



**ATTACHMENTS
UNDER SEPARATE COVER**

Ordinary Council Meeting

17 December 2024

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16.8 Adoption of Updated Asset Management Plan - Roading
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**Roading Activity
Management Plan**
For the Waimate District Council

2024-34

**150 Years of Public
Funded Roads**

1874 - 2024



Waimate
District Council





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Roading Activity Management Plan

for the Waimate District Council

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UPDATE REGISTER

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	September-December 2023	Updating of Main AMP document	Rob Moffat Jo Yeo
	September – October 2024	Update Approved NLTP Update Final Strategies information	Rob Moffat Jo Yeo
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	November 2024	Update to include Years 4 to 10 numbers ,Methodology for selecting individual roads for Reseal and Overlay and 3 year Programme	Rob Moffat Jo Yeo

PREFACE

Welcome to the Waimate District Council's Roding Activity Management Plan. For over 150 years, we have been pioneers in infrastructure development, consistently delivering fit for purpose roding services to our community.

This document is your guide to our strategies, activities, and procedures for managing and maintaining our road network. Our primary goal is to provide a safe, efficient, and sustainable transportation system that caters to our community's needs, and fuels economic growth and productivity. We are dedicated to upholding the highest service standards while minimising the environmental impact of our operations.

Considering current financial challenges, we have stuck to our conservative budgeting approach. This has allowed us to develop a practical, no-nonsense budget focused on essential expenditures. Our main objective is to ensure operational continuity, recognising the financial constraints of all our stakeholders.

We would like to express our gratitude to the devoted Councillors and staff who have contributed to the development of our road network over the past century and a half. Their innovative thinking, commitment, and hard work have been pivotal in shaping the infrastructure we depend on daily. We take pride in our progress over the years, and we acknowledge that it would not have been possible without the dedication of our staff and contractors.

We invite everyone to engage with this plan especially NZ Transport Agency Waka Kotahi (NZTA), provide feedback, and join us on our journey towards a safer, more efficient, and sustainable road network. Your support and cooperation are greatly appreciated.

Thank you,

Robert Moffat

Roding Manager

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1 EXECUTIVE SUMMARY

1.1 Purpose of Roding Asset Management Planning



This Activity Management Plan for Roding 2024-34 (AMP) has been developed to provide the Waimate District Council (WDC) with a long-term management tool for roading activities. It documents management, planning, financial, engineering, and technical best-practices to ensure that the levels of service required is provided cost-effectively for the current and future community.

“An AM Plan documents the organisation’s intended AM programmes for management of its assets and services based on the organisation’s understanding of service level requirements and the network’s capability to meet those requirements. The AM Plan can be considered as a business case for the long-term financial forecasts and should drive strategic thinking and planning and ensure the organisation is operating in a financially sustainable manner. AM Plans can also act as a vehicle for communication with customers and other parties on different funding scenarios and impacts on service levels and risk.” (IIMM Version 6.0, 2020).

1.2 Plan Level

Council has undertaken a structured assessment of the appropriate level of asset management practice for the Roding assets, see Section 2.2. This has been adopted by Council through the Asset Management Policy Statement.

This analysis of factors suggested that asset management practice should at least be at ‘Core’ level for Roding. The previous AMP has been reviewed and the approach to update the AMP to a level of Core or higher of Asset Management has been taken. The following principles are used by Council to guide asset management planning and decision making in Roding assets:

- Appropriate Levels of Service (LoS) are determined through effective consultation.
- Service delivery needs form the basis of asset management (AM)
- Asset management decision making is transparent and accountable.
- Asset management is integrated with corporate, financial, business, and budgetary planning using Asset/Activity Management Plans (AMP) and Council’s Long Term Plan (LTP)
- Council collaborates with neighbouring authorities and other agencies including NZ Transport Agency Waka Kotahi (NZTA) and Environment Canterbury (ECan)
- Informed asset planning decision making, takes a lifecycle management and inter-generational approach.
- Sustainable management provides for present needs whilst sustaining resources for future generations.

1.3 Assets Included in This Plan

The Roding assets include all Council-owned and maintained roads, streets, bridges, footpaths, and related infrastructure within the District, as summarised in Table 1.1. The roading network incorporates 1,325 kilometres of maintained roading, of which 51% is unsealed, and 55km classified as urban.

Table 1.1 - Roading Assets (as of August 2023)¹

Asset	Quantity		
Total Length of Road	1,325 km		
Sealed Road	651 km	Urban 49.1 km	Rural 601.9 km
Unsealed Road	674 km	Urban 6.3 km	Rural 668.0 km
Bridges	182	3,369 m	
Culverts	3,544	37,226 m	
Concrete Fords	90	1,750 m	
Kerb and Channel	49,131 m		
Signs	4,752		
Street Lights	493		
Footpaths	63 km		

Table 1.2 summarises Council's 2022 valuation of the Roading assets, assessed as having a total replacement value of \$576 million, excluding unformed ('paper') roads.

An annual depreciation or decline in service potential figure is used to determine an affordable programme of work necessary to maintain the network within pre-determined financial constraints. This has been valued at \$3.8 million per annum, a 29.3% increase compared to the 2020 RAMM valuation.

Table 1.2 - Road Asset Valuation Summary (June 2022)²

Asset	Optimised Replacement Cost	Optimised Depreciated Replacement Cost	Annual Depreciation
Land	\$80,672,118	\$80,672,118	\$0
Formation	\$190,302,784	\$190,302,784	\$0
Unsealed Pavement Structure	\$39,908,447	\$39,908,447	\$0
Seal Pavement Structure	\$132,544,528	\$73,255,555	\$1,039,236
Sealed Pavement Surface	\$23,740,366	\$12,991,324	\$1,367,712
Bridges	\$54,571,726	\$25,913,519	\$568,476
Drainage	\$24,947,687	\$11,565,610	\$251,706
Drain Fords	\$2,942,405	\$730,119	\$65,028
Footpaths	\$9,329,617	\$3,368,775	\$305,570
Signs	\$765,300	\$535,710	\$33,755
Street Lighting	\$591,401	\$355,057	\$19,422
Surface Water Channels	\$15,111,622	\$6,719,503	\$151,461
Traffic Facilities	\$114,373	\$55,825	\$3,900
Total Road Assets	\$575,542,374	\$446,374,346	\$3,806,266

¹ All data is taken from Waimate District Council's RAMM database for roading assets.

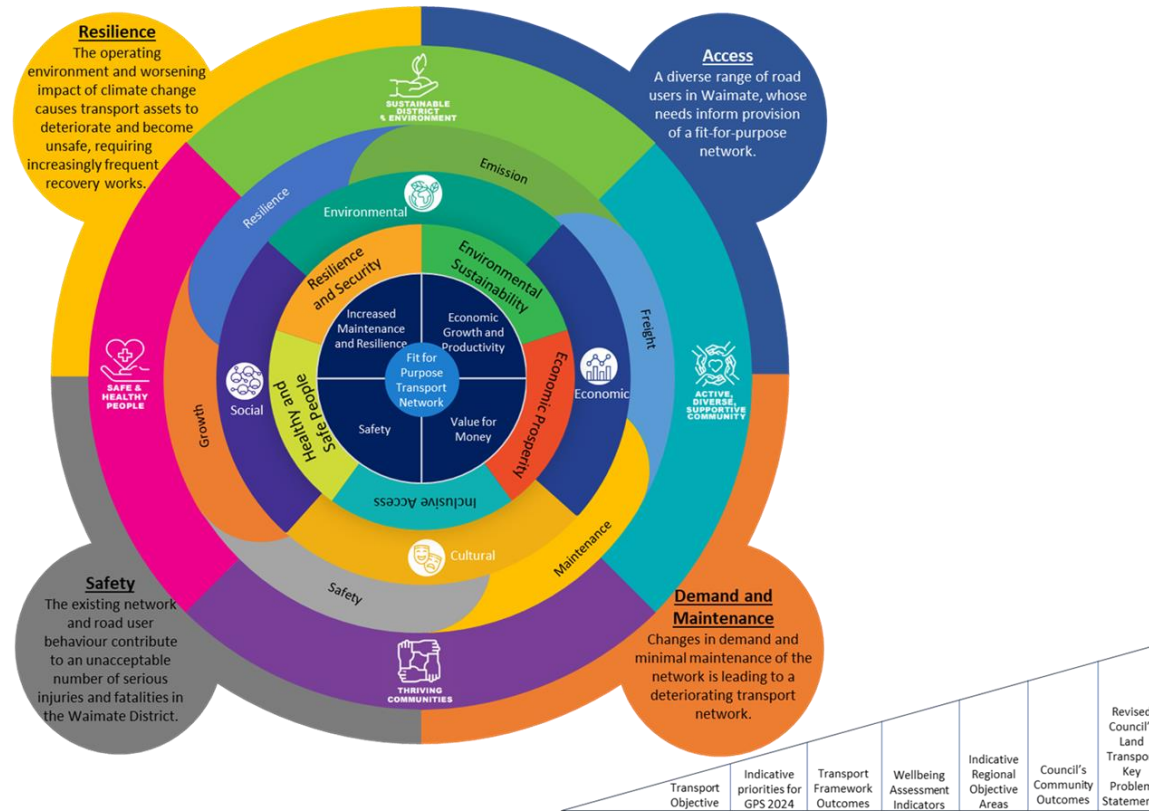
² WSP Auckland, NZ, Road Asset Valuation as at 30 June 2022 – Waimate District Council, November 2022

1.4 Key Problem Statements

Council has identified key challenges faced by the Organisation in continuing to deliver roading services that meet the levels of service required by customers in the most cost-effective way, at an asset/activity management level.

- Figure 1.1 displays the District's Key Problem Statements against the National, Regional, and Local strategic directions.
- Table 1.3 details the impacts and benefits of addressing these key problem statements and sets the strategic context for Council's Activity Management Plan.

Figure 1.1 - Waimate District Council Roading Services Key Problem Statements 2024





Executive Summary

Table 1.3 - Key Problem Statements, Impacts, and Benefits

Key Problem Statement	Impacts on the Network	Community Benefits	Management Benefits
<p>Resilience The operating environment and worsening impact of climate change causes transport assets to deteriorate and become unsafe, requiring increasingly frequent recovery works.</p>	<ul style="list-style-type: none"> Limited pavement strength Decreased road user safety. Drainage studies to identify future planning and strategies. Pavement strength analyses identify significant issues within flood-prone areas Insufficient drainage Flood damage of assets Limited access 	<ul style="list-style-type: none"> Reliability of network Safer roads Access maintained. Comfort and customer experience maintained / improved. Social and economic benefits through maintenance of network and access 	<ul style="list-style-type: none"> Levels of service met. Safer network provided. Proactive maintenance and renewals can be prioritised on road assets most at risk. Minimised wet weather event disruptions Progressive climate change adaptation Reduced emergency works and recovery
<p>Safety The existing network and road user behaviour contribute to an unacceptable number of serious injuries and fatalities in the Waimate District.</p>	<ul style="list-style-type: none"> Compromised safety on the network Potential inconsistency between other Districts Social and economic impact of fatalities and serious injuries 	<ul style="list-style-type: none"> Improved road safety for the network Safer, better informed road users Regionally aligned approaches to informing road user choices and system management Improvements on infrastructure and speed management 	<ul style="list-style-type: none"> <i>Road-to-Zero</i> objectives progressively achieved. Contribution to Regional and National initiatives, strategic goals, and objectives. Reduction in deaths and serious injuries



Executive Summary

Key Problem Statement	Impacts on the Network	Community Benefits	Management Benefits
<p><u>Access</u></p> <p>A diverse range of road users in Waimate, whose needs inform provision of a fit-for-purpose network.</p>	<ul style="list-style-type: none"> • Increase in allowable larger, oversized, and overweight vehicles on network. • Width and strength of pavements and structures (bridges) not suitable for load and size • Suitability of assets for different users (including pedestrians and cyclists) 	<ul style="list-style-type: none"> • Improved community well-being and resilience • All road users considered. • Active transport users (pedestrians and cyclists) are given greater priority. • Safety improvements for active transport users • Suitability of assets for different users (including pedestrians and cyclists) • Network enables local economy 	<ul style="list-style-type: none"> • Levels of service met. • More resilient roading network • Safer network • Greater accessibility to all road users • Accessibility for Mobility Scooters • Reduction in VKT and carbon emissions
<p><u>Demand and Maintenance</u></p> <p>Changes in demand and minimal maintenance of the network is leading to a deteriorating transport network.</p>	<ul style="list-style-type: none"> • Bow-wave of pavement seals (1963-73 rapid construction – 30km/yr. seal extension) • Levels of service not met (performance) • Network no longer fit for purpose across the network. • Increase in allowable larger, oversized, and overweight vehicles. • Pavement strength and width challenged (including pavement structure) • Natural water courses lost (due to intensive land use – reshaping of watercourses), causing surface flooding 	<ul style="list-style-type: none"> • Low costs to date • Levels of service and expectations met. • Safer network • Accessible network • Efficient use of resources • Network resilience 	<ul style="list-style-type: none"> • Council rates and NZTA investment has been minimised to date. • Levels of service and expectations met. • Bridge capacity prioritised • Aging assets are addressed in a timely manner. • Appropriate quantities of proactive maintenance and renewals can be prioritised on road assets most at risk

1.5 Key Stakeholders and Customers

1.5.1 Key Stakeholders

The Council is the ultimate owner of the roading assets, as the designated Road Controlling Authority. The Crown entity established to manage Roding activities is NZ Transport Agency Waka Kotahi (NZTA). Other key stakeholders of the roading network include:

- Environment Canterbury Regional Council (ECan)
- Owners and operators of inter-connecting or co-located networks, including NZTA State Highways and NZTA-appointed representatives, such as network contractors, neighbouring territorial authorities, and Department of Conservation Te Papa Atawhai (DOC)
- Road users (customers), as detailed in Table 1.4
- Representative road-user groups such as Transporting New Zealand: Ia Ara Aotearoa, Federated Farmers, and others. These are distinct from users (Council's customers)
- Council employees, and Council-appointed consultants and contractors who manage and work on the District's roading assets.

1.5.1.1 Customer Groups

Waimate District Council's customers fall into three different groups, detailed in Table 1.4.

Table 1.4 - Roding Customer Groups

Customer Group	Description	Customers
Users	Those who directly use the service	<ul style="list-style-type: none"> • Private drivers • Commercial and freight road users • Drivers of public and other transport services (e.g., tourist buses) • Active road users including pedestrians and cyclists
Associated Service Providers	These are other service providers who rely on the Roding network	<ul style="list-style-type: none"> • Contractors • Utilities service providers – use the road corridor to co-locate and access their assets. • Transport operators. • Emergency Services
The Wider Community	Non-users that are affected if the service is not provided	<ul style="list-style-type: none"> • Residents • Ratepayers • Tourists • Event organisers • Residents who live beside the roads • Local businesses – requiring access

1.5.1.2 Aoraki Roding Collaboration (ARC) – Mid-South Canterbury (Waimate, Mackenzie, Timaru, and Ashburton District Councils)

Since 2014, a strong collaboration has developed across Mid-South Canterbury Councils, which has ensured cost-effective service delivery in-line with industry best practice. The development of a common Maintenance Contract document between Waimate, Mackenzie, Timaru, and Ashburton



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District Councils has formed an excellent platform for greater alignment of transportation services delivery. It has also supported cost-effective procurement of physical works and professional services.

The latest work is in the draft Delineation Strategy.

1.5.2 Funding Partners

Funding is provided by two significant parties:

- NZ Transport Agency Waka Kotahi (NZTA)**

NZTA co-invests, in accordance with operational requirements at a current Financial Assistance Rate (FAR) of 68%³. This is to fund the District’s Maintenance, Operations, Renewals, Low-Cost Low Risk (Capital work), and Road Safety Programmes.
- Ratepayers**

Local Council rates provide funding for all roading non-subsidised activities and the remaining “local share” of roading costs qualifying for Financial Assistance from NZTA.

1.5.3 Mana Whenua

Council recognises Te Rūnanga o Waihao as mana whenua with ancestral and cultural relationships within the Waimate District and recognises Te Rūnanga o Ngāi Tahu as the iwi authority whose rohe (boundary) covers the Waimate District.

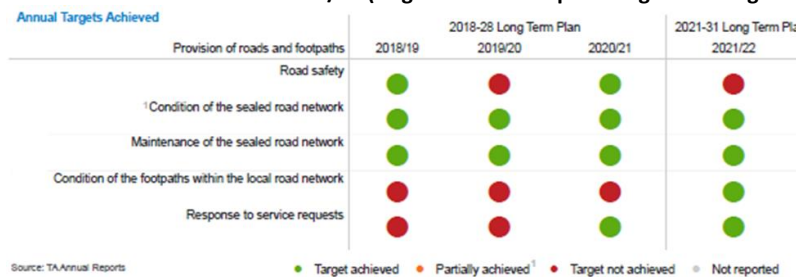
Council values the contribution Māori make to Council decision-making and have identified some Council-led initiatives to address the requirements⁴.

1.6 Level of Service

The Roading asset comprises of a diversity of components including road pavements, surfaces, bridges, footpaths, drainage, signs, and streetlighting assets. Levels of Service (LoS) in this AMP cover key service attributes, such as accessibility, affordability, efficiency, quality, reliability, responsiveness, and safety.

LoS measures are expressed in terms of both “Customer Performance Measures”, which measure the service received by the user, and “Technical Performance Measures”, which measure how the organisation provides the service. Section 5 sets-out a framework for defining Levels of Service.

Figure 1.2 - Service Performance 2021/22 (August 2023 Transport Insights Te Ringa Maimoa)



(LGA Non-Financial Performance Measures)

³ NZTA FARs 2024-27 NLTP

⁴ Participation of Māori in the Decision-making Process - Waimate District Council (waimatedc.govt.nz)

1.7 Growth and Future Demands

The Waimate District roading network caters predominantly for low volume rural traffic on sealed and unsealed roads with only 55 kilometres (4.2%) of the network classified as urban road. The network includes just five kilometres of rural roads that caters for a traffic loading greater than 1,000vpd, classified as Primary Collector in the One Network Road Classification (ONRC) hierarchy, Figure 1.3. According to One Network Framework (ONF) hierarchy, most of the roads are classified as Rural Roads (83.1%), Figure 1.4, and as shown in Figure 1.5, most of the vehicle journeys are on Rural Roads and Rural Connectors.

Figure 1.3 - Network Percentage Length and Journeys Travelled (2023/24, Transport Insight)

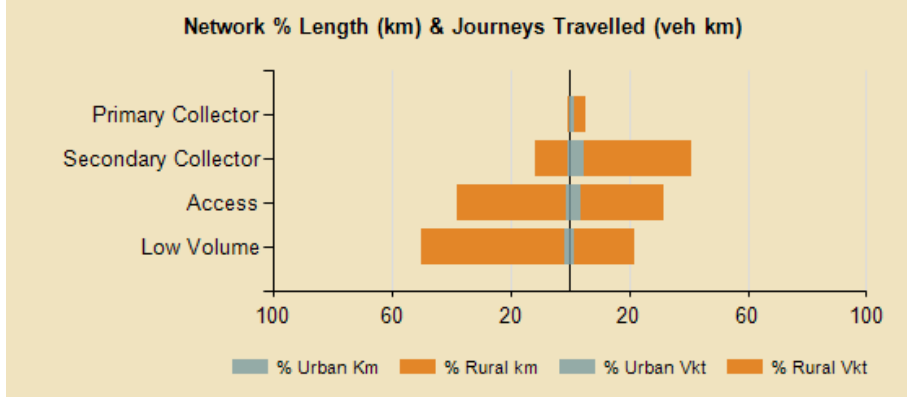
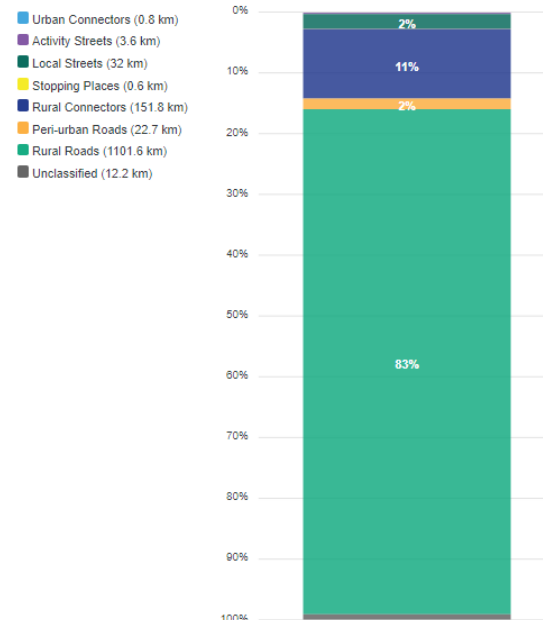


Figure 1.4 - Network Length by ONF Category (2023/24, Transport Insight)

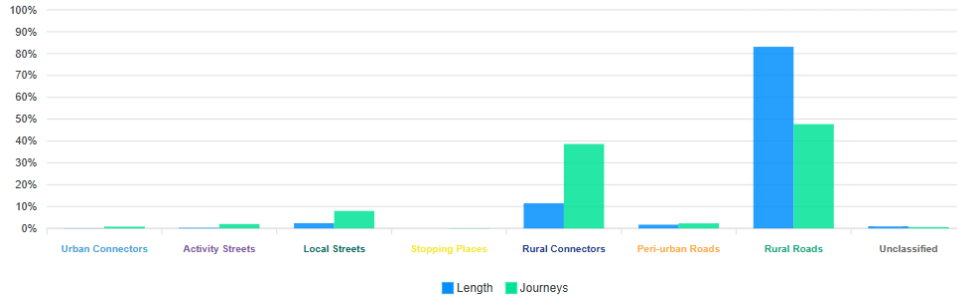
Length by Category





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Figure 1.5 - Network Length Verses Vehicle Journey by ONF Category (2023/24, Transport Insight)
 Network Length vs Vehicle Journeys



The 2018 Census population of Waimate District was 7,815⁵ and the “Estimate Resident Population” as at 30 June 2023 for the Waimate District was 8,400⁶. The recommended medium growth scenario projects the District’s population to increase to 9,500 in 2053, at an average rate of 0.4% growth per year between 2023 and 2053), Section 6.1.1.1. Over the last three years, COVID-19 has changed the world and the way people think, move, and live. Anecdotally, the demand for properties in the Waimate District has increased with affordable housing, the changes in the working world (working remotely), and nearing future retirees are seeing the District as an attractive lifestyle option.

Population growth is likely to have minimal impact on future demand on the roading network. Trends in the mix of heavy traffic associated with land use changes within the District are likely to have a greater effect on Council’s roading assets. To get a better prediction of likely demand, Council is currently reviewing their Traffic Count Strategy and data quality. This allows the Council to assess asset performance as utilisation of the asset changes, and review whether key assets provide sufficient capacity for current and future use. Further detail on growth and demand planning is provided in Section 6.

1.8 Sustainability

Transport legislation and policy in New Zealand calls for the need to rebuild after recent weather events and strengthen the resilience of the entire transport system for all New Zealanders⁷. The key strategic priorities identified in the GPS 2024 are Economic Growth and Productivity, Increased Maintenance and Resilience, Safety, and Value for Money. This means that Council must look at more sustainable revenue and ensure that roading services works and network management is delivered in a Value for Money manner, while supporting community resilience, safety, and economic growth and productivity.

As part of Canterbury Regional Council’s Land Transport Plan, the key priorities are Maintenance, Resilience, Emissions, Growth, Safety, and Freight. This means that Council must ensure that the roading service works and network management is must also delivered in a manner that can mitigate the likely impacts of climate change, minimises and environmental harm.

Whilst there are no significant negative effects assessed as resulting from the Council’s roading activities, opportunities exist to deliver road asset development and management services to reduce

⁵ Statistics New Zealand, 2018 Population Usually resident population counts)

⁶ Statistics New Zealand, 2023 population estimates

⁷ [Government Policy Statement on land transport 2024/34 - June 2024](#) (GPS 2024).

the negative impact for Waimate District's residents on the social, economic, environmental, or cultural well-being of the community.

Sustainability also considers the management of Council's staff and resourcing to ensure continued cost-effective delivery of roading activities and where possible, the reduction in travel demand and carbon emissions. There is a need to build-in a means of succession planning for roading's engineering (technical) and physical works (contracting) practices and procedures.

Planning for climate change adaptation, network resilience, emergency management response and recovery (Section 6.4), insurances of assets, and reduction of emission is required.

1.9 Risk Management

Council has a Risk Management Policy in place. A Risk Management Strategy has been described in Section 7 of this AMP.

Due to the collaborative effort of the Aoraki Roading Collaboration (ARC), a joint risk management assessment was undertaken. The types of risks considered are:

- Planning Risks
- Management Risks
- Delivery Risks
- Physical Asset Risks.

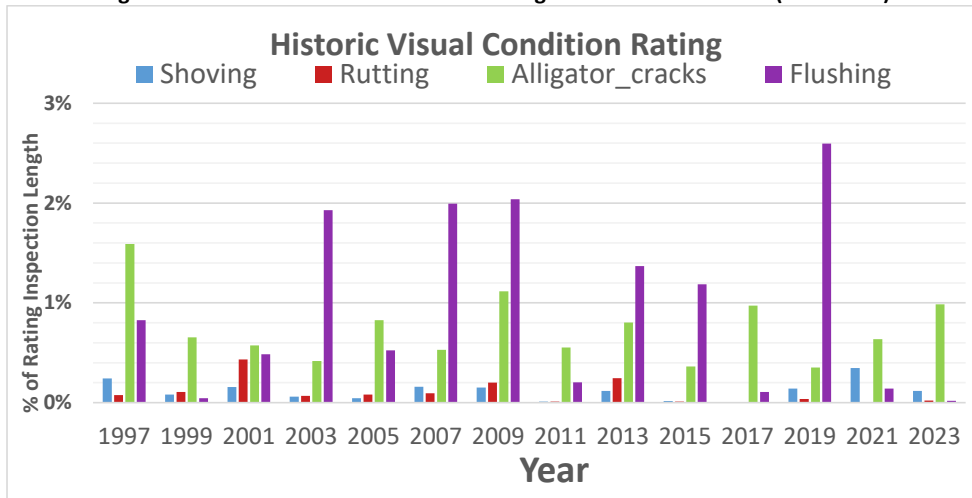
1.10 Lifecycle Management Plan

Council's Lifecycle Management planning identifies the maintenance, operations, and renewals activities required to keep the road assets operating at the currently established levels of service (LoS) in the most cost-effective manner. The Lifecycle Management Plan, Section 9, ensures that current strategies do not consume the asset, leading to an unexpected increase in maintenance/renewal expenditure in the future.

Waimate District Council undertakes condition and performance analysis of the network relying on the practical experience and knowledge of engineering staff to provide a gauge of network performance. This knowledge is used extensively for current and future planning purposes. Regular condition surveys of the asset components need to be undertaken, and the results and data recorded to ensure that an improved understanding of asset capacity at current service levels is developed.

Figure 1.6 shows the historical results from visual condition rating for sealed roads. This shows that the overall network condition was improved significantly in the 1990's and since then, it has remained relatively stable. This is indicating that maintenance and renewal levels for sealed roads are appropriate to maintain the condition of the pavements at an acceptable level, against the increase in heavy traffic mix and ages of parts of the network.

Figure 1.6 - Historical Visual Condition Rating Data for Sealed Roads (as at 2023)



Current asset management practice applies a combination of “reactive” condition driven and network lifecycle depreciation techniques to determine the work necessary to maintain the network within pre-determined financial constraints. Budgets quantities have been based on inspections and accurate historical quantities and costs, and future demands and growth. Increased investment is required above the NLTP 2021-24 due to cost increases a result of re-tendering the Road Network Operations and Maintenance Contract and inflation.

The increases include additional proactive drainage maintenance and renewals to provide network resilience.

This AMP recommends renewal works to the following transport infrastructure asset groups:

- **Sealed road resurfacing**

The amount of delayed reseal has reduced, although there are roads over the expected life there is no backlog. The annual resurfacing area required is 5% of the total seal area or 181,000 m². This will reseal a small backlog of road which are over their expected life in a three-year period.

- **Pavement renewal/Rehabilitation**

The quantities of pavement renewal required is based on road condition inspection and maintenance cost assessment. Use of additional modelling using surface and pavement strength (MSD) survey data is being developed. Initial results have informed some recommendations for prioritised sealed road renewals in the 2024 AMP period and the ability to fund renewals.

Given the large proportion of pavements that were constructed in the same periods (1965 to 1973), Council is aware of the potential ‘bow-wave’ of rehabilitation and resealing works.

The Council plans to complete modelling to determine a sustainable level for future pavement renewals, with any changes implemented in the 2027-30 Activity Management Plan.

- **Drainage**

Roadside drainage is a key activity for:

- **Pavement Performance**

Maximising the life of pavements by protecting them from ingress of water. This includes prioritising appropriate drainage works for roads in potential flood zones.

- **Traffic Risk**

Poor drainage results water on the carriageway which is significant traffic safety risk.

- **Storm Damage Resilience**

Uncontrolled water flows on the road pavement and shoulders causes erosion and gravel loss.

The amount of road drainage work completed in past years has been **insufficient**, especially given the change in groundwater conditions arising from irrigation and weather events the District has faced. The increased drainage maintenance and constructed in the last two years has already reduced and prevented storm damage to the network.

The urban kerb and channel network has 7,500m of assets , which are beyond end of their useful lives, these sections need to be replaced for pavement protection, safety, and amenity purposes. Council proposes to renew these sections over a 10-year period.

Some Culvert assets are at or nearing the end of their useful life and provide insufficient capacity in extreme weather events. These assets will need to be progressively replaced.

- **Bridges**

Council has a lists the bridges (Table 9.28 - List of Bridge Structures Component Replacement / Renewals. (Updated as of September 2024)) that are prioritised for structural component replacements over the next 10 years.

Council is considering the future need of the following weight restricted side bridges, Scarletts Bridge on Fletchers Road, and Lundys Bridge on Crowes Road.

- **Footpaths**

Footpaths provide a safe facility for pedestrians to encourage active transport modes They also provide safe routes for vulnerable users, such as the elderly, disabled, and young, to move to and from places within their community. Levels of service gaps are noticeable for the footpath asset Council proposes to renew 3,500 m² per year, which is modest amount. It will take 25 years to bring the footpaths to the desired standard.

Council has no specific plans for the disposal of any Rooding assets within the term of this AMP apart the above identified weight restricted side bridges. This is subject to receiving adequate funding.

1.11 Financial Forecasts

The following tables shows Council's forecast for the Rooding assets. A full forward budget and forecasts are shown Section 10. Funding for the management, operational and maintenance, and renewal work for the rooding network is provided from the District's rooding rates and NZTA's Financial Assistance, as identified in Section 1.5.2.



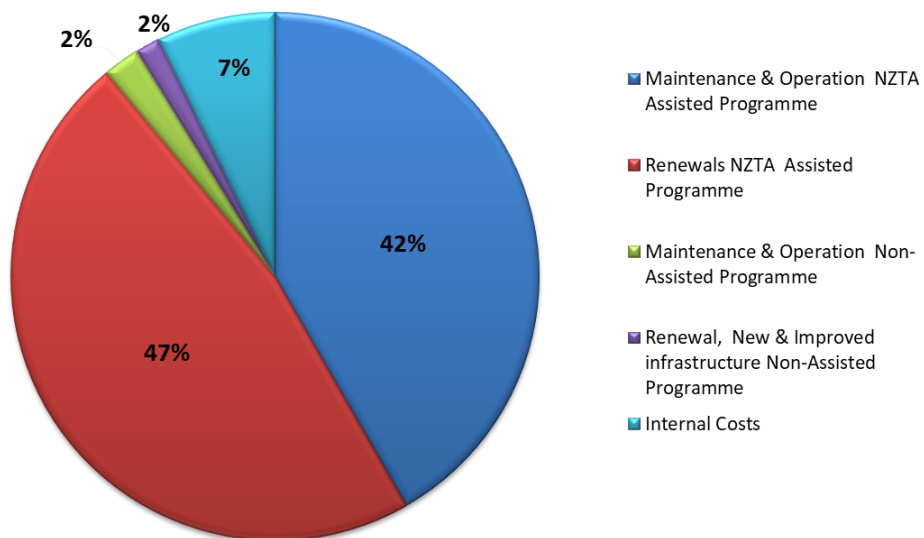
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Table 1.5 - Roading Forecast Expenditure 2024-27 (as at October 2024)

Roading Budget Summary	2024-25	2025-26	2026-27	3 year Programme Totals
Maintenance & Operation (NZTA Assisted Programme)	\$3,164,347	\$3,202,634	\$3,275,413	\$9,642,394
Renewals (NZTA Assisted Programme)	\$3,743,946	\$3,553,286	\$3,633,896	\$10,931,129
New & Improved (NZTA Assisted Programme)	\$0	\$0	\$0	\$0
Resilience Programme (Crown Assisted Programme – FAR 84%)	\$0	\$0	\$50,000	\$50,000
Road Safety Promotion (NZTA Assisted Programme)	RSP Cluster arrangements with Timaru DC			
Maintenance & Operation (Non-Assisted Programme)	\$147,200	\$182,644	\$186,030	\$515,874
Renewal, New & Improved Infrastructure (Non-Assisted Programme)	\$276,800	\$32,000	\$32,000	\$340,800
Internal Costs	\$502,827	\$572,759	\$613,699	\$1,689,285
Total	\$7,885,120	\$7,543,323	\$7,741,038	\$23,169,482

Figure 1.7 - Average Annual Roading Expenditure 2024-27 (October 2024)

Average Annual Roading Expenditure 2024-27





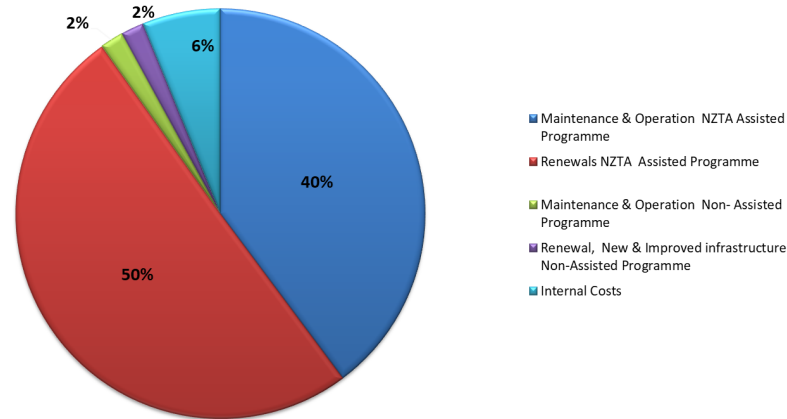
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Table 1.6 - Roading Forecast Expenditure 2024-34 (as at October 2024)

Roading Budget Summary	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	10 year Programme Totals
Maintenance & Operation Waka Kotahi Assisted Programme	\$3,164,347	\$3,202,634	\$3,275,413	\$3,509,402	\$3,581,828	\$3,650,963	\$3,716,805	\$3,782,648	\$3,848,490	\$3,911,041	\$35,643,571
Renewals Waka Kotahi Assisted Programme	\$3,743,946	\$3,553,286	\$3,633,896	\$4,613,381	\$4,708,592	\$4,799,474	\$4,886,029	\$4,972,584	\$5,059,139	\$5,141,367	\$45,111,695
New & Improved Waka Kotahi Assisted Programme	\$0	\$0	\$50,000	\$533,000	\$544,000	\$554,500	\$564,500	\$574,500	\$584,500	\$594,000	\$3,999,000
Road Safety Promotion Waka Kotahi Assisted Programme	RSP Cluster arrangements with Timaru DC										
Maintenance & Operation Non- Assisted Programme	\$147,200	\$182,644	\$186,030	\$156,915	\$160,154	\$163,245	\$166,189	\$169,133	\$172,077	\$174,874	\$1,678,459
Renewal, New & Improved infrastructure Non-Assisted Programme	\$276,800	\$32,000	\$32,000	\$170,560	\$174,080	\$177,440	\$180,640	\$183,840	\$187,040	\$190,080	\$1,604,480
Internal Costs	\$502,827	\$512,883	\$524,448	\$536,013	\$547,076	\$557,635	\$567,692	\$577,748	\$587,805	\$597,358	\$5,511,485
Total	\$7,835,121	\$7,483,447	\$7,701,787	\$9,519,271	\$9,715,729	\$9,903,257	\$10,081,855	\$10,260,453	\$10,439,051	\$10,608,719	\$93,548,690

Figure 1.8 - Average Annual Roading Expenditure 2024-34 (October 2024)

Average Annual Roading Expenditure 2024-34



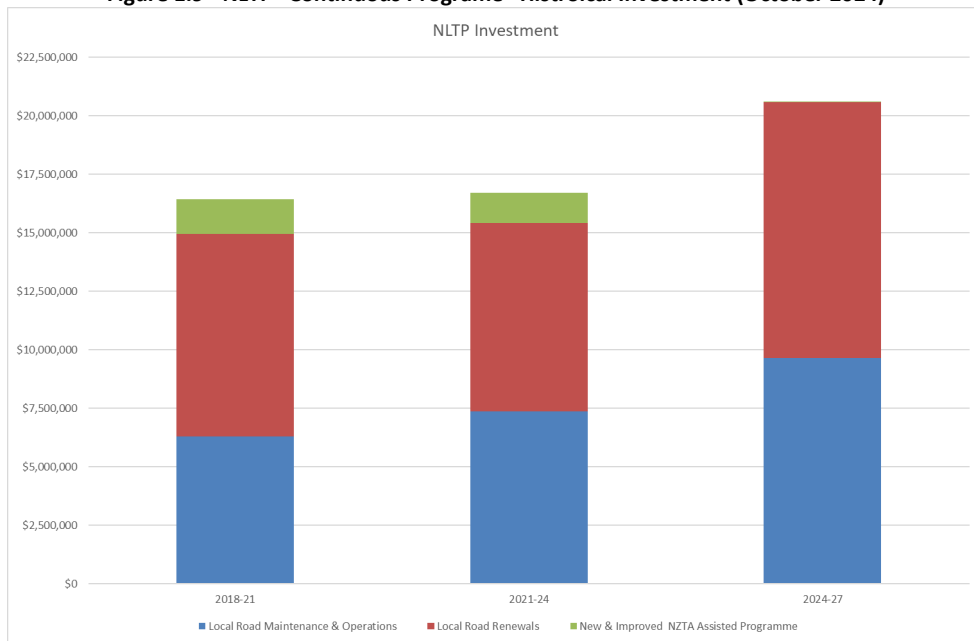


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Table 1.7 - NLTP "Continuous Programmes" Historical Investment (as at October 2024)

Activity area	2018-21	2021-24	2024-27	Change \$	Change %
Local Road Maintenance & Operations	\$6,305,943	\$7,374,368	\$9,642,394	\$2,268,026	31%
Local Road Renewals	\$8,651,004	\$8,044,577	\$10,931,129	\$2,886,552	36%
New & Improved NZTA Assisted Programme	\$1,480,190	\$1,283,760	\$50,000	-\$1,233,760	-96%
Total	\$16,437,137	\$16,702,704	\$20,623,523	\$3,920,818	23%

Figure 1.9 - NLTP "Continuous Programme" Historical Investment (October 2024)



1.12 Processes and Asset Management Practices

1.12.1 Asset Management Practices

Waimate District Council employs and has the following staff responsible for the management of the roading assets:

- Roothing Manager
- Roothing Technician (Vacant)
- Senior Roothing Officer
- Roothing Officer
- Road Asset Information Technician
- Technical Support Officer – Roothing – Part-time

Council Roding programme is delivered through a combination of in-house staff, external professional service consultants, and physical works contractors.

1.12.2 Roding Procurement Processes

In line with Council's [NZTA Approved and Endorsed Procurement Strategy 2023](#), Council seeks to procure goods and services to support the community in an affordable and efficient manner. Within this approach, Council will consider the most appropriate bundling of work for maintenance and construction (renewal and improvement) in terms of Council's objective and the market's ability, capacity, and competitiveness.

While retaining scope for in-house teams and small local suppliers along with the benefits to the local economy they can provide, Council also has a responsibility to recognise the efficiencies and benefits derived from larger and longer-term maintenance and construction contracts. Competitive tendering, where price and quality are evaluated, will be used to select suppliers for road maintenance and large capital projects in general. In some cases, direct appointment may be the most effective approach, and this will be considered in terms of specialisation, market competitiveness, and the overall cost and efficiency to Council (value-for-money).

Opportunities for collaboration with other organisations will be considered where the procurement situation warrants such investigation. It is essential that collaborating organisations have compatible goals and operational procedures. Council has agreed to work closely with the other South and Mid-Canterbury Councils through Aoraki Roding Collaboration (ARC).

1.12.3 New Zealand Transport Agency Audits

1.12.3.1 Technical Audit

NZTA's Technical Audit of Waimate District Council was completed over 12-15 April 2021. Overall, it was mentioned that the road network is generally in good condition and the smooth travel index has been slowly declining since 2010/11. Council has the lowest cost per kilometre of maintenance expenditure compared with the rural districts peer group and nationally for the previous three years. Overall, "Some Improvement Needed" and 10 recommendation items were defined. For more details, refer to Section 11.2.4.1.

1.12.3.2 Procedural Audit

NZTA's Procedural Audit was conducted between 1-4 May 2023 for 1 July 2019 to 30 June 2022 period. Overall, the audit rated Council's procedures as "Effective", with eight recommendations and suggestions. The subject area that requires some improvement is in the "Procurement Procedures". For more details, refer to Section 11.2.4.2.

1.13 Plan Improvement and Monitoring

Council has developed this AMP based on its current knowledge of customer requirements, the configuration of the existing and future network to meet customer requirements, current asset information, and the strategies being adopted to achieve customer outcomes. To further develop the AMP to support asset management processes, systems, and data, Council recognises the need for ongoing improvement, which includes:

- Pavement modelling
- Traffic counting and Demand Management
- Footpath programmes

- Emissions baselining
- Review of the plans by internal staff and suitably qualified external consultants
- Developing an AMP that meets the requirements of the community
- Benchmarking key performance indicators against similar external TLAs
- A corporate commitment to implementing and maintaining suitable AM information systems
- Adopting a team approach to the preparation of future AMPs in order to maximise the buy-in of internal staff and sharing of specialised knowledge.

1.14 Key Assumptions and Confidence Level

There are significant assumptions and confidence level that have been made in the development of this AMP.

- Asset data, from RAMM database as at June 2023, has been taken as the verified network asset.
- Future changes in government requirements may affect the required Levels of Service and Strategic Priorities.
- No specific consultation or research has been conducted to determine future demands on the road network. Council has a moderate level of confidence in future demands based on current available information.
- The knowledge and reliance of Council's practitioners (Council's Roading staff, Council's consultants, and Council's contractors) directly providing current information to the development of this Roading AMP. This includes information collected from Residents Survey, Section 5.4.3.1.

The following are key financial forecast assumptions made:

- NZTA will continue to co-invest and provide financial assistance to Council for the road network.
- Council will continue to fund the current levels of service identified in this AMP.
- The dollar value shown in this AMP are October 2024 dollars, adjusted for inflation applicable to Roading Activity. (Adjusted using BERL Cost adjusters - October 2023)
- Some renewal costs are rough order of cost estimates that will require to be further researched and refined.
- No account has been taken of the impacts related to the development, acceptance, and implementation of the Risk Management Plan.
- Assumptions were made on 'Total Useful Life' and 'Residual Useful Life' of assets in relation to the asset valuation.
- Asset data is fit-for-purpose and reliable for the development of the long-term financial forecast.
- NZTA Funding Assistance Rate (FAR) subsidy will remain the same for the 10-year period of this plan and there will be no other NZTA funding changes.
- Funding Sources will be from NZTA National Land Transport Fund (NLTF) and Council Property Rates.

2 INTRODUCTION

2.1 Purpose of the Plan

Activity/Asset Management Plans (AMPs) are the main method of demonstrating the [Local Government Act 2002, Schedule 10](#) – requirements. Council will also use the AMPs as a means to fulfil its statutory obligations for compliance with the following Acts and the Office of the Auditor-General for its assets and activities:

- Local Government Act 2002
- Resource Management Act 1991
- Building Act 2004
- Land Transport Management Act 2003
- Health Act 1956.

The objective of Asset/Activity Management planning is:

“To provide the required level of service, in the most cost-effective manner, through management of assets for existing and future customers.”

The purpose of this Activity Management Plan (AMP) is to:

- i. Deliver on local government’s purpose to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.
- ii. Demonstrate that the roading assets are operated and maintained in a sustainable, prudent and cost-effective manner, so that they provide the required levels of service (LoS) for current and future customers.
- iii. Demonstrate regulatory compliance, which includes ensuring the Long Term Plan (LTP) is supported by:
 - Quality information and assumptions underlying forecast information.
 - Framework for forecast information and performance measures are appropriate to assess meaningful Levels of Service
- iv. Demonstrate that the Asset/Activity Management (AM) level will be achieved.

The AMP has been prepared with the intention of an annual review of the financial statements and a three yearly review of the remainder of the AMP.

2.2 Asset Management Policy Statement for Roothing Activity

The Waimate District Council Asset Management Policy Statement for the Roothing Activity:

- Sets the direction of the roading asset management process
- Sets the appropriate level of asset management practice for the activity
- Ensure that Council’s service delivery is optimised to deliver agreed Council’s Community Outcomes and Levels of Service (LoS)
- Manage related risks
- Optimise expenditure over the entire lifecycle of the service delivery using appropriate assets as required.

The appropriate level of asset management practice identified for Council's Roading Activity is 'Core' practice, with some 'Intermediate' elements as highlighted by the Asset Management Maturity Assessment⁸.

'Core' asset management practice is basic technical asset management planning undertaken at a level designed to meet minimum legislative and organisational requirements for financial planning and reporting. 'Core' practice provides technical management outputs for current levels of service, demand management, asset lifecycles, asset forward replacement programmes, new capital expenditure, and associated cash flow projections.

2.2.1 Policy Linkages to Other Plans

This Asset Management Policy links to, Council's LTP, the [Canterbury Regional Land Transport Plan \(RLTP\)](#), and Council's Roading Activity Management Plan (AMP). NZ Transportation Agency Waka Kotahi (NZTA) requires minimum asset management practice from the Policy. The Aoraki Roading Collaboration Group (ARC) is always looking at developing practice and producing numerous documents together.

2.2.2 Structured Assessment of Asset Management Practice

Council undertook a structured assessment of the appropriate level of asset management practice for the Roading Activity in March 2017. This structured assessment follows the guidance provided in Section 2.1 of the International Infrastructure Management Manual (2015) and Table 2.1.2 International Infrastructure Management Manual (2015). This was reviewed by Council and adopted on 15 August 2023.

Table 2.1 - Roading Activity/Asset Management Practice Assessment (as at March 2017, reviewed and adopted 15 August 2023)

Criteria	Assessment	Commentary
Population	Core	The initial population risk screen for urban areas, all township populations, and total District population showed that asset management practice should be 'Core'.
District Wide Risks	Core	Based on the identified District-wide risk factors, the suggested level of appropriate asset management practice should be 'Core'.
Costs and Benefits	\$8 M (25% of total expenditure)	The roading budget is the largest in Council and represent higher risks if AM practice is not at an appropriate level. These budgets also allow more scope to develop asset management practice as appropriate.
Legislative Requirements	Compliance approach	Waimate District Council's Policy is to meet minimum legislative requirements and Council follows clear directives within timeframes acceptable to the community. Council will advocate on behalf of the community where legislation is deemed inappropriate.
Size, Condition, Complexity of Assets	Typical of a small urban and rural authority	There are a range of assets spread across the large District area. In particular, the roading network and rural water supplies are extensive with only a small rating base. While the assets are not highly complex the isolated nature of the communities requires a specific approach.

⁸ [International Infrastructure Management Manual \(IIMM\) - 2020](#)



Introduction

Criteria	Assessment	Commentary
Risks Associated with Failures	Moderate level of risk	Overall risks associated with asset failure have been assessed to be moderate. There are some critical routes, bridges, and demand issues pending.
Organisational Skills and Resources	Average, Core	<p>Waimate District Council comprises a small organisation serving one main urban centre, small communities, and a large rural area. The success of the organisation relies on key staff. Experienced managers cover operations and planning roles. Specialist technical work is outsourced.</p> <p>Services are delivered through a combination of in-house teams, consultants, and contractors. Council periodically reviews resources required and adjusts the mix of resources to meet work requirements. This includes increasing in-house resourcing when required.</p>
Customer Expectations	Average	<p>The District has a range of community assets that are of a high standard and the community is justifiably proud of them and has high expectations of the development and maintenance. There is some variation in expectations across the District, particularly between Waimate township and more remote rural areas.</p> <p>Overall customer expectations are judged to be medium and the trend of increasing customer expectation is likely. This suggests a requirement for well-developed asset management practice to consistently meet community expectations in the long-term.</p>
Sustainability	No Corporate Policy at this stage, part of AMP and planning process at activity level	<p>Waimate District Council is following the sustainability regimes of the Land Transport Management Act 2003 (LTMA), NZTA direction⁹, and Regional Land Transport Plan (RLTP)¹⁰ requirements (including subsequent amendments and revisions) for Rooding. Council is in the process of reviewing, updating, and developing its sustainability policies. This will include incorporating legislative changes and any national or regional policies or plans.</p> <p>Any impact of these on asset management practice will be incorporated into the next review of Asset Management Policies.</p>
Final AM Level	Core <i>With Intermediate in additional areas as required by Waka Kotahi (co-funder)</i>	<p>Analysis of factors suggests that asset management practice should be Core.</p> <p>Additional emphasis is required in the following practice areas:</p> <ul style="list-style-type: none"> • Demand Forecasting, • Asset Register Data, • Asset Condition, • Operational Planning, • Capital Works Planning, • Financial and Funding Strategies • Service Delivery Models <p>in line with national directives and requirements.</p>

⁹ [Toitū Te Taiao – Our Sustainability Action Plan | Waka Kotahi NZ Transport Agency \(nzta.govt.nz\)](#)

¹⁰ [Regional transport planning | Environment Canterbury \(ecan.govt.nz\)](#)

2.3 Location

The general topography of the Waimate District is described as flat to rolling. The network has been split into 428km in flat topography, 853km in rolling topography, and 55km in mountainous topography. The District is bounded by the Pacific Ocean to the East, the Kirkliston Range to the West, the Pareora River to the North, and the Waitaki River to the South.

Figure 2.1 shows the boundary of the Waimate District alongside neighbouring local authorities.

State Highway 1 and State Highway 82 provide the principal regional connections for the road network within the Waimate District. Figure 2.2 shows both the location of the District within the Canterbury Region, and Figure 2.3 shows the State Highway and District roading network.

Figure 2.1 - Map of Waimate District Council Boundary

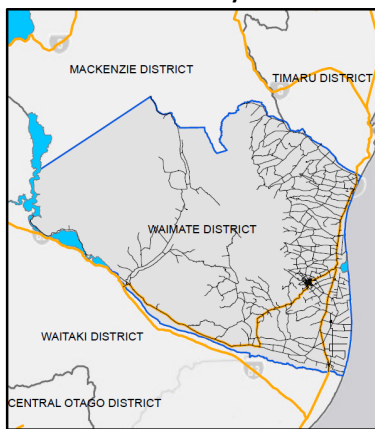


Figure 2.2 - Map of Waimate District in the Canterbury Region



Figure 2.3 - Waimate District Road Network and the State Highway



2.4 The Assets

The roading asset includes all Council owned and maintained roads, streets, bridges, footpaths, cycle paths, and related infrastructure within the District as shown in Table 2.2. Unformed (paper) roads are not included. For more information on the assets covered in this plan, refer to Section 4.

Table 2.2 - Roading Assets (as at August 2023)

Asset	Quantity		
Total Length of Road	1,325 km		
Sealed Road	651 km	Urban 49.1 km	Rural 601.9 km
Unsealed Road	674 km	Urban 6.3 km	Rural 668.0 km
Bridges	182	3,369 m	
Culverts	3,544	37,226 m	
Concrete Fords	90	1,750 m	
Kerb and Channel	49,131 m		
Signs	4,752		
Street Lights	493		
Footpaths	63 km		

The condition of the roads is dynamic over periods of time due to the District's topography, and the seasonal variations in climatic conditions and traffic demands.

2.5 Relationship with Other Council Documents

The Asset Management Planning process analyses the impact of the Levels of Service on the business and should be structured to be compatible with other key planning mechanisms and documents.

2.5.1 Long Term Plan¹¹

Waimate District Council Long Term Plan (LTP) 2025 – 2034 sets out the broad strategic direction for the period of this plan, defining the Vision, Community's Desired Outcomes and Wellbeing, Strategic Goals, Identified Projects and Tasks, and the Financial Framework that will be required. The Community Outcomes and Wellbeing are directly related to Governance, Environment Protection, Sustainability, Economic Development, and Organisation Performance.

2.5.2 District Plan¹²

The Waimate District Plan assists the Council in carrying out its functions under the Resource Management Act 1991 so that it may achieve the purpose of the Act that is to "*promote the sustainable management of natural and physical resources.*" The District Plan was developed in consultation with local communities and interest groups and controls such activities as:

- Erection, relocation, or demolition of structures, buildings, network utilities and signs
- Commercial activities
- Earthworks

¹¹ [Long Term Plans - Waimate District Council \(waimatedc.govt.nz\)](https://www.waimatedc.govt.nz/long-term-plans)

¹² [District Plan - Waimate District Council \(waimatedc.govt.nz\)](https://www.waimatedc.govt.nz/district-plan)

- Hazardous substances
- Planting, trimming, or removing vegetation
- Subdivision and development.
- Management of potential flood zones.

2.5.3 Other Related Asset/Activity Management Plans

Council has other Activity Groups, each managed through the production and use of Asset/Activity Management Plans (AMP). Of particular relevance to the Roding Activity are the Water Supply, Sewerage (Wastewater), and Stormwater AMPs. Cooperation with these Activity Groups is required as their works in the road corridor will have impacts on the Roding Activity.

2.5.4 [Annual Plan, Report, and Budget](#)

The works identified in this AMP will form the basis on which future Annual Plans and Reports are prepared and performance measures are reported on.

2.5.5 [Infrastructure Strategy](#)

This AMP will provide inputs required for the Roads and Footpaths portion of the 30-year Infrastructure Strategy (IS) as required by the 2014 amendment to the Local Government Act 2002. The Infrastructure Strategy forms part of Council's Long Term Plan.

2.5.6 [Procurement Strategy](#)

The Procurement Strategy is required by the Land Transport Management Act 1998, and signals Council's intentions for procurement of subsidised land transport activities. This Strategy was last updated and Endorsed by NZTA and Council in April 2023.

2.5.7 Contracts

The levels of service, strategies and information requirements contained in AMP's are translated into contract specifications and reporting requirements.

2.5.8 [Bylaws, Standards, and Policies](#)

These tools for asset creation and subsequent management are needed to support Asset Management tactics.

2.5.9 Other Road Related Strategic Documents

These include but is not limited to:

- [Towards a productive, sustainable and inclusive economy: Aotearoa New Zealand's First Emissions Reduction Plan](#)
- [New Zealand's second emissions reduction plan](#)
- [Government Policy Statement on Land Transport 2024](#)
- [Transport Outcomes Framework](#)
- [Road to Zero](#)
- [New Zealand Walking and Cycling Strategy; Getting there on foot, by cycle](#)
- [Arataki – Our 30-year plan - 2023](#)
- [Canterbury Regional Policy Statement](#)
- [Canterbury Land and Water Regional Plan](#)
- [Regional Land Transport Plan 2024-34](#)

