

MINISTERIAL BRIEFING NOTE

Subject	Walking and Cycling Projects and Programmes in major centres: 2018–2021
Date	4 October 2018
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Contact(s) for telephone discussion (if required)				
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Action taken by Office of the Minister

- Noted
- Seen by Minister
- Agreed
- Feedback provided
- Forwarded to
- Needs change [please specify]
- Withdrawn
- Overtaken by events

4 October 2018

Acting Associate Minister of Transport

Walking and Cycling Projects and Programmes in major centres: 2018–2021

Purpose

1. This briefing provides you with an update on the walking and cycling programmes proposed in the major centres in the 2018–21 National Land Transport Programme (NLTP). It includes an overview of delivery risks and, at **Appendix A**, a map of the major cycle routes, safety projects and place-making/pedestrianisation projects expected to be completed, started, or consented in the 2018–21 period.

Defining the parameters for delivery expectations

2. The delivery expectations in this briefing are based on routes, projects or packages that have:
 - design or implementation phases included in the Walking and Cycling activity class of the NLTP; and
 - funding status of 'committed' or 'probable'. This includes carry-over projects from the 2015–18 NLTP (under the Urban Cycleways Programme).
3. The following activities have been excluded from the scope of this briefing:
 - Walking and cycling activities that are under investigation as part of an early business case phase and are likely to progress over the next three years, but are not yet included in the 2018–21 NLTP, **Out of Scope**
 - Walking and cycling activities contained in larger capital projects, which are funded from other activity classes such as state highway improvements, but are not listed as separate activities in the 2018–21 NLTP **Out of Scope**
4. We are currently working with approved organisations to gain a better understanding of projects that provide walking and cycling benefit, which are being funded outside of those activity classes. We are also working with our delivery partners to develop a detailed understanding of walking and cycling project delivery timeframes and milestones over the next three years. This work is expected to be completed by late 2018.

Major cycle routes/packages in the walking and cycling activity class in the 2018-21 NLTP

- In collaboration with our delivery partners the Transport Agency expects to complete construction of the following major cycle routes and packages in the 2018-21 NLTP period:

Location	Major Routes / Packages expected to be completed in 2018-21 NLTP
Auckland	Auckland Cycle Network City Centre Network Auckland Cycle Network Western Connections to City Northcote Safe Cycle Routes Glen Innes to Tamaki Drive Cycleway Auckland Cycle Network

Out of Scope

Out of Scope

6. In collaboration with our delivery partners the Transport Agency expects to start (design and/or construction) and obtain any necessary consents for the following major cycle routes and packages in the 2018–21 NLTP period:

Location	Major routes / packages expected to start design, consenting or construction in the 2018–21 NLTP
Auckland	Seapath Skypath (pending endorsement by the Transport Agency Board) Cycling Investment Mangere East
Out of Scope	

Major pedestrian safety projects/packages in the walking activity class to be delivered over the next three years

7. Many of the shared path projects and packages will incorporate pedestrian safety improvements, and the 'Safer Communities' projects will provide improved safety and levels of service, making it easier to get around by foot. In collaboration with our delivery partners, the Transport Agency expects to deliver pedestrian safety improvements through the following pedestrian-specific projects and packages:

Location	Major pedestrian safety projects / packages to be delivered in 2018–21 NLTP
Auckland	Pedestrian Level Crossing Improvements Safer Communities Urban Central Safer Communities Urban South Safer Communities Mangere Bridge Safer Communities – Mt Roskill Safer Communities – Papakura

The major place-making/pedestrianisation projects in the walking and cycling activity classes that will be started over the next three years

Out of Scope

Delivery Risks and Mitigations

9. The Transport Agency expects to complete a formal risk identification assessment by the end of 2018. It is likely that the following key delivery risks, which were previously identified for the Urban Cycleway Programme, are still relevant to the current programme:
- Negative public/media attention to any aspects of the programme that do not meet stakeholder expectations (scope, timings, etc.);
 - Project costs exceed NLTP allocation based on initial project/package estimates ;
 - Approved organisations having insufficient local share, or higher local project priorities (or changed priorities for example as a result of local elections);
 - Risks of delay where projects require negotiation with KiwiRail or property acquisition;
 - Limitations of industry design and construct capacity.
10. Upon completion of a full delivery risk review, actions will be put in place to manage overall programme delivery risk. Possible mitigation measures for the risks identified are set out below.

Negative media attention

11. In locations where there is a higher risk of negative public/media attention, the Transport Agency's response could include:
- Design support to test option development and facility designs (including consideration of non-active mode users), and urban design; and/or
 - Planning support with community engagement and consultation; and/or,
 - Communications support.

Cost exceedance

12. To reduce risks of project cost exceedance the Transport Agency is able offer support by ensuring:
- Individual projects have had risk assessments that are sufficiently defined with regard to probability and outcome/cost;
 - Project designs are sufficiently detailed including supporting testing, such as geotechnical; and/or
 - Contract documents contain provisions to cover unexpected variations; and/or
 - Having influence over variations to prevent gold-plating and unnecessary/non-related project expense.

Insufficient local share

13. The Transport Agency has little influence over the risk of an approved organisations having insufficient local share or other higher-priority local projects. In the case of councils, this reflects their governance/management role of a wide array of assets, including significant portfolios of non-transport infrastructure. In spite of this, the risk can be reduced by ensuring project cost estimates are as accurate as possible, thereby reducing the risk of a surprise increase in delivery cost.

Delay

14. To reduce the risk of project delay where negotiations with KiwiRail are required, or there is a need to acquire property, the Transport Agency may utilise the following mitigations:
- Manage community expectations as to projects where they involve KiwiRail or property acquisition; and/or
 - Consult earlier in the design process with KiwiRail to get a better understanding of its requirements, earlier; and/or
 - It may also be appropriate to consult with property owners earlier during the design process. Where designs have not been fully developed this is likely to cause additional stress caused to affected property owners and/or occupiers.

Design and construction capacity

15. Limitations of industry design and construction capacity are difficult for the Transport Agency to influence. It is noted that a clear brief can provide added confidence to suppliers and accordingly reduce the risk of rework or project delay. The Transport Agency can also ensure that there is a better public understanding of its work programme in order to provide local businesses with confidence to invest in capacity and capability enhancements such as staff and plant technology.

It is recommended that you:

1. **Note** the content of this briefing

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Brett Gliddon

General Manager System Design and Delivery

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Hon James Shaw, Acting Associate Minister of Transport

Date:

Appendix A

