



8 Implementation Plan

This chapter details the implementation plan proposed for the freight strategy. The success of any strategy is a function of the level of ownership or championship that can be sustainably generated. The legitimate role of government in this regard is to provide leadership in complex areas or where there are shortcomings in the market.

The implementation plan covers those actions that fall within the powers of the ARC and those wider areas that require support and action from other tiers of government and key stakeholders.

The implementation plan proposes a collaborative model for the delivery of the key components of the strategy.

8.1 Organisation

Overseas, freight strategies have been approached either with a limited sector or commercial focus such as for port development planning or, where a wider view is being taken by a regional government agency, an ad hoc structure, such as the United Kingdom Freight Quality Partnership model, has been used.

Auckland local government deals with many parallel programmes with limited human resources, and already has well-established structures for planning and projects in the transport sector. It has been agreed that the ARFS should, as far as possible, avoid creating additional bureaucracy and work within existing structures.

However, it is important that there be active participation from the private sector, both from freight transport providers and users.



It is proposed that a small working group (a continuation of the IRG or freight forum) be established, chaired by a 'champion' for the strategy, probably drawn from the private sector, that includes representation from local government and industry. Membership would emphasise active participation rather than representation of all the TAs and industry groups.

The mission statement for this working group is envisaged as:

To develop and communicate an understanding of freight distribution issues at regional and local level, to promote constructive solutions and to reconcile needs and social issues.

The group would have, at its foundation, the commitment to use innovative means to advocate for strategies and their prompt implementation, based on sound analysis. It will be important that its advocacy and actions be on a consensual basis.

The working group would report on its activities through its individual membership to their respective organisations, including the regional council and TAs. It would also report to the RLTC through its convenor or delegate.

It is envisaged that other groups will be formed, as follows, to progress aspects of the freight strategy:

- Ad hoc working groups at an issues level to progress specific policies within the strategy
- Ad hoc working groups at an area level for the development of LAFMP.

A wider consultative group would be invited to act as a sounding board for the proposals and actions of the freight strategy working group and would be communicated with by e-mail and through the website. This wider group is envisaged to include:

Local Government Agencies

- ARC/ARTA/TAs/ARTNL.

Central Government

- TNZ/MOT/EECA/Land Transport NZ/ONTRACK.

Transport Industry

- POAL and Auckland International Airport Ltd
- Toll Rail
- National Road Carriers Association and Road Transport Association
- Individual road freight, freight forwarders and courier companies.

Other Industry and Enterprise Groups

- Auckland Chamber of Commerce
- Enterprise Manukau.

Freight Users

- Export industries
- Supermarket wholesale/retail
- General retail
- Speciality/small business representation.

8.2 Implementation Process

The process for further developing and implementing the regional freight strategy is expected to proceed as follows:

- Convene the working group on an interim basis and commission preliminary studies aimed at improving the information base for the ARFS and ensuring general acceptance of the Strategy between local and central government and industry
- Undertake studies and surveys to better quantify and understand the volumes, patterns of origin/destinations and service criteria required for



regional freight movement to better inform regional planning, policies and actions

- Further develop the Implementation Plan and monitoring proposals. Prepare project plans for implementation of policies, programmes, milestones, performance indicators and monitoring mechanisms, etc for key projects, outlined below and in Chapter 9
- Explore, with central government, ways in which the needs of freight transport can be more clearly identified and procedures developed for freight project analysis and funding application
- Identify and bring to a fundable stage of development, road and rail freight proposals, both infrastructure and operations, into an investment programme for Land Transport NZ and ARTA consideration – initiatives to lie with the benefitting agency or controlling authority
- Develop an expenditure profile and funding plan for the Strategy.

8.3 Expenditure Profile

An expenditure profile for the Regional Freight Strategy will be developed once preliminary feasibility studies of the component projects are undertaken.

8.4 Likely Funding Sources

Land Transport New Zealand

Land Transport NZ is currently the sole source of funding for state highways and a major funding contributor to local roads on the basis of set Financial Assistance Ratios. Land Transport NZ may also contribute to rail projects.

It is envisaged that indicative bids would be prepared for qualifying freight projects by the sponsoring local authority or group of local authorities with the cooperation of the commercial freight services

provider. This would be followed by an application for funding support for investigative studies.

If the results of these investigations are positive, Land Transport NZ would then be approached for funding support for design and construction or, alternatively, as partner to a Public-Private Partnerships (PPP) arrangement in which funding support is provided on an annual basis.

Crown/Ministry of Transport

The MoT may provide grants for rail infrastructure, justified on public policy grounds, and loans for commercial projects, to promote the use of rail.

Auckland Regional Transport Authority

ARTA is responsible for the preparation of a Regional Land Transport Programme, in consultation with TAs for submission to the Land Transport NZ. This programme sets out desired spending transport infrastructure, maintenance and service over a 10-year horizon, excluding state highways.

ARTA could potentially source funding for key regional freight initiatives by progressing projects identified in the Land Transport Plan. ARTA is funded by Land Transport NZ and the ARC. The contribution from ARC is funded by direct rating and funds provided by a subsidiary organisation, ARH.

Territorial Authorities

TAs provide funding primarily through rating income, which is applied to projects according to the funding split between national land transport funds administered by Land Transport NZ, and the funds supplied by TAs. The main areas in which district councils are expected to contribute towards the Regional Freight Strategy include:

- Development and implementation of LAFMP and support of strategic freight partnerships



- Development and implementation of improvements to the SFN where these involve local roads
- Development and implementation of local area freight management policies, generally across the district or city outside the LAFMP areas.

Private Sector

The freight industry is entirely under private sector ownership, as are the main freight customers, so between them they take the main responsibility for funding initiatives related to road vehicle fleet, drivers and operators, ports, airports and rail development. In some cases, public/private partnership funding may be available.

Other Government Sources

Other sources of government funding are available, mainly for investigative studies and research and development. These include:

- Research and development funding under the various transport sector, scientific and industrial research, and environmental agencies – including Land Transport NZ, LTSA, Road Safety Research Council, Foundation for Science Research and Technology, Ministry for the Environment, and EECA
- Policy portfolio-related funding of initiatives, such as the development of ITS by Land Transport NZ and MoT.

Direct government funding from the Government's budget is also a possibility, as part of general support to the Auckland region to reduce the backlog of deferred capital expenditure.



Implementation Schedule

Policy	Action	Primary and Secondary Responsibility	Timing (P = Priority Action)			
			2 yrs	5 yrs	Long Term	Ongoing
1. Improve Information and Communications						
1.1 Prepare Freight Data Acquisition Plan	Collation of traffic data on all modes including road, rail, coastal shipping and ferries	ARC, TAs	►(P)			
	Research into freight traffic generation	ARC				
	Industry-based studies	Industry				
1.2 Develop Freight Transport Modelling Tools	Review of data sources	ARC	►			
	Outline model specification					
	Data acquisition plan					
	Detailed model design					
	Data acquisition					
1.3 Develop and Implement a Communications Plan and Establish an IRG	Model calibration, validation					
	Agree working group	ARC	►(P)			
	Agree technical/secretarial support					
	Select wider reference group					
2. A Supportive Funding and Regulatory Framework						
2.1 Review of Public Sector Investment Criteria for Freight Transport	Website design and launch					
	Advocate/promote research and report	ARC to Land Transport NZ		►		
2.2 Review Adequacy of OW and O/D Control	Review current OW and O/D routes and constraints across the region in relation to proposed SFN	ARC with RCA support		►		
2.3 Review Potential for Selective Permitting of Higher Mass and Dimension Vehicles	Demand and benefit/cost studies with safety and environmental implications	ARC coordinate/commission	►			
2.4 Strengthen Commercial Vehicle Regulatory Enforcement	None proposed at regional level	–				►
3. Relief of Congestion for Road Freight						
3.1 Advocate Completion of the Strategic Road Network	Data collection to better identify freight demand patterns and routing	ARC			►(P)	►(P)
	Review of road project evaluation and prioritisation procedures, and parameter values for freight traffic	Land Transport NZ and ARC				
	Review and monitor strategic roading programme priorities to facilitate progress	ARC, ARTA and TAs				
3.2 Reduce Congestion on Strategic Freight Routes by TDM	No specific policies proposed However, see Policy Actions 4.1 (Point 6), 4.5 and 5.5					



Policy	Action	Primary and Secondary Responsibility	Timing (P = Priority Action)			
			2 yrs	5 yrs	Long Term	Ongoing
4. Strategic Freight Network						
4.1 Identify and Develop an SFN and Encourage Alternative Modes	<p>Agree on criteria for inclusion; identify and agree on network links</p> <p>Prepare inventory, design standards/guidelines, deficiency analysis, remedial actions</p> <p>Review priorities for strategic network additions and upgrades</p> <p>Medium to long-term network development studies</p> <p>Review of role for rail freight</p> <p>Identify measures required to encourage and support effective and efficient movement of freight by rail and sea</p>	<p>ARC</p> <p>TAs, TNZ, ONTRACK</p> <p>ARC, RCAs, TNZ, ONTRACK</p> <p>ARC, RCAs</p> <p>ARC, ONTRACK, THL, ARTNL</p> <p>ARC, ARTA, POAL, THL, ONTRACK</p>	►(P)			►(P)
4.2 Develop Supportive Land-Use Planning to Support the SFN	<p>Study existing and future provision of land for storage, distribution and high freight-generating industry.</p> <p>Liaise with TAs to consider need for complementary supportive activity to avoid reverse sensitivity issues</p>	<p>ARC</p> <p>ARC/TAs</p>				►
4.3 Inland Port Terminals served by Off-peak Road or Rail Transport and the Use of Terminals Connected to Rail or Water for Bulk Commodities	<p>Feasibility investigations to support and encourage development and increased use of inland ports, accessed by rail and road</p>	<p>ARC/ARTA/POAL/ONTRACK</p>	►(P)			
4.4 Goods Consolidation and Hubbing	<p>Monitor overseas developments and communicate findings</p>	<p>ARC</p>			►	
4.5 Investigate Freight Priority Measures on Strategic Routes	<p>Monitor and communicate overseas developments</p> <p>Ensure that freight/freight priority is given adequate consideration in the development of TDM/road-tolling proposals such as ramp metering</p>	<p>ARC</p>	►(P)			►
5. Local Area Freight Management						
5.1 Develop Guidelines for LAFMP	<p>Undertake a case study to develop guidelines for the preparation of LAFMP</p>	<p>ARC and selected TAs</p>	►(P)			



Policy	Action	Primary and Secondary Responsibility	Timing (P = Priority Action)			
			2 yrs	5 yrs	Long Term	Ongoing
5.2 Identify and Promote Preferred Local Road Freight Access Routes	Agree programme of work, approach and identify supportive land use controls Route surveys and identification, promulgation and publicity, and remedial works programme	ARC and RCAs TAs	▶			▶
5.3 Facilitate Best-Practice Design for Freight Routes and Site Layout	Development of best-practice guidelines	ARC, TAs and ARTA		▶		
5.4 Management of Freight Loading	Establish local consultation group Consultation, studies plan Publication and implementation Disseminate information on approaches	ARC ARC		▶	▶	
5.5 Encourage Flexible Delivery Hours	Integrate with local area freight plans Disseminate information through communications plan	ARC			▶	
6. Clean, Quiet and Safe Freight System						▶
6.1 Promote Safe Operators, Drivers and Practices	None within ARFS					▶
6.2 Encourage Safe Vehicles	None within ARFS					▶
6.3 Promote Development of Safe Infrastructure	Included in 4.1, 5.1 and 5.2					▶
6.4 Support Safe Rail Freight	None within ARFS					▶
6.5 Reduce Environmental Impacts of Freight Routes	Included under Policies 4 and 5					▶
6.6 Mitigate Impacts of Freight on Adjacent Land Use	Included under Policies 4 and 5					▶
6.7 Encourage Low Emission Freight Vehicles and Clean Fuels	Support Government policy on low-sulphur diesel, vehicle-emission standards and testing; pricing to include environmental costs Incentives for preferential access by low-emission vehicles – exploratory study Maintain dialogue with government agencies	ARC ARC and TAs			▶	▶
6.8 Minimise Packaging and Waste	Promote programmes to minimise packaging through communications strategy and LAFMP	ARC and TAs				▶



