relates to roads to make it easier to find locations of special environmental or cultural significance</p>
<b>Council is seen as an enabler of local projects</b>	<p>Using our contractor partners support at least one listed project per year to improve environmental outcomes</p> <p>Roads are designed and built in a way that promotes the significance of 'place' and supports place-making intent and initiatives</p>
<b>Minimized impact of dust</b>	<p>Continue with the implementation of Councils Dust Policy and Framework</p> <p>Search for funding to seal our worst road sections</p> <p>Develop a communications strategy to advise users of the areas of high dust and its impact</p>



## 4. Economic Resilience and Financial Sustainability

The land transport activity represents Councils single largest expenditure by activity with annual investment over \$12M. while supported by a majority funding assistance rate of 60% (in most cases) by NZTA, Council still rely heavily on a land-value based rate take to fund investment in the asset. With growth in the district and changes in demand on our assets, the need to invest has never been greater. Counteracting the drive for further investment are affordability constraints on our residents and ratepayers. Council must ensure that its investment decisions are made with the long term in mind and that decisions are optimal and sustainable.

### Where are we now?

Balanced against other financial pressures on Council, road infrastructure has been funded on a minimal level with a "maintain as is in perpetuity" mentality. This has been barely sufficient, and with aging infrastructure requiring more repairs and component renewals, climate change causing loss of roads and very high levels of expenditure to restore the road to a pre-event level and increasing usage especially by heavy vehicles increasing pavement deterioration we are losing ground and the current levels of funding are no longer sufficient for the future.

### Where do we want to be?

We want to be able to maintain the level of service currently provided at a financially affordable way for our residents. We want to be able to earn the confidence of our ratepayers who know that their rate dollars are being invested wisely into our infrastructure and we want to leverage every and all opportunities to attract external funding.

Result	Actions
<b>Effectively leverage external funding opportunities</b>	<p>Continue to work with our major funder NZTA to rationalize and get approval for the next 3 year programme</p> <p>Explore all avenues of funding with NZTA that are currently not used</p> <p>Actively search for other sources of funding (PGF; MBIE etc.)</p>
<b>Fiscal Prudence and Optimal Investment Decision Making</b>	<p>In the re-write of the Asset Management Plan, ensure the latest optimal investment and decision making tools are applied</p> <p>Conduct a cost benefit analysis and a safety analysis on all AWPTs thus covering 2 bases at one time</p>





Council's vision for its land transport network is to  
**"deliver safe, reliable and lasting road assets that connect our people and our places, and allow our district to prosper".**



**CENTRAL HAWKE'S BAY DISTRICT COUNCIL**

www.chbdc.govt.nz • thrive@chbdc.govt.nz • 06 857 8060  
 PO Box 127 • 28 - 32 Ruataniwha Street, Waipawa 4210



**CENTRAL  
 HAWKE'S BAY**  
 DISTRICT COUNCIL