Land Transport Activity Management Plan 2024-27

PROGRAMME CASE

Like any national investment going forward, our transport network must begin to contribute, not just to physical assets, but also to environmental, social, human and cultural wellbeing aspects.

Increasing frequency and intensity of adverse natural events are significantly damaging the network. Emergency responses result in staff re-allocation, affecting delivery of planned business-as-usual activity, let alone any pro-active work.

MARLBOROUGH DISTRICT COUNCIL

WAKA KOTAHI NZ TRANSPORT AGENCY

Marlborough Roads

Network Performance

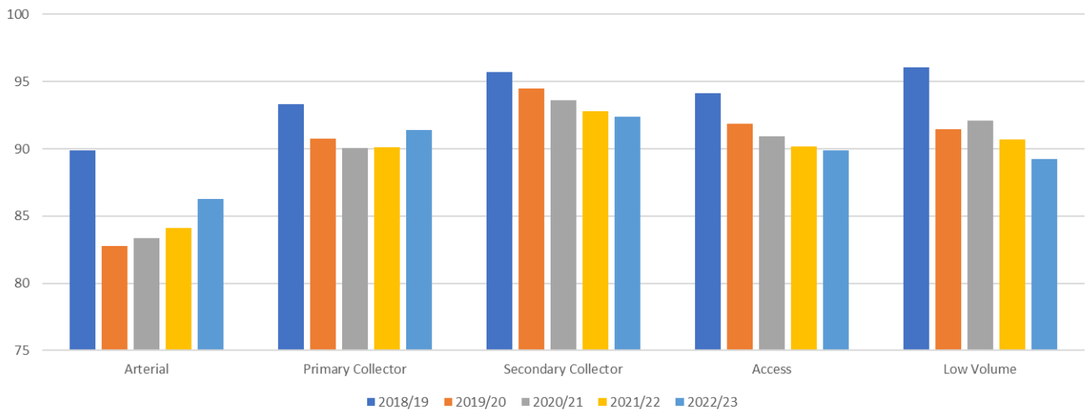
The Marlborough road network is council's most valuable asset at $1,041 million

(annual depreciation valued at $13.86m)

Asset	Quantity	Value
Sealed Road	916km	$390.3m
Unsealed Road	616km	$11.97m
Footpaths	244km	$36.1m
Cycleways	32km	$2.64m
Bridges / Structures	383	$263.9m
Streetlights	3063	$17.3m
Signs, Markings etc		$18.99M

Downward Trends of Road Condition in Marlborough

The graph below shows the percentage of travel on roads smoother than the threshold for each road type. Throughout the last AMP period we are experiencing a downwards trend across a large proportion of our network.



Levels of Service 2022-23: Roads and Footpaths

Performance Targets

Level of Service	Key performance indicator	2021-22 Actual	2022-23 Target	2022-23 Actual	How did we do?
Provide an overall level of service that meets or exceeds residents' expectations.	Resident satisfaction with this service as measured by survey (10 = service delivered extremely well).	5.6	≥ 6.2	5.5	
	Comment: Satisfaction continues to be low following recent storm events.				
Road Safety Provide a safe transport infrastructure.	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.	2	≤ -1	-10	✓
	Average quality of ride on a local road sealed network measured by Smooth Travel Exposure[1] and classified using ONRC[2] hierarchy.				
	Arterial	84.1%	≥ 86%	86.3%	✓
	Primary Collector	90.1%	≥ 89%	91.4%	✓
	Secondary Collector	92.8%	≥ 87%	92.4%	✓
	Access	90.2%	≥ 88%	89.9%	✓
	Low Volume	90.7%	≥ 88%	89.2%	✓
Road condition Provide a quality transport infrastructure.	85% average road roughness classified using ONRC hierarchy				
	Arterial	112	≤ 112	113	
	Primary Collector	109	≤ 115	116	
	Secondary Collector	118	≤ 120	118	✓
	Access	130	≤ 130	129	✓
	Low Volume	138	≤ 135	134	✓
	NB: a newly sealed road has an average roughness of 50 – 70. A very rough gravel rough will have a roughness value higher than 300.				
	Comment: Average road roughness is on target across the majority of roading classifications. Roughness is just outside of the target on Arterial and Primary Collector Roads.				

Levels of Service 2022-23: Roads and Footpaths

Performance Targets

Level of Service	Key performance indicator	2021-22 Actual	2022-23 Target	2022-23 Actual	How did we do?
Road maintenance Provide a sustainable land transport infrastructure.	% of sealed road network that is resurfaced annually. Average chipseal life is 13.5 years.	4.2%	≥ 5%	4.1%	
	Comment: Still a lot of roads under recovery following storm events so a number of reseals have been deferred.				
Footpaths Provide footpaths that meet the needs of an ageing community.	% of footpaths that meets the Asset Management Plan rating of better than 4 (1="Excellent" 2="Good" 3="Average" 4="Poor" 5="Very Poor')	97.4%	≥ 95%	97.4%	✓
Respond to services requests	% of customer services requests relating to roads and footpaths to which the territorial authority responds within 15 days.	100%	≥ 93%	100%	✓

Table Of Contents

PROGRAMME CASE

The Programme Case should be read in conjunction with the Appendices, Book 2 – Programme Case which provides further evidence and detail.

APPENDICES, BOOK 2 – PROGRAMME CASE

How do we maintain ongoing operation AND build a future sustainable network?

Balancing the Priorities

During the 2021-24 LTAMP cycle, MDC's focus was on recovering the network impacted by storm events. Since then, a major capital improvement business case has been developed to address the shortfall in funding to complete the work.

We have re-examined everything as part of the LTAMP review . The ILM process has enabled us to get clear on where we are at, what lies ahead, and what the priorities are.

We must improve the safety and resilience of our transport assets to meet the unpredictable damage caused as a result of climate change. This requires people and our small team is committed to sorting this out. However, we are aware this is going to take time and a new approach involving a longer-term focus than the typical 3-year horizon.

An unintended consequence however due to the reallocation of staff means that we continue to fall short of meeting national / local demands and expectations associated with levels of service and embedding new ways of working to enable better decisions to be made. This is further compounded by rapidly rising construction costs, resulting in us getting less than we had planned for.

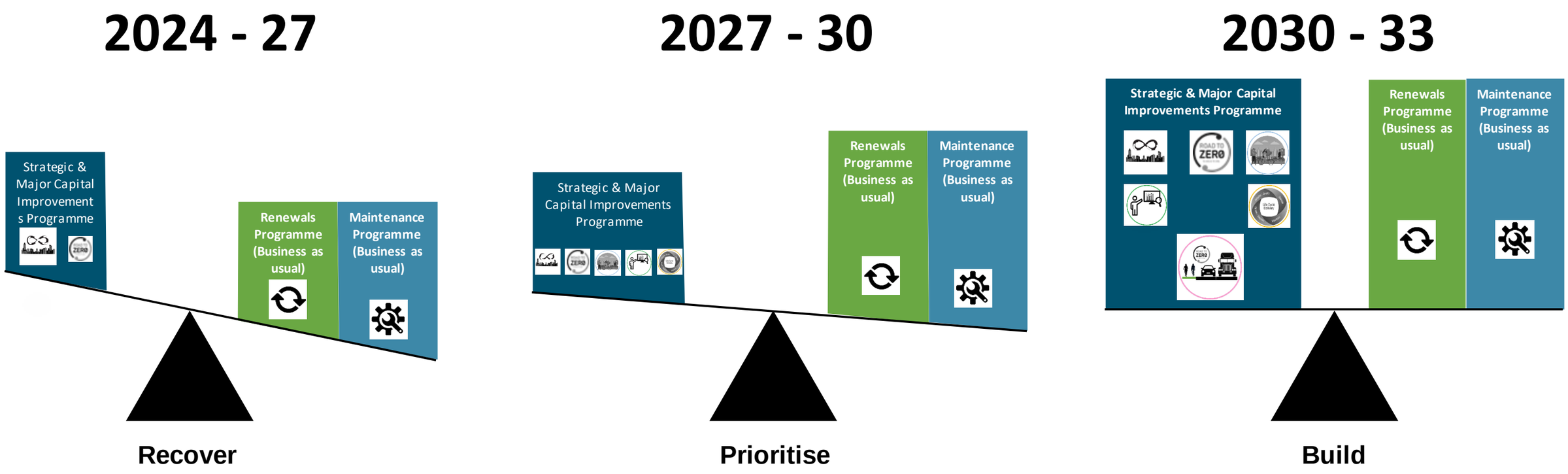
To respond to these challenges, we need to continue to put our focus in to the recovery, renewal / maintenance work and address the strategic priorities. We have therefore developed this LTAMP to reflect two programmes of work:

- Strategic and Major Capital Improvements
- Renewals and Maintenance

We need to build capability and capacity and intend to undertake a full strategic review of our resources and the impact on operating costs. The outcome will enable us to understand how we best increase resources to build capability and capacity in the short term. If we can secure these Resources then we can develop and implement both programme of works.

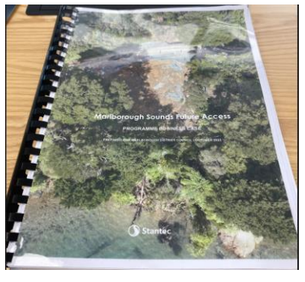
To enable effective re-prioritisation of our available funding, we need to be able to make better decisions faster, we will be enabled to do so by embedding the ONF and improving our asset management practice.

This Programme Case considers the investment level across several options. Risk, levels of service and benefits are assessed for each. It details the assessment framework that we have adopted. Options are explained and assessed, until the preferred way forward becomes clear.

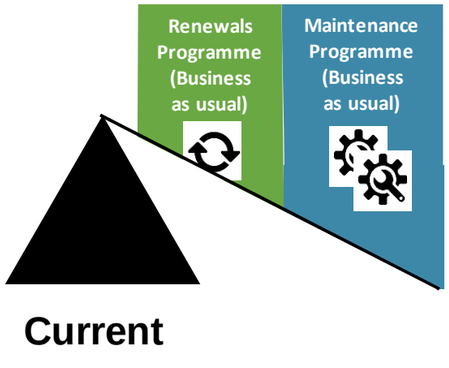


Transitioning To 'Recover' LTAMP Stage

2021 - 24



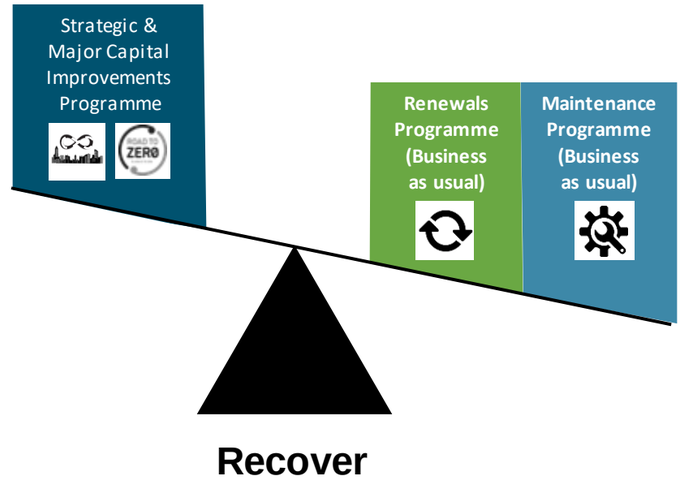
Marlborough Sounds Future Access Programme Business Case



Current

Reprioritise to enable Strategic and Capital Improvements Programme to also be a focus.

2024 - 27



Recover

Current 3 Year Budget Allocation

The existing budgets are summarised in the table below.

Budget Category	MDC Initial 3-Year Budget
Subsidised Maintenance	$ 28,609,489
Subsidised Renewals	$ 37,314,783
SUBSIDISED SUB TOTAL	**$ 65,924,272**
LOW-COST LOW-RISK SUB TOTAL	**$ 2,946,754**
TOTAL TRANSPORT BUDGET	**$ 68,871,026**
Council Contribution (minus FAR 51%)	**$ 33,746,803**

Where we can make savings

The following areas have been identified as opportunities to save money:

- Structures Maintenance
- Environmental Maintenance
- Traffic Services Maintenance
- Network and Asset Management
- Footpath Maintenance - by doing CBD cleaning as subsidised work, currently unsubsidised.
- Saying no to customer requests:
  - Dust suppressant
  - Additional signage
  - Sealing accesses
  - additional line marking etc.

Where we need to spend more

The following areas have been identified as areas that require more money:

- Lump Sum maintenance escalation.
- Surfacing Renewals (Sealed & Unsealed).
- Grading and re-sheeting gravel roads.
- Drainage Renewals
- Safety components – delineation. Awatere Valley Road / Croiselles French Pass Road

Existing Budget Review Outcomes

Savings and additional expenditure highlighted have been reviewed in line with the existing budgets. The existing allocated budgets are not enough to cover the current expenditure. Cost escalations due to raising construction costs and inflation are resulting in less work being done for more money.

Three investment options have been developed to ascertain what extent of additional funding is affordable to the community.

Investment Options

The following investment options have been developed to enable MDC to determine what additional funding is affordable:

- **Option 1 – Minimum Budget**
- **Option 2 – Conservative Budget**
- **Option 3 – Best Practice Budget**

The next page details the considerations undertaken in assessing the options assessment. The subsequent pages then detail each option and include the following:

- Summary of Investment and Outcomes expected.
- List of 2024-27 LTAMP projects associated with the 'Recover Network & Build Safety & Resilience' Tranche.
- Subsidised maintenance / renewals investment summaries for each activity and the impacts on levels of service and condition.
- Financial Summaries for all workstreams.

Note – The storm recovery work is included but is funded separately and therefore not reported in the financials.

Investment Option Analysis

Each Investment Option has been considered from a scope, financial, benefits, levels of service and risk perspective to enable a Multi-Criteria Assessment to be undertaken.

Scope & Financial Analysis

Each option has been scoped and budgets assigned to the individual work categories associated with the LTAMP activities. Detailed Spreadsheets have been developed and are included in the appendices.

Levels of Service and Benefit Indicators

A five-point indicator has been established to assess how the option contributes to the levels of service and LTAMP Benefits for each of the options. The criteria for each of the indicator levels is described in the table below.

Indicator	Levels of Service	LTAMP Benefits
	Assets in Excellent Condition, meeting or exceeding the Levels of Service expectations of our customers.	Achieves all planned LTAMP Benefits. Performance meets or exceeds targets.
	Assets in Good Condition, meeting the Levels of Service expectations of our customers.	Most planned LTAMP benefits achieved. Performance measures near the target.
	Assets in Good to Fair Condition. Falling slightly below in meeting the Levels of Service expectations of our customers.	Some planned LTAMP Benefits achieved. Performance measures below target.
	Assets in Poor Condition. Critical assets below the Levels of Service expectations of customers; most assets underperform.	Few planned LTAMP benefits achieved. Most performance measures below targets, with some significantly below.
	Deteriorating Asset Condition, failing to meet the Levels of Service expectations of customers.	No realised LTAMP benefits. Performance measures significantly below targets, with some assets seriously damaged.

Risk Analysis

The risk assessment framework below has been adopted to enable a risk profile for each of the options to be established.

The detailed investment option analysis work to support the following pages can be found in the appendices.

Risk Rating Scale	Reputation	Performance		
	Stakeholder	Delivery	Cost	Environmental
Extreme	• No progression of national and regional strategic activity. • Loss of route availability of regional arterial roads for all vehicles.	• Programme slippage resulting in late delivery by more than 180 days	• Negative financial impact of more than $20M	• Permanent pollution danger or other environmental damage
Severe	• Little progression of national and regional strategic activity. • Loss of route availability of regional arterial roads and sever restrictions on HPMV vehicles.	• Programme slippage resulting in late delivery by between 60 and 180 days	• Negative financial impact of between $10M and $20M	• Significant widespread pollution or other environmental damage, with long term effects
Moderate	• Some progression of national and regional strategic activity. • Loss of route availability of regional connectors and moderate restrictions on HPMV vehicles.	• Programme slippage resulting in late delivery by between 30 and 60 days	• Negative financial impact of between $2M and $10M	• Pollution or other environmental damage at a localised level, with medium-term effects
Minor	• Good progression of national and regional strategic activity. • Loss of route availability of low volume access and low restrictions on HPMV vehicles.	• Programme slippage resulting in late delivery by between 10 and 30 days	• Negative financial impact of between $1M and $2M	• Minimum pollution or other environmental damage. Short term effects only
Insignificant	• Significant progression of national and regional strategic activity. • Resilient network with insignificant disruptions and availability of alternative routes.	• Programme slippage resulting in late delivery by between 0 and 10 days	• Less than $1M	• Small-scale pollution or other environmental damage is localised with no resultant effects. Contained locally

Option 1: Minimum Budget

Strategic & Capital Programme, Low-Cost Low-Risk:
$603,246 Increase

Maintenance:
$18,898,776 Increase

Renewals:
$119,269 Decrease

Outcomes Expected

- Increase in budget to meet escalations
- Increase in complaints.
- Failing to meet LoS (DIA measures).
- Costs to meet "commitments of the contract" only just met.
- No budget available for reactive maintenance.
- Will have to say NO to customers maintenance requests (outside of lump sums).
- No improvement on Residents Satisfaction Survey.
- Deteriorating network condition.

Risk Rating – Severe

Recover Network & Build Safety & Resilience

Storm Recovery

Essential work for recovering the sounds area, which is essential to our region's economy. Will ensure safety and accessibility to residents and businesses in the sounds.

Network Improvements

Minimum works programme to include:

- Kent Street Revocation Works
- Kent Street Footpath Improvements
- Dublin Street Cycle Improvements
- London Quay Shared Space Project

Speed Management

- Speed Management Plan
- Meet requirements arounds schools
- Complete half of full remaining programme

Maintenance Programme

A summary of the impacts of the subsidised investment are summarised below:

Work Category	Level of Service	Network Condition
Sealed Pavements	↓	↓
Unsealed Pavements	↓	↓
Drainage	↓	↓
Structures	-	-
Environmental	↓	N/A
Traffic Services	-	↓
Traffic Mgt	-	N/A
Cycle Paths	↓	N/A
Footpaths	↓	N/A
Level Crossings	-	N/A
Minor Events	Reactive	Reactive
Asset Mgt	-	↓

Renewals Programme

A summary of the impacts of the subsidised investment are summarised below:

Work Category	Level of Service	Network Condition
Cycle Paths	↓	↓
Footpaths	↓	↓
Unsealed Road Metalling	↓	↓
Sealed road Resurfacing	↓	↓
Drainage	↓	↓
Pavement Rehabilitation	↓	↓
Structures Component Replacements	↓	↓
Bridge Renewals	↓	↓
Environmental Renewals	None	None
Traffic Services	↓	↓

Recover Network & Build Safety & Resilience	MDC Initial 3-year Budget	Minimum 3-year Budget	Increase Required
Speed Management		$ 2,500,000	
Roading Improvements		$ 1,050,000	
Walking and Cycling			
TOTAL	**$2,946,754**	**$ 3,550,000**	**$ 603,246**
Council Contribution (minus 51% FAR)	$1,443,909	**$ 1,739,500**	**$ 295,590**

Budget Category	MDC Initial 3-year Budget	Minimum 3-year Budget	Increase Required
Subsidised Maintenance	$ 28,609,489	$ 48,508,265	$ 18,898,776
Subsidised Renewals	$ 37,314,783	$ 37,195,515	-$ 119,269
SUBSIDISED TOTAL	**$ 65,924,272**	**$ 85,703,780**	**$ 19,779,508**
Council Contribution (minus FAR 51%)	**$ 32,302,893**	**$ 41,994,852**	**$ 9,691,959**

Option 2: Conservative Budget

Strategic & Capital Programme, Low-Cost Low-Risk:
$7,878,246 Increase

Maintenance:
$21,619,481 Increase

Renewals:
$10,946,479 Increase

Outcomes Expected

- Not improve, only maintain
- Increase in budget to meet escalations
- Same number of complaints.
- Small improvement on Residents Satisfaction Survey.
- Levels of service reducing slightly.
- Deteriorating network condition but not to extent of Minimum Budget.
- Increases in quantities of footpath and cycleway renewals
- Increase in unsealed road metalling to meet network demand
- Small increase in surfacing renewals
- Drainage renewals to improve pavement life
- Replace aging spunlite streetlights.

Risk Rating – Moderate

Recover Network & Build Safety & Resilience

Storm Recovery

Essential work for recovering the sounds area, which is essential to our region's economy. Will ensure safety and accessibility to residents and businesses in the sounds.

Network Improvements

Works programme to include:

- Minimum Budget work
- High/Dublin Street Intersection Improvement
- MSFAS - French Pass/Pelorus
- MSFAS - Queen Charlotte Drive
- MSFAS - Keneperu
- Elmslie Bay Jetty Replacement
- Waihopai Valley Road seal widening
- Alfred / Seymour Intersection Improvements
- Tourism Route Delineation Improvements
- Urban Whale Trail Connections

Speed Management

- Speed Management Plan
- Meet requirements arounds schools
- Complete half of full remaining programme

Maintenance Programme

A summary of the impacts of the subsidised investment are summarised below:

Work Category	Level of Service	Network Condition
Sealed Pavements	↓	↓
Unsealed Pavements	-	-
Drainage	↓	↓
Structures	-	-
Environmental	-	N/A
Traffic Services	-	-
Traffic Mgt	-	N/A
Cycle Paths	↓	N/A
Footpaths	↓	N/A
Level Crossings	-	N/A
Minor Events	Reactive	Reactive
Asset Mgt	-	↓

Renewals Programme

A summary of the impacts of the subsidised investment are summarised below:

Work Category	Level of Service	Network Condition
Cycle Paths	↓	↓
Footpaths	↓	↓
Unsealed Road Metalling	-	-
Sealed road Resurfacing	-	↓
Drainage	-	↓
Pavement Rehabilitation	-	-
Structures Component Replacements	-	-
Bridge Renewals	-	-
Environmental Renewals	None	None
Traffic Services	↑	↑

Recover Network & Build Safety & Resilience	MDC Initial 3-year Budget	Minimum 3-year Budget	Increase Required
Speed Management		$ 2,500,000	
Roading Improvements		$ 7,825,000	
Walking and Cycling		$ 500,000	
TOTAL	**$ 2,946,754**	**$ 10,825,000**	**$ 7,878,246**
Council Contribution (minus 51% FAR)	**$ 1,443,909**	**$ 5,304,250**	**$ 3,860,340**

Budget Category	MDC Initial 3-year Budget	Minimum 3-year Budget	Increase Required
Subsidised Maintenance	$ 28,609,489	$ 49,928,970	$ 21,619,481
Subsidised Renewals	$ 37,314,783	$ 48,261,262	$ 10,946,479
SUBSIDISED TOTAL	**$ 65,924,272**	**$ 98,190,232**	**$ 15,810,320**
Council Contribution (minus FAR 51%)	**$ 33,746,803**	**$ 53,417,464**	**$ 11,949,980**

Option 3: Best-Practice Budget

Strategic & Capital Programme, Low-Cost Low-Risk:

$17,563,246 Increase

Maintenance:

$22,560,8833 Increase

Renewals:

$54,102,573 Increase

Outcomes Expected

- Improvement of the network
- Improved asset management
- Follow best practice for Asset Management, sweat the non-critical assets where possible but invest in critical infrastructure and replace it as required
- Less complaints
- Exceeding Level of Service

Risk Rating – Minor

Recover Network & Build Safety & Resilience

Storm Recovery

Essential work for recovering the sounds area, which is essential to our region's economy. Will ensure safety and accessibility to residents and businesses in the sounds.

Network Improvements

Works programme to include:

- Minimum + Conservative Budget Projects
  + an additional 8 intersection projects
  + an additional 6 walking and cycling projects*
- Muller/Nikau Drive Active Mode Connection
- Bartlett Creek Fish Passage
- Wakamarina Road Fords - Concrete Splash
- New Renwick/Fairhall Cemetery
- Beaver Road Shared Space
- Streets for People Trials
- Morse Street Footbridge
- Whitney Street School Streets
- Springlands School

Speed Management

- Speed Management Plan
- Public Transport Review
- Blenheim CBD Ring Road Study
- Picton HV Parking Strategy
- Cycle Lane Programming
- Cycle Parking Upgrade
- Mobility Scooter Parking Review

Maintenance Programme

A summary of the impacts of the subsidised investment are summarised below:

Work Category	Level of Service	Network Condition
Sealed Pavements	↑	↑
Unsealed Pavements	↑	↑
Drainage	-	-
Structures	-	-
Environmental	↑	↑
Traffic Services	-	↑
Traffic Mgt	-	N/A
Cycle Paths	↑	↑
Footpaths	↑	↑
Level Crossings	-	N/A
Minor Events	Reactive	Reactive
Asset Mgt	-	↑

Renewals Programme

A summary of the impacts of the subsidised investment are summarised below:

Work Category	Level of Service	Network Condition
Cycle Paths	↑	↑
Footpaths	↑	↑
Unsealed Road Metalling	↑	↑
Sealed road Resurfacing	↑	↑
Drainage	↑	↑
Pavement Rehabilitation	↑	↑
Structures Component Replacements	-	-
Bridge Renewals	-	-
Environmental Renewals	-	-
Traffic Services	↑	↑

Recover Network & Build Safety & Resilience	MDC Initial 3-year Budget	Minimum 3-year Budget	Increase Required
Speed Management		$ 3,800,000	
Roading Improvements		$ 13,545,000	
Walking and Cycling		$ 2,345,000	
Studies		$ 820,000	
TOTAL	**$ 2,946,754**	**$ 20,510,000**	**$ 17,563,246**
Council Contribution (minus 51% FAR)	**$ 1,443,909**	**$ 10,049,900**	**$ 8,605,990**

Budget Category	MDC Initial 3-year Budget	Minimum 3-year Budget	Increase Required
Subsidised Maintenance	$ 28,609,489	$ 51,170,372	$ 22,560,883
Subsidised Renewals	$ 37,314,783	$ 91,417,356	$ 54,102,573
SUBSIDISED TOTAL	**$ 65,924,272**	**$ 142,587,728**	**$ 76,663,456**
Council Contribution (minus FAR 51%)	**$ 32,302,893**	**$ 69,867,987**	**$ 37,565,093**

** A detailed breakdown of projects and activities is provided in the appendices*

Assessment Criteria

This investment proposal has a unique set of assessment criteria that were utilised to assess the strategic options and responses.

These were:

1) The defined importance of strategic responses from the ILM

2) Meeting the critical success factors:

- Strategic fit and business needs
- Potential value for money
- Supplier capacity and capability
- Potential affordability
- Potential achievability
- Community satisfaction
- Meeting the Levels of Service
- Confidence in Delivery
- Investment Benefit Realized
- Environmental Outcomes and Sustainability

By identifying these critical success factors, each strategic option has been assessed to identify the preferred investment option.

Assessment Criteria	Description (Key Actions, how you address the assessment criteria or problem considering the preferred option)
Strategic Responses	
Improve the safety and resilience of transport assets.	Increasing number and severity of natural events need to be considered to ensure that our transport assets are safe and resilient.
Increase delivery capability and capacity across the region.	Through regular training and development, increase capacity and capability internally and externally to deliver the programme of works and support regional growth.
Build a sustainable transport system that is affordable.	Build a network that promotes multi modal transport options enabling alternative modes of transport across the region, reducing the travel cost to our customers.
Implement the One Network Framework to support strategic, sustainable and informed decision-making.	Integrating the One Network Framework into our system and the Level of Service requirements at network level
Critical Success Factors	
Strategic Fit and Business Needs	Consider government strategic outcomes and priorities (GPS, Arataki, RLTP, ONRC) in planning and decision making whilst aligning to the MDC Long Term Plan.
Potential Value for Money	The proposed preferred option ensures value for money.
Supplier Capacity & Capability (Including asset management maturity)	Ensure that we have the right capability, and our suppliers have the capacity to the deliver the programme of works.
Potential Affordability	Ensure that the proposed programme is affordable to the ratepayers
Potential Achievability (in 3 years)	Ensure that we can deliver the proposed programme within the LTAMP cycle.
Community Satisfaction and Outcomes	Community outcomes and their satisfaction is considered at the forefront of planning and decision making.
Meeting Levels of Service (Targets and Gaps)	Ensure that we close the gaps in our performance and achieve the targets as planned
Confidence in Delivery	Build confidence within the council and our customer with delivering what is required for the network and the customers
Investment Benefit Realised	Ensure that the benefits we promised in the ILM will be realised, over time, through the proposed investment
Environmental Outcomes and Sustainability	Ensure that our proposed investment is sustainable and delivers environmental outcomes.

Multicriteria Analysis

A multicriteria analysis workshop was undertaken to establish a preferred investment option.

Each option was assessed against the strategic responses and critical success factors. A weighting was agreed against each to enable a 'weighted score' to be calculated. An impact score was assigned using the ratings established from the Impact Score Criteria.

Any impact score that is below a 'moderately negative' results in the option being discounted.

The minimum budget option was discounted due to not achieving several strategic responses and critical success factors.

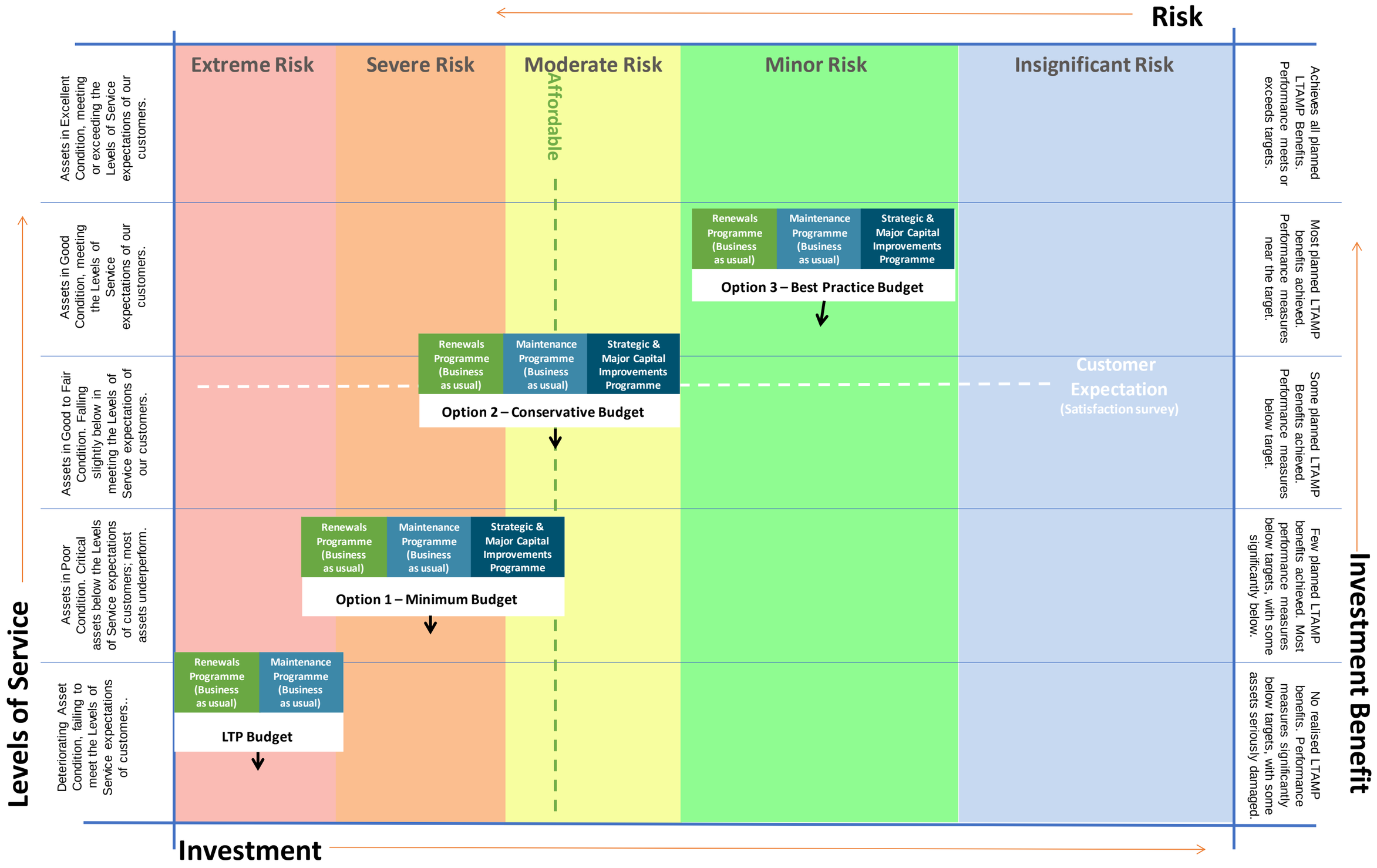
The best practice option provides a strong case for being the preferred option but has been discounted because of the feedback from the council in respect to not being affordable.

The conservative option is a slight improvement on the current approach and is affordable. The focus for this LTAMP is to focus efforts on safety and resilience and the work detailed provides foundational work that can be built on over time. The long-term approach will see us eventually move to a best practice option that is affordable.

Multicriteria Analysis	Activity/work type	Land Transport Activity Management Plan - 2024-27					
	RCA Name	Marlborough District Council				Date	24/11/2023
Criteria	Weighting	How good is this option?					
		Option 1 - Minimum Budget		Option 2 - Conservative Budget		Option 3 - Best Practice Budget	
		Impact Score	Weighting Score	Impact Score	Weighting Score	Impact Score	Weighting Score
Strategic Responses							
Increase delivery capability and capacity across the region	35%	-2	-0.7	-1	-0.35	1	0.35
Improve safety and resilience of transport assets	40%	1	0.4	1	0.4	2	0.8
Build a transport system that is affordable	15%	-1	-0.15	0	0	1	0.15
Implement the One Network Framework to support strategic and informed decision making	10%	-2	-0.2	-1	-0.1	0	0
	100%		**-0.65**		**-0.05**		**1.3**
Critical Success Factors							
Strategic fit and business needs	5%	-2	-0.1	0	0	2	0.1
Potential value for money	10%	-2	-0.2	0	0	2	0.2
Supplier capacity and capability (including asset management maturity)	15%	-1	-0.15	0	0	1	0.15
Potential affordability	15%	3	0.45	1	0.15	-2	-0.3
Potential achievability (in the three years)	10%	3	0.3	3	0.3	2	0.2
Community satisfaction and outcomes	15%	-2	-0.3	-1	-0.15	0	0
Meeting Levels of Service (targets and gaps)	10%	-1	-0.1	0	0	1	0.1
Confidence in decision making	5%	-2	-0.1	-1	-0.05	1	0.05
Investment benefits realised	5%	-2	-0.1	0	0	1	0.05
Environmental outcomes and sustainability	10%	-1	-0.1	0	0	1	0.1
	100%		**-0.4**		**0.25**		**0.65**
Option Scores		**Discounted**		**Preferred Option**		**Discounted**	

Impact Score Criteria	
Impact	**Score**
Significantly Positive	3
Moderately Positive	2
Slightly Positive	1
Neutral	0
Slightly Negative	-1
Moderately Negative	-2
Significantly Negative	-3

3 Year Options Assessment Summary



2024 – 2027 Short Term Preferred Option

Taking a Conservative Approach…….

Strategic & Major Capital Improvements Programme

Tranche 1.1

Recover Network & Build Safety & Resilience

Storm Recovery:
- Develop Emergency Works Storm Response Business Case (Alternative Funding).
- Rebuild damaged assets in accordance with Emergency Works Business Case (Alternative Funding).

Network Improvements
- Invest in Network Improvements.

Speed Management
- Invest in Speed Management Improvements.

Maintenance & Renewals Programme

Tranche 2

Renewals Programme

Vested Assets + Minor Improvements + Sealed Road Resurfacing + Structures Component Replacement + Pavement Rehabilitation + Traffic Services + Unsealed Road Metalling + Environment + Cycle Paths + Drainage + Footpaths + Bridges + Wharves & Jetties

Tranche 3

Maintenance Programme

Asset Management Planning + Concrete footpaths + Cycle paths + Emergency reinstatement + Environmental + Level crossing warning devices + Minor Events + Operational Traffic Management + Network and Asset Management + Regional Land Transport Planning + Routine Drainage + Road Safety Programmes + Sealed footpaths + Sealed pavement + Structure + Traffic services + Unsealed pavements

Strategic & Major Capital Improvements Programme

Tranche 1.1

Recover Network & Build Safety & Resilience

Tranche 1.1-1: Storm Recovery

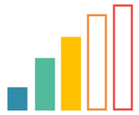
Essential work for recovering the sounds area, which is essential to our region's economy. Will ensure safety and accessibility to residents and businesses in the sounds.

The tranche contributes to the **benefits** as follows:

- Communities have a safe and accessible transport system.
- Improved resilience.
- Improved economic sustainability.
- Increased environmental and social opportunities for people.

Some planned LTAMP **Benefits** achieved. Performance measures below target:

The **level of service** of the assets is good to fair Condition. Falling slightly below in meeting the levels of service expectations of our customers.



Tranche 1.1-2: Network Improvements

Promoting multi modal active transport, requires improvement with street design, especially at roundabouts, to make it safe and accessible for the movement of people. Several such potential sites on our network have been identified and developed in planned activity for this LTAMP.

Works programme to include:

- Speed Management Plan
- Kent Street Revocation Works
- Kent Street Footpath Improvements
- Dublin Street Cycle Improvements
- London Quay Shared Space Project
- High/Dublin Street Intersection Improvement
- MSFAS - French Pass/Pelorus
- MSFAS - Queen Charlotte Drive
- MSFAS - Keneperu
- Elmslie Bay Jetty Replacement
- Waihopai Valley Road seal widening
- Alfred / Seymour Intersection Improvements
- Tourism Route Delineation Improvements
- Urban Whale Trail Connections

The tranche contributes to the **benefits** as follows:

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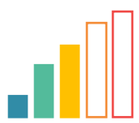


Tranche 1.1-3: Speed Management

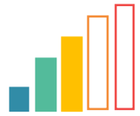
The Marlborough regional Speed Management Plan (SMP), produced by MDC, forms a pivotal segment within our LTAMP. Its primary goal is to implement crucial safety measures on our roads. This plan focuses on regulating speed limits, improving road infrastructure, and enforcing road rules.

The tranche contributes to the **benefits** as follows:

- Communities have a safe and accessible transport system.
- Improved resilience.
- Improved economic sustainability.
- Increased environmental and social opportunities for people.

Some planned LTAMP **Benefits** achieved. Performance measures below target:

The **level of service** of the assets is good to fair Condition. Falling slightly below in meeting the levels of service expectations of our customers.



A detailed breakdown of activities and associated work codes are provided in the appendices

Renewals Programme

Tranche 2

Renewals Programme

Vested Assets

Additions to accommodate changes to the transport network from local development activity.

Sealed Road Resurfacing

Covers granular overlays, rip and relay methods, pavement stabilization, and asphaltic overlays.

Structures Component Replacement

Include replacing deteriorated structural members, damaged components, bridge decks, gabion baskets, handrails, guardrail components, and crib blocks in retaining structures.

Pavement Rehabilitation

Covers chip reseals, asphaltic surfacing, texturizing seals, and special purpose chip seals

Traffic Services

Include activities such as renewal of traffic signs, signals, traffic control systems, road delineation marker posts, pavement markings, sight rails., advanced traffic management systems, variable message signs, local area traffic management.

Unsealed Road Metalling

Includes periodic renewal of pavement layers, including top surface metal

Environment

Environmental renewal activities include renewal of existing stock-truck effluent disposal facilities, catch fences and protection planting on carriage way from land movement and slips etc.

Cycle Paths

Provides for the renewal of existing cycle paths and shared path facilities, associated street lighting and traffic management equipment and facilities.

Drainage

Includes renewing culverts with a cross-sectional area of less than 3.4 square meters and repairing / replacing kerbs, and channels when their deterioration might adversely affect pavement performance

Footpaths (sealed)

Provides for the renewal of sealed public footpaths and facilities associated with public footpaths such as pedestrian network connections, including stairs, alleyways and off-road connections.

Bridges

Involves replacing structurally inadequate bridges, supporting retaining structures (like sea walls), tunnels, and culverts with a cross-sectional area of 3.4 square meters or greater.

Wharves & Jetties (Unsubsidised)

Involves replacing structurally inadequate wharves and jetty structures and supporting infrastructure.

A detailed breakdown of activities and associated work codes are provided in the appendices

The programme contributes to the **benefits** as follows:

- Communities have a safe and accessible transport system.
- Improved resilience.
- Improved economic sustainability.
- Increased environmental and social opportunities for people.

Some planned LTAMP **Benefits** achieved. Performance measures below target:

The **level of service** of the assets is good to fair Condition. Falling slightly below in meeting the levels of service expectations of our customers.

Maintenance Programme

Tranche 3

Maintenance

Asset Management Planning

Includes for the preparation or updating of regional public transport plans and transport activity management plans, including their component plans; road safety, speed management, demand management and procurement.

Footpaths

Includes for the maintenance of public footpaths and facilities associated with public footpaths, such as pedestrian network connections, including stairs, alleyways and off-road connections.

Cycle Paths

Provides for the operation and maintenance of cycle and shared path facilities, including the operation of associated lighting.

Emergency Reinstatement

Enables funding from the National Land Transport Fund (NLTF) in response to a defined, major, short-duration natural event that has reduced customer levels of transport service significantly below those that existed prior and results in unforeseen expenditure.

Environmental

Includes snow and ice control, vegetation control, litter collection, removal of, and protection removal / protection, stock effluent cleaning, sweeping loose chip seal, etc.

Level Crossing Darning Devices

Includes maintenance and renewal of rail barrier and warning devices at rail level crossings.

Minor Events

Includes small-scale incidents or damages, where the total cost of works doesn't exceed $100,000 per event. Works typically involve removal of rocks and debris, repairing and reinstating road surfaces, footpaths, and cycleways.

Operational Traffic Management

Involves a range of activities for the efficient operation of the network, including various traffic signals, management systems, variable message signs, surveillance and area-wide traffic control.

Network and Asset Management

Incudes management of transport network, operating road asset management systems, regular updates to the activity management plan, conducting surveys and inspections.

Regional Land Transport Planning

Includes overheads, associated with the development and management of RLTPs including consultation, approval, variation, management and reporting.

Routine Drainage Maintenance

Includes cleaning kerb water channels, sumps, and urban cesspits, as well as routine maintenance, repair of surface water channels, sub-soil drains, stream clearing, and debris removal to maintain watercourses through culverts.

Road Safety Programmes

Provides for safety promotion, education and advertising activities that promote the safe use of the network through education, advertising, awareness raising and by public information to users.

Sealed Footpaths

Includes for the maintenance of public sealed footpaths and facilities associated with public footpaths, such as pedestrian network connections, including stairs, alleyways and off-road connections.

Sealed Pavement

Covers dig-outs, patching, pre-reseal repairs, and road protection against stock damage.

Structures

Involves repairs to handrails, guardrails, minor components, cleaning, painting, stream clearing under bridges, and protective works

Traffic Services

Includes upkeep of network service and ensuring road safety associated with traffic signs, road delineation marker posts, pavement markings, and power costs associated with carriageway lighting/ control systems.

Unsealed Pavement Maintenance

Includes grading, flanking, spot metaling, restoring correct camber, and running course.

A detailed breakdown of activities and associated work codes are provided in the appendices

The programme contributes to the **benefits** as follows:

- Communities have a safe and accessible transport system
- Improved resilience
- Improved economic sustainability
- Increased environmental and social opportunities for people

Some planned LTAMP **Benefits** achieved. Performance measures below target.

The **level of service** of the assets is good to fair Condition. Falling slightly below in meeting the levels of service expectations of our customers.

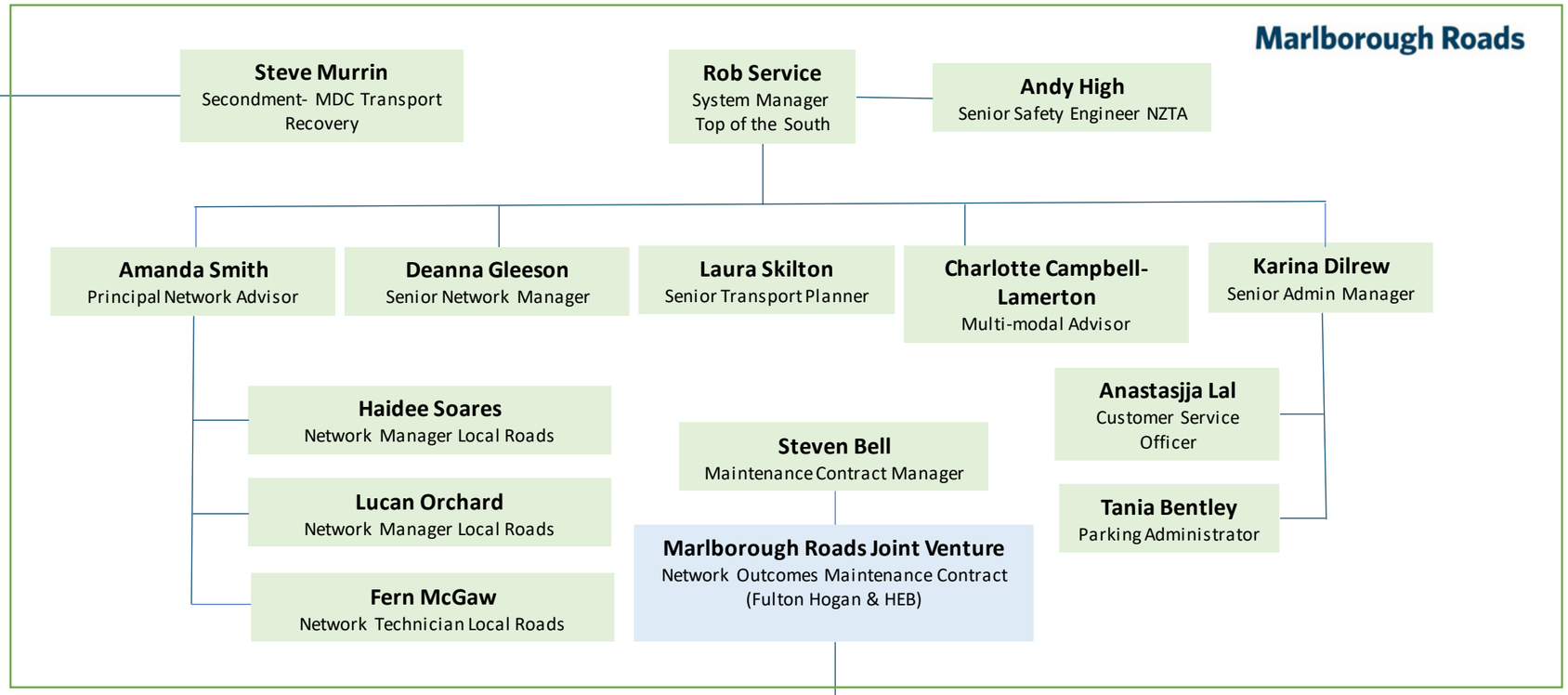
How We Manage And Maintain Our Network

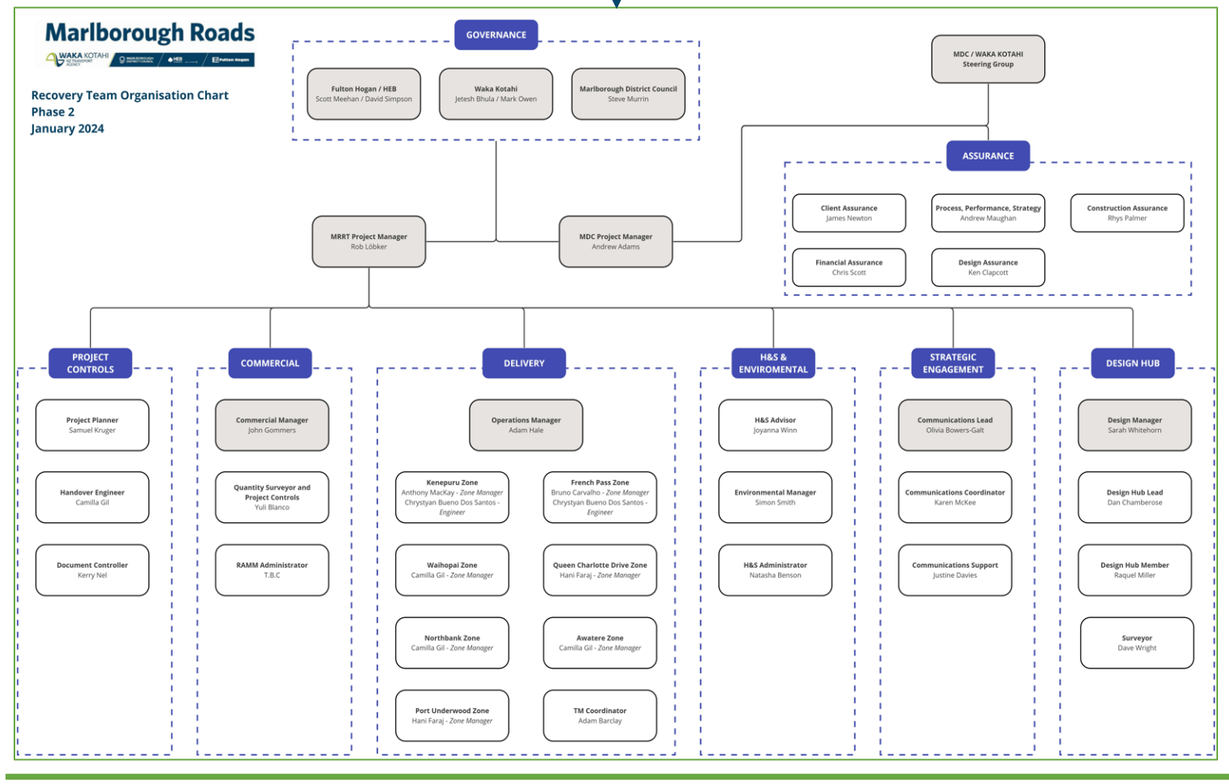
In the year 2000 'Marlborough Roads' was created, consisting of Transport Agency staff responsible for the management of both state highways and local roads. The current team is shown opposite.

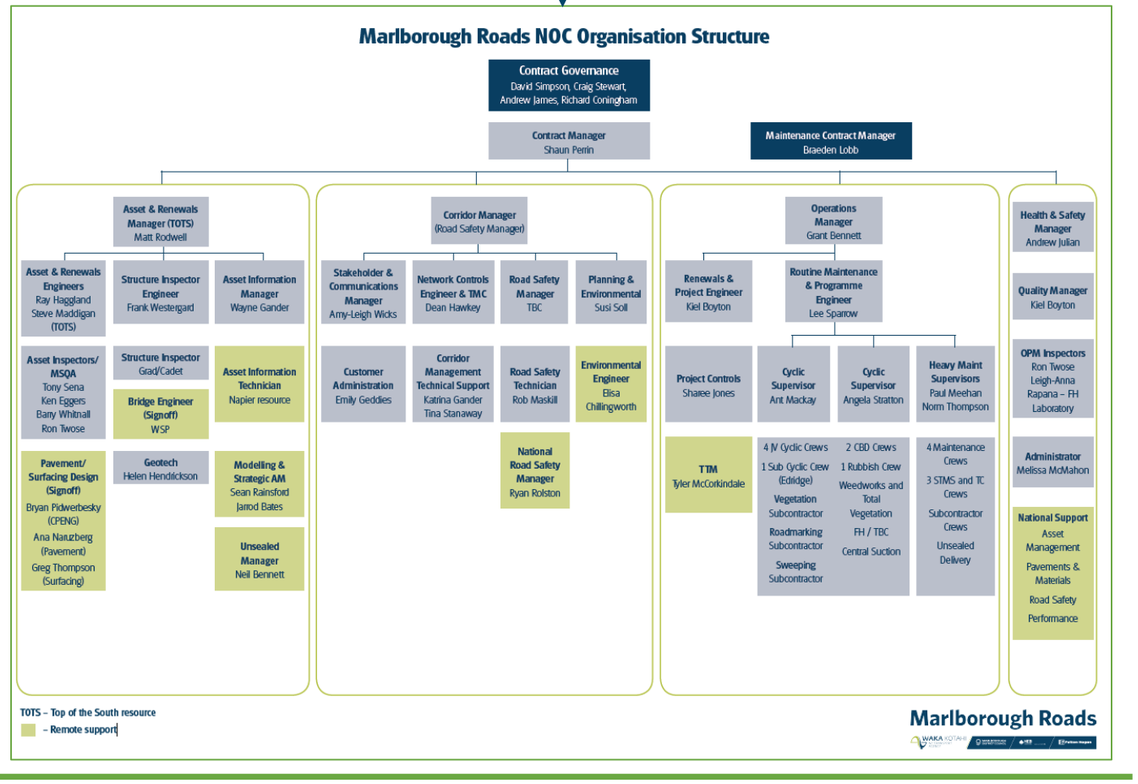
Value provided through the creation of Marlborough Roads, includes reduced management costs due to no overhead charges to MDC or profit, a very efficient / low staff numbers operation and lower contractor rates.

The Network Outcomes Maintenance Contract is managed by Marlborough Roads as a joint venture between Fulton Hogan and HEB contractors. The team responsible for delivering this contract is shown the bottom right.

Marlborough Roads helps manage the Emergency Response Recovery Team. The team set up to deliver the storm response is shown below.







Commercial Arrangements

Marlborough Roads

Council currently engages Waka Kotahi NZ Transport Agency branded as Marlborough Roads to manage and maintain its road network. Under this contractual arrangement, all procurement is managed by Waka Kotahi using its purchasing framework as prescribed in the Marlborough Transport Activity Procurement Strategy.

Waka Kotahi is committed to the concepts of value for money, maintaining competitive and efficient markets, and fair competition among suppliers.

The Agency's Procurement Manual contains procurement procedures approved by the Agency under s25 of the Land Transport Management Act 2003 (LTMA).

The procurement procedures contained in the manual are approved for use to purchase the goods and services required to deliver the activities that have been funded under s20 of the LTMA.

Council and its suppliers contracted to procure services on its behalf (i.e., Marlborough Roads office of Waka Kotahi) have policies which include handling conflicts of interest in procuring services. Issues that arise are dealt with on an individual basis in line with those policies.

The current contract is in place until 30 June 2026. It is currently anticipated that a contract extension will be negotiated with Waka Kotahi, considering the performance and benefits accrued to date and anticipated to follow.

Network Operations Contract

A new long-term Network Operations Contract (NOC) was procured on the 1st April 2020 and provides contractor services to maintain and operate the network.

The contract also handles all customer enquiries and the Carriageway Access Request (CAR) management system, which involves assessing and approving traffic management plans, auditing and inspecting works, and includes the role of Traffic Management Coordinator (TMC).

Services conducted through the NOC are:

- handling of all customer enquiries using Waka Kotahi's Customer Relationship Management System (CRMS) (the majority of which are for local roads matters)
- Processing of utilities and third-party Carriageway Access Requests (CARS), including an increased focus on auditing of Traffic Management sites as part of the greater industry emphasis on safety
- A dedicated full-time road safety engineering resource to assess road safety issues and conduct investigations and recommend solutions
- A part time 'unsealed roads' resource to improve the asset management of the unsealed road network
- Condition surveys over the full network and in subsequent years trend information will be available, and they are also inspecting drainage systems including every culvert
- There is a lot more performance monitoring and reporting to drive contract performance under NOC III

As a result of these and other enhancements in services provided by the NOC, the professional services fee has increased from approximately $400,000 per annum to close to $2 million per annum.

Professional Services

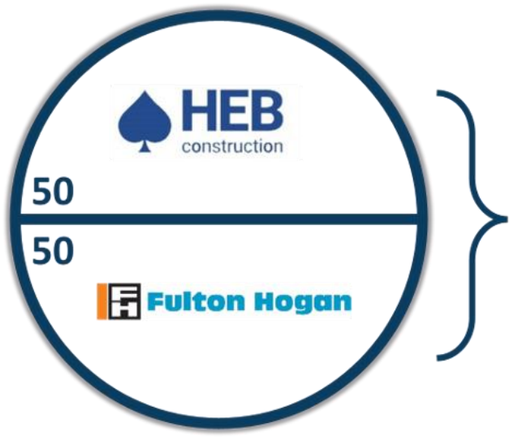
The goods and services required to deliver the programme are:

- Design and Planning
  - Management Team (Marlborough Roads)
  - Project Managers
  - Investment Specialists
  - Quantity Surveyors
  - Resource Management and Consenting
  - Architecture, Engineering and Construction Specialists.
- Delivery
  - Construction services (NOC Contract)

Joint venture between Fulton Hogan and HEB Construction

- Contract began 1 April 2020

- Contract period: 7 + 2 years



- **Contract value:**

$16m	Local Roads
$13m	State Highways
$29m	**Annually**

Marlborough Roads

Sheffield St, Riverlands
Contractor Joint Venture

Design and planning services are agreed on an as required basis using the amended Waka Kotahi ACENZ Short Form agreement. All of Government Panel membership and rates are generally agreed as part of the process.

Recovery Team Contract

An agreement variation to the Network Operations Contract was developed and agreed on the 21st October 2021 to support the recovery work.

Financial Subsidised Budget Forecast

		PROPOSED ANNUAL/LONG TERM PLAN									
Work Code	**Activity**	**2024-25**	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**
Maintenanace Programme											
WC 003	Asset Management Planning	$ 30,000.00	$ 30,000.00	$ 60,000.00	$ 30,000.00	$ 30,000.00	$ 60,000.00	$ 30,000.00	$ 30,000.00	$ 60,000.00	$ 30,000.00
WC 125	Concrete footpaths maintenance	$ 362,909.00	$ 375,188.00	$ 387,429.00	$ 387,429.00	$ 387,429.00	$ 387,429.00	$ 387,429.00	$ 387,429.00	$ 387,429.00	$ 387,429.00
WC 124	Cyclepath maintenance	$ 69,498.00	$ 71,700.00	$ 73,723.00	$ 73,723.00	$ 73,723.00	$ 73,723.00	$ 73,723.00	$ 73,723.00	$ 73,723.00	$ 73,723.00
WC 141	Emergency reinstatement	$ 15,390,000.00	$ 2,000,000.00	$ 2,000,000.00	$ 2,000,000.00	$ 2,000,000.00	$ 2,000,000.00	$ 2,000,000.00	$ 2,000,000.00	$ 2,000,000.00	$ 2,000,000.00
WC 121	Environmental Maintenance	$ 991,000.00	$ 1,025,000.00	$ 1,061,000.00	$ 1,061,000.00	$ 1,061,000.00	$ 1,061,000.00	$ 1,061,000.00	$ 1,061,000.00	$ 1,061,000.00	$ 1,061,000.00
WC 131	Level crossing warning devices	$ 44,159.00	$ 45,557.00	$ 46,843.00	$ 46,843.00	$ 46,843.00	$ 46,843.00	$ 46,843.00	$ 46,843.00	$ 46,843.00	$ 46,843.00
WC 140	Minor Events	$ 415,658.00	$ 428,826.00	$ 440,925.00	$ 440,925.00	$ 440,925.00	$ 440,925.00	$ 440,925.00	$ 440,925.00	$ 440,925.00	$ 440,925.00
WC 123	Operational Traffic Management	$ 373,000.00	$ 386,055.00	$ 399,567.00	$ 399,567.00	$ 399,567.00	$ 399,567.00	$ 399,567.00	$ 399,567.00	$ 399,567.00	$ 399,567.00
WC 151	Network and Asset Management	$ 2,065,997.00	$ 2,051,394.00	$ 2,185,741.00	$ 2,185,741.00	$ 2,185,741.00	$ 2,185,741.00	$ 2,185,741.00	$ 2,185,741.00	$ 2,185,741.00	$ 2,185,741.00
WC 001	Regional Land Transport Planning	$ 52,000.00	$ 52,000.00	$ 52,000.00	$ 52,000.00	$ 52,000.00	$ 52,000.00	$ 52,000.00	$ 52,000.00	$ 52,000.00	$ 52,000.00
WC 113	Routine Drainage Maintenance	$ 722,329.00	$ 747,610.00	$ 773,777.00	$ 773,777.00	$ 773,777.00	$ 773,777.00	$ 773,777.00	$ 773,777.00	$ 773,777.00	$ 773,777.00
WC 432	Road Safety Programmes	$ 92,530.00	$ 92,530.00	$ 92,530.00	$ 92,530.00	$ 92,530.00	$ 92,530.00	$ 92,530.00	$ 92,530.00	$ 92,530.00	$ 92,530.00
WC 125	Sealed footpaths maintenance	$ 178,746.00	$ 184,794.00	$ 190,823.00	$ 190,823.00	$ 190,823.00	$ 190,823.00	$ 190,823.00	$ 190,823.00	$ 190,823.00	$ 190,823.00
WC 111	Sealed pavement maintenance	$ 2,176,786.00	$ 2,252,973.00	$ 2,331,828.00	$ 2,331,828.00	$ 2,331,828.00	$ 2,331,828.00	$ 2,331,828.00	$ 2,331,828.00	$ 2,331,828.00	$ 2,331,828.00
WC 114	Structure Maintenance	$ 382,117.00	$ 394,222.00	$ 405,345.00	$ 405,345.00	$ 405,345.00	$ 405,345.00	$ 405,345.00	$ 405,345.00	$ 405,345.00	$ 405,345.00
WC 122	Traffic services maintenance	$ 1,170,320.00	$ 1,211,281.00	$ 1,253,676.00	$ 1,253,676.00	$ 1,253,676.00	$ 1,253,676.00	$ 1,253,676.00	$ 1,253,676.00	$ 1,253,676.00	$ 1,253,676.00
WC 112	Unsealed pavement maintenance	$ 742,891.00	$ 768,892.00	$ 795,803.00	$ 795,803.00	$ 795,803.00	$ 795,803.00	$ 795,803.00	$ 795,803.00	$ 795,803.00	$ 795,803.00
	Operating Costs: General Roading	**$ 25,259,940.00**	**$ 12,118,022.00**	**$ 12,551,010.00**	**$ 12,521,010.00**	**$ 12,521,010.00**	**$ 12,551,010.00**	**$ 12,521,010.00**	**$ 12,521,010.00**	**$ 12,551,010.00**	**$ 12,521,010.00**
Renewals Programme											
TBC	Additions: Vested assets - external	$ 624,000.00	$ 624,000.00	$ 624,000.00	$ 624,000.00	$ 624,000.00	$ 624,000.00	$ 624,000.00	$ 624,000.00	$ 624,000.00	$ 624,000.00
WC 216	Additions: Bridges	$ -	$ -	$ -	$ 6,500,000.00	$ -	$ -	$ -	$ -	$ -	$ -
WC 212	Sealed Road Resurfacing	$ 5,827,359.96	$ 6,114,566.00	$ 6,251,713.00	$ 6,251,713.00	$ 6,251,713.00	$ 6,251,713.00	$ 6,251,713.00	$ 6,251,713.00	$ 6,251,713.00	$ 6,251,713.00
WC 215	Structures Component Replacement	$ 448,848.00	$ 467,201.00	$ 472,268.00	$ 472,268.00	$ 472,268.00	$ 472,268.00	$ 472,268.00	$ 472,268.00	$ 472,268.00	$ 472,268.00
WC 214	Pavement Rehabilitation	$ 1,958,880.00	$ 2,039,614.00	$ 2,069,320.00	$ 2,069,320.00	$ 2,069,320.00	$ 2,069,320.00	$ 2,069,320.00	$ 2,069,320.00	$ 2,069,320.00	$ 2,069,320.00
WC 222	Traffic Services	$ 788,479.92	$ 820,977.00	$ 832,934.00	$ 832,934.00	$ 832,934.00	$ 832,934.00	$ 832,934.00	$ 832,934.00	$ 832,934.00	$ 832,934.00
WC 211	Unsealed Road Metalling	$ 2,407,796.64	$ 2,507,032.00	$ 2,543,547.00	$ 2,543,547.00	$ 2,543,547.00	$ 2,543,547.00	$ 2,543,547.00	$ 2,543,547.00	$ 2,543,547.00	$ 2,543,547.00
WC 221	Environment	$ -	$ 80,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WC 224	Cycle Paths	$ 54,406.08	$ 56,631.00	$ 57,245.00	$ 57,245.00	$ 57,245.00	$ 57,245.00	$ 57,245.00	$ 57,245.00	$ 57,245.00	$ 57,245.00
WC 213	Drainage	$ 1,697,325.12	$ 1,767,279.21	$ 1,793,019.00	$ 1,793,019.00	$ 1,793,019.00	$ 1,793,019.00	$ 1,793,019.00	$ 1,793,019.00	$ 1,793,019.00	$ 1,793,019.00
WC 225	Footpaths (sealed)	$ 580,783.20	$ 604,531.00	$ 611,087.00	$ 611,087.00	$ 611,087.00	$ 611,087.00	$ 611,087.00	$ 611,087.00	$ 611,087.00	$ 611,087.00
WC 216	Bridges	$ 512,113.68	$ 714,725.00	$ 2,309,580.00	$ 1,309,580.00	$ 7,309,580.00	$ 8,309,580.00	$ 1,309,580.00	$ 1,309,580.00	$ 1,309,580.00	$ 1,309,580.00
	Fixed Asset Additions: General Roading	**$ 14,899,992.60**	**$ 15,796,556.21**	**$ 17,564,713.00**	**$ 23,064,713.00**	**$ 22,564,713.00**	**$ 23,564,713.00**	**$ 16,564,713.00**	**$ 16,564,713.00**	**$ 16,564,713.00**	**$ 16,564,713.00**
Strategic & Major Capital Improvement Programme											
TBC	Speed Management Plan	$ 1,000,000.00	$ 1,000,000.00	$ 500,000.00	Projects and budgets to be established during 2024 - 2027 AMP Period						
TBC	Kent Street Revocation Works		$ 800,000.00								
TBC	Kent Street Footpath Improvements		$ 250,000.00								
TBC	Dublin Street Cycle Improvements										
TBC	London Quay Shared Space Project										
TBC	High/Dublin Street Intersection Improvement		$ 150,000.00								
TBC	MSFAS - French Pass/Pelorus	$ 1,500,000.00									
TBC	MSFAS - Queen Charlotte Drive		$ 1,500,000.00								
TBC	MSFAS - Keneperu			$ 1,500,000.00							
TBC	Elmslie Bay Jetty Replacement	$ 1,000,000.00									
TBC	Waihopai Valley Road seal widening	$ 600,000.00									
TBC	Alfred / Seymour Intersection Improvements	$ 250,000.00									
TBC	Tourism Route Delineation Improvements	$ 25,000.00									
TBC	Urban Whale Trail Connections	$ 500,000.00									
	Network Improvements & Speed Management	**$ 4,875,000.00**	**$ 3,700,000.00**	**$ 2,000,000.00**	**$ 1,107,850.00**	**$ 1,107,850.00**	**$ 1,107,850.00**	**$ 1,107,850.00**	**$ 1,107,850.00**	**$ 1,107,850.00**	**$ 1,107,850.00**
	SUBSIDISED TOTAL	**$ 45,034,932.60**	**$ 31,614,578.21**	**$ 32,115,723.00**	**$ 36,693,573.00**	**$ 36,193,573.00**	**$ 37,223,573.00**	**$ 30,193,573.00**	**$ 30,193,573.00**	**$ 30,223,573.00**	**$ 30,193,573.00**

Financial Summary

Subsidised funding falls within standard work categories and as such is subsidised by rate payers and Waka Kotahi through the national transport fund.

Un-Subsidised funding falls outside of the standard work category descriptions and are a 100% rate payer funded.

The financial summaries for both Subsidised and unsubsidised activity has been provided opposite. For reference the original MDC LTP budgets have been included for comparison with the conservative approach.

Assumptions with the financial summaries are as follows:

- Subsidised Budgets
  - The current 51% FAR will continue.
  - Current Depreciation and DC's are funding the initial 3 years budget
  - The effect of increased future depreciation will be neutral

Subsidised Financial Summary:

Budget Category	Original 3-year MDC LTP Budget	Conservative 3-year Budget
Subsidised Maintenance	$ 28,609,489	$ 49,928,970
Subsidised Renewals	$ 37,314,783	$ 48,261,262
SUBSIDISED SUB TOTAL	**$ 65,924,272**	**$ 98,190,232**
NETWORK IMPROVEMENTS & SPEED MANAGEMENT	**$ 2,946,754**	**$ 10,825,000**
TOTAL BUDGET	**$ 68,871,026**	**$ 109,015,232**
TOTAL INCREASE		**$ 24,387,714**
Total Council Contribution (minus FAR 51%)	**$ 33,746,803**	**$ 11,949,980**

Un-Subsidised Financial Summary:

Budget Category	Original 3-year MDC LTP Budget	Conservative 3-year Budget
Maintenance	$ 28,985,378	$ 28,985,378
Renewals	$ 46,389,261	$ 46,389,261
Total Council Contribution (100%)	**$41,848,763**	**$ 41,848,763**
Total Increase		**$ 0**

Financial Un-Subsidised Budget Forecast

		PROPOSED ANNUAL/LONG TERM PLAN									
Work Code	Activity	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Maintenance & Operating											
	Abandoned vehicles	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00
	Carriageway lighting - Maintenance	-	-	-	-	-	-	-	-	-	-
	Concrete footpaths maintenance	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00
	Cyclepath maintenance	$ 100,000.00	$ 100,000.00	$ 100,000.00	$ 100,000.00	$ 100,000.00	$ 100,000.00	$ 100,000.00	$ 100,000.00	$ 100,000.00	$ 100,000.00
	Kerb and channel maintenance	-	-	-	-	-	-	-	-	-	-
	Pedestrian utilities expense	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00
	Road legalisation	$ 15,000.00	$ 15,000.00	$ 15,000.00	$ 15,000.00	$ 15,000.00	$ 15,000.00	$ 15,000.00	$ 15,000.00	$ 15,000.00	$ 15,000.00
	Road Safety Programmes	$ 10,125.00	$ 10,125.00	$ 10,125.00	$ 10,125.00	$ 10,125.00	$ 10,125.00	$ 10,125.00	$ 10,125.00	$ 10,125.00	$ 10,125.00
	Rural numbering	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00
	Signs maintenance	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00
	Street cleaning	$ 369,680.00	$ 369,680.00	$ 369,680.00	$ 369,680.00	$ 369,680.00	$ 369,680.00	$ 369,680.00	$ 369,680.00	$ 369,680.00	$ 369,680.00
	Vehicle crossing maintenance	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00
	Wharves & Jetties Repairs + Maintenance	$ 60,000.00	$ 60,000.00	$ 60,000.00	$ 60,000.00	$ 60,000.00	$ 60,000.00	$ 60,000.00	$ 60,000.00	$ 60,000.00	$ 60,000.00
	Operating Costs: General Roading	**$ 695,805.00**	**$ 695,805.00**	**$ 695,805.00**	**$ 695,805.00**	**$ 695,805.00**	**$ 695,805.00**	**$ 695,805.00**	**$ 695,805.00**	**$ 695,805.00**	**$ 695,805.00**
Renewals											
	Additions: Land	-	-	-	-	-	-	-	-	-	-
	Additions: Sealed pavement	-	-	-	-	-	-	-	-	-	-
	Additions: Cycle Facilities	$ 622,000.00	$ 522,000.00	$ 522,000.00	$ 122,000.00	$ 122,000.00	$ 122,000.00	$ 122,000.00	$ 122,000.00	$ 122,000.00	$ 122,000.00
	Additions: Footpaths (concrete)	$ 173,000.00	$ 173,000.00	$ 173,000.00	$ 173,000.00	$ 173,000.00	$ 173,000.00	$ 173,000.00	$ 173,000.00	$ 173,000.00	$ 173,000.00
	Additions: Streetlighting	$ 40,000.00	$ 40,000.00	$ 40,000.00	$ 40,000.00	$ 40,000.00	$ 40,000.00	$ 40,000.00	$ 40,000.00	$ 40,000.00	$ 40,000.00
	Additions: Signs	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00
	Additions: Street furniture	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00
	Additions: Kerb and channel	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ 90,000.00
	Additions: Vehicle crossings	$ 30,000.00	$ 30,000.00	$ 30,000.00	$ 30,000.00	$ 30,000.00	$ 30,000.00	$ 30,000.00	$ 30,000.00	$ 30,000.00	$ 30,000.00
	Renewals: Street Furniture	$ 40,000.00	$ 40,000.00	$ 40,000.00	$ 40,000.00	$ 40,000.00	$ 40,000.00	$ 40,000.00	$ 40,000.00	$ 40,000.00	$ 40,000.00
	Renewals: Kerb and Channel	-	-	-	-	-	-	-	-	-	-
	Renewals: Vehicle crossings	$ 81,000.00	$ 81,000.00	$ 81,000.00	$ 81,000.00	$ 81,000.00	$ 81,000.00	$ 81,000.00	$ 81,000.00	$ 81,000.00	$ 81,000.00
	Additions: Wharves.	$ 107,000.00	$ 107,000.00	$ 107,000.00	$ 107,000.00	$ 107,000.00	$ 107,000.00	$ 107,000.00	$ 107,000.00	$ 107,000.00	$ 107,000.00
	Fixed Asset Additions	**$ 1,233,000.00**	**$ 1,133,000.00**	**$ 1,133,000.00**	**$ 733,000.00**	**$ 733,000.00**	**$ 733,000.00**	**$ 733,000.00**	**$ 733,000.00**	**$ 733,000.00**	**$ 733,000.00**
	UNSUBSIDISED TOTAL	**$ 1,928,805.00**	**$ 1,828,805.00**	**$ 1,828,805.00**	**$ 1,428,805.00**	**$ 1,428,805.00**	**$ 1,428,805.00**	**$ 1,428,805.00**	**$ 1,428,805.00**	**$ 1,428,805.00**	**$ 1,428,805.00**

2024 – 27 LTAMP Improvement Plan

The Te Ringa Maimoa LTAMP Assessment for the previous LTAMP is included in the appendices. A new improvement plan, to be resolved in the next LTAMP cycle, has been developed below:

No	Improvement Item	Te Ringa Maimoa Pillar
1	Integrating the emission reduction plan and local climate strategy in day-to-day operations	System
2	Integrating ONF network classification in planning and decision making.	System
3	The justification for asset expenditure could be improved to support the recommendations.	System
4	Monitoring of all ONRC performance measures to be established.	System
5	Better understanding of Levels of Service and investment to be established.	System
6	Work closely with central government and partners to align emerging priorities.	System
7	Better linkage of ONRC Performance Measures with problems and improvement actions to be compiled	Evidence
8	Better use of dTIMS modelling	Evidence
9	High speed data collection	Evidence
10	Adopting ONF Performance measures	Evidence
11	Stakeholder Consultation programme to be implemented to gather information around customer expectations around ONRC and CLoS.	Communication
12	Risk approach to decision-making to be established	Decision Making
13	Capability and capacity strategy	Service Delivery
14	Take on management of carparks, plans and delivery strategy to be developed	Service Delivery
15	Benefit realisation plan and map to be established using Storm recovery as a basis for development	Benefit Delivery
16	IIMM maturity assessment	Quality Improvement
17	Regularly reviewing improvement plan and documenting actions.	Quality Improvement
18	Use the LTAMP regularly to ensure promises made are monitored and remedial actions documented.	Quality Improvement

Risks, Constraints, Dependencies and Assumptions

Risk Register				
Risks	**Consequences**	**Likelihood**	**Risk Rating**	**Risk Management Strategies**
Rising Construction Costs and Inflation	Moderate	Likely	High	Regular reviews of progress updates
Lack of Resources	Moderate	Possible	Medium	Continue to build capability and capacity within the teams
Emergency Events	Extreme	Possible	Critical	Be prepared and flexible for unknown adverse events
Unknown damage from the storm event causing rate of deterioration of assets to be increased	Moderate	Possible	Medium	Regular monitoring and inspections to be undertaken
Changing National Priorities	Minor	Almost Certain	Medium	Work collaboratively with government and partners to ensure local priorities are achieved

Constraints, Dependencies and Assumptions	
Constraints	**Notes**
NOC Contract Commitments	Lump Sum provisions are outlined, any changes to meet changing demands will see increased costs.
Government Policy Statement	The new government are highlighting the need to re-prioritise work around safety and resilience. Activities may need to be re-prioritised.
Rate Payers Contribution	There is only a certain amount that the community can afford, and the conservative approach may see the customers' expectations not being met.
Dependencies	**Notes**
Storm Recovery	If funding is not approved work to repair some of the network would need to come out of the LTAMP budgets.
Supplier Capability and Capacity	The programme of work has been developed on the current knowledge that the supply change have the necessary capability and capacity to deliver.
Assumptions	**Notes**
Storm Recovery	The works programme has been developed assuming that the programme business case will be approved.
LTAMP Long Term Approach	The timeline of activities over the next decade are assumed to be a sustainable approach to resolving the investment problems that the local transport network is facing.

Strategic & Major Capital Improvements Programme

Tranche 1.1
Recover Network &
Build Safety & Resilience

Renewals Programme

Tranche 2.1
Sealed Pavement

Tranche 2.2
Unsealed Pavement

Tranche 2.3
Bridges / Structures

Tranche 2.4
Drainage

Tranche 2.6
Operational Traffic Management

Tranche 2.6
Traffic Services

Maintenance Programme

Tranche 2.7
Cycle Paths

Tranche 2.8
Footpaths

Tranche 2.9
Environmental

Tranche 2.10
Rail Level Crossings

Tranche 2.11
Minor Events

Tranche 2.12
Network & Asset Management

Details of how each tranche is structured and aligned to the work codes can be found in the appendices

Suggested Next Steps

The incoming government has already announced :

- $1.2 billion Regional Infrastructure Fund
- A new national infrastructure agency
- A cabinet prioritised 30-year investment pipeline

The next six months offer a clear opportunity for the Marlborough region to proactively engage with the incoming government to influence policy agenda on infrastructure and economic development.

In doing so, it can hopefully also secure budget allocation and gain momentum for initiatives like this one, whilst opening the conversation on our long-term approach.

This LTAMP lays the foundation for MDC's 2024 update to its Long-Term Plan to advocate for a place-based partnership between central and local government to spur growth through effective investment and collaboration.

Strategic planning and implementation in a country the size of New Zealand is most appropriate at the regional level, effectively the lowest level of government capable of addressing infrastructure and economic investment issues effectively.

In addition, we intend to :

- Partner with business, including Iwi and international business, to secure government support and investment for their projects
- Focus on regional specialisation, economic growth drivers, and strategic acuity to identify and capitalise on their regional comparative advantages and needs.
- Do the math to present clear, compelling, and evidence-based strategic rationale and economic analysis for proposals, showing how they align with emerging national goals and standards.

We are clear on the following:

- A long-term strategic plan
- Our immediate priorities – safety and resilience
- An understanding of our long-term priorities
- How our transport network is vital to a sustainable local economy

As local leaders, we are ready to act and to embrace the long-term approach established as part of this LTAMP review.