

Northland Transportation Alliance Road Safety Promotion Activity Services

Service Delivery Review

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Northland Transportation Alliance: Service Delivery Review for Road Safety Promotion Activities

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Quality Assurance Statement

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Road Safety Promotion Activity: Service Delivery Review Summary

OVERVIEW		
<p>The purpose of the Road Safety Promotion Programme:</p> <p>The 2020 Road to Zero has a vision of a New Zealand where no one is killed or seriously injured in road crashes. This means that no death or serious injury while travelling on our roads is acceptable.</p> <p>To support this, the Road Safety Promotion Activity will:</p> <ul style="list-style-type: none"> deliver key safety messages to influence road user behaviour and ensure alignment of messaging across the sector. develop effective advertising and/or education programmes to influence and encourage the correct behaviours on our roads with a focused effort on key areas of concern and emerging issues. support specific strategic priorities related to road safety <p>The objective of this review is to assess how, through continued investment, we can improve the delivery of Road Safety Promotion Activities across the Northland region to ensure cost-effective services that are 'getting the message across'</p>		
INVESTMENT OBJECTIVES		
<p>Problem Statements: What are we trying to address?</p> <p>Problem Statement 1 – Are we getting the right messages across to our communities?</p> <p>Problem Statement 2 – Limited resources to deliver the Road Safety promotion Activity</p> <p>Problem Statement 3 – Geographic area / remoteness makes it difficult to deliver our message</p>		<p>Investment Objectives: What are we trying to achieve?</p> <p>The delivery of the road safety promotion activity is about providing a service that is effective and delivers results.</p> <ol style="list-style-type: none"> A collaborative and regional approach will deliver a more effective Road Safety Promotion activity Effectiveness is demonstrated through reduced death and serious injuries on our roads Barriers to road safety education are reduced
WHAT ARE THE OPTIONS?		
A number of options (the Long List) was developed and shortlisted to three options that would deliver on the anticipated benefits and investment objectives. These are summarised below:		
Shortlisted Options	Description	Discussion
Enhanced Status Quo	<p>The status quo is maintained in terms of structure and operating model, but proposes numerous improvements though more specific terms of reference, service level agreements, roles, reporting requirements etc</p> <p>Sharing of ideas and results would enhance the collaborative approach, building on the bi-monthly regional meetings</p>	<ul style="list-style-type: none"> Continuity of the current arrangements but delivering some improvements to value for money, albeit with many of the current issues remaining Retains a higher level of council control and influence on service expectations. Existing relationships with other service providers and communities will remain in place Collaboration would be an informal arrangement with ideas potentially more difficult to implement than a more formal model
Collaborative model under the NTA umbrella Preferred Option	<p>A more formal option than above</p> <p>This option would provide for the Road safety Action Group with representatives from the key partners to provide strategic direction and monitor performance. The Road Safety Promotion Activity will be delivered as a regional collaboration under the NTA umbrella</p> <p>Contract model for service providers will essentially be to provide Road Safety Coordinators, delivering programmes developed collaboratively between the NTA, partners and the service providers</p>	<ul style="list-style-type: none"> Step change with potential for significant improvements. Higher level of support for service providers Better facilitate alignment of programmes across the region with better sharing of information and ideas Better council control and influence on service expectations Relationships with other service providers and local communities can be maintained. This model will impact on the current service provider role, whose key responsibility will be to 'deliver' the programmes developed with the wider team. This may lead to some uncertainty around the engagement of service providers which may have short term impact on current relationships, but good relationship management should reduce this risk.
In-house (under the NTA Alliance)	<p>Fully integrating delivery of the Road safety promotion activity within the NTA structure.</p> <p>Existing arrangements will be discontinued.</p> <p>Option to employ staff currently engaged in the programme</p>	<ul style="list-style-type: none"> Step change with potential for significant improvements. High level of council control and influence on service expectations Better facilitate alignment of programmes across the region with better sharing of information and ideas Will be employment / HR issues to deal with Potential loss of local connections which are critical to the success of this programme - existing relationships would have to be well managed
KEY BENEFITS OF PREFERRED OPTION		
<ul style="list-style-type: none"> It will facilitate a potential significant step change in delivery of the road safety programme towards 'Vision Zero' with a more proactive, flexible and collaborative model that will better support improved delivery of the service. A collaborative partnership between the parties will facilitate better sharing of information, knowledge, skills and ideas / service providers will be better supported There is likely to be minimum impact on business as usual to the customer but with potential for significant improvements. A high level of council control will be maintained in service expectations, development and implementation of programmes and performance monitoring Continuous improvement will be driven through the Road Safety Action Group. 		
WHAT DOES THIS MEAN?		
<p>What are the Requirements to deliver the Preferred Option?</p> <ul style="list-style-type: none"> Role of the Road Safety Action Group under the new model to be defined NTA Programme Manager to be appointed Scope to be developed – performance, reporting, collaborative approach etc Service providers / Road Safety Coordinators to be engaged 		<p>Next Steps?</p> <ul style="list-style-type: none"> Development of scope for new contract/s Procurement Plan will need to be developed to determine how the service provider/s will be engaged Establish new Terms and Conditions for Road Safety Action Group

1 Introduction

1.1 Overview

The objective of this report is to assess how we can improve the delivery of Road Safety Promotion Activities across the Northland region to ensure good-quality services that are cost-effective and 'getting the message across'. The report seeks to outline:

- What is the purpose / driver of the Road Safety Promotion scheme?
- What are the current arrangements across Northland including contract scope, costs and terms?
- What are the current funding sources and level of funding?
- How do the services vary across the Region?
- Performance – delivery on contract requirements
- What do others do?
- What is the Central Government direction?

This review has generally followed the New Zealand treasury's Better Business Case approach. Using this framework, it will approach the issues in an evidence based and transparent manner.

- The Strategic Case: a strategic assessment of the current arrangements to determine if there is a need for change in how the services are delivered.
- The Economic Case: Identify and evaluate a range of options for the service delivery and recommend a preferred way forward.
- Financial, Commercial and Management Cases: These cases demonstrate the investment is affordable, viable and can be delivered.

1.2 Purpose of the Road Safety Promotion Programme

The purpose of the Programme is to:

- deliver key safety messages to influence road user behaviour and ensure alignment of messaging across the sector.
- develop effective advertising and education programmes to influence and encourage the correct behaviours on our roads with a focus on key areas of concern and emerging issues.
- support specific strategic priorities related to road safety

The Road Safety Promotions programme is guided by the Northland Region Road Safety Action Plan prepared each year in collaboration with NZ Police, NZTA, ACC and other stakeholders to support key safety messages. The programme aims to influence road user behaviour, support enforcement and to ensure alignment of messaging across the sector with a focused effort on key areas of concern and emerging issues of public concern.

The Road Safety Promotions activity will support the 2020 Road to Zero vision¹ of:

A New Zealand where no one is killed or seriously injured in road crashes. This means that no death or serious injury while travelling on our roads is acceptable.

¹ Road to Zero: New Zealand's Road Safety Strategy 2020-2030, Dec 2019

1.3 History of the Road Safety Programme²

The national road safety advertising and enforcement campaign effectively began in 1995. The campaign aimed to influence road user behaviour to contribute to a reduction in the number of people dying or being seriously injured on the road.

In 1995, the National Road Safety Plan set an ambitious goal to reduce the annual road toll to no more than 420 deaths by the year 2001. As this and the other targets of the plan weren't likely to be met without additional efforts and initiatives, a new approach was required.

As part of this approach, a new road safety package to improve driver behaviour was endorsed by government, based around the Transport Accident Commission (TAC) programme developed in Victoria, Australia. Key priorities for New Zealand roads were identified through research and crash statistics. In 1995 the initial priorities were drink-driving and driving at excessive speed.

Over the years, new initiatives and strategies have been interdicted to address changing issues and trends, with the most recent 'Road to Zero 2020-2030' being launched in December 2019.

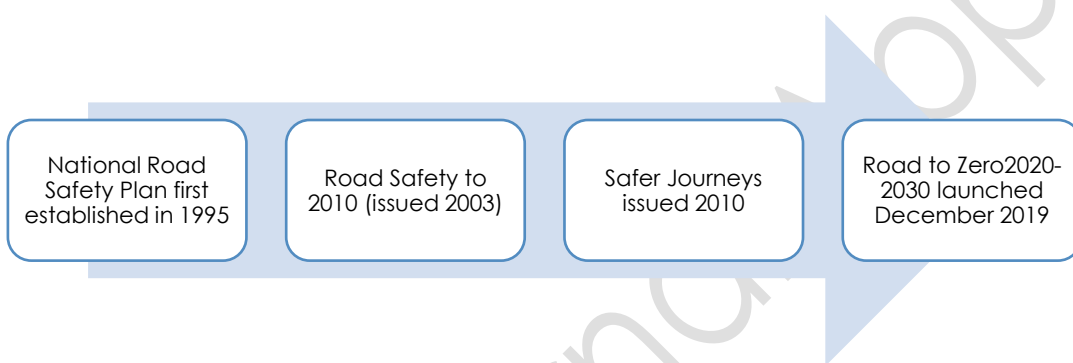


Fig 1: Central Government Road Safety Strategies

² <https://www.nzta.govt.nz/safety/our-advertising/history-of-road-safety-advertising/>

The diagram below outlines the wide range of initiatives that have been implemented since the inception of the Road Safety Programme in 1995 through to the current Road to Zero Strategy.

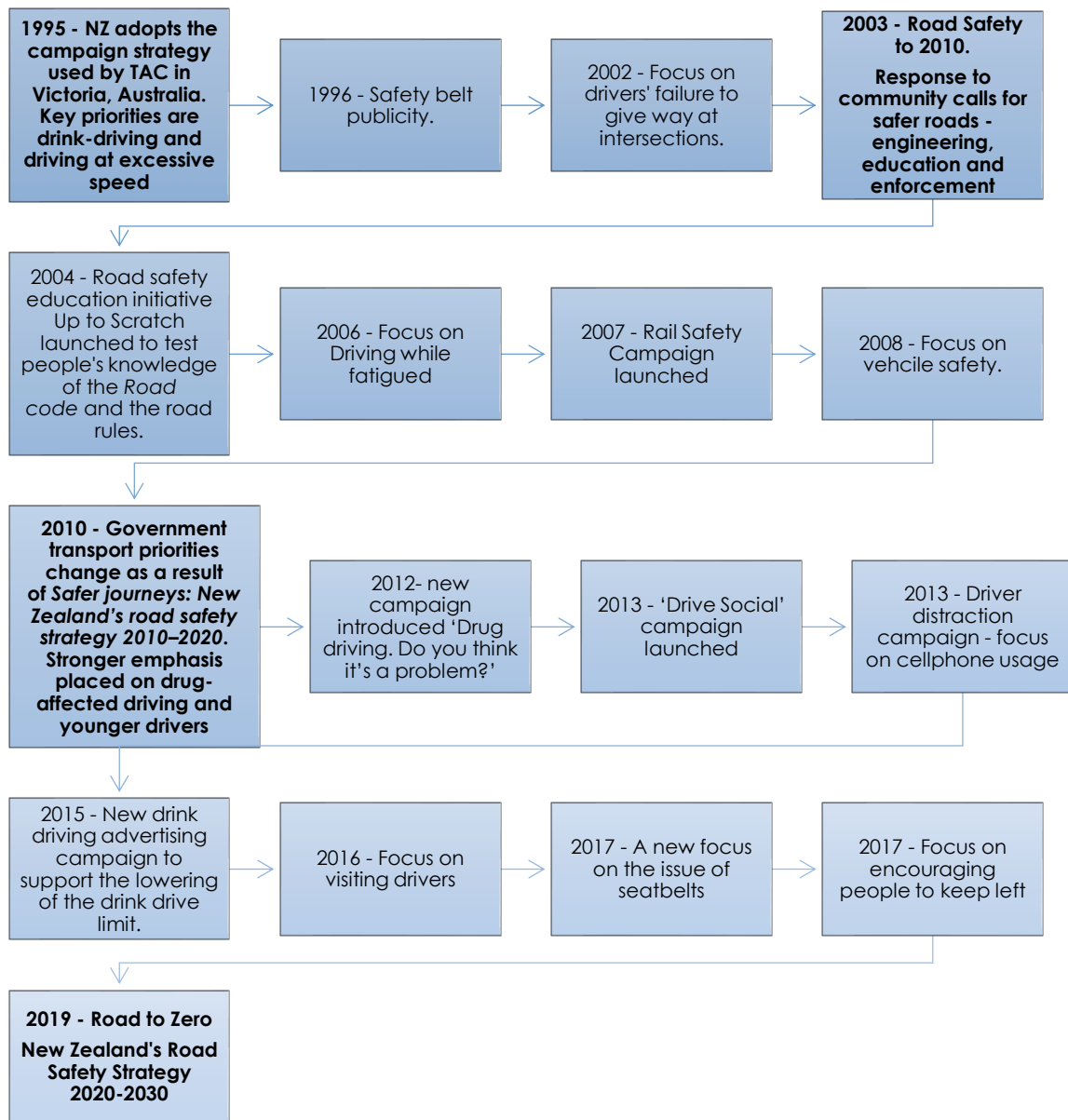


Fig 2: Road Safety Promotion Initiatives since 1995

This diagram demonstrates how the approach to road safety promotion has been to continually review the focus to address recognised emerging issues.

Some areas of focus have featured more than once such as restraints and alcohol / drug impaired driving, both areas of concern in Northland

1.4 Methodology

The project methodology for this business case has included the following:

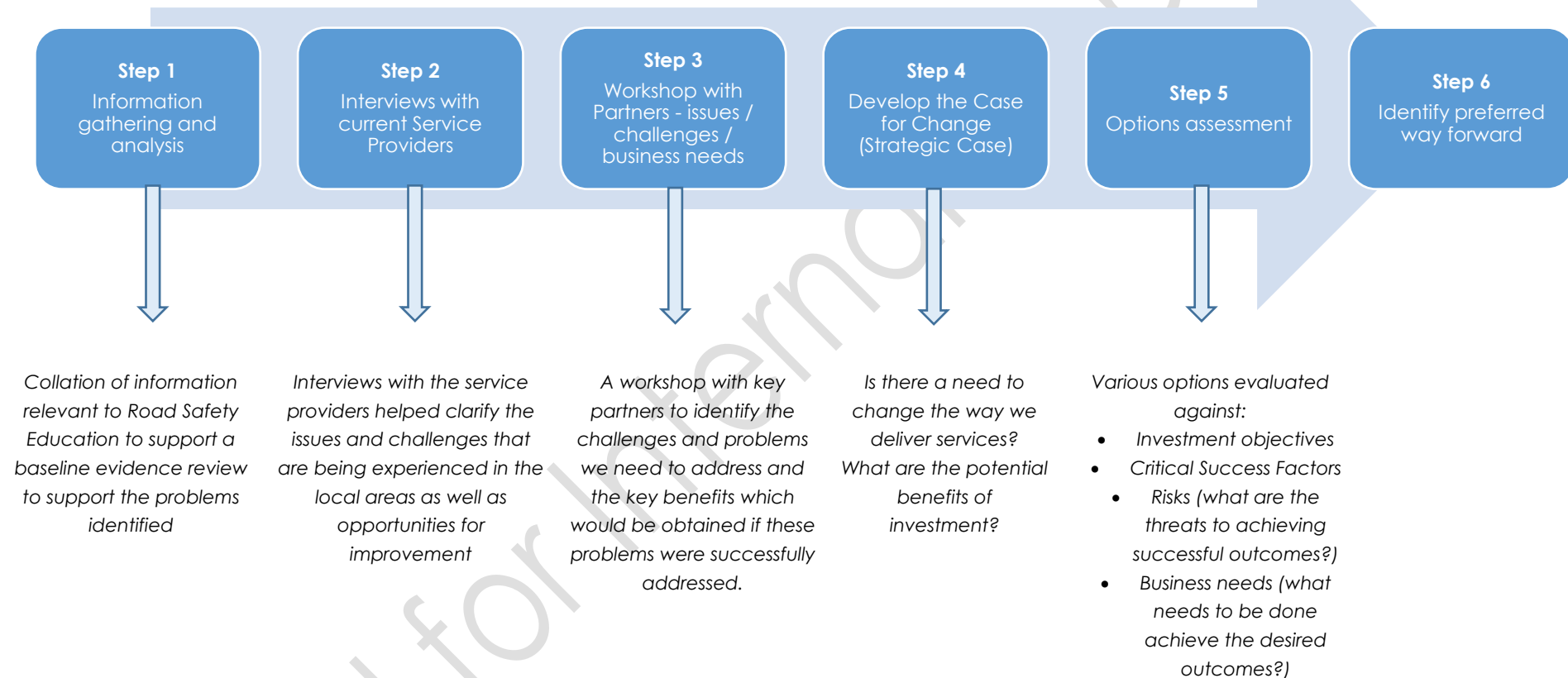


Fig 3: Business Case Methodology

1.5 Partners and Key Stakeholders

1.5.1 Overview

Stakeholders who have an interest in the expected outcomes or can influence the investment proposal must be considered as part of the business case development.

Northland Transportation Alliance (NTA) is the primary project partner, a key investor and project sponsor charged with leading the development of this project.

NZ Transport Agency is a project partner and key investor.

The parties below are key partners to the Road Safety Programme.

- Whangarei District Council
- Kaipara District Council
- Far North District Council
- Far North REAP (service provider)
- Northland Road Safety Trust (service provider)
- Northland Regional Council

Other partners and key stakeholders include:

Ministry of Transport (MOT)	the government's principal transport policy adviser
NZ Police	The Northland Police are proactive at community educational events and are guided by a 'Prevention First' philosophy
ACC	Locally based ACC Community Injury Prevention Consultants work with our road safety partners in a number of projects including motorcycle safety, fatigue management, heavy vehicle related issues
Northland Road Safety Association (NRSA)	This Association has been around for many years and is a key partner for providing regular Fatigue Stops for drivers northbound on State Highway 1 at Uretiti in the Whangarei District. Fatigue has been an on-going risk for motorists on Northland roads and is a very important targeted intervention
Northland District Health Board (NDHB)	Road safety partners work closely with the Health Promotion Advisors for both SmokeFree and Alcohol & Drugs
Fatigue Risk Mgt Solutions	Fatigue Risk Management Solutions is supporting fatigue management interventions and education in Northland.

Other stakeholders who have an interest in road safety promotion in Northland include:

- MITO provides on the job training and career pathways - local consultant attends and supports initiatives targeting the heavy freight sector.
- EROAD
- NorthTec: provides practical, quality training that meets Northland's needs through learning centres and community-based delivery points.
- WorkSafe
- Hancock Forest Management (NZ) Ltd – Participates & supports initiatives with the Heavy Freight Group including their 'Share the Road' initiative which engages with primary school students throughout Northland and the logging truck sector.
- Northland Roding Partners and Transport Organisations

- Bike Northland, recently engaged to deliver road safety programmes to primary schools in Whangarei

1.5.2 Engagement

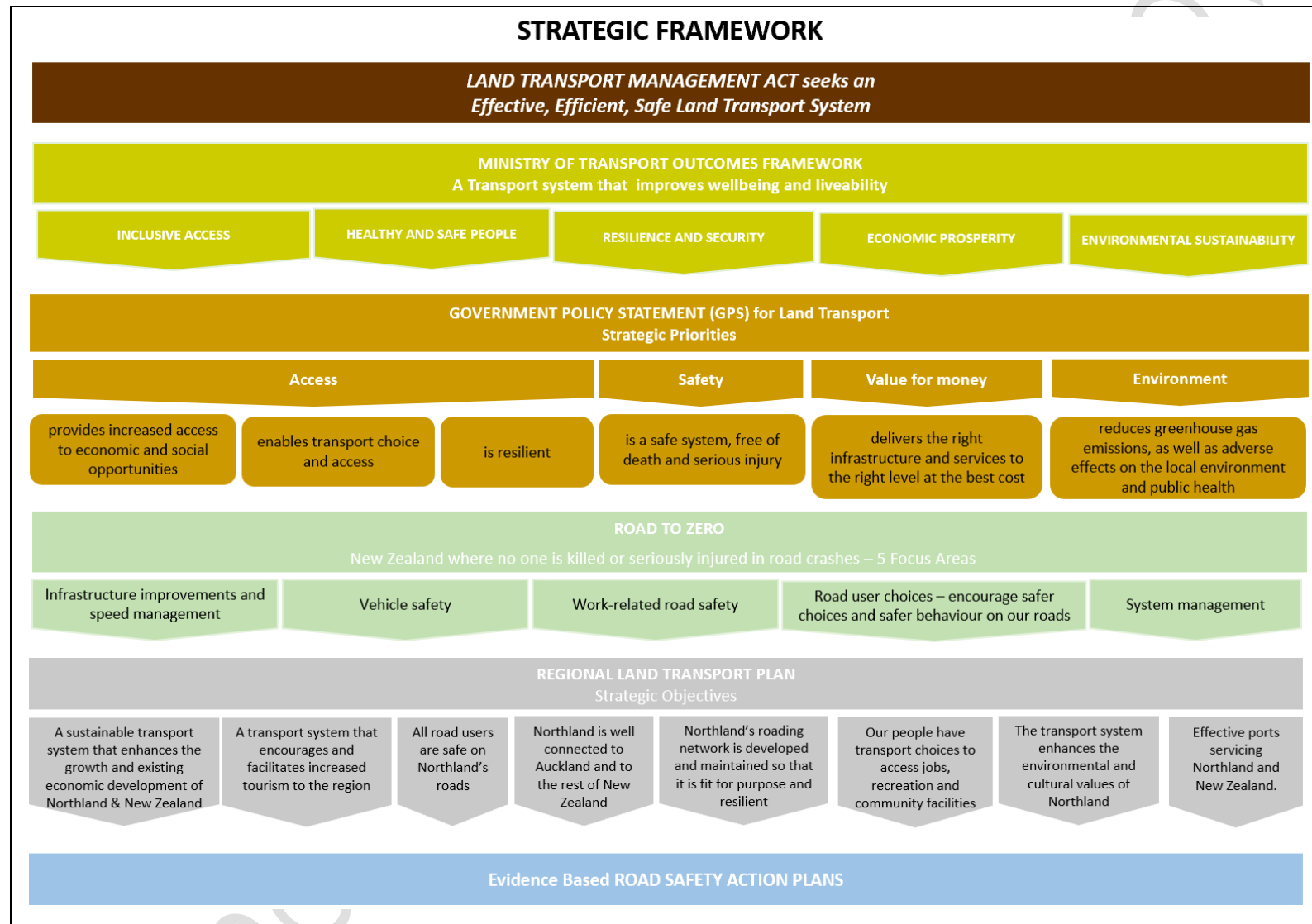
Rationale held interviews and workshops in October 2019 to understand the problems being faced and what the benefits of addressing those problems might be; how investment can benefit the local community and the wider region – the investment objectives.

Parties engaged with included:

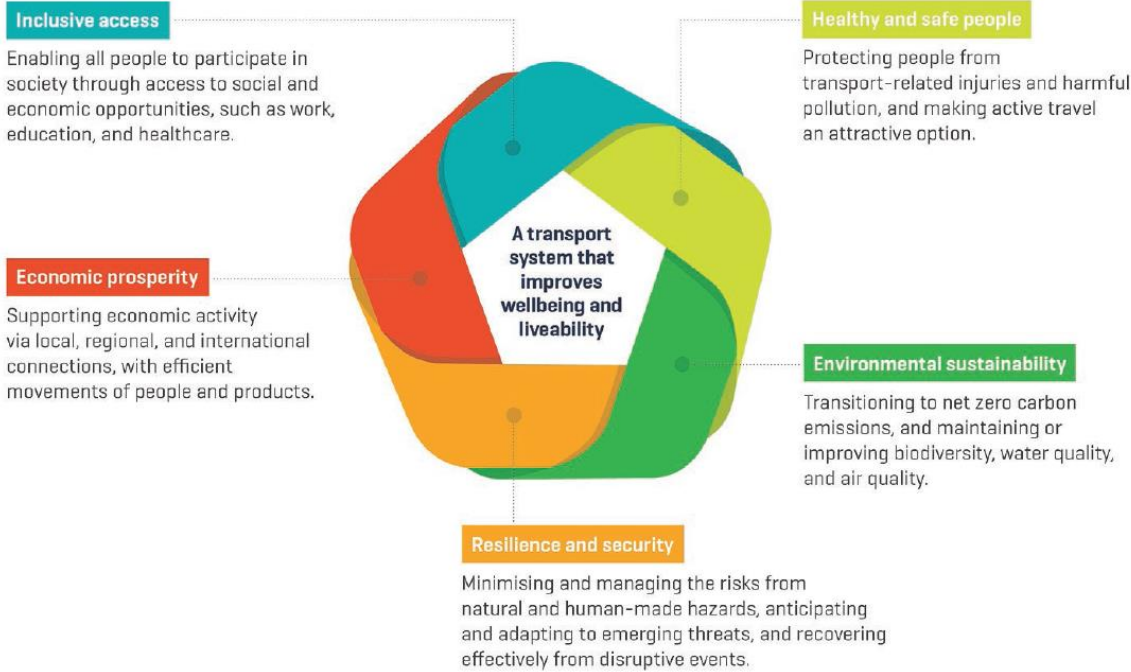
- Whangarei District Council (able to speak for Kaipara with services delivered under the same contract)
- Far North District Council
- Northland Regional Council
- NZTA
- NZ Police
- ACC
- Northland Road Safety Trust (Whangarei and Kaipara districts)
- Far North REAP (Far North district)


A further workshop was held with NTA representatives including the district councils, NZTA and Northland Regional Council in March 2020 to review the problem statements, the investment objectives and the delivery options. A general consensus on the preferred way forward was achieved.

2 Strategic Context



The table below gives some examples of how the road safety promotion activity aligns with national, regional and local strategic direction.

Strategic Documents	How this Programme Aligns
<p>Ministry of Transport: Transport Outcomes Framework</p> <p>The core outcomes that government is seeking to achieve through the transport system are shown in the diagram below.</p>  <p>Inclusive access Enabling all people to participate in society through access to social and economic opportunities, such as work, education, and healthcare.</p> <p>Healthy and safe people Protecting people from transport-related injuries and harmful pollution, and making active travel an attractive option.</p> <p>Environmental sustainability Transitioning to net zero carbon emissions, and maintaining or improving biodiversity, water quality, and air quality.</p> <p>Resilience and security Minimising and managing the risks from natural and human-made hazards, anticipating and adapting to emerging threats, and recovering effectively from disruptive events.</p> <p>Economic prosperity Supporting economic activity via local, regional, and international connections, with efficient movements of people and products.</p>	<p>This programme will deliver primarily on the outcome for 'Healthy and safe people'.</p> <p><i>'The transport system can benefit or harm people's health, depending on how it is designed, developed, <u>and used</u>'</i></p>

Strategic Documents	How this Programme Aligns
<p>Government Policy Statement on Land Transport (GPS)</p> <p>An effective Road safety promotion programme will support the key strategic priority under the GPS of SAFETY and promote the objective of: <i>A land transport system that is a safe system, free of death and serious injury</i></p> <p>The 2018/19 GPS sets four priority areas as shown in the diagram</p> 	<p>The road safety promotion activity contributes to the following key strategic priorities:</p> <ul style="list-style-type: none"> • A land transport system that is free of death and serious injury • A land transport system that delivers the right infrastructure and service to the right level at the right cost <p>Education programmes addressing appropriate areas of road safety delivered to at-risk drivers and communities will reduce the risk of death and serious injury on the roads.</p> <p><i>Deliver the right programmes to the right people</i></p>
<p>Road to Zero 2020-2030</p> <p>The Government launched the Road to Zero: A New Road Safety Strategy for NZ in December 2019. The Strategy is more focussed on acknowledging that crashes will happen and reducing the potential impacts of those crashes.</p> <p>The proposed Vision is: <i>a New Zealand where no one is killed or seriously injured in road crashes</i></p> <p>The Strategy's Target is: <i>to reduce death and serious injuries on our roads by 40 percent over the next decade.</i></p>	<p>Whilst the Strategy is heavily focussed on infrastructure, vehicles and systems, there is still a focus on road user choices which is where the Road Safety Promotion activity can have a significant positive influence. Specifically, the Programme will be able to use the</p>

Strategic Documents

The proposed Road to Zero Strategy will have five focus areas:



The Strategy will be delivered through a series of Action Plans, the first one being 2020-2022.

OBJECTIVE

Encourage safer choices and safer behaviour on our roads


INITIAL ACTIONS

- Prioritise road policing
- Review road safety penalties
- Increase access to driver licensing and training
- Enhance drug driver testing
- Support motorcycle safety

How this Programme Aligns

'Intervention Indicators' to inform programmes and performance measures.

Moving forward, the whole road safety programme across Northland should consider alignment of the road safety infrastructure and road safety promotion programmes.

Strategic Documents	How this Programme Aligns
<p>Safer Journeys Strategy</p> <p>Launched in 2010, Safer Journeys is a strategy designed to guide New Zealand's efforts to improve road safety from 2010–2020.</p>  <p>The Safer Journeys vision is for: <i>'A safe road system free of death and serious injury'</i></p> <p>The national strategy "Safer Journeys" is founded on the safe system approach which joins the four principles of: Safe Roads and Roadsides; Safe Speeds; Safe Vehicles; and Safe Road Use in a focussed whole of system approach to road safety.</p>	<p>The road safety promotion programmes are focused on current and emerging issues, including:</p> <ul style="list-style-type: none"> • Alcohol • Motorcycles • Safe speed • Young drivers. <p>The new programme aims to better allow flexibility in developing new initiatives to address those emerging issues.</p>
<p>National Land Transport Programme (NLTP)</p> <p>The NLTP contains all the land transport activities that the NZ Transport Agency anticipates funding over the next three years.</p> <p>Increased investment in road safety promotion was proposed under the 2018-2021 NLTP to support the GPS direction for a step-change in reducing deaths and serious injuries including funding for alcohol interlocks and the Transport Agency's safety advertising campaigns</p>	<p>All road safety programmes are submitted to NZTA for funding approval. Recognition of the need to increase funding in road safety promotion demonstrates support in this area.</p> <p>The aim moving forward is to work more collaboratively with each other and NZTA in developing programmes.</p>
<p>NZTA Statement of Intent 2017-2021</p> <p>The NZTA Statement of Intent (Sol) sets out a series of outcomes identified to meet the NZTA Vision Statement of 'Great Journeys to keep New Zealand Moving'.</p> <p><i>'We will build on achievements already delivered by the Safer Journeys: New Zealand's road safety strategy 2010–2020 to extend the internationally recognised Safe System approach beyond road safety to the whole land transport system'</i></p>	<p>Generally supports the road safety promotion activity.</p>

Strategic Documents	How this Programme Aligns
<p>The Northland Regional Land Transport Plan (RLTP)</p> <p>The RLTP 2015-2021 outlines the strategic intent and outcomes for the Northland transportation system. It identifies seven outcomes that have been developed to help plan the priorities that need to be focussed on including 'All road users are safe on Northland's roads'.</p> <p>The RLTP recognises the following key challenges around road safety in Northland:</p> <ul style="list-style-type: none"> • loss of control on bends. • speed. • alcohol. • road factors. • roadside hazards. • restraints. • driver behaviour. 	<p>These factors are consistent with those identified in the Northland Regional Road Safety Plan.</p> <p>It is important that there is an aligned and joined-up approach by all the road safety partners and that the limited resources are targeted to achieve the best results possible with the resources and funding available.</p>
<p>Northland Road Safety Action Plans</p> <p>Annual Road Safety Action Plans are developed to link the national strategy to our Northland action. They identify priority areas of action based on evidence based data from the Crash Analysis System (CAS), Hospitalisation and Injury related data from both the Northland DHB & ACC partners.</p>	
<p>LTPs / Annual Plans</p> <p>Programmes and funding are included in the LTPs and Annual Plans. Councils must report on fatalities and serious injury crashes as a measure of performance.</p>	

3 Overview of Current Arrangements

3.1 How did we get here?

The development of the Road safety Programme in Northland is outlined below:

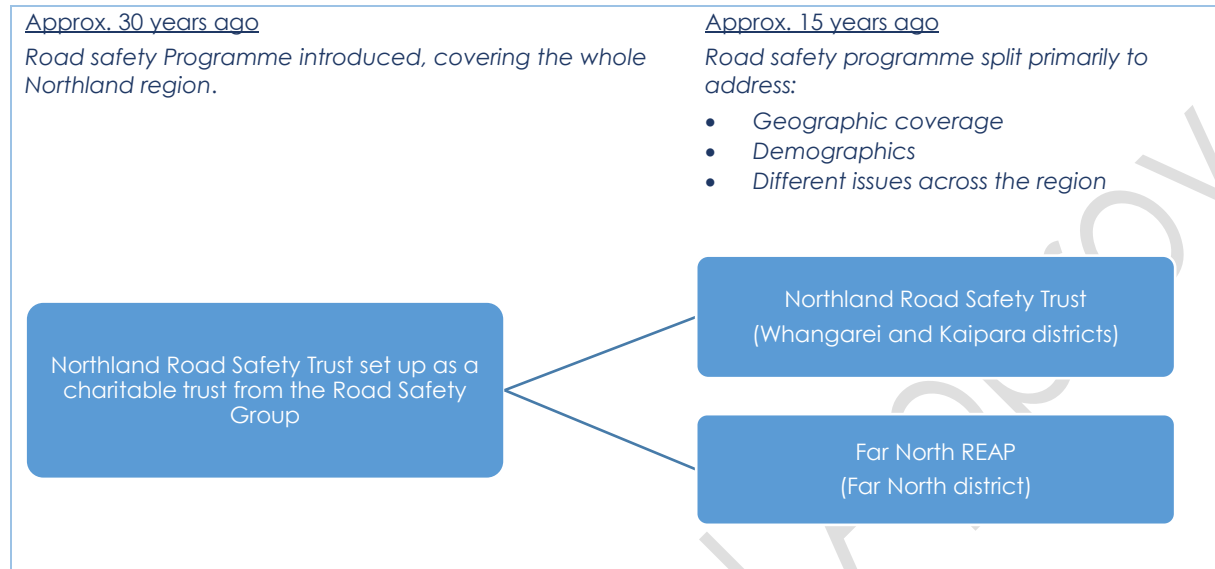


Fig 4: Development of the Northland Road Safety Programme

3.2 Previous Reviews

A Procurement Plan prepared by Far North District Council in October 2018 stated:

'A review of service delivery has not been carried out for this procurement because FNDC consider that the potential benefits of a delivery of service review do not justify the cost of the review. FNDC are therefore not required to undertake a review in this instance. The potential benefits of the review are considered to be minimal as there is a limited market of suppliers to deliver these services in the Far North. Far North REAP, the existing supplier has specialist knowledge and experience in delivering these programmes and is recognised as national leader in road safety education programmes.'

A similar view is shared by Whangarei and Kaipara District Councils.

3.3 NTA and the Regional Approach

The Northland Transportation Alliance (NTA) is a 'shared service model' of collaboration between the Whangarei, Far North, and Kaipara District Councils along with the Northland Regional Council and the New Zealand Transport Agency with the purpose of a single, unified, high-performing integrated transportation alliance

The formation of the Northland Transportation Alliance (NTA) has provided the opportunity for a combined regional approach to be agreed and delivered. The four objectives that formed the basis for the formation of the NTA are:

- More engaged and capable workforce delivering superior asset management
- Improved regional strategy, planning and procurement
- Improved transport/customer outcomes, enabling investment and social opportunities
- Transport infrastructure is more affordable

Northland Regional Council (NRC) facilitates bi-monthly 'Northland Road Safety Forum' meetings. The Forum is one of the advocacy arms for road safety in Northland. Collectively it has supported a range of

evidence-based road safety activities under successive Regional Land Transport Programmes/Strategies and Regional Road Safety Action Plans.

Road safety action planning meetings are jointly facilitated by the NZTA & NRC – these meetings progress and update the annual 'Northland Road Safety Issues & Crash Data reports for Northland to support appropriate actions in the Regional Road Safety Action Plan. As well as council representatives through the NTA, Service Providers and other partners such as ACC and NZ Police participate in the meetings.

Bi-monthly road safety reports are also submitted to the Regional Transport Committee. This committee oversees and signs off the Regional Land Transport Programme. This programme includes all the road and transportation related projects across the region managed by the various Road Controlling Authorities.

3.4 How are the Services Delivered?

3.4.1 Service Providers

The current service providers have both held their contracts in the order of 15 years. The services have not been retendered, generally on the basis that there are no alternative organisations that could deliver the Road Safety Education Programme due to its specialist nature.

Relationships with communities and service providers is key to the success of any road safety programme and each provider has developed those relationships over the last 15 + years.

Council	Service Provider	Contractual Arrangements	Delivery Overview	Funding
Whangarei & Kaipara DCs	Northland Road Safety Trust (NRST)	WDC/KDC contract NRST to provide road safety services who employ a Road Safety Coordinator to coordinate the various initiatives across Whangarei and Kaipara districts. Costs are split between the two districts (0.75 WDC & 0.25 KDC).	The Northland Road Safety Trust is the umbrella (RoadSafe Northland) of a number of road safety partners and agencies. The charitable trust funds, delivers and supports road safety initiatives. Many services are provided on a voluntary basis. Identified projects are categorised as high, medium and emerging strategic interventions, covering issues such as alcohol, at-risk drivers, fatigue and restraints.	Contract - \$2,308,000 over 3 years 2018/21 (WDC \$1,844,709 / KDC \$465,000) <ul style="list-style-type: none"> FAR subsidy (approx. 53%-WDC / 61%-KDC) local share split. Significant voluntary / community input
Far North DC	FAR North REAP – Rural Education Activities Programme	Far North REAP is contracted to deliver the road safety programme for the Far North District Council. They employ two people directly and sub-contracts to a number of partners across the district: <ul style="list-style-type: none"> Moerewa Christian Fellowship Te Runanga o Whaingaroa (Kaeo) Ngati Hine Health Trust (Kawakawa) Te Hau Ora o Nga Puhī (Kaikohe) Hokianga Health and Project Wheels Kaitiaia. 	The team delivers projects, events, courses, learning support and overall coordination of road safety education in the Far North. Services provided for have included delivery of education activities and initiatives, driver license courses for the community, restraint education check points. Projects are grouped around the following main themes of road safety education: <ul style="list-style-type: none"> Reducing Alcohol & Drug Impaired Driving Young and high-risk drivers Safer Speeds – with a focus on driving to the conditions Restraint usage Fatigue Awareness & Distraction 	Contract - \$3,415,000 over 3 years 2018/21 <ul style="list-style-type: none"> FAR subsidy approx. 63% local share split approx. 37%.
OTHER				
Whangarei DC	Bike Northland	Bike Northland has a direct agreement to deliver programmes on road safety to primary schools across the Whangarei district; specifically related to Safety on bikes Bike Northland is keen to extend this programme across the region.		

3.4.2 Contract Management

The existing contract management arrangements can be summarised as:

Management	<p>The following nominated roles deliver the Road Safety Promotion Programme for each individual council:</p> <ul style="list-style-type: none"> Whangarei DC - Team Leader – Road safety & Traffic Engineering (NTA) Far North DC - Road Safety Engineer Kaipara DC - Road Safety Engineer <p>Since the NTA was established, bi-monthly meetings involving NTA, the parent councils, the Regional Council, NZTA and other partners provides for some sharing of information but is currently limited in terms of facilitating a collaborative approach to delivery of this activity.</p>
Contract Scope	<p><u>Far North</u></p> <p>Agreement in place for 'Community Focussed Land Transport Activities'. As well as Far North REAP, agreement specifically identifies other partners funded under the agreement</p> <p>Agreement outlines the programmes to be delivered for each of the road safety related objectives included in the LTP.</p> <p>Service provider develops initiatives and programmes.</p> <p>Np specifics on how those initiatives should be delivered and to who.</p> <p><u>Whangarei / Kaipara</u></p> <p>Joint WDC/KDC 'Agreement for Road Safety Promotion Activities' requires 'programmes' to be delivered under the high, medium and low strategic fit categories (80% emphasis on high).</p> <p>80% of the funding specifically allocated to high strategic fit programmes (determined through annual Northland Road Safety Action Plan</p> <p>Service provider develops initiatives and programmes to deliver 'x' number of initiatives to an audience of 'x' people.</p> <p>Np specifics on how those initiatives should be delivered and to who.</p>
Reporting	<p><u>Far North</u></p> <p>Bi-monthly activity reports required to be submitted including details of initiatives, number of participants and costs to date</p> <p><u>Whangarei / Kaipara</u></p> <p>Monthly 'activity reports' required – no specific detail identified</p>
Payment	<p>Service Providers are funded on a lump sum basis per month.</p> <p>Monthly / bi-monthly reports give an indication of where the money is spent.</p>
Performance Measurement	<p>Far North – KPIs around delivery of 'numbers' of programmes and participants (bi-monthly report).</p> <p>No consequences of non-performance or reward for good performance – lump sum payment.</p> <p>No incentives to perform well eg 'we'll fund more if value for money' is demonstrated.</p>

3.5 Expenditure

3.5.1 Historic Expenditure – District Councils

The table below shows the expenditure on Road Safety Promotion over the last five years³

District		2014/15	2015/16	2016/17	2017/18	2018/19
Far North	Local Share	380,656	414,461	404,532	394,243	387,033
	NZTA	706,931	596,419	606,528	616,637	751,300
		1,087,587	1,010,880	1,011,060	1,010,880	1,138,333
Kaipara	Local Share	24,300	36,307	39,351	36,929	40,782
	NZTA	54,088	56,788	61,549	57,762	63,786
		78,388	93,095	100,900	94,691	104,568
Whangarei	Local Share	82,910	106,754	108,712	184,990	122,351
	NZTA	129,676	125,321	122,591	208,605	137,969
		212,586	232,075	231,303	393,595	260,320
TOTAL		1,378,561	1,336,050	1,343,263	1,499,166	1,503,221

In general, the Road safety Promotion programme has had increased funding over the years with more spending in the Far North than Whangarei and Kaipara.

Expenditure in the Far North has been in line with the contract whereas spending for the Whangarei / Kaipara contract has been less than that approved and budgeted for. However, it is noted that many of the initiatives under the NRST contract are delivered on a voluntary basis.

3.5.2 Regional Expenditure Projections

The table below shows a predicted and continued increase in annual expenditure across the region⁴.

³ <https://www.nzta.govt.nz/planning-and-investment/learning-and-resources/transport-data/data-and-tools/#https://www.nzta.govt.nz/planning-and-investment/learning-and-resources/transport-data/data-and-tools/>

⁴ Regional Land Transport Plan 2015-2021 Three Year Review

Table 1.1 Forecast expenditure by activity class - 10 year period

Activity Class	Forecast Expenditure 2015/2018*	Forecast Expenditure 2018/2021**	Forecast Expenditure 2021/2024***	Forecast Expenditure Total 10 Year
State Highway Improvements	\$276,834,029	\$389,295,193	\$121,034,826	\$787,164,048
State Highway Maintenance	\$119,266,070	\$71,440,294	\$159,730,690	\$350,437,054
Local Road Improvements	\$29,578,792	\$17,895,660	\$21,115,653	\$68,590,105
Local Road Maintenance	\$203,472,964	\$199,809,014	\$311,952,479	\$715,234,457
Low Cost/Low Risk	\$24,862,009	\$59,356,042	\$26,442,584	\$110,660,635
Public Transport	\$6,674,430	\$6,712,397	\$8,142,441	\$21,529,268
Walking and Cycling	\$8,797,350	\$15,636,722	\$6,800,000	\$31,234,072
Road Safety Promotion	\$5,048,038	\$6,455,062	\$6,671,470	\$18,174,570
Investment Management	\$5,575,898	\$3,435,714	\$2,422,771	\$11,434,383
Total of Activities	\$680,109,580	\$770,036,098	\$664,312,914	\$2,114,458,592

Total Predicted expenditure 2018/21

	Project Cost	NZTA Share	Local Share
Far North District Council	\$3,415,000	\$2,151,450	\$1,263,550
Kaipara District Council	\$465,000	\$283,650	\$181,350
Whangarei District Council	\$1,844,709	\$977,696	\$867,013
NZ Transport Agency	\$307,800	\$307,800	\$0
Northland Regional Council	\$422,553	\$228,179	\$194,374
Total	\$6,455,062	\$3,948,774	\$2,506,288

In keeping with the RLTP, funding in the Road Safety Promotion activity is increasing, recognition of the need to invest in this area.

It is noted that total spending for Far North DC is nearly double that of Whangarei DC and approximately seven times that of Kaipara DC. In total, the Far North DC contract is 1.5 times the value of that of the Whangarei / Kaipara District Councils.

This is essentially due to the resources engaged under the contracts. It is understood that in some circumstances, money for the WDC/KDC contract has been unspent due to a lack of capacity to deliver the agreed programmes. It should be noted however, that the NRST also engages a number of voluntary services.

3.6 Initiatives that have been introduced

Through the Northland Road Safety Promotion Activity, a number of initiatives have been introduced and implemented including, but not limited to:

Drive SOBA

through Northland DHB Alcohol and Drug Services

The programme addresses:

- The facts and effects of alcohol
- Reasons why people drink and drive
- Problem solving to stop drink driving

	<ul style="list-style-type: none"> • Victim Empathy • Developing a plan to not drink and drive <p>In place for 11 yrs with results of 87% non-reoffending</p>
SADD – Students Against Dangerous Driving	Delivered through high schools with a 90% reduction in re-offending
RYDA (Rotary Youth Driver Awareness) Programme	<ul style="list-style-type: none"> • Since 2006, workshops with high school students, educating them on driver safety and distraction - developing personal strategies and skills that will help young drivers respond to challenges on the road – both in the driver's seat and as passengers (supported by RSE – Road Safety Education) • Through schools and tertiary providers • Potential People – Whangarei
Drive Smarter Programme	how to incentivise repeat offenders eg speeders
Ride Forever	<ul style="list-style-type: none"> • currently limited to Whangarei and Kerikeri – improving skills • ACC subsidies
Slow Down – One Tear too Many	Far North REAP campaign encouraging drivers to be mindful of safer speeds on far north roads
Truck stops	<ul style="list-style-type: none"> • Undertaken through Northland Regional Council • Success not measured (such as number of participants)

Whilst there is generally anecdotal recognition that the initiatives deliver results, there is no formal reporting with regard to their success.

To better identify whether the messages are being heard, reporting improvements can be introduced, such as:

- Levels of re-offending,
- Formal reporting on results of restraint checks,
- Number of participants in education courses,
- Location of courses, check points etc to show geographic coverage
- Formal analyses and reporting on crash data; what were the participating factors?

3.7 What are Others Doing?

Road safety programmes are typically delivered on a regional basis based on current and emerging at-risk areas.

Road Safety Coordinators are either employed directly by the council/s or engaged through contracts to coordinate initiatives.

The scope of programmes and initiatives is similar across the country, all groups working collaboratively with district, city & regional council roading teams, police, ACC & community groups.

Some examples are outlined in Appendix 3.

4 Making the Case for Change – the Strategic Case

The purpose of the strategic case is to demonstrate a robust 'case for change' that is supported by evidence and aligned to strategic direction.

Current problems are assessed and potential benefits from investment identified.

4.1 Population & Geographic Context

4.1.1 Population

The Northland region covers a large geographic area as shown in the map below with towns and communities widely spread across the region.



District	Geographic Area (km ²)	Pop ⁿ (2019) ⁵	Pop ⁿ Density (p/km ²)	Description
Far North	7,324	68,500	9.35	Kaikohe (pop 4,490) is centrally situated in the Far North with the northernmost town Kaitiaki (pop 8,870). There is a cluster of towns on the east coast around the Bay of Islands including Kerikeri (pop 6,960) with a cluster of small settlements on the west coast surrounding the Hokianga Harbour.
Kaipara	3,117	24,100	7.73	The District has numerous small towns and communities with its main centre being Dargaville (pop 4,450).
Whangarei	2,855	96,000	33.6	The main town is Whangārei. (52,600) Other towns include Hūkerenui, Hikurangi, Titoki, Portland, Ruakākā and Waipu.

At the 2018 census, the Northland Region showed an increase of 27,387 people (18.1%) since the 2013 census, and an increase of 30,606 people (20.6%) since the 2006 census.

⁵ Stats NZ data

4.1.2 Network Lengths

The table below provides a breakdown of rural and urban networks for each district⁶.

	Rural (km)	Urban (km)	Total (km)
Far North DC	2305	204	2509
Kaipara DC	1453	118	1571
Whangarei DC	1427	306	1733

This shows that for each council, the rural network (speed limit >70kph) is significantly longer than the urban network. Speed is the highest contributing factor to death and serious injuries on the roads.

4.1.3 Discussion

The population spread and network lengths, in particular for the Far North District highlights the issues with 'coverage' – how well are we able to get the message across to all at-risk communities?

NRST manages and delivers the Whangarei / Kaipara contract largely from Whangarei with the drive between the main centres of Whangarei and Dargaville approximately 45 minutes.

Far North REAP are based in Kaitia but have other local service providers based in Moerewa, Kaeo, Kawakawa, Kaikohe and the Hokianga. There have been some concerns raised over their ability to provide full geographic coverage, for example in Kerikeri, the second most populated area of the Far North. Far North also has a much larger geographic spread than Whangarei and Kaipara, 3 hours drive from north to south and 1 ½ hours from their centre at Kaitia to Cape Reinga or the Hokianga.

The geographic spread of the Northland region coupled with the high proportion of rural roads (92% for Far North and Kaipara / 82% for Whangarei) means that the region is at risk from high speed crashes on its winding rural roads and with long travel times, getting the message across to our communities can be challenging.

Reporting gives an indication of the extent of initiatives provided; what was provided where and the number of participants (across the relevant district) but this is not in enough detail to demonstrate whether the right communities are being targeted (relating the initiative to the risk) and what the results of investment are.

4.2 The Evidence

4.2.1 Contributing Factors

The graph below shows speed and alcohol / drugs being the key contributing factor at a national level.

⁶ Source <https://www.nzta.govt.nz/planning-and-investment/learning-and-resources/transport-data/data-and-tools/>

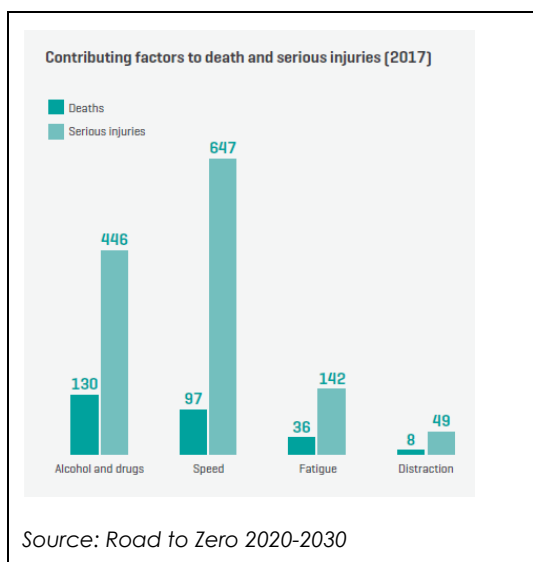


Fig 11: Death and Serious Injury Contributing Factors (national) 2017

Each of these contributing factors are addressed in the Northland Road Safety Action Plan and in the programmes delivered to the communities.

Northland – the WSP Opus Report 'Northland Road Safety Issues 2013 to 2017 Crash Data' analyses crash data to understand the key contributing factors across the Northland region.

The following key points are identified:

- 59% of crashes are on open roads (>70kph)
- 29% of crashes result in death or serious injury
- Young drivers at fault (or part fault) is a contributing factor in 26% of injury crashes
- Speed is a contributing factor in 28% of crashes;
- Alcohol / drugs is a contributing factor in 28% of injury crashes – this is trending up in Northland
- Restraints is a contributing factor in 10% of injury crashes - The number of fatal and serious crashes where a restraint was not worn increased by 150% between 2013 and 2017
- Fatigue is a contributing factor in 3% of injury crashes
- Distraction / poor observation is a contributing factor in 28% of injury crashes
- 12% of crashes involve motorcyclists

4.2.2 Communities at Risk Register 2019

Collective risk is a measure of the number of accidents per km of road. It is affected by traffic volume and location, as traffic volume increases so does the risk, similarly risk is increased in urban areas. Personal risk is a measure of the likelihood of an accident per 100M (miles) travelled. Personal risk tends to increase in lightly travelled areas, probably because the road infrastructure is built to a lesser standard.

On both counts the Northland councils rate high on Personal Risk.

All deaths and serious casualties						
2019 Register						
PERSONAL RISK DSI/100MVKT	Ranking Territorial Authority	Standard Deviation	COLLECTIVE RISK 5yr AVG DSI	PERSONAL RISK DSI/100MVKT	Road Safety Regions	COLLECTIVE RISK 5yr AVG DSI
14	Wairoa District		17	10	NORTHLAND	181
12	Waitomo District		25	6	AUCKLAND	652
11	Kaipara District		30	7	WAIKATO	381
10	Far North District		77	7	BAY OF PLENTY	172
10	Buller District		20	8	TARANAKI	76
10	Gisborne District		38	8	MANAWATŪ-WHANGANUI	188
9	Opotiki District		13	10	GISBORNE	38
9	Masterton District		16	8	HAWKE'S BAY	112
9	Horowhenua District		33	6	WELLINGTON	204
9	Dunedin City		82	6	TASMAN NELSON MARLBOROUGH	94
9	Stratford District	1 STDEV	10	8	WEST COAST	47
9	Auckland Rural North		83	6	CANTERBURY	361
9	Kawerau District		3	7	OTAGO	195
9	Clutha District		29	7	SOUTHLAND	86
9	South Wairarapa District		10			
8	Otorohanga District		9	6	NATIONAL	2789
8	Manawatu District		36			
8	South Waikato District		30			
8	Whangarei District		73			
8	Auckland Rural South	0.5 STDEV	64			

The Northland region has the highest personal risk which may suggest that, as well as promoting road safety, infrastructure has a part to play in the likelihood of accidents occurring.

The districts with the highest personal risk statistics are generally rural in nature and include both Kaipara and Far North districts (ranked 3rd and 4th respectively).

4.2.3 Fatal and Serious Injury Crashes on Northland Roads⁷

The graphs below show a peak in death and serious injury crashes in 2017 with the trend falling in the last two years.

However, the figures still show more than two deaths per month and more than 10 fatal and serious injury crashes each month on Northland roads.

Northland Statistics

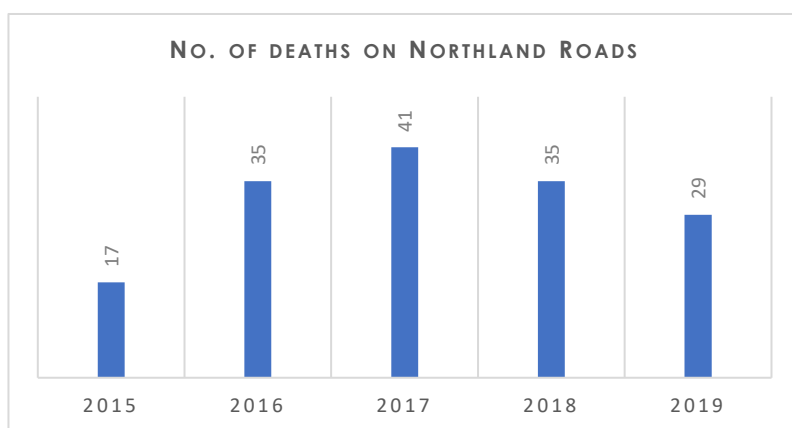


Fig 5: No. of Deaths on our Roads – Northland (last 5 years)

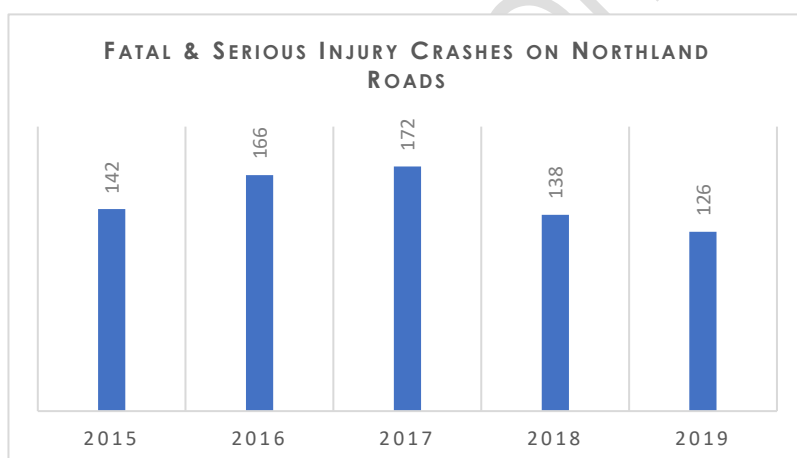


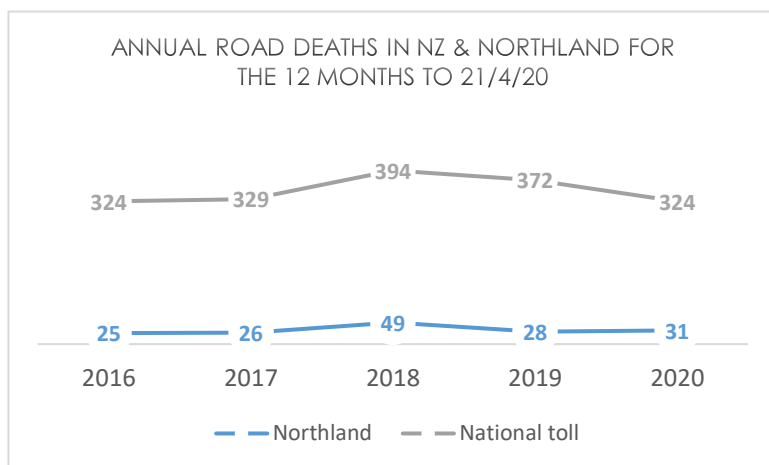
Fig 6: No. of Fatal and Serious Injury Crashes – Northland (last 5 years)

Source: <https://northlandroadsafety.co.nz/>

⁷ <https://www.transport.govt.nz/mot-resources/road-safety-resources/road-deaths/>

Figure 7 below shows that Northland is following a similar trend to the national figures in terms of road deaths.

However, whilst the Northland population is in the order of 4% of the national population, the proportion of deaths on the roads is around 8 – 12%.



NZ Population (2019) – 4.8 million

Northland population (2019) – 188,700 (approx. 4% of NZ population).

Fig 7: Trend Comparison in Road Deaths

Figure 8 below breaks the total number of deaths across the region in districts, the figures generally reflective of the population sizes and rural road network length for each district.

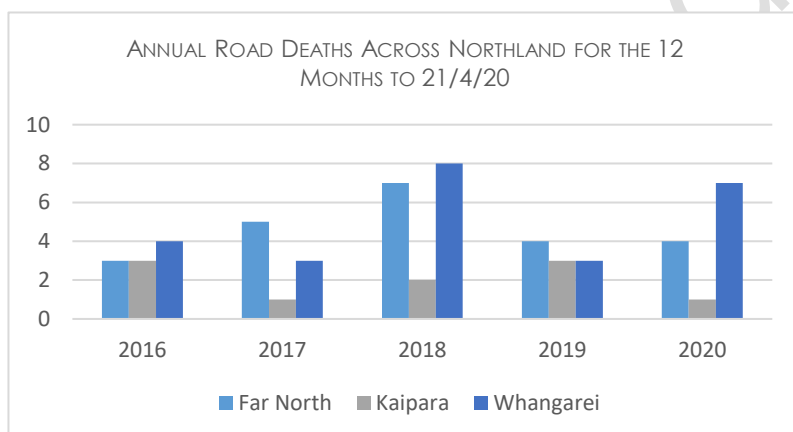


Fig 8: Road Deaths Across Northland

Performance – Annual Reports

Mandatory performance measures, targets and results related to road safety are reported in the Annual Reports and are shown below. The available results reflect the data shown in fig.8 above.

District	Performance Measure	Target	2016/17	2017/18	2018/19
Far North	The change from the previous financial year in the number of fatalities and serious injury crashes on local road network, expressed as a number	No increase	Not available	✓	✓
Kaipara		≤10	New measure introduced 2018/19		×
Whangarei		0	✓	×	✓

Further graphs are included below to show breakdowns (by %) of user type and age, which are used to inform initiatives and programmes, targeting at-risk groups.

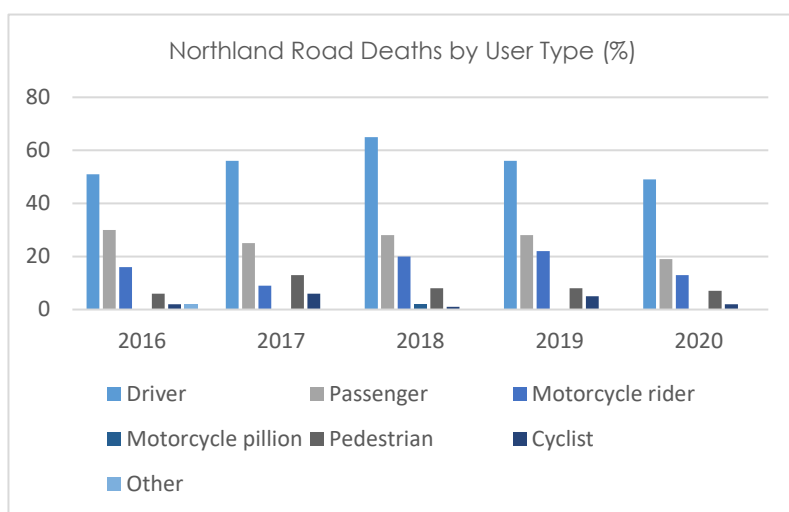


Fig 9: Road Deaths by User Type across Northland

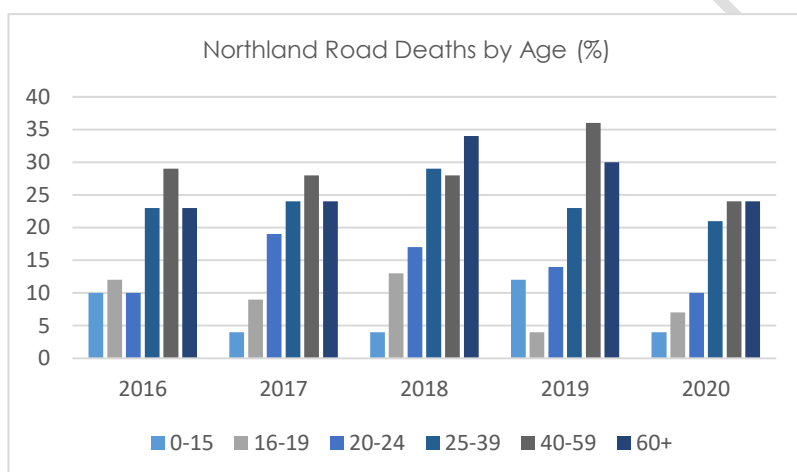


Fig 10: Road Deaths by Age across Northland

4.3 Problem Statements

The table below summarises the issues identified through interviews, workshops and evidence, grouping those into Problem Statements:

Issues	Discussion
Problem Statement 1 – Are we getting the right messages across to our communities?	
We need to understand what we are delivering	<p>Under the current contract format, the service providers develop the individual programmes with minimal input from NTA or the parent councils.</p> <p>As a consequence, NTA have limited control in what is delivered and to whom. The current agreements effectively direct the service providers to deliver programmes as they see fit within broad themes and within the annual budgets. There are no specific requirements to analyse evidence and justify proposed programmes or require, for example, full geographic coverage.</p> <p>More direction through contracts / specifications will enable NTA to have more control and a better understanding of what service is being delivered where. An umbrella organisation such as the NTA should be able to drive a more regional approach. Stronger reporting requirements and appropriate KPIs can be better used to assess performance of the programme, not just the service provider.</p>
<p>We need to understand the needs and what triggers those needs – then fill the gap</p> <p>We need to change programmes to suit current focus / need to be flexible</p>	<p>Data that informs initiatives is gathered by the service providers from various sources including:</p> <ul style="list-style-type: none"> • Listening to community groups • Meetings with government departments etc eg Ministry of Social Development (MSD) • Hospital data eg alcohol • CAR – NZTA Crash data • NZTA Quarterly reports • NZ Police offence data • SafeKids data • Seat belt data gathered at rest breaks <p>A more regional approach to the analysis of data will support the development of more efficient programmes, targeting the whole region where appropriate. Service providers do not currently sit down together to understand the issues and gaps 'across' the region rather than what is local to their district/s and how they can potentially work together.</p>
We need to develop new initiatives and find partners to help deliver	<ul style="list-style-type: none"> • Both contracts are heavily reliant on existing relationships with other service providers / volunteers. • Identifying new partners is difficult when focussed on delivering programmes. • Need to determine and then target high risk areas – the aim should be to be proactive rather than reactive.
We are delivering the programmes but there are still deaths and serious injuries on our roads	<ul style="list-style-type: none"> • Common themes in Northland continue to be centred around alcohol and drugs, young drivers and restraints. • Northland has a poor record at restraint surveys (led by MoT). • Evidence suggests that statistics became worse when programmes are discontinued – restraints is a good example of this.

Issues	Discussion
	<ul style="list-style-type: none"> Statistics show that the programmes do deliver positive results but that more needs to be done. Current service providers deliver but are limited by their resources and knowledge / capability.
Relationships with stakeholders, community groups and other service providers is critical	<p>The success of the current programmes has been largely dependent on relationships that have developed over time.</p> <p>This includes relationships both with suppliers, service providers and volunteers as well as with the at-risk communities.</p> <p>These relationships need to be maintained.</p>
Measuring outcomes can be difficult with many based on qualitative / anecdotal evidence	<p>There are no KPIs set for WDC/KDC</p> <p>Those for FNDC are limited to the number of initiatives delivered; they are not qualitative.</p> <p>To give a true measure of performance, KPIs need to be focused around results eg no. of people signed up for courses / attending programmes / levels of re-offending etc ie <i>are we getting the message across?</i></p>
Problem Statement 2 – Limited resources to deliver the Road Safety Promotion Activity	
Succession planning	<p>People are key to delivering these services. Those personnel currently engaged have built up strong relationships with communities and other service providers / voluntary organisations. These relationships need to be fostered and continued.</p> <p>NRST has one person engaged to coordinate road safety promotion activities for WDC/KDC – there is no succession planning in place.</p> <p>Far North REAP has 3 people directly engaged to deliver services with a number of sub-contractors. This gives some degree of succession planning.</p>
Capacity of service providers to deliver current and new initiatives	<ul style="list-style-type: none"> The extent of services delivered is restricted by the available resources. Providers know their limitations, predominantly a lack of resources and geography / remoteness There have been instances whereby funds have been reduced as unable to deliver services – a capacity issue for WDC/KDC where there is only one person engaged to deliver the services. <p>A higher level of management through NTA would better allow resources to be procured and allocated as and when required.</p>
Getting good people to deliver	<p>This is an ongoing problem, in particular where services are voluntary such as community groups, advocates and locals. Limited capacity of those currently engaged to identify the right people in the right places.</p> <p>Service providers are heavily reliant on existing resources.</p> <p>Finding more resources with the right experience and skills is a challenge in this largely rural region.</p>
Communication	<ul style="list-style-type: none"> Where resources and funding is limited, communication is vital to a successful road safety programme. Discussion with the various partners suggests that this is an area for improvement and a collaborative model of service delivery will enable this. Partners (NTA, parent councils, Regional Council, NZ Police, ACC, NZTA etc) need to know what the others are doing. We need to ensure a strong interface with NZTA – 2/3 of the accidents are on state highways.

Issues	Discussion
	<ul style="list-style-type: none"> Improved coordination and alignment between programmes across the region would deliver more efficient programmes through sharing ideas / sharing resources / focussed approaches to particular issues
Road safety programme not linked to infrastructure programme	The Road to Zero Strategy 2020-2030 better supports working collaboratively in this space, with a shift towards acknowledging that crashes do happen and how the impact can be reduced. Road Safety promotion should be aligned to infrastructure projects as appropriate.
Complexity of funding system	Far North REAP raised this as an issue, assistance would help. A collaborative model would provide this support.
Problem Statement 3 – Geographic area / remoteness makes it difficult to deliver our message	
Are we reaching all at risk communities?	<p>The Far North district, in particular, covers a large geographic area. Service providers are based in Kaitiaki, Kaeo, Kawakawa, Kaikohe and the Hokianga</p> <p>Limited resources with limited access to services outside these centres eg. it is understood that Kerikeri, one of the more populated town in the Far North is not currently part of any road safety promotion programme.</p> <p>Geographic limitations restricts the number of test routes available, making it inconvenient and expensive to sit the tests – the consequence of this is more unlicensed people driving on our roads</p>
Remoteness is a barrier to delivering programmes across the region	
Shortage of driving instructors across the region	
Barriers to licensing – cost and travel to test routes	

4.4 Investment Objectives

Best practice is for these objectives to be SMART, in that they are Specific, Measurable, Achievable, Relevant and Time-bound.

The Councils recognise that the delivery of road safety promotion service is not simply about doing something for the least cost, but rather about providing a service that is effective and delivering value for money.

Following the identification of Problem Statements and potential benefits, three Investment Objectives have been developed.

- A collaborative and regional approach will deliver a more effective Road Safety Promotion activity**
- Effectiveness is demonstrated through reduced death and serious injuries on our roads**
- Barriers to road safety education are reduced.**

4.5 Benefits of Investment

It is anticipated that improving the delivery of the road safety promotion activity will increase driver education with the aim of reducing deaths and serious injuries on our roads.

In meeting the Investment Objectives identified above, it is anticipated that the following key benefits will be realised

Investment Objective	Benefits Anticipated	Performance Measurement
		Key Performance Indicators
A collaborative and regional	A collaborative approach across the Northland region will better facilitate:	KPI 1: Efficiency (How we deliver)

Investment Objective	Benefits Anticipated	Performance Measurement
		Key Performance Indicators
approach will deliver a more effective Road Safety Promotion activity	<ul style="list-style-type: none"> Efficiency in the use of resources More effective programmes through talking to each other – how can we share resources / ideas? More collective thinking – sharing of ideas, learnings and successes Improved participation by the communities Alignment in programmes across the region Ability to change programmes to address current and emerging issues Better control and understanding for the NTA and councils of the programmes and spending Improved support for service providers 	KPI 2: Effectiveness (What we deliver)
		KPI 3: Agility / Flexibility (Ability to change programmes to suit current and emerging issues)
Effectiveness is demonstrated through reduced death and serious injuries on our roads	<ul style="list-style-type: none"> Quantifiable / measurable and meaningful results Reduced deaths and serious injuries A service that is relevant, well-planned and accountable Programmes and initiatives are continually re-assessed and re-aligned to changing needs as a result of continual and effective reporting 	KPI 1: Programme participation
		KPI 2: Reduced reoffending
		KPI3: Crash statistics
Barriers to road safety education are reduced	<ul style="list-style-type: none"> Additional access to the right resources in the right places A more efficient and collaborative model will support programmes reaching more at-risk communities Services to reach the whole region 	KPI 1: Resource capability (do we have the right skills and experience?)
		KPI 2: Resource capacity (do we have enough people?)
		KPI 3: Regional coverage (are we covering all at-risk areas?)

4.6 Investment objectives, existing arrangements and business needs

Investment Objective One	A collaborative and regional approach will deliver a more effective Road Safety Promotion activity
Existing Arrangements	<ul style="list-style-type: none"> Contracts are managed separately There is a lack of coordination across the region in terms of who's doing what, where and when The public and political expectations regarding what is most important will regularly change, which can lead to frustrations and uncertainty for service providers.
Business Needs	<ul style="list-style-type: none"> More control and direction through NTA and the councils will better enable a regional and collective approach and response to current and emerging issues. A collaborative approach to service delivery / joined up approach / one team – sharing ideas / learning from each other / identifying similar issues

	<ul style="list-style-type: none"> An agreement that focuses not only on outputs, but the outcomes that the customer and service provider are mutually seeking to achieve Agreements that are structured to incentivise the service provider to exercise greater initiative and collaborative behaviour Flexible terms of service and a regular review of scope to provide for changing / emerging issues. A collaborative team that covers the Northland region will mean that there are no gaps between what the client knows it wants and what the service provider thinks the client wants. It will also reduce the risk of duplication of effort and deliver more efficient programmes. For there to be better integration and collaboration, services require the following: <ul style="list-style-type: none"> Regular regional meetings between NTA, the councils, service providers, NZTA and other partners – what are the current issues / what's working well / what's not working well / what can we do better? Formally documented business objectives and defined roles for all those involved in providing services. Formally documented and agreed service arrangements for service providers, which include service specifications.
Investment Objective Two	Effectiveness is demonstrated through reduced death and serious injuries on our roads.
Existing Arrangements	<ul style="list-style-type: none"> KPIs reflect delivery of numbers of programmes, they do not provide meaningful reporting on results – what are we getting for our money? Fixed costs do not give confidence that someone provides value for money unless it is reported in detail and can be compared against other relevant data. Reporting requirements under the current agreements are minimal.
Business Needs	<ul style="list-style-type: none"> We need to better understand what we are getting for our money. Arrangements that provide for a range of timeliness, efficiency, effectiveness, quality and quantity measures, which can help determine effectiveness Regular and transparent reporting of financial and non-financial performance indicators, which include quality, quantity, efficiency, effectiveness, and timeliness standards. Regular reporting that explains what has been done, why it has been done, what have been the results and explanations for variances to costs or agreed activities. KPIs that focus on more than just delivery of programmes will drive new and more effective initiatives such as: <ul style="list-style-type: none"> participation figures re-offending figures crash statistics
Investment Objective Three	Barriers to road safety education are reduced
Existing Arrangements	<p>Geographic challenges due to the remote and rural nature of the region</p> <p>The Far North, in particular has a real challenge in reaching all at-risk communities</p>
Business Needs	<ul style="list-style-type: none"> We need the right resources in the right places – an umbrella organisation such as the NTA can more easily assess and address this than the individual service providers. An example of this is the engagement of Bike Northland under a separate contract to deliver road safety programmes to primary schools in Whangarei with a desire to expand the programme across the region. We need procedures in place such that resources can be better managed and procured to deliver the programmes that best target issues. We need flexibility in our resourcing – who / what / where / when?

4.7 Key Constraints and Dependencies

The following constraints and dependencies could potentially affect the Road Safety Promotion Business Case:

Constraints / Dependency	Discussion
Government Direction	Changing priorities from Central Government will need to be incorporated such as the current Road to Zero which was launched in December 2019. Road to Zero looks to strengthen every part of the road system with one priority in mind: peoples' safety. It addresses both infrastructure and education and sets targets and outcomes for 2030. The strategy will be implemented through a series of separate action plans with the initial action plan set for 2020-2022 which should guide the Road Safety Promotion Activity
Councils buy-in	Any new model moving forward needs the collective approval of the parent councils (Whangarei, Kaipara and Far North) as well as that of the Regional Council and NZTA.
Community support	The support of the local communities, as well as the support of partners and voluntary organisation is critical to ensuring any programme of works can be carried out. Without the support of a majority of the community, and without their buy in, any initiative will struggle to deliver the potential benefits.
Cost and consequent funding approval	Investment / funding needed to allow programmes to proceed. Need to be able to justify the investment sought.
Resources	Capacity and capability is recognised as a problem area; the ability to engage the right number of the right people in the right places will have a real impact in the ability to deliver an effective service.

4.8 Risks

There are a number of risks that will need to be managed through the delivery of services.

Key risks identified at this stage include:

Risk	Risk rating	Discussion
Service providers do not accept change	L/M	This will likely be a higher risk for the Far North programme where there is less on-going communication with the NTA. There will be resistance to changing the way things are done, where relationships and sub-contracted services are in place. NRST is currently based within the Whangarei DC offices so any new model that retains the current service providers will have less impact. Assuming the proposals of this business case are accepted, early and ongoing communication and relationship management will be crucial – what are we trying to achieve / roles and responsibilities / the procurement process etc.
Collaborative model does not work or is unsustainable	L	To ensure a successful and more collaborative model, an appropriate structure will need to be out into place and maintained with relationship management between partners the key to success.
Buy in from local communities	M	Buy in from communities to a new way of doing things will be critical to future success and improvements. A change in contract model may leave some communities uncertain on the potential effects. Ongoing communications and relationship management will reduce this risk.

Risk	Risk rating	Discussion
Lack of resources	M/H	Succession planning is an issue for WDC/KDC where only one person is engaged to coordinate services A lack of resources to cover the whole district is an issue for FNDC. An umbrella organisation such as the NTA can more easily assess and address this than the individual service providers, so reducing associated risks.
Funding	L/M	Funding is secured on an annual basis. Ongoing communication with the TLAs and NZTA will aid in securing funding

5 Economic Case – Exploring the Preferred Way Forward

5.1 Overview

The Strategic Case has clearly demonstrated there is a highly compelling case for change.

The purpose of the economic case is to identify the investment option gives best value for money.

As such, this part of the business case:

- generates a range of options for delivery of the Road Safety promotion Activity; and
- undertakes an assessment of those options to identify a preferred way forward

5.2 Longlist of options

The long list of options has been developed to present a wide range of potential delivery options, informed through workshops and interviews, an assessment of current arrangements and the Strategic Case.

A number of options were considered and assessed (Multi Criteria Analysis (MCA) of the long list options analysis included in Appendix 2):

Option (as per MCA)	Description	Advantages	Disadvantages	Comment
1. Road Safety Promotion Activity discontinued	Services currently provided are discontinued No road safety promotion programme	Cost savings	<ul style="list-style-type: none"> No road safety education / promotion initiatives Does not align to national, regional or local strategies Likely increase in road deaths and serious injuries 	Not recommended for further consideration – does not meet the investment objectives or the needs of the communities.
2. 3 contracts	Separate contract for each district council, still outsourced	Local control (each district)	<ul style="list-style-type: none"> Non-collaborative Likely more costly More management resources (council) required 	
3. Single Contract	Single contract covering the whole Northland Region - outsourced	<ul style="list-style-type: none"> Single contract to manage Supports alignment of programmes across the Region 	<ul style="list-style-type: none"> Geographic spread proved an issue when the programme was initially set up as a single Northland-wide model. 	
4. Status Quo	Current format (2 separate contracts) remains in place.	<ul style="list-style-type: none"> Continuity of the current arrangements avoids any disruption to existing services Existing relationships with other service providers and communities will remain in place 	<ul style="list-style-type: none"> All the current business issues identified in the Strategic Case remain. Does not address the risk issues identified. Does not deliver any new benefits. 	Will not deliver improvements Taken through as a comparator
5. Enhanced Status Quo	The status quo is maintained in terms of structure and operating model, but proposes numerous improvements though more specific terms of reference, service level agreements, roles, reporting requirements etc. Sharing of ideas and results would enhance the collaborative approach,	<ul style="list-style-type: none"> Continuity of the current arrangements but capable of delivering some improvements to value for money Retains a higher level of council control and influence on service expectations. 	<ul style="list-style-type: none"> Current business issues identified in the Strategic Case remain. Does not fully address the risk issues identified. Collaboration would be an informal arrangement with ideas - potentially more difficult to implement than a more formal model 	Shortlisted for further consideration.

Option (as per MCA)	Description	Advantages	Disadvantages	Comment
	building on the bi-monthly regional meetings	<ul style="list-style-type: none"> Existing relationships with other service providers and communities will remain in place 	<ul style="list-style-type: none"> Does not fully deliver on the benefits. 	
6. Fully collaborative under the NTA umbrella	<p>A more formal option than Option 6, the Road Safety Promotion Activity will be delivered as a regional collaboration under the NTA umbrella. This option would provide for the Road Safety Action Group with representatives from the key partners to provide strategic direction and monitor performance.</p> <p>Contract model for service providers will essentially be to provide Road Safety Coordinators, delivering programmes developed collaboratively between the NTA, partners and the service providers</p>	<ul style="list-style-type: none"> Step change Minimum impact on current arrangements but with potential for significant improvements. High level of council control and influence on service expectations Better facilitate alignment of programmes across the region Better sharing of information / ideas Relationships with local communities can be maintained. 	<ul style="list-style-type: none"> Will impact on the current service provider role – key responsibility will be to 'deliver' the programmes developed with the wider team. Depending on the agreed procurement model, may be a change of personnel which may have short term impact on current relationships 	Preferred option to shortlist – enabling collaborative / regional approach whilst retaining those organisations that have the existing relationships with communities and other service providers.
7. In-house (under the NTA Alliance)	<p>Fully integrating delivery of the Road safety promotion activity within the NTA structure.</p> <p>Existing arrangements will be discontinued.</p> <p>Option to employ staff currently engaged in the programme</p>	<p>As Option 7 plus:</p> <ul style="list-style-type: none"> Retains a high level of council control and influence on service expectations. Capable of delivering some cost reductions. Addresses succession planning 	<ul style="list-style-type: none"> Will be employment / HR issues to deal with Existing relationships with the communities and providers would have to be well managed / Potential loss of local connections 	Shortlisted for further consideration. A 'more ambitious' option
8. Alliance	Private entity working with the NTA as an Alliance. The division of responsibilities and management of services could be determined either by function or geographically	<ul style="list-style-type: none"> Fully collaborative model in management and delivery 	<ul style="list-style-type: none"> Existing relationships with the communities and providers may suffer in the short term as service providers likely to change 	Not recommended Unlikely to be able to deliver benefits over and above Option 7 to justify such a significant change.

5.3 Shortlist of options

All longlist options were assessed in terms of meeting the investment objectives and the Critical Success Factors of:

- Strategic fit and business needs - Alignment with community outcomes, strategic goals, central government direction
- Potential value for money - right solution, right time at the right price
- Supplier capacity and capability - is it a sustainable arrangement external/internal
- Potential affordability / funding constraints
- Potential achievability - ability and skills to deliver

Overall, in addition to the status quo for comparative purposes, the options which were assessed as warranting further consideration were:

Option 4: Status Quo (*taken through as a comparator*)

Options 5: Enhanced Status Quo

Option 6: Collaborative model under the NTA umbrella

Option 7: In-house (under the NTA umbrella).

All short-listed options could demonstrate compliance with the investment objectives.

Together with the status quo, the merits of each shortlisted option were assessed according to:

- the relative likelihood of each option to meet the business needs.
- the relative risks associated with delivering each option.

The full MCA for the shortlisted options is included as Appendix 3.

5.4 Preferred Option

5.4.1 Collaborative model under the NTA umbrella

Overview

Having regard to meeting the investment objectives and the business needs and also to the risks of implementation, the preferred way forward that emerged from the shortlisted options assessment was:

Preferred Option: Collaborative model under the NTA Umbrella

This model would deliver the Road Safety Promotion Activity as a regional collaboration under the NTA umbrella.

Service providers would essentially fill the roles of Road Safety Coordinators, coordinating and delivering the initiatives and programmes developed under the collaboration. They would have a critical role in working with the NTA to develop the programmes across the region.

Benefits of the preferred Option

A collaborative model under the NTA umbrella represents a potential significant step change in delivery of the road safety programme towards 'Vision Zero' through:

- A more proactive, flexible and collaborative approach across the region with the potential for significant improvements and results.
- More direction and support to the suppliers.
- Better alignment of programmes across the region to drive efficiency and effectiveness
- Better sharing of information, ideas, learning, successes
- Provision of strategic direction from the Road Safety Action Group to the various partners
- Potential for continuity of exiting well-established relationships with communities whilst delivering improvements.
- Better support in addressing succession planning.

The umbrella arrangement will also allow a higher level of council control and influence on:

- service expectations
- development and implementation of programmes
- performance monitoring
- reporting

IAF Results Alignment

The Investment Assessment Framework (IAF) is used by NZTA to determine how a proposed programme gives effect to the GPS, which sets out the government's priorities for the land transport sector.

This Road safety Promotion Activity is relevant to the GPS priority of 'Safety - a safe transport system free of death and serious injury' and is considered to have a 'high results alignment' for the following reasons:

- targets 'Safe Road Use' and 'Safe Speeds' through targeted education (ref Safer Journeys)
- it promotes an integrated approach across the Northland region, focussing on current and emerging issues
- it promotes awareness of significant safety issues and risks through education
- it targets communities at high risk (Community At Risk Register) – refer Section 4.2.1 above

5.4.2 Looking Forward

It is noted that the second preferred option was to take the services 'in-house'.

This is a more viable option for the Whangarei DC / Kaipara DC arrangement where the service provider is more local to NTA and its communities. NRST is currently based in the NTA offices and has some internal support in that regard. It is also noted that there is no succession planning in place for NRST and the coordinator has indicated that she will be looking to retire in the not too distant future.

The arrangement for the Far North district, through a larger organisation and based in Kaikohe, would be more complex to take in-house.

However, assuming the preferred option (collaborative approach) is adopted, an in-house option (particularly for Whangarei and Kaipara) may be suitable in the future.

6 Outlining the Commercial Case

The objectives of this section are to:

- 1) Demonstrate that the preferred solution can result in a viable procurement and well-structured deal.
- 2) Identify and make initial plans for procuring the proposed solution.

6.1 Outlining the Procurement Strategy

6.1.1 Overview

An effective procurement process is needed to ensure that suitable service providers, capable of delivering to the required specification, are in place.

Services shall be procured in accordance with a separate more detailed Procurement Plan which will be used to confirm the preferred method of procurement and method of selection.

6.1.2 Suppliers

There is likely to be a limited market of suitable suppliers to deliver these services in the Northland region, especially in the Far North.

Both current suppliers have been involved in the provision of these services for 15+ years, with excellent relationships and connections with the communities and service providers. They have specialist and local knowledge and experience in delivering these programmes and are well-recognised in the road safety education programme.

6.1.3 Procurement Process

Procurement options include:

Direct Appointment	<p>Under the NZTA Procurement Manual Rules (Section 10.11), direct appointment is provided for where competition will not help obtain best value for money. As noted above, in this case, there is unlikely to be any interest or suitable suppliers other than those already engaged. The cost of implementing an open tender process, where the incumbent would likely be the successful tenderers, is unlikely to deliver value for money.</p> <p>Under a direct appointment, NTA (with the parent councils) would negotiate contract terms with the service provider/s and establish a contract that is designed to obtain the best value for money.</p>
Open tender	<p>An open tender will allow the market to be tested and will provide some competitive tension.</p> <p>If this option is preferred, it is recommended that the Quality-Price method or Quality method is used to enable a focus on quality rather than price.</p>
1 or 2 stage	<p>If NTA is keen to explore alternative options, it may be worth considering a 'no obligation' expressions of interest phase which would enable an assessment of market interest and capability prior to a full tender process.</p> <p>Expressions of interest can be used to seek information from interested suppliers that may then be used to identify potential suppliers before seeking formal proposals. Information sought would typically be high level and specific.</p>

6.2 Scope of Services

This review has recommended a more collaborative form of service delivery where the service providers would work with the NTA to develop appropriate programmes, identify resources, implement the programmes and monitor performance / success.

Improvements over the current agreements would include:

- Provision for collaborative partnership under the NTA umbrella
- More structured reporting to monitor delivery and success of programmes and initiatives
- KPIs and performance measurement to demonstrate delivery and to provide incentive to deliver

Before finalising the procurement process, the following needs to be considered:

1. Staffing requirements for NTA / parent councils;
2. Detailed scope / specification;
3. Performance measurement (both the service provider and the Road Safety Promotion Activity);
4. Budgets;
5. Timeframe for the new contracts.

6.3 Timeframe

The current agreements currently expire June 2021.

On that basis, an outline programme is given below which may be subject to change depending on the procurement process determined as best.

If an open tender process is preferred, at least three months would be needed to allow for the tender period, including evaluation, and potentially establishment of a new provider/s.

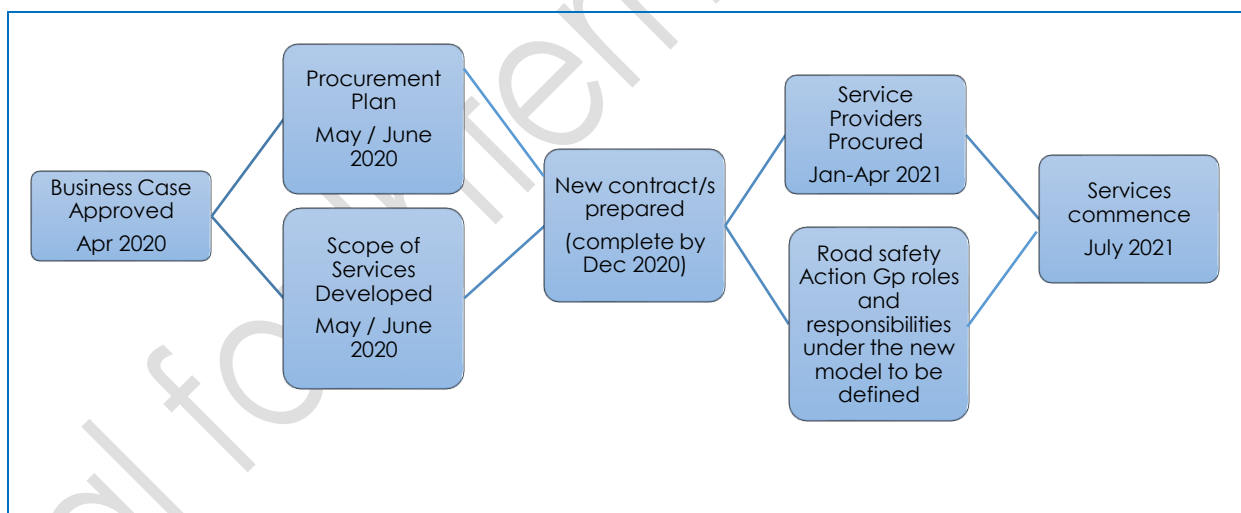


Fig 12: Outline Timeframe for Delivery of New Contract/s

7 Outlining the Financial Case

The purpose of this section is to set out the indicative financial implications of the preferred way forward.

7.1 Project Delivery Costs & Funding

7.1.1 Overview

This business case does not propose a new service, rather it identifies ways in which the current service can be improved to be more effective.

As such, a detailed financial analysis of the preferred option has not been undertaken but the implications of not continuing to invest are considered.

7.1.2 Service Delivery

Project delivery costs will be developed three-yearly for the LTPs and as part of the Regional Land Transport Plan to allow delivery of the Road Safety Action Plan.

Under the current contracts, a total of \$5,723,000 has been allocated over three years to 2021 for delivery of the road safety programme. Of this, the local share varies between 37% and 47% with Far North's programme being approximately 60% of the total budget.

Current allocations for service providers are outlined below:

Whangarei DC

\$1,844,709 over 3 years (2018/21)

FAR subsidy approx. 53% with remainder funded through local share.

Significant voluntary / community input

Kaipara DC

\$465,000 over 3 years (2018/21)

FAR subsidy approx. 61% with remainder funded through local share.

Significant voluntary / community input

Far North DC

\$3,415,000 over 3 years 2018/21

FAR subsidy approx. 63% with remainder funded through local share.

Increased investment in road safety promotion was proposed under the 2018-2021 NLTP to support the GPS direction for a step-change in reducing deaths and serious injuries including funding for safety advertising campaigns. It is unlikely that this level of investment will reduce.

Funding applications for the NLTP, for this activity, need to be able to demonstrate:

- value for money
- that the programme gives effect to the Government Policy Statement on land transport and considers applicable strategies and plans such as 'Road to Zero'
- social responsibility

7.1.3 Internal Costs – Programme Management

To deliver the Road Safety Promotion programme, this review recommends the engagement through the NTA of a Programme Manager to lead this work and other related projects.

Under the umbrella of the NTA, programmes will be prepared, resources assigned and performance monitored with implementation costs split across the district councils in accordance with those programmes.

As such, there will be an increase in cost to manage and administer the contract/s. Until the roles and responsibilities within NTA are fully scoped and confirmed, it is not feasible to determine the cost, however it is reasonable to assume that it will be in the order of 5 – 10% of the contract value/s.

7.1.4 Cost Benefits

In the most recent Ministry of Transport's annual social cost of road crashes report, it was estimated that the social cost of motor vehicle fatal and injury crashes in 2017 across New Zealand was \$4.8 billion⁸

- The loss of each person killed on our roads costs the community an estimated \$4.4 million.
- A serious injury costs \$458,400.
- A minor injury is estimated to cost \$24,700.

The social costs comprise a range of factors including loss of life or quality of life, loss of earnings potential due to death, permanent injury or temporary disability, emergency, hospital and rehabilitation costs, legal and court costs and vehicle damage.

12 people have died on Northland's roads already in 2020 (as at 20/4/20). It does not take much to justify spending on road safety education in a way that better delivers the message to our communities.

7.2 Financial Risk

There are financial risks associated with this programme, the key ones being:

Risk	Consequence	Likelihood (L/M/H)	How to manage Risk
Funding Applications not approved:	Road Safety Programmes will not be delivered with consequent increase in deaths and serious injuries on our roads	M	Ensure potential funders consulted throughout the development of programmes. Reporting against appropriate KPIs will give confidence.
Delays in Funding Approval:	Delays in funding approval will delay the commencement of some programmes.	M	Early and ongoing engagement with potential funders
Costs exceed Budget:	Will likely require additional approval processes and will delay implementation of some programmes.	L/M	Monitoring Communication

⁸ <https://www.transport.govt.nz/mot-resources/road-safety-resources/roadcrashstatistics/social-cost-of-road-crashes-and-injuries/report-overview/>

8 Outlining the Management Case

The Management Case addresses the achievability of the proposal and planning arrangements required to both ensure successful delivery and to manage project risks.

8.1 Structure

The proposed structure to deliver the preferred option is shown below:

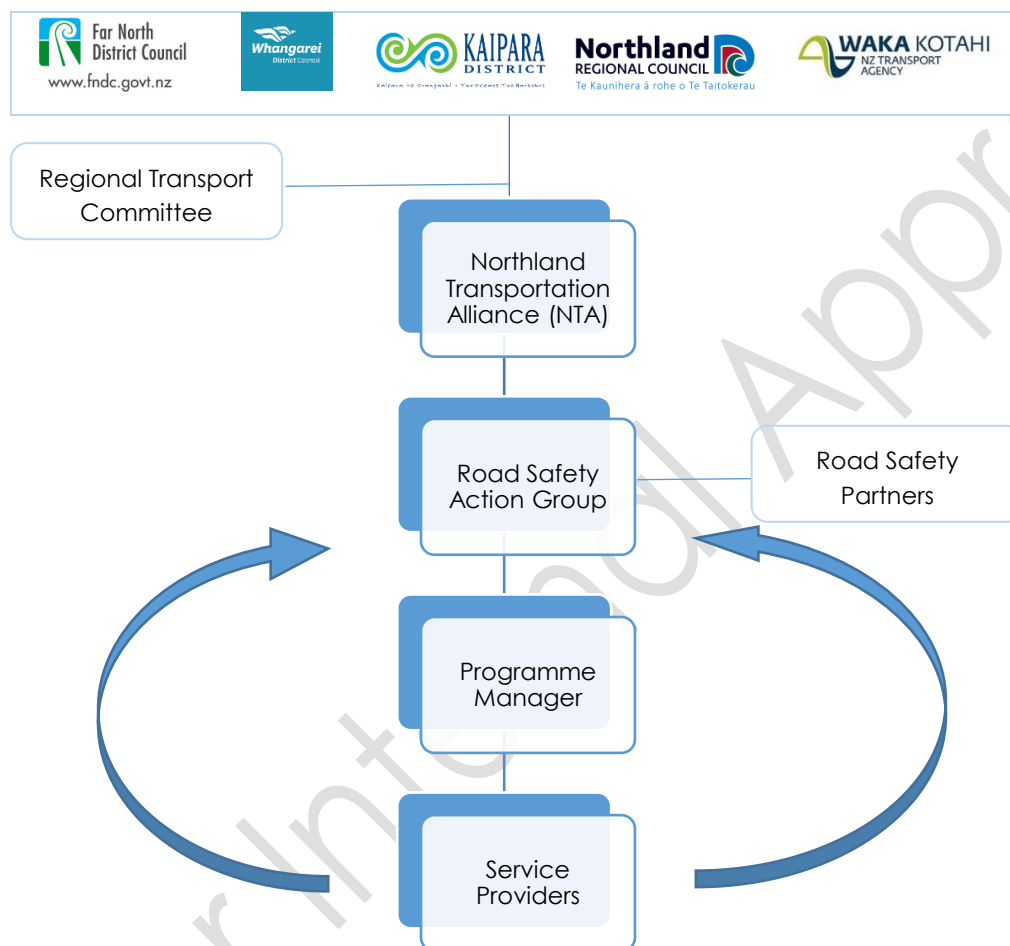


Fig 13: Preferred Option Organisational Structure

The key governance and management roles are envisaged to include:

Role	Responsibility
Road Safety Action Group	<p>The Road Safety Action Group will drive a new more collaborative approach. Its roles and responsibilities will need to be expanded / redefined under the new model.</p> <p>The Group will provide strategic direction and monitor performance and success of the programmes with a role to ensure that appropriate programmes are delivered to the communities and that reporting is informative and accurate.</p> <p>The Group will include representatives from the key partners – NTA, the 3 TLAs Northland Regional Council and NZTA with service providers providing critical input to the Action Group.</p>
NTA – Programme Manager	<p>As the Programme Manager, responsibilities will include but not be limited to:</p> <ul style="list-style-type: none"> Informing the Action Group and parent council members as required

Role	Responsibility
	<ul style="list-style-type: none"> developing programmes with the service providers to meet current and emerging issues managing and supporting the service providers / road safety coordinators monitoring performance of both the service providers and the overall programme administration of the contract/s
Road Safety Partners	<p>Road safety partners including the NZ Police and ACC, will continue to provide invaluable input into the development of initiatives and programmes.</p> <p>They will be involved in regular collaborative meetings and workshops where information is shared, ideas are shared and initiatives delivered together to make sure the right message is being delivered to the right people.</p>
Service Providers	<p>Contract model for service providers under the preferred option will essentially be to provide Road Safety Coordinators, delivering programmes. They will work with the NTA and partners to develop appropriate programmes, identify resources, implement the programmes and monitor performance / success.</p> <p>Service providers would provide an input into the Action Group – to inform and share and to provide recommendations based on their knowledge of what's actually happening, relationships etc.</p>

The Road Safety Action Group will continue to meet bi-monthly with a key focus being on the effectiveness of the programme:

- What's working well?
- What's not working well?
- What are the current and emerging issues?
- What new initiatives have been introduced?
- How can we improve the delivery of our message?

8.2 Programme Implementation

Assuming the recommended preferred option is agreed, the following requirements are needed:

- Roles and responsibilities of the Road Safety Action Group in relation to the new model to be defined
- NTA Programme Manager to be appointed
- Scope to be developed – performance, reporting, collaborative approach etc
- Service providers / Road safety Coordinators to be procured

8.3 Risk management:

A number of the most significant strategic, organisational and operational risks have been identified in the Strategic Case section of this report. If the preferred option is approved, it would be essential to document a more complete risk management plan comprising the essentials of risk management including:

- roles and responsibilities
- risk identification and mitigation
- ongoing monitoring and reporting.

8.4 Benefits realisation

A post-implementation benefits realisation process is essential for partners to have confidence in the service delivery.

Prior to commencement of the new arrangements, a benefits register should be completed identifying each individual benefit expected to be realised, quantification of each benefit and the process by which it will be measured, and the person responsible for 'owning' and reporting each benefit.

A benefits realisation report should be prepared on a regular basis, at least annually – have we achieved what we set out to achieve?

8.5 Where to from here?

8.5.1 Agree the Way Forward

This report has identified a preferred option for delivery of the Road Safety Promotion Activity.

As the outcome of the Road Safety promotion activity has an impact on the three district councils (under the NTA), it is essential that thinking is aligned.

A workshop of key partners (TLAs, RC and NZTA) was held in March 2020 to confirm the problem statements, investment objectives and the preferred way forward.

The next step is to seek endorsement from each of the TLAs and NZTA.

8.5.2 Procurement Plan

Once the preferred way forward has been endorsed, a Procurement Plan should be prepared to determine the most appropriate method of procurement – direct appointment or open tender.

As noted above, in this case, there is unlikely to be any interest or suitable suppliers other than those already engaged. The cost of implementing an open tender process, where the incumbent would likely be the successful tenderers, is unlikely to deliver value for money. An Expressions of Interest phase is a viable option for testing the market without any obligations to go to open tender.

If an open tender process is selected, an emphasis on non-price attributes would be recommended – how the services are delivered to meet the objectives is a key driver.

8.5.3 Scope of Services

A scope of services should be progressed ahead of the procurement process.

In particular, reporting requirements and performance monitoring should be strengthened and the collaborative arrangements defined

8.5.4 Road Safety Action Group

Whilst this Group is already in place and works together to develop the Annual Road Safety Action Plan, under the new model, it is anticipated that the Group will provide more direction and monitoring of the Road safety Promotion activity.

As such, the definition of their role and responsibilities may require amendment, possibly through the development of agreed terms and conditions.

It is recommended that this arrangement be in place at least three months prior to the new contract/s being in place to ensure improvement and collaboration from Day 1.

Appendix 1: Long List MCA

Final for Internal Approval

Northland Road Safety Promotion Delivery

What is its future

	Service Delivery							
	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8
Description of Option:	Discontinue Road Safety Programme	3 Contracts	Single Contract	Status Quo - Do Nothing	Enhanced Status Quo	Collaborative model under NTA umbrella	In-house (as part of the NTA Alliance)	Alliance
Definition	Current arrangements discontinued, no education programmes delivered	Status Quo but 3 contracts instead of the current 2 All works outsourced	Status Quo but 1 contract instead of the current 2 All works outsourced	Contracts continue to be delivered in the same format without changes to governance or terms of reference	Option 4 but with improved reporting and performance measurement (KPIs) and some collaboration between the partners	Option 5 with Advisory Board (or equiv) in place - collaboration a formal arrangement	WDC/KDC and FNDC services undertaken in-house with staff engaged directly through NTA	NTA operates with another organisation
Investment Objectives								
A collaborative and regional approach to the delivery of the Road Safety Promotion activity	no	no	Partial	Partial	Yes	Yes	Yes	Partial
Value for money is demonstrated through meaningful reporting	no	no	Partial	Partial	Partial	Yes	Yes	Partial
Barriers to road safety education are reduced	no	Partial	No	no	Partial	Yes	Yes	Yes
Critical Success Factors (as these CSFs are crucial (not desirable) any options that score a 'no' are automatically discounted from further analysis)								
Strategic fit and business needs - Alignment with community outcomes, strategic goals, central government direction	no	Partial	Partial	Partial	Partial	Yes	Yes	Yes
Potential value for money - right solution, right time at the right price	No	Partial	Partial	Partial	Partial	Yes	Yes	Partial
Supplier capacity and capability - is it a sustainable arrangement external/internal	No	Partial	No	Partial	Partial	Yes	Yes	No
Potential affordability - are there no funding constraints	Yes	Partial	Partial	Yes	Yes	Yes	Yes	Partial
Potential achievability - focused on our ability and skills to deliver	No	No	No	Partial	Partial	Yes	Partial	Partial
Summary of Advantages and Disadvantages:								
Summary	Discount	Discount	Discount	Continued for VFM	Possible	Preferred	Possible	Possible
Short-listed options:								
Option 4 - Status Quo					Continued for VFM			
Option 5 - Enhanced Status Quo					Possible			
Option 6 - Collaborative under NTA umbrella					Preferred			
Option 7 - In-house					Possible			

Appendix 2: Short List MCA

Final for Internal Approval

Northland Road Safety Promotion Delivery						
What is its future						
Service Delivery						
Description of Option:			Status Quo - Do Nothing	Enhanced Status Quo	Fully collaborative under NTA umbrella	In-house (as part of the NTA Alliance)
Definition			Contracts continue to be delivered in the same format without changes to governance or terms of reference	Option 4 but with improved reporting and performance measurement (KPIs) and some collaboration between the partners	Option 5 with Advisory Board (or equiv) in place - collaboration a formal arrangement	WDC/KDC and FNDC services undertaken in-house with staff employed directly through NTA
			Option 4	Option 5	Option 6	Option 7
Investment Objectives			1	1	1	1
A collaborative and regional approach to the delivery of the Road Safety Promotion activity						
Value for money is demonstrated through meaningful reporting and participation						
Barriers to road safety education are reduced						
Business Needs	Detail	60%	4	3	1	2
			44	74	100	93
Achievability	How easy is option to implement for the Northland TLAs / NTA?	100%	H	H	H	M
Outcomes based delivery of services	Agreement not just outputs focussed but an emphasis on outcomes	100%	L	M	H	H
Collaborative behaviour / Integration	Programmes and initiatives are developed collaboratively across the region to be more efficient and	100%	L	M	H	H
Delivery	Oversight of delivery by Northland councils / NTA.	100%	L	M	H	H
Resources	Getting the right people in the right	100%	M	M	H	H
Flexibility	Ability to change scope to address current and emerging issues	100%	L	M	H	H
Effective reporting	Ability to measure initiatives to determine if they are delivering on the	100%	L	M	H	H
Community buy-in	current providers, at-risk communities	100%	H	H	H	L
Leadership/ownership	Ability to lead for the Northland councils / NTA, call the shots.	100%	L	H	H	H
Forward planning	Ownership/oversight of forward planning by the Northland Councils /	100%	L	M	H	H
Risks	Detail	40%	4	3	1	2
			50	72	94	78
Political	Reputational risk to Northland Councils / NTA.	100%	H	M	L	M
Economic	Increase in overall cost.	100%	L	L	M	M
Social	Poor service to at-risk communities.	100%	H	M	L	L
Not sustainable	Model fails and/or is not enduring	100%	M	M	L	M
Resources	capacity	100%	H	M	L	M
Funding	Unable to secure annual funding	100%	H	M	L	L
Overall Ranking			4	3	1	2
Overall Score			47	73	98	87

Appendix 3: Outline of Road Safety Programmes Nationwide

Final for Internal Approval

Road Safety Programme		Discussion
RoadSafe Taranaki	Roadsafe Taranaki delivers a community road safety programme in Taranaki. The programme was established in 2004 when the three Taranaki district councils (South Taranaki, Stratford and New Plymouth) agreed to establish and maintain a joint management group to deliver the programme. The programme is managed by the South Taranaki District Council	Similar geographical spread and demographics as Northland
Mid & South Canterbury Road Safety	The name under which the Timaru, Waimate, Mackenzie, and Ashburton District Councils deliver and promote road safety education to the people in the region. This work is carried out by the Mid & South Canterbury Road Safety Coordinators (RSCs) who coordinate, facilitate and manage the efforts of key road safety organisations and community groups throughout the District.	Regional approach - Similar to Northland, the group works closely with other road safety partners, like Police, Engineers, MoT, AA, and ACC to achieve their goals. Community involvement is an essential part of their delivery.
Horizons Regional Council	3 Road Safety Coordinators to cover road safety initiatives in Whanganui, Rangitikei, Tararua, Manawatū, Palmerston North & Horowhenua	Regional approach. Programmes developed by the Council
Wairarapa	The Wairarapa Road Safety Council (WRSC) is an incorporated society that contracts to the three Wairarapa councils. Partners include the councils, NZ Police, ACC and AA. Two people are employed to deliver the programmes including a Road Safety Coordinator	Programmes developed by the councils through the Road Safety Action Plan and delivered by the WRSC.
Road Safe Hawkes Bay	Recognises at-risk communities with nominated Road Safety Coordinator	Regional approach Large geographic area similar to Northland Similar demographics
Thames Coromandel	Engages a Road Safety Co-ordinator	District level focus