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# **New Zealand Road Controlling Authorities**

## **Strategic Plan**

**2004/07**

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# 1. Strategy Overview

## Introduction

The Road Controlling Authorities (RCA) Forum was initiated on 15 October 1996 by Transit New Zealand as a voluntary group of road controlling authorities who meet three times a year to share information, act as a sounding board on potential issues, and offer peer support and networking opportunities to the industry. The Forum also commissions working groups to report back on issues of common interest.

The Forum has been very successful to date and continues to attract around 80 members on each occasion. However, there has been an increasing level of support for the RCA to consider a broader role, more consistent with the asset ownership responsibilities of its members, particularly around improved information to assist with asset investment and asset management decisions.

In response to this, a working group was set up to develop a plan for the RCA. A wide range of potential services were considered and compared with those offered by others from both internal and external to the industry including the REAAA, INGENIUM, Austroads and a range of industry associations.

The exercise identified a clear set of needs which the RCA was best placed to meet and which are consistent with its current activities and membership base. The strategies to achieve this are outlined as follows.

## RCA Vision

“Assisting Road Control Authorities to make informed decisions”

## RCA Goals

**A. Asset Management** - To be the acknowledged source for industry research and development of guidelines relating to asset ownership.

The RCA will conduct industry research for the purpose of developing nationally consistent guidelines, housed in a readily accessible database for use by practitioners, to encourage sound road corridor asset management practices.

**B. Asset Investment** - To achieve a nationally consistent and robust method of performance measurement which drives industry investment decisions.

The RCA will bring together a nationally consistent view of the road corridor asset's performance, and identify the underlying causes of any performance variation, for the purpose of providing information to influence industry providers, decision makers, and funders.

**C. Peer Support / Networking** - To be recognised by the transport industry as the primary peer support and networking forum for asset owners. The RCA will continue its current role of:

- meeting three times a year to share information and act as a sounding board on potential issues
- offering peer support and networking opportunities to the industry
- commissioning working groups to report back on issues of common interest.

**Road Controlling Authorities  
Vision and Goals**

RCA will broaden its role to one of “assisting RCAs to make informed decisions”....

**Financial Perspective**

....to more accurately reflect its asset ownership responsibilities.

**Customer Perspective**

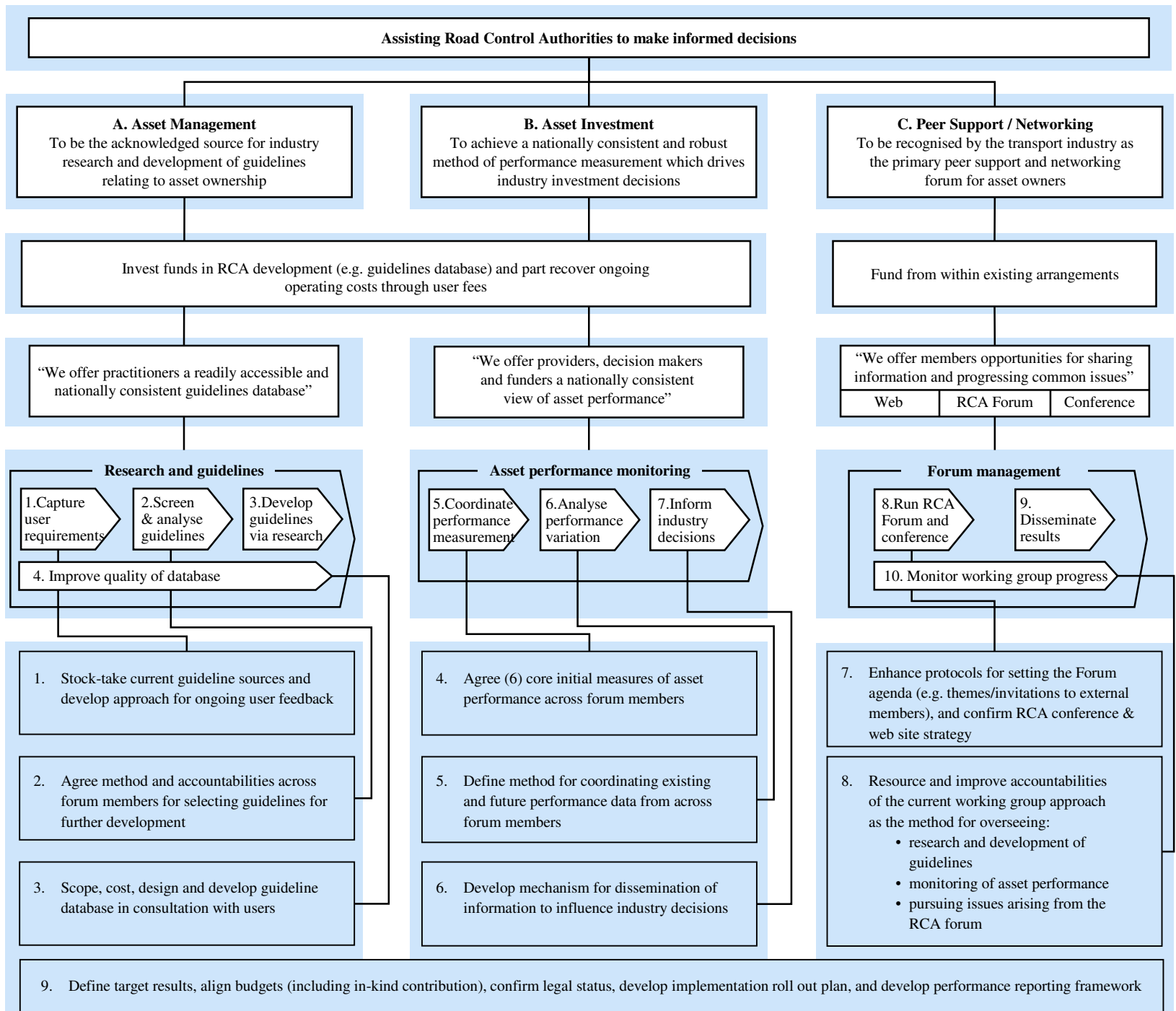
Key to this new role, will be the assistance offered to industry practitioners, providers, decision makers and funders....

**Process Perspective**

...to make more informed decisions...

**Strategic Initiatives**

...through the development of a national guidelines database and analysis to understand how and why the asset is performing.



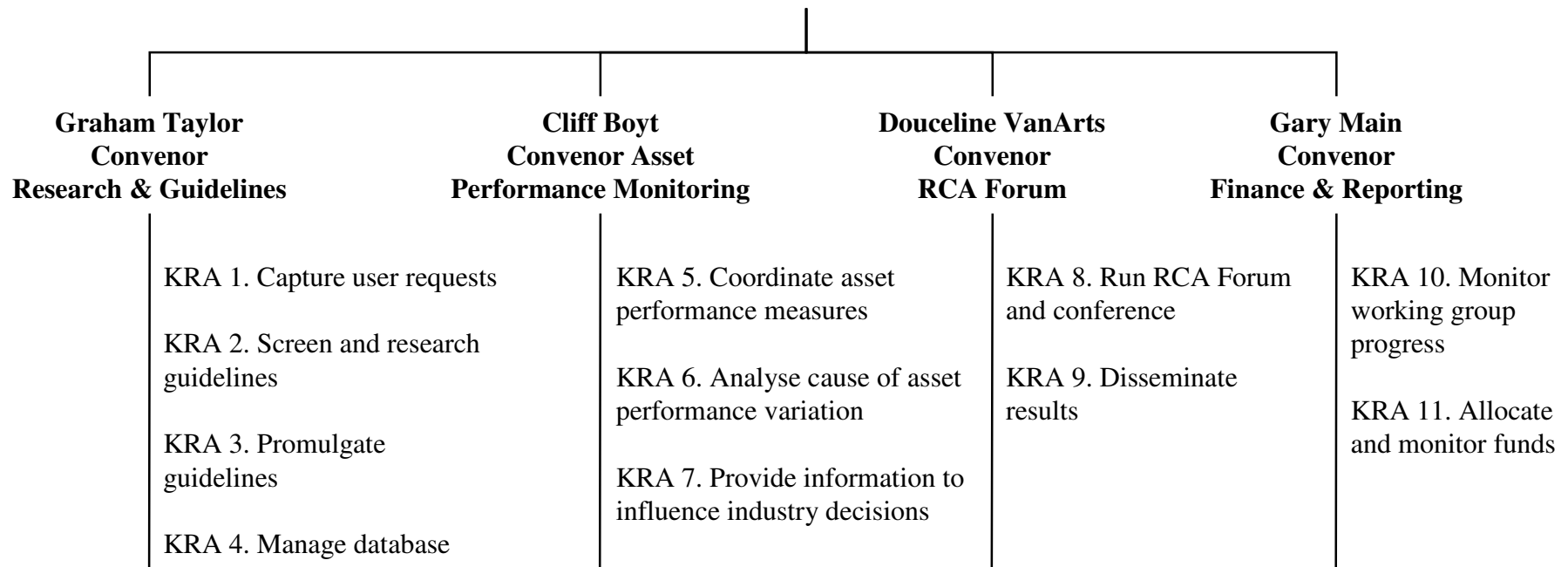
### 3. Summary of Results

Strategic Goal	Key Result Area	Yr 1 Target	Yr 2 Target	Yr 3 Target
<b>A. Asset Management</b> To be the acknowledged source for industry research and development of guidelines relating to asset ownership	1.Capture user requirements 2.Screen & research guidelines 3.Develop guidelines 4.Improve quality of database	The Standards and Guidelines database is up and running	The Forum's guidelines database is the 1st option for 50% of practitioners as measured by annual survey	The Forum's guidelines database is the 1st option for 80% of practitioners as measured by annual survey
<b>B. Asset Investment</b> To achieve a nationally consistent and robust method of performance measurement which drives industry investment decisions	5.Coordinate performance measurement 6.Analyse performance variation 7.Inform industry decisions	Core <i>asset</i> measures agreed and 50% of RCAs reporting	Core <i>process</i> measures agreed and 50% of RCAs reporting	12 core measures / benchmarks agreed and 100% of RCAs reporting, with half the RCAs measuring and reporting on the full set
<b>C. Peer Support / Networking</b> To be recognised by the transport industry as the primary peer support and networking forum for asset owners	8.Run RCA Forum 9.Disseminate results	80+ people attend each Forum	RCA Forum page on Transit NZ website developed and managed	90% of RCAs are represented at each Forum
<b>D. Finance and Reporting</b> Assurance that the strategy and reality align	10.Monitor working group progress 11.Allocate and monitor funds	All Convenors comply with performance reporting requirements	-----	Full alignment between projects and desired strategic results

## 4. Governance Structure

### Steering Group

- Rick van Barneveld, Transit NZ (Co-chairperson)
- Grahame Hall, Mayor, Rotorua (Co-chairperson)
- Tim Davin, Local Government NZ
- John Ombler, Department of Conservation
- Ross Paterson, Councillor, Western Bay of Plenty District Council

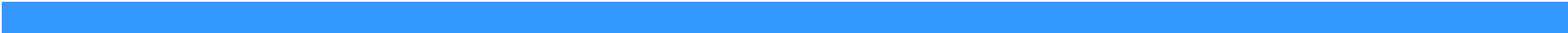


The Convenor's role will largely remain unchanged from that of today. Their primary function will be to continue convening working groups, agreeing outcomes, preparing work plans, allocating responsibilities, and monitoring & reporting progress to the Forum.

## 5. Financial Summary

<b>Financials:</b>	<i>03/04</i> <i>Opex</i> <i>(\$000)</i>	<i>03/04</i> <i>Capex</i> <i>(\$000)</i>	<i>04/05</i> <i>Opex</i> <i>(\$000)</i>	<i>04/05</i> <i>Capex</i> <i>(\$000)</i>
<b>A. Business as usual:</b>				
KRA 1-4 Research and Technical Guidelines	22,129.26		210,000	
KRA 5-7 Asset Performance Monitoring	0		0	
KRA 8-9 Peer Support / Networking	0		0	
KRA 10 Monitor Working Group Progress	6,881.28		7,000	
KRA 11 Allocate and Monitor funds	8.50		3,000	
<b>Total:</b>	<b>\$29,019.04</b>		<b>\$220,000</b>	
<b>B. Learning &amp; Growth Initiatives:</b>				
1. Stock-take current Standards and Guidelines			In-kind	
2. Agree method for selecting guidelines			In-kind	
3. Develop Standards and Guidelines database				\$50,000
4. Agree core initial measures of asset performance			In-kind	
5. Define method for coordinating performance data			\$10,000	
6. Develop mechanism for dissemination of information			\$10,000	
7. Enhance guidelines for setting Forum agenda			In-kind	
8. Improve accountability of working groups			In-kind	
9. (a) Define targets, align budgets, and report performance			In-kind	
9. (b) Establish RCA legal basis			\$10,000	
<b>Total:</b>			<b>\$30,000</b>	<b>\$50,000</b>

# 5. Financial Summary



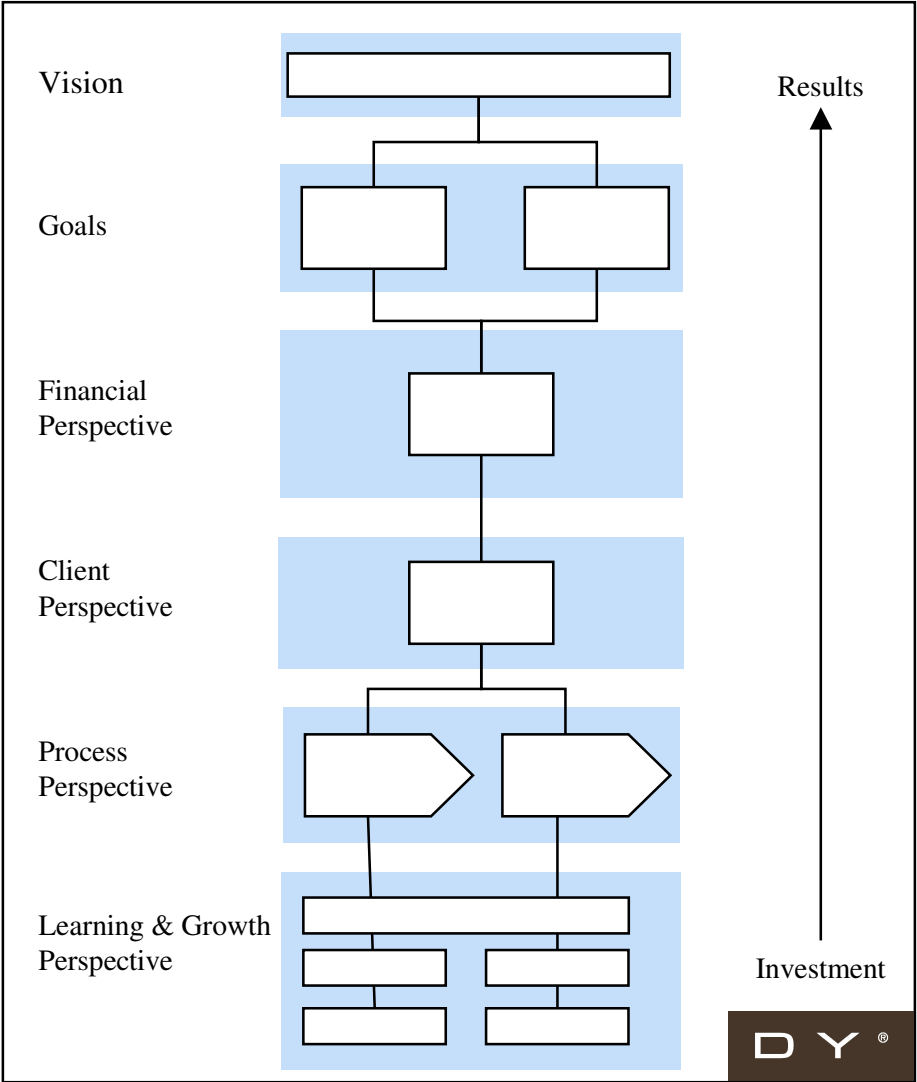
<b>Gary Main to insert work programme to explain increase from 29K to 220K</b>		
<b>Total:</b>	<b>\$29,019.04</b>	<b>\$220,000</b>



**Appendix A**  
**One Page Strategy Map Explanatory Notes**

# One Page Strategy Map – Explanatory Notes

- ▲ The One Page Strategy Map is based on the principle that a business strategy must be extremely well thought through if it is to be simplified onto a single page without losing its meaning.
- ▲ The One Page Strategy Map draws on the four perspectives of the Balanced Scorecard to ensure all stakeholder needs are accounted for.
- ▲ The test of whether a business strategy has been mapped onto a single page in a meaningful way is that it clearly shows the cause-and-effect linkages between “investment” at the Learning & Growth level and “results” at the Vision and Goals level.
- ▲ These cause-and-effect linkages should combine to tell a simple story about how investment will be translated into results – i.e. the strategy.




**Appendix B**  
**Accountabilities for Results**

## Accountabilities for Results: KRA 1 – 4. Graham Taylor, Convenor Research & Guidelines.

KRA 1-4. Research and Technical Guidelines				Risk Mgmt Year 1: Successful completion of initiatives 1, 2, and 3
Graham Taylor, Convenor Research and Technical Guidelines				
Result Year 1: The Standards and Guidelines database is up and running				
Result Year 2: The Forum's guidelines database is the 1st option for 50% of practitioners as measured by annual survey				
Result Year 3: The Forum's guidelines database is the 1st option for 80% of practitioners as measured by annual survey				
Measures	Quarterly Targets			
	Q1 Jul – Sep 04	Q2 Oct – Dec 04	Q3 Jan – Mar 05	Q4 Apr – Jun 05
<b>Financial</b> <i>To be defined as part of initiatives 1 – 3 below</i>				
<b>Customer</b> <i>To be defined as part of initiatives 1 – 3 below</i>				
<b>Process</b> <i>To be defined as part of initiatives 1 – 3 below</i>				
<b>Learning &amp; Growth</b> 1. Stock-take current Standards and Guidelines  2. Agree method for selecting guidelines  3. Develop Standards and Guidelines database	Current list of Transit / TransFund / SG <sup>2</sup> Standards and guidelines presented to July 04 Forum	Gaps in Standards and Guidelines presented and agreed at November 04 Forum		<ul style="list-style-type: none"> <li>• Agreed list of Standards &amp; Guidelines, development programme, timeframe, and costs agreed at July 05 Forum</li> <li>• The database is up and running</li> </ul>

# Accountabilities for results: KRA 5 – 7.

## Cliff Boyt, Convenor Asset Performance Monitoring

<b>KRA 5 – 7. Asset Performance Monitoring</b> <b>Cliff Boyt, Convenor Asset Performance Monitoring</b> <b>Result Year 1:</b> Core <i>asset</i> measures agreed and 50% of RCAs reporting <b>Result Year 2:</b> Core <i>process</i> measures agreed and 50% of RCAs reporting <b>Result Year 3:</b> 12 core measures / benchmarks agreed and 100% of RCAs reporting, with half the RCAs measuring and reporting on the full set				<b>Risk Mgmt Year 1:</b> Successful completion of initiatives 4 – 6 below
Measures	Quarterly Targets			
	Q1 Jul – Sep 04	Q2 Oct – Dec 04	Q3 Jan – Mar 05	Q4 Apr – Jun 05
<b>Financial</b> <i>To be defined as part of initiatives 4 – 6 below</i>				
<b>Customer</b> <i>To be defined as part of initiatives 4 – 6 below</i>				
<b>Process</b> <i>To be defined as part of initiatives 4 – 6 below</i>				
<b>Learning &amp; Growth</b> 4. Agree (6) core initial measures of asset performance across forum members 5. Define method for coordinating existing and future performance data from across forum members 6. Develop mechanism for dissemination of information to influence industry decisions		November Forum sign-off	February / March Forum sign-off	In time for July 05 Forum sign-off

## Accountabilities for results: KRA 8 – 9. Douceline VanArts, Convenor RCA Forum

<b>KRA 8 – 9. Peer Support / Networking</b> <b>Douceline VanArts, Convenor RCA Forum</b> <b>Result Year 1:</b> 80+ people attend each Forum <b>Result Year 2:</b> RCA Forum page on Transit NZ website developed and managed <b>Result Year 3:</b> 90% of RCAs are represented at each Forum		<b>Risk Mgmt Year 1:</b> <ul style="list-style-type: none"> <li>• Members taking personal responsibility for following Forum processes and deadlines e.g. meeting notes provided on the day of the Forum</li> <li>• Convenors taking responsibility for presenters being available and staying within allotted time.</li> </ul>		
Measures	Quarterly Targets			
	Q1 Jul – Sep 04	Q2 Oct – Dec 04	Q3 Jan – Mar 05	Q4 Apr – Jun 05
<b>Financial</b> Registration fee covers Forum costs				5% budget variance for the year
<b>Customer</b> Member satisfaction rating for the currency, completeness and impact of information provided at each Forum				75% member satisfaction
<b>Process</b> <ul style="list-style-type: none"> <li>• Information timeliness (formal)</li> <li>• Information timeliness (informal)</li> </ul>	<ul style="list-style-type: none"> <li>• All registration forms loaded onto the web page no less than 2 months prior to the next Forum</li> <li>• Agenda distributed no less than 10 days prior to the next Forum</li> <li>• All Forum information is loaded onto the web no more than 10 days after Forum completion</li> <li>• All members receive informal industry information at least once between each Forum</li> </ul>			
<b>Learning &amp; Growth</b> 7. Enhance protocols for setting the Forum agenda (e.g. themes/invitations to external members), and confirm RCA conference & web site strategy	Draft guidelines presented to the July 16 <sup>th</sup> Forum for approval			RCA website and conference strategy confirmed

## Accountabilities for results: KRA 10 – 11. Gary Main, Convenor Finance and Reporting

KRA 10 – 11. Asset Performance Monitoring Gary Main, Convenor Finance and Reporting				Risk Management Year 1: Securing funding sources
Result Year 1: All Convenors comply with performance reporting requirements Result Year 3: Full alignment between projects and desired strategic results				
Measures	Quarterly Targets			
	Q1 Jul – Sep 04	Q2 Oct – Dec 04	Q3 Jan – Mar 05	Q4 Apr – Jun 05
<b>Financial</b> <ul style="list-style-type: none"> <li>Administrative Costs</li> <li>Subscriptions</li> </ul>	All subscriptions sent out within one month of Forum approval			\$5,000
<b>Customer</b> Funds are appropriately accounted for and expended on authorised activities				Clean annual audit
<b>Process</b> <ul style="list-style-type: none"> <li>Timeliness of invoicing</li> <li>Timeliness of payments approved by Convenors</li> <li>Timeliness of performance reporting</li> </ul>	<ul style="list-style-type: none"> <li>All invoices sent out within one month of Forum approval</li> <li>All payments made by 20<sup>th</sup> of following month</li> <li>All reports distributed to agreed Forum deadlines</li> </ul>			
<b>Learning &amp; Growth</b> 8.Resource and improve accountabilities of the current working group approach 9.Define target results, develop implementation roll out plan, align budgets, and report performance	<ul style="list-style-type: none"> <li>Database of RCA membership completed</li> <li>July 04 Forum approves standardised performance reporting</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations presented to Dec 10<sup>th</sup> Forum for approval</li> </ul>		<ul style="list-style-type: none"> <li>All Convenors comply with performance reporting requirements</li> </ul>

# **Appendix C**

## **Roll out plan**

## 8. Roll out Plan

Initiative		Q 1				Q 2			Q 3			Q 4		
	06/04	07/04	08/04	09/04	10/04	11/04	12/04	01/05	02/05	03/05	04/05	05/05	06/05	
Initiative 1: Stock-take current Standards and Guidelines						▼								
Initiative 2: Agree method for selecting guidelines														
Initiative 3: Develop Standards and Guidelines Database														
Initiative 4: Agree core initial measures of asset performance across forum members						▼								
Initiative 5: Define method for coordinating performance data across forum members								▼						
Initiative 6: Develop mechanism for dissemination of information to industry														
Initiative 7: Enhance guidelines for setting the forum agenda														
Initiative 8: Improve accountability of working groups														
Initiative 9: Define targets, align budgets, and report performance														



Project lapse time



Project Finish-to-Start dependency