

One Network Framework

Service Outcomes and Performance

DRAFT for Discussion

November 2020

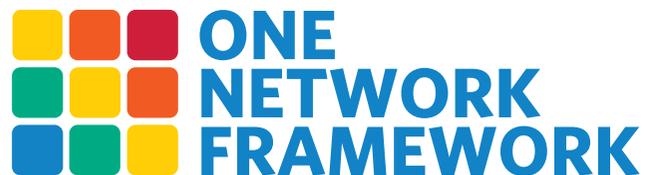


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Purpose

The purpose of this document is to present for review, discussion and agreement the proposed process for how the national Transport Outcomes can be used to guide what Service Outcomes should be provided and how these will be measured, in the context of the One Network Framework (ONF).

Background

The ONF project delivered the high-level design concepts for movement and place classification in April 2020. This high-level design has been further refined with more detailed classification criteria and the development team are currently working with a number of RCAs to trial the Movement and Place classification framework. Through these trials they will be developing a number of case studies highlighting various applications of the framework.

The Service Outcomes and Performance Workstream was established in April 2020 to develop initial customer Service Outcomes and associated Performance Measures to be used within the ONF context.

As part of this process, a full review of existing transport outcomes and performance measure frameworks has been completed, specifically considering:

- Ministry of Transport, Transport Outcomes Framework
- Government Policy Statement on land transport 2021
- Community well-beings and outcomes
- One Network Road Classification (ONRC)
- Waka Kotahi Land Transport Benefits Framework and Management Approach
- Ministry of Transport, Transport Indicators, March 2020 revision
- Network Operating Frameworks (NOF)
- Department of Internal Affairs (DIA) Mandatory Measures

- Various other national and international literature, particularly regarding 'place' and 'multi-modal' aspects of service provision and performance measurement.

Development Principles

Key principles in the development of ONF Service Outcomes and Performance include:

- Recognising the many different uses (and user groups) for ONF and providing common language for everyone involved in planning, design, operation and investment decision making for our transport system in both the short and long term. Understanding the key uses for ONF helps to ensure the right Service Outcomes and Performance Measures are identified.
- The need to recognise key decision-making elements for transport, including alignment to the five Transport Outcomes established by government for the national transport system.
- The need for Service Outcomes that recognise wider community priorities as well as national and regional priorities for transport. Community outcomes and priorities provide direction for Councils' desired service outcomes and support Councils having level of service vs cost of service conversations with their communities.
- The need to capture the key principles of ONF itself, specifically:
 - Movement and place, bringing transport and land use together.
 - Multi-modal focus that highlights the strategic importance of each transport mode in achieving the overall objective of moving people and goods efficiently and effectively.
- The need to measure progress towards goals through consistency in measurement.

Glossary of Terms

The ONF provides a **common language** to describe the different functions of roads and streets in relation to both the movement of people and goods and as destinations in their own right, the social and economic spaces which streetscapes provide to our community. In keeping with this purpose, the following terminology has been developed for ONF Service Outcomes and Performance.

Term	Description
Transport Outcomes	The five core outcomes that government is seeking to achieve through the transport system as identified in the Ministry of Transport's Transport Outcomes Framework (June 2018).
Service Outcome Areas	Overarching transport system service provisions that generally correlate with the benefit clusters in the Benefits Framework. These Service Outcome Areas help us to focus on critical aspects of our services that ensure we work towards key transport outcomes.
Service Outcomes	Specific transport system outcomes that we will measure performance against. These statements indicate our key service delivery aims, putting our customers and community at the heart of our decision-making processes.
Performance Measures (PMs)	How we assess our service delivery performance against our Service Outcomes, from both customer (Outcome) and technical (Output) perspectives.
Governance Key Performance Indicators (KPIs)	A specific set of performance measures (~ 10 measures) that provide a high-level, nationally significant reporting tool. These measures will be used to communicate overarching performance to key decision makers, including elected representatives.
Core Performance Measures	A specific set of performance measures (~ 30 measures including governance KPIs) that provide differentiation for decision-making. This measure set will form the basis for required reporting for all organisations. The majority of these measures are inclusive of all modes of travel.
Added Value Measures	Additional performance measures that provide further granularity to performance reporting. These measures

	may have a more localised focus (e.g. apply to specific classifications or use cases) or a specific travel mode. These measures will tend to be more technically focused and represent the outputs your agency uses to create impact.
Strategic Measures	Performance monitoring and reporting to assist decision processes at a strategic level. These measures consider the holistic performance of the transport system and contribution to the Transport Outcomes.
Tactical Measures	Inform key decision-making processes around planning, programming and managing risk to ensure service delivery.
Operational Measures	Focus on specific aspects or parts of the transport system and assist within monitoring the operational aspects of service delivery and network performance.
Performance Targets	Each of the Performance Measures will have associated targets that state the level of service we aim to achieve. These are likely to vary by ONF Street Family. <i>These have not yet been developed.</i>
Use Case	ONF is designed to provide a common language for everyone involved in planning, design, operation and investment decision-making for the transport system in both the short and long term. Use Cases outline the key uses for ONF Service Outcomes and Performance based on the various people who will use ONF and their primary factors of interest.

Key References for the Development of ONF Service Outcomes and Performance

Transport Outcomes Framework

The Transport Outcomes Framework (Figure 1) identifies what government is aiming to achieve through the transport system. It guides transport planning, investing, and regulating. **ONF Service Outcomes must contribute to these national Transport Outcomes.**

New Zealand's transport system has a crucial role to play in supporting and improving peoples' wellbeing, and the quality of places that we live in and visit. It does this by contributing to five key outcomes, summarised in the diagram below.

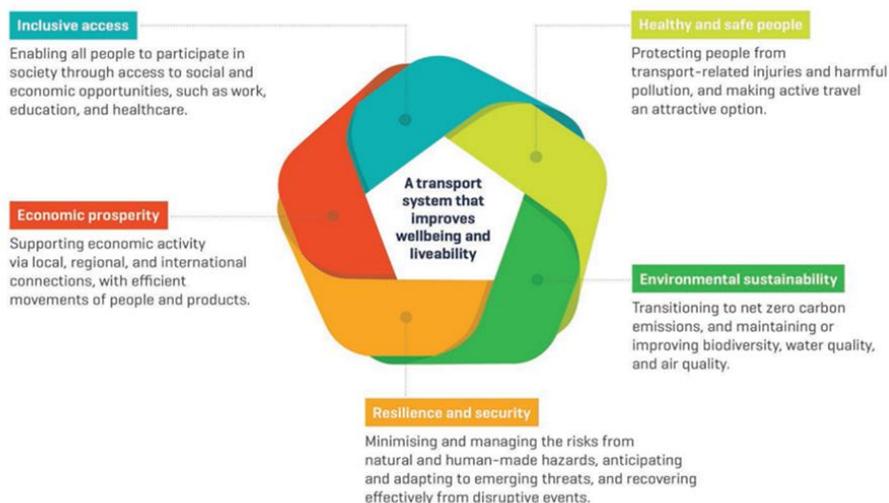


Figure 1 Ministry of Transport, Transport Outcomes Framework

All these outcomes are inter-related and need to be met as a whole to improve intergenerational wellbeing and the quality of life in New Zealand's cities, towns, and provinces.

At a network or project level, organisations will often face tensions when deciding how to meet these outcomes and may need to make trade-offs between different outcomes. Trade-offs are made within a given portfolio of initiatives as well and over time. Government may sometimes prioritise some outcomes over others, depending on social / economic / environmental / resilience circumstances and the government of the day. The Service Outcomes will help to ensure that organisations get the best results over time and across a range of outcomes.

Community Wellbeings

Further to the national Transport Outcomes, individual local government councils also have community wellbeing outcomes and priorities they wish to achieve. While these may differ across all agencies, they do need to be considered as an input into the ONF Service Outcomes. Key themes identified through a sample of councils' strategic planning have been used as the basis for community wellbeings considerations.

Land Transport Benefits Framework and Management Approach

Providing benefits for transport users and communities in line with government direction is the primary reason for Waka Kotahi NZ Transport Agency's investment in land transport. The new *Land Transport Benefits Framework and Management Approach* signals a sector focus on benefits, benefits realisation and investment decision-making that contributes to outcomes.

As part of the Land Transport Benefits Framework, Waka Kotahi has developed a benefits framework to categorise and describe the various contributions of land transport to the wellbeing of New Zealanders. The framework is mode neutral and **aligns with the Ministry of Transport's Transport Outcomes Framework** and **Treasury's Living Standards Framework**.

The Benefits Framework is intended for use by all business case practitioners across the land transport system. The list of benefits within the framework provides a set of standard and consistent measures, without

restricting practitioners from considering other benefits or measures where appropriate.

The Benefits Framework is comprised of benefit clusters and benefits with measures that contribute to the transport sector outcomes as shown in **Error! Reference source not found.** This framework has the key components required to develop ONF Service Outcomes and Performance, so the benefits framework has been used as a key reference point for developing ONF Service Outcomes and Performance Measures.

The detailed Benefits Framework is included in Appendix A.

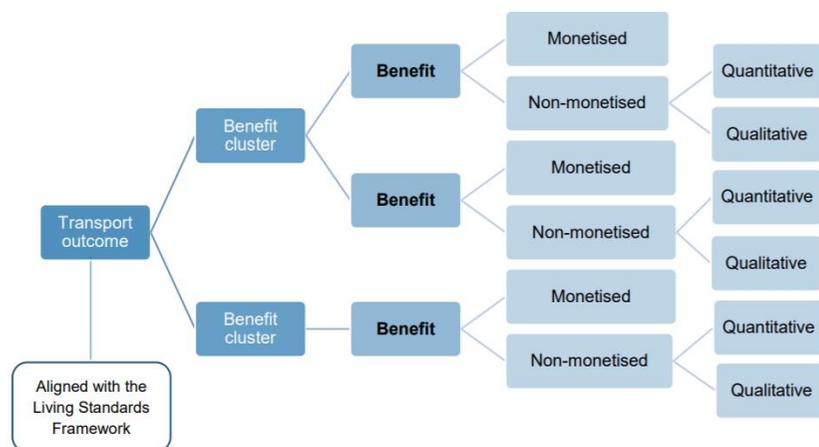


Figure 2 Benefits Framework

One Network Road Classification (ONRC)

The ONRC was designed to standardise the performance of roads throughout New Zealand, aiming to address historical inconsistencies, and promote economic growth. It has been a significant driver in terms of benchmarking investment in asset management and providing a nationally consistent framework. The benefits of the framework have been numerous, and it has become embedded in several national policies and systems. Because the ONRC is now embedded in a wide range of decision-making, it is important to draw from it in the development of ONF Service Outcomes

and Performance. ONRC Performance Measures provide a key component of the ONF performance measurement.

One Network Framework

The development of ONF Service Outcomes and Performance needs to capture the key principles of ONF itself, specifically movement *and* place, bringing transport and land use together as shown in Figure 3.

The movement function of a road or street is primarily focused on **saving time**. The place function of a road or a street is primarily focused on **attracting people to spend time**.

ONF Service Outcomes and Performance needs to focus on both functions.



Figure 3 Road and Street Environments

ONF Service Outcomes and Performance also seeks to incorporate the ONF multi-modal focus that highlights the strategic importance of each transport mode in achieving the overall objective of moving people and goods efficiently and effectively.

The ONF Street Families (as of November 2020) is shown in Figure 4.

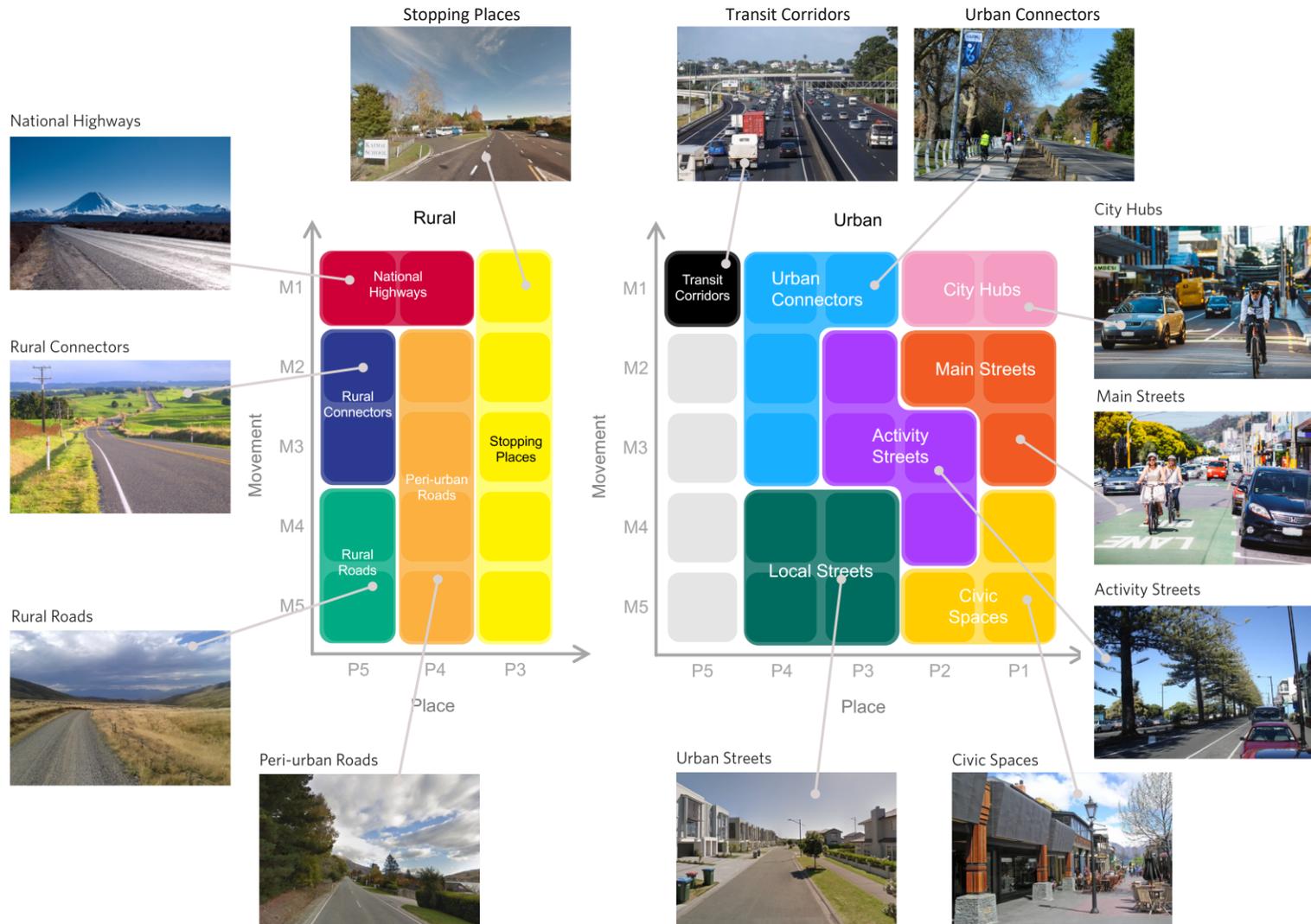


Figure 4 ONF Street Family and Road Classes

Developing Service Outcomes & Performance Measures

Understanding the Decision-making Context

The ONF is designed to provide a common language for everyone involved in planning, design, operation and investment decision making for our transport system in both the short and long term. Figure 5 shows how ONF links many different decision-making contexts or 'Use Cases' together through this common language. Understanding the key uses for ONF helps to ensure the right Service Outcomes and Performance Measures are identified.

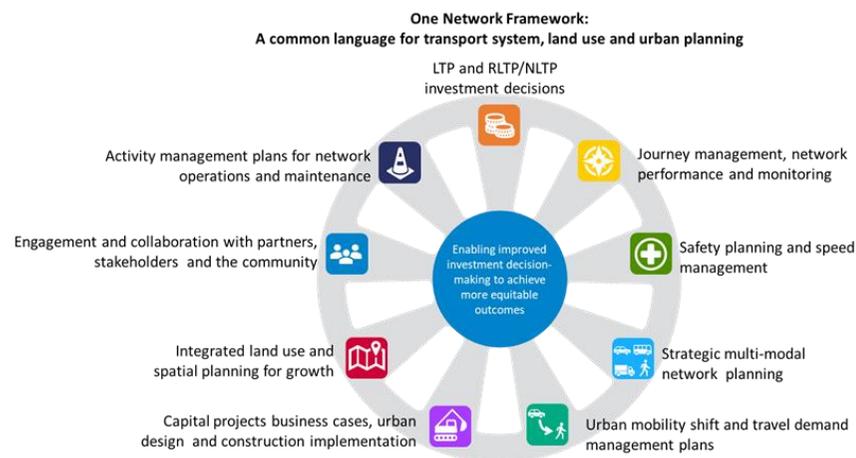


Figure 5 ONF Applications

Work has also commenced to understand the various people who will use ONF and their primary factors of interest. As part of this process a series of 'Users or User Groups' have been developed to assist with understanding how ONF will be used. The 'User Groups' shown in Figure 6 have been developed to date.



Figure 6 Potential ONF users

The following table has been developed initially to identify the primary factors of interest and key Use Cases for each 'User Group'. Engagement with representative Subject Matter Experts from each 'User Group' has commenced to ensure inclusive content for all use cases.

User Group	Term of View	Primary Factors of Interest / Functions	Key Use Case
 Asset Managers	Short, medium and long-term planning and management of the network	<ul style="list-style-type: none"> Establishing the link between transport and its contribution to community outcomes Facilitation of a value for money approach, i.e. enabling and supporting evidence-based decision making of investment in transport Determination of the appropriate levels of service the network assets should be delivering, and how this links to customer outcomes A means of practically measuring the performance and condition of assets, so these can be assessed against expected levels of service A way of assessing the effectiveness of investment in maintenance, linking to justifiable maintenance funding applications 	<ul style="list-style-type: none"> Investment Decision Making Activity Management Planning Network Performance Monitoring
 Investment Advisors	Short to medium term investment considerations	<ul style="list-style-type: none"> A means of determining where investment should be targeted, in line with current policy Guidance on how the budget should be apportioned so that funding allocations are equitable Prevent the creation or prolongation of 'gold-plated' assets 	<ul style="list-style-type: none"> Investment Decision Making Capital Projects Business Cases
 RCA Transport Planning Leads	Short to medium term, design and construction of the roading network	<ul style="list-style-type: none"> A justifiable business case can be made for a particular transport project or programme A reasonable number of alternative options are considered before settling on the preferred option 	<ul style="list-style-type: none"> Capital Projects Business Cases Safety Planning
 Journey / Network Performance	Short to medium term management of the network	<ul style="list-style-type: none"> A means of practically measuring the performance and condition of assets, so that these can be assessed against the expected levels of service 	<ul style="list-style-type: none"> Network Performance Monitoring Journey Management
 Safety Engineers	Short to medium term	<ul style="list-style-type: none"> Establishing the link between transport system and its contribution to safety outcomes Speed management analysis and planning Appropriate standards have been used in the design of the network 	<ul style="list-style-type: none"> Safety Planning Speed Management Design
 Transport Planners	Medium to long term	<ul style="list-style-type: none"> Establishing the link between transport and its contribution to community and social outcomes Providing a model to present the aspirational (future) view of transport networks, their contribution to place-making, and 	<ul style="list-style-type: none"> Future Planning Strategic Multi-modal Network Planning

User Group	Term of View	Primary Factors of Interest / Functions	Key Use Case
		<ul style="list-style-type: none"> support for the four community wellbeings of economic, social, cultural and environmental Increasing travel choice, accessibility and promoting mode shift to active modes and public transport 	<ul style="list-style-type: none"> Travel Demand Management Planning Travel Behaviour Change Planning
 Land Use Planners	Long term of how a city / district will develop and grow	<ul style="list-style-type: none"> Ensuring desirable community outcomes are achieved Integration of transport networks with adjacent land use Planning that incorporates all modes of transport 	<ul style="list-style-type: none"> Integrated Land Use Planning Strategic Multi-modal Network Planning Urban Growth & Development Planning Structure Planning Future Planning
 Mobility Advisors	Medium to long term	<ul style="list-style-type: none"> Ensuring health, wellbeing, liveability and environmental outcomes are achieved Promoting mode shift to active modes and public transport 	<ul style="list-style-type: none"> Strategic Multi-modal Network Planning
 Councillors	Term of office (medium)	<ul style="list-style-type: none"> Establishing the link between transport and its contribution to community outcomes Ensuring desirable community outcomes are achieved 	<ul style="list-style-type: none"> Engagement (on future planning)
 Urban Designers	Medium to long term	<ul style="list-style-type: none"> Establishing the link between transport and its contribution to community outcomes Ensuring desirable community and social cohesion outcomes are achieved 	<ul style="list-style-type: none"> Future Planning Strategic Multi-modal Network Planning Placemaking Streetscape Design

Other interested parties who may have supporting points of view include:

- Designers and those implementing programmes (i.e. those involved in construction)
- Environmental and Sustainability practitioners
- Health and wellbeing practitioners.

Correlating ONF Service Outcomes with Benefits

The Benefits Framework has been used as a key reference for developing ONF Service Outcomes and Performance Measures. Figure 7 shows the correlation between the ONF Service Outcomes and Performance and the Benefits Framework. This ensures that the Service Outcomes centre around the five Transport Outcomes and that there is consistency between the Benefits Framework and ONF Service Outcomes and Performance.

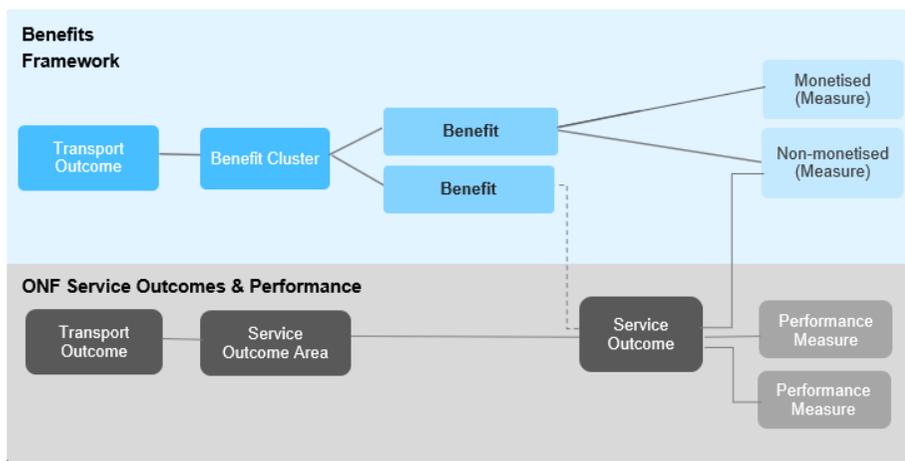


Figure 7 Correlation between Benefits Framework and ONF Service Outcomes and Performance

ONF Service Outcomes

For each Transport Outcome there are a number of **Service Outcome Areas**, with 10 Service Outcome Areas in total. These form overarching transport system service provisions that generally correlate with the benefit clusters in the Benefits Framework. These Service Outcome Areas help us to focus on critical aspects of our services that ensure we work towards Transport Outcomes.

The initial framework has identified **27 Service Outcomes** are grouped against the Service Outcome Areas and provide a set of specific transport system outcomes that we will measure performance against. These

statements indicate our key service delivery aims, putting our customers and community at the heart of our decision-making processes. The Service Outcomes generally correlate with the Benefits identified in the Benefits Framework, with some additional Service Outcomes included to reflect additional community wellbeing and place-orientated outcomes.

The initial Service Outcomes identified in the development of the ONF Service Outcomes and Performance Measures Framework are included in the table below.

TOF	Service Outcome Area	Service Outcome	Movement or place focus	Associated Benefits	
				Benefit Cluster	Benefit
Healthy & Safe People	Safety	Safety 1.1: People using the transport system are kept safe so that everyone is protected from the impacts of deaths and serious injuries	Movement	1. Changes in user safety	1.1 Impact on social cost of deaths and serious injuries
		Safety 1.2: People using the transport system are protected, can travel a safe speed and have desirable opportunities to stop and rest.	Movement		1.2 Impact on safe system
		Safety 2.1: People using the transport system feel secure and are comfortable with the level of associated risk	Movement / Place	2. Changes in perceptions of safety	2.1 Impact on perceptions of safety and security
	Health	Health 3.1: People using the transport system can choose transport options that support their physical and mental health and well being	Movement	3. Changes in human health	3.1 Impact of mode on physical and mental health
		Health 3.2: Everyone can benefit from a transport system that limits harmful air emissions	Place		3.2 Impact of air emissions on health
		Health 3.3: Everyone can benefit from a transport system that limits noise and vibration	Place		3.3 Impact of noise and vibration on health
Resilience & security	Resilience	System Resilience 4.1a: People using the transport system can access social and economic opportunities, with limited disruption from unexpected outages	Movement	4. Changes in impact of unplanned disruptive events on access to social and economic opportunities	4.1 Impact on system vulnerabilities and redundancies
		Community Resilience 4.1b: Communities can respond and recover from an emergency event because they are well connected through the transport system	Place		
Economic prosperity	Reliability	Reliability 5.1: People using the transport system can count on reliable travel times and experience	Movement	5. Changes in transport costs	5.1 Impact on system reliability
	Efficiency	Efficiency 5.2a: Users of transport system can transport goods efficiently	Movement		5.2 Impact on network productivity and utilisation
		Efficiency 5.2b: People using the transport system can access their place of work, education and healthcare	Movement / Place		
		Efficiency 5.2c: People have access to quality infrastructure, information and mode connectivity so they use the transport system efficiently	Movement		
	Value for Money	Economic Prosperity 5.3: Everyone has assurance that the work we do is necessary, is co-ordinated and is delivering value for money	Movement / Place		
Environmental Sustainability	Environmental sustainability	Environmental Sustainability 7.1: Everyone can benefit from a transport system that supports water quality (te mana o te wai)	Place	7. Changes in natural environment	7.1 Impact on water quality

TOF	Service Outcome Area	Service Outcome	Movement or place focus	Associated Benefits	
				Benefit Cluster	Benefit
		Environmental Sustainability 7.2: Everyone can benefit from a transport system that supports New Zealand's biodiversity	Place		7.2 Impact on land and biodiversity
		Environmental Sustainability 8.1: Everyone can benefit from a transport system that limits greenhouse gas emissions	Place	8. Changes in climate	8.1 Impact on greenhouse gas emissions
		Environmental Sustainability 9.1: Everyone can benefit from a transport system that makes efficient use of resources and limits waste	Place	9. Changes in resource efficiency	9.1 Impact on resource efficiency
Inclusive access	Accessibility	Accessibility 10.1a: People can access the transport system	Movement	10. Changes in access to social and economic opportunities	10.1 Impact on user experience of the transport system
		Accessibility 10.1b: The transport system meets the needs of users	Movement		
		Accessibility 10.2: People have access to viable transport options to get where they want to go	Movement		10.2 Impact on mode choice
		Accessibility 10.3: Everyone has access to community services and social interaction through the transport system	Movement / Place		10.3 Impact on access to opportunities
		Accessibility 10.4: Social cohesion within and between communities is enabled through the transport system	Place	10.4 Impact on community cohesion	
	Liveability	Liveability 11.1: Everyone can experience a deeper cultural connection and experience of the places within the transport system	Place	11. Changes in liveability of places	11.1 Impact on heritage and cultural values
		Liveability 11.2: Everyone can enjoy the natural environment and views within the rural transport network	Place		11.2 Impact on landscape
		Liveability 11.3a: Everyone can enjoy pleasant and attractive streets in the urban transport network	Place		11.3 Impact on townscape
		Liveability 11.3b: People can use appropriate spaces within the transport system to safely play and recreate	Place		
	Te Ao Māori values	Te Ao Māori values 12.1: Māori culture is valued and incorporated within transport system	Movement / Place	12. Changes in te ao Māori values	12.1 Impact on te ao Māori values

Performance Measures

ONF Service Outcomes and Performance **pulls together** a number of key frameworks into a **single space**. The key frameworks reviewed as part of the development of the ONF Performance Measures are included in Figure 8.

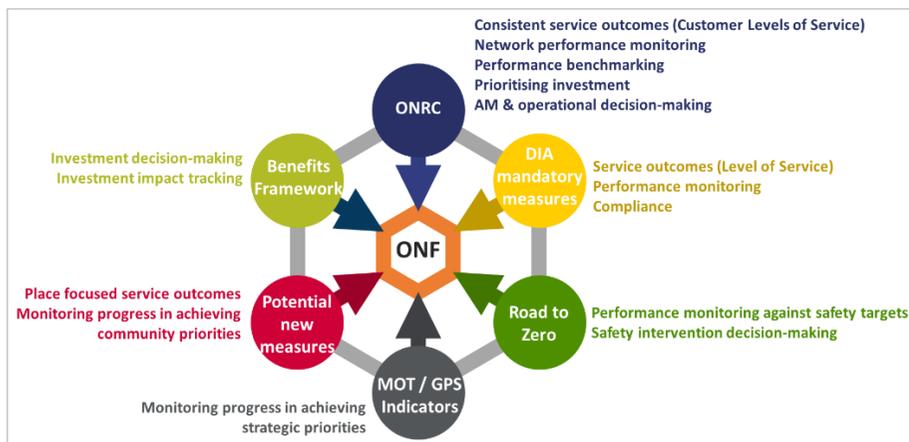


Figure 8 ONF Service Outcomes and Performance general information sources

These other frameworks have different focuses and uses, indicated by the different language used above. Bringing them together provides a richness to the ONF Service Outcomes and associated Performance Measures, and reflects the multi-level nature of uses for ONF and organisations, from a national and regional focus through to local level focus.

Some potential new Performance Measures have also been included to reflect the different Use Cases and the place component of the ONF, where required.

A full list of potential Performance Measures has been collated by Service Outcomes. This list of measures contains a variety of measures from the various sources outlined above. Over the 10 Service Outcome Areas there are approximately 150 potential measures.

It should be noted that the breadth of Service Outcomes means that it will require a "whole of organisation" approach to deliver the best outcomes for

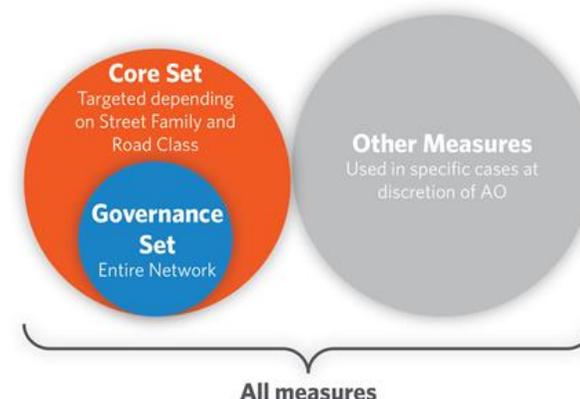
our communities. So whilst there may be an increase in measures there will also be an increase in the roles and functions that contribute to achieving the outcomes specifically in areas such as Health and Inclusive Access (i.e. what we're implementing is not necessarily the exclusive domain of road managers, or asset managers; it involves more User Groups as outlined above).

Measure Sets

The full set of measures compiled is a fairly comprehensive set of measures reflecting the five Transport Outcomes. The breadth of outcomes, compared to the ONRC, instantly means there's more measures. However, a key principle in the development of the ONF Service Outcomes and Performance framework is to keep things simple, while still needing to reflect the diverse outcomes included in the Transport Outcomes Framework.

A tiered approach to measurement has been adopted, to allow ONF Service Outcomes and Performance framework to be right sized for the specific use function and/or network size/complexity.

Performance measures have been divided into three sets of measures as follows:



Core Performance Measures: This set of measures, selected to provide differentiation for decision-making, is targeted to include 30 measures overall. This measure set will form the basis for required reporting for all organisations. The majority of these measures are inclusive of all modes of travel. The intention is that the Core set of measures provides consistency in measurement of key aspects of the services provided to customers. Many Core Set measures will be targeted depending upon the ONF Street Family and Road Class.

Governance Key Performance Indicators (KPIs): Approximately 10 Core Set measures will be identified and termed a “Governance Set”. The Governance Set is expected to be measured across the entire network, providing a high-level, nationally significant reporting tool. These measures will be used to communicate overarching performance to key decision makers, including the Ministry of Transport, Waka Kotahi and elected representatives.

Other Measures: This set of measures will be included in the overall performance framework but are only expected to be used in specific cases. Given the breath of Service Outcomes we are aligning to and the desire to be inclusive of all modes this set will be larger in scale than the Core Set, but are not be expected to be measured continually or as widely as the Core Set.

Measure Level

Performance measures have been categorised into three different levels¹ of measures as follows:

Strategic Measures: Performance monitoring and reporting to assist decision processes at a strategic level. These measures consider the holistic performance of the transport system and contribution to the Transport Outcomes.

Tactical Measures: Inform key decision-making processes around planning, programming and managing risk to ensure service delivery.

Operational Measures: These performance measures focus on specific aspects or parts of the transport system and assist within monitoring the operational aspects of service delivery and network performance.

Measure Coverage

Performance measure coverage has also been categorised into two different types as follows:

Network: These measures inform overall contribution to the network level service outcomes, considering the interconnected parts of the network. They

¹ <https://www.publicservice.govt.nz/resources/performance-measurement/?e154=2724-the-three-levels-of-performance-measurement>

help the sector to understand the performance of their part in the wider transport system.

Project: These measures are focused on service outcomes related to a specific project, which is generally geographically constrained to a specific location or area.

Some measures can be used at both a Network and Project coverage level.

Modes

For each performance measure the travel modes which inform measurement are also identified. These include:

Mode	Definition
General Traffic	Includes cars, motorcycles, and light commercial vehicles
Freight	Heavy commercial vehicles over 3.5 tonnes
Public Transport	Generally, buses in the current ONF context. In future this may also include rail.
Cycling	Any person on a cycle.
Walking	Any person on foot or who is using a powered wheelchair or mobility scooter, or a wheeled means of conveyance propelled by human power, other than a cycle (NZTA 2009).

Data Availability

The Service Outcomes and Performance Framework has been developed with a broad range of users and applications in mind, from Spatial Planning through to Operations and Maintenance. Therefore, the Performance Measures and the information gained from tracking performance will be of use across a wide range of organisational activities. It is expected the many measures will be informed by data gathered nationally or from existing data sources similar to ONRC performance measures.

Some of the performance measures identified can be assessed now, as there is the data needed to do so. Other performance measures, however, have been identified for future implementation, as we do not yet have all the data required to assess them now.

Te Ao Māori Lens

Te Ao Māori values have been incorporated into the Benefits Framework through the Te Ao Māori Benefit. While this benefit is about the impacts of interventions in Te Ao Māori view, core Māori values have been considered and are likely to be impacted across multiple Benefit Clusters. With this in mind, we have looked to create specific Performance Measures that reflect these Te Ao Māori values where applicable within each Service Outcome Area. Such measures should be considered as a starting point only and will require further review to confirm their applicability.

Performance Targets

Performance targets state the level of service we aim to achieve. These have not yet been developed, but they will likely vary based on the ONF classification for a specific part of the road network.

Core Set of Measures

Due to the complexity of applying a large number of performance measures to assess performance against Service Outcomes, a Core set of measures has been developed.

The selection criteria for the Core Performance Measures set has included:

- Ensuring coverage against key service outcomes i.e. at least one measure per Service Outcome
- Accounting for the various transport modes i.e. a measure that is mode-generic allowing differing modes to be compared through people movement
- Considering historic and current usage of the measure, and how widely it is used e.g. established ONRC measures are well used within the sector and historic trends can be reviewed

- Considering whether data can easily be collected or is already available.

As a result, the potential draft Core Performance Measures set includes 35 measures. These draft measures are being further reviewed by the subject matter expert engagement group.

Process for Determining What Matters Where

The key to understanding how ONF Service Outcomes and Performance can help achieve Transport Outcomes is to join the dots between Transport Outcomes Framework and the One Network Framework.

It is important to identify the key areas where performance measures can help achieve Transport Outcomes through informed decision-making. To do this a step-by-step process has been developed to focus attention on what matters where. This is key to determining which Service Outcomes apply to which areas of our network, and what key Performance Measures are to be used to assess performance against these Service Outcomes.

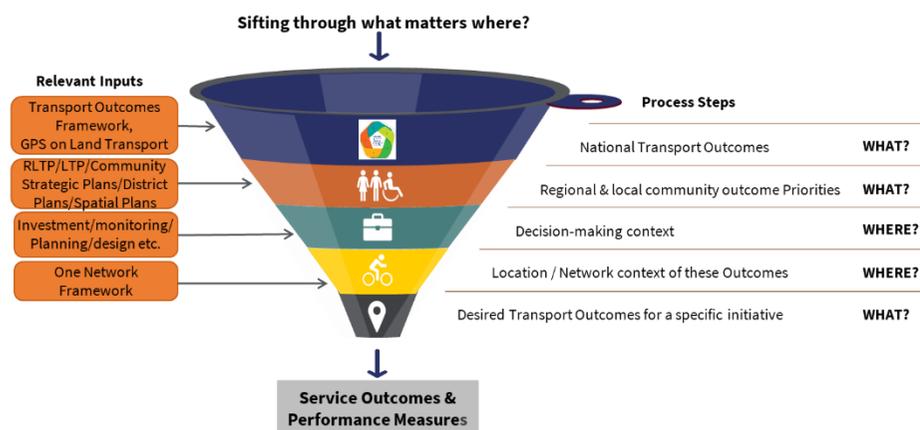


Figure 9 ONF Service Outcomes and Performance Process Components

The process components (as shown in Figure 9) are outlined as follows:

Process Step	Description	Key questions to ask	Process step requirements
National Transport Outcomes	Five outcomes established by government for the national transport system	How can we get the best results across a range of Transport Outcomes?	Review and understand what transport outcomes are important nationally.
Regional & local community outcome Priorities	Community outcomes and priorities provide direction for the Transport Agencies' desired service outcomes for all service areas. This step helps the Agency to understand how their community priorities link specifically to the Transport Outcomes Framework. The Agency should reference their own annual and long-term plans, Structure Plans, Spatial Plans and District Plans to identify the overarching community vision for the future and aligned non-transport initiatives (such local amenities, housing, three waters, sustainability etc).	How do the Transport Outcomes reflect our community outcomes / priorities generally?	Rank the five Transport Outcomes against community priorities
Decision-making context	Establishing the context in which the Transport Outcomes are being applied	How will the Transport Outcomes be used?	Confirm / select use case
Location / Network context for specific initiative	Understanding which ONF Street Families are involved in the initiative provides a key insight into which of the Transport Outcomes are most likely to be achieved through the initiative.	How does the location / network contribute to Transport Outcomes? What type of Street Families are significant in location / network?	Identify Street Families included in the initiative Rank to identify the most significant Street Family(ies) for the initiative
Desired Transport Outcomes for specific initiative	The Transport Outcome priorities for a specific initiative may differ to the general priorities for the community as certain initiatives may more strongly influence specific Transport Outcomes.	What are the key Transport Outcomes for this community / communities with respect to this initiative at this time?	Rank five Transport Outcomes priorities for this initiative, taking into account the Transport Agency's community outcomes / priorities-based ranking of the Transport Outcomes.
Identify Service Outcomes & Performance Measures	The transport outcome priorities and Street Families identified above should then be used to select the key Service Outcomes to be reviewed in more detail.	What are the key Service Outcomes most important to this initiative?	Rank which Service Outcomes are most important to achieve desired Transport Outcomes Identify key Performance Measures to be assessed

Location or Network Context

The Service Outcomes and Performance Framework is being designed to sit alongside ONF street and road classes. They have been used as the basis for understanding how location/network may impact on Service Outcomes. This allows us to determine which Service Outcomes apply to which areas of a network, and therefore which Performance Measures are to be used to assess performance against the Service Outcomes.

A key component of understanding the Service Outcomes we need to achieve, is to understand the locational context. To do this a review of how road classes contribute to achieving Transport Outcomes has been completed. Through a survey approach, feedback has been sought from the sector on how these align.

Overall, the survey supported our approach that some Transport Outcomes can be focused using the principles of movement and place. The overall result from the survey is shown in the Figure 10.

Pattern of relationships between Transport Outcomes and Street Families for prioritising service outcome performance measures



Figure 10 ONF Survey showing prioritisation of Service Outcome and Performance measures

Using the knowledge gained from the survey, in the next stage of Service Outcomes and Performance development we will be aligning ONF Service

Outcomes to Street Families and road classes. To do this we are adopting a three-stage approach:

Stage One: Movement and Place contribution to Service Outcomes

This stage considers each Service Outcome (27 in total) with the intention of defining the general Movement and Place extent for both Urban and Rural Street Families. Figure 11 demonstrates the approach for ‘System Resilience 4.1a’ Service Outcome.

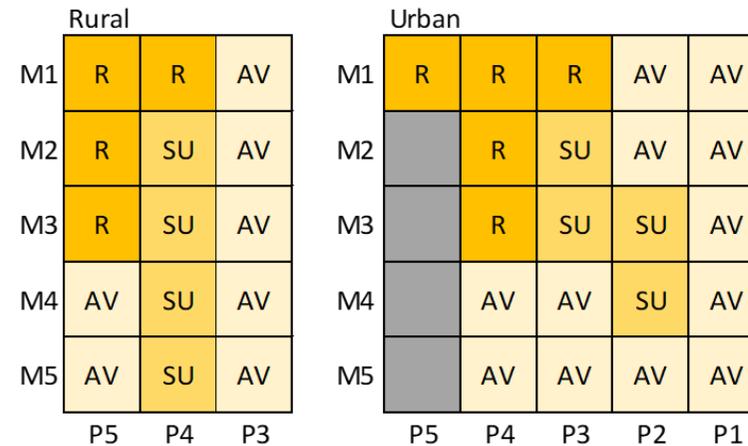


Figure 11 Generic example showing extent of ‘System Resilience 4.1a’

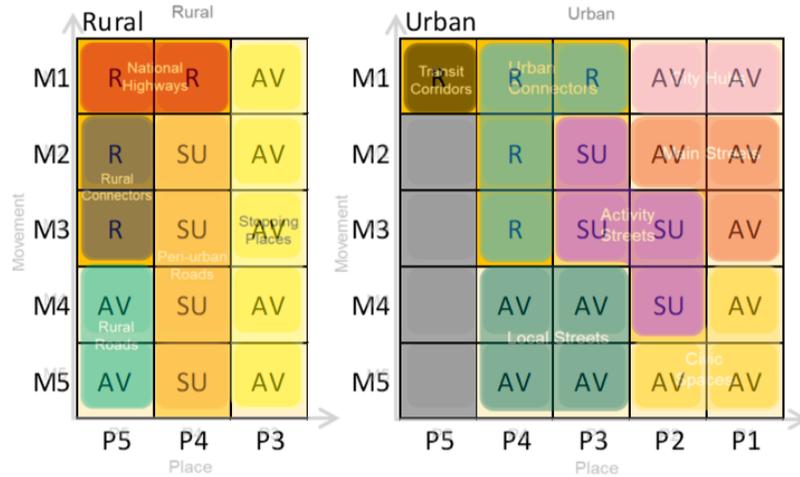
Measuring performance for this Service Outcome is not a ‘Required’ Service Outcome for all ONF classifications, as the high movement classifications most contribute to ‘System Resilience’.

R = Required: measures will be required for those road classes

SU = Specific Uses: for specific AOs or in this case where movement or place is sufficiently high enough to warrant measurement

AV = Added Value: to be used on an optional basis where the measure is of regional or local significance and hence informed decision-making would benefit from.

As shown in Figure 12, the respective street family will then be overlain on the above matrix and those road classes that intersect with the focus area will be further refined in Stage two.



Resilience and Security
System Resilience 4.1a

R&S 4.1
R
R
AV
SU
AV
R
R
AV
AV
SU
AV
AV

- Rural National Highways
- Rural Connectors
- Rural Roads
- Peri-Urban Roads
- Stopping Places
- Urban Transit Corridors
- Urban Connectors
- City Hubs
- Main Streets
- Activity Streets
- Local Streets
- Civic Spaces

Figure 12 Overlay of Urban Road Classes

Using this approach, an initial assessment of the contribution each classification will make to the Service Outcomes has been assessed, as shown in Figure 13.

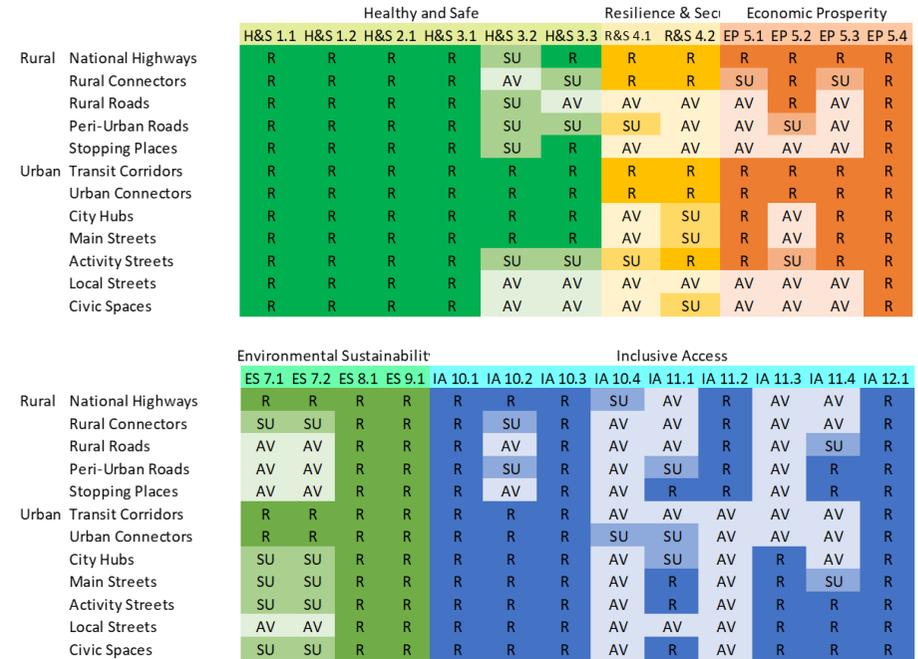


Figure 13 Required Service Outcomes for each Road Classification

Stage Two: Reflecting Road Class Qualities through Service Outcomes

This stage will focus in on the road/street class definitions from the classification workstream for each road/street class identified in Stage One. This stage will reflect in the 'qualities' of each class and review whether the selected Transport Outcomes and associated performance measures will inform key decision-making processes sufficiently well enough.

Stage Three: Engagement on Classification and Service Outcome Alignment

This stage will involve engaging with Subject Matter Experts on the validity of the approach. This will include testing:

- User Groups across the transport sector

- Organisations of various scale
- Different Use Cases for which only a few are shown below
- Focus on Keystone Documents for the impacts of ONF, specifically the benefits of Performance Monitoring, will be captured and implemented.

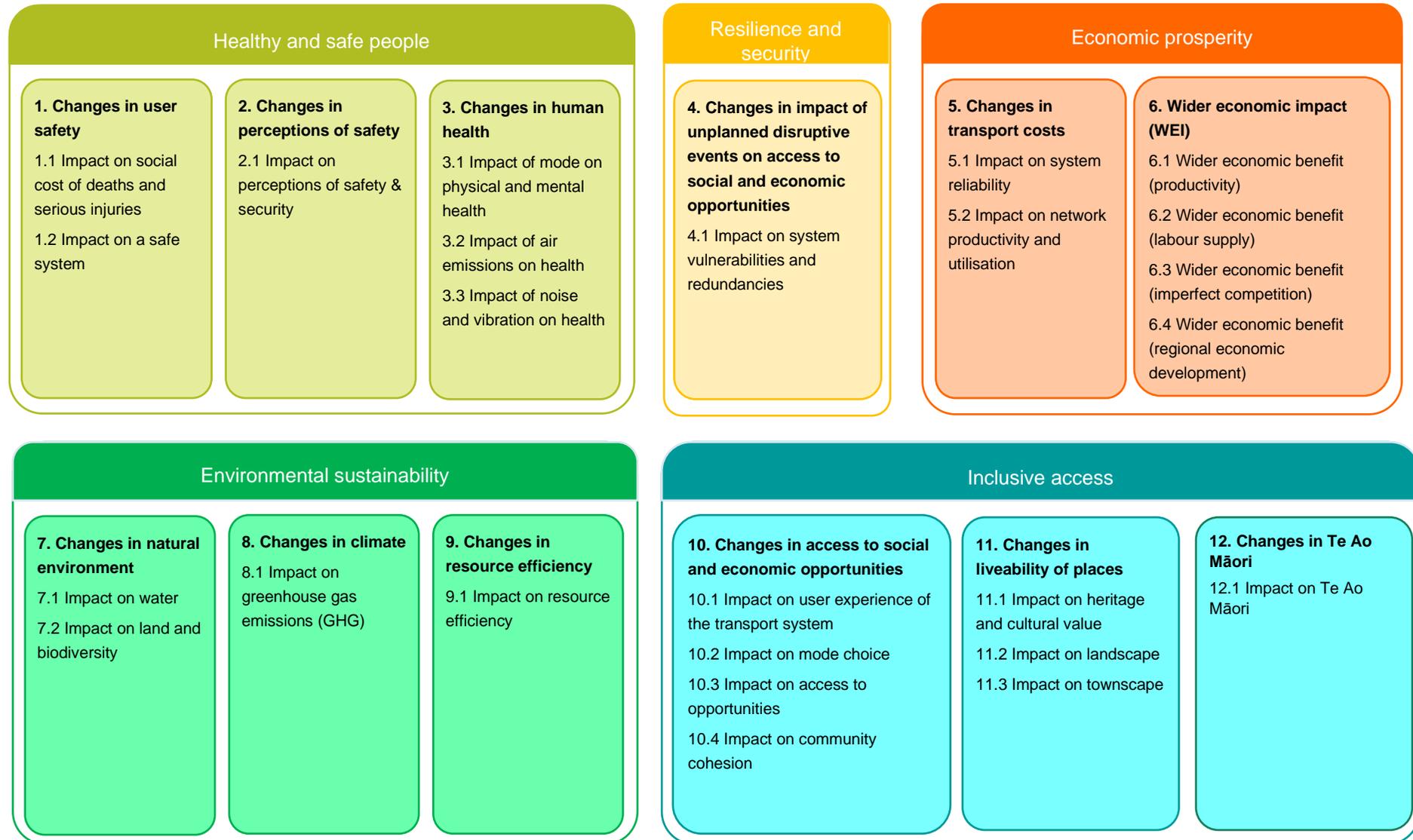
User Groups	Organisations	Use Cases	Keystone Documents
<ul style="list-style-type: none"> • Asset Manager • Road Manager • Safety Engineer • Investment Manager • Planners • Urban Designer • Developer • Councillor • Management 	<ul style="list-style-type: none"> • City • District • Regional • Unitary • Waka Kotahi • Supplier • Industry body 	<ul style="list-style-type: none"> • Investment Decision Making • Activity Management Planning • Network Performance Monitoring • Capital Projects Business Cases • Safety Planning & speed management 	<ul style="list-style-type: none"> • Spatial Plan • District Plan • NLTP • RLTP • AMP • Speed Management Plan • Maintenance Contracts

Next Steps

The next steps to finalising the ONF Service Outcomes and Performance include:

- Further Validation of Service Outcomes by external Subject matter Experts representing various User Groups i.e. land use planners, transport planners, asset managers etc
- Further development and validation of Performance Measures by User Groups, including data availability
- Confirm Core set of Performance Measures
- Detailed alignment of Service Outcomes to Street Families.

Appendix A – Investment Benefits Framework



TOF	Benefit Cluster	Benefit	Short Benefit Definition
Healthy & Safe People	1. Changes in user safety	1.1 Impact on social cost of deaths and serious injuries	The impact of reducing the number of deaths and serious injuries (DSIs) on the all land transport modes and their social costs.
		1.2 Impact on a safe system	Investment that contributes to an overall improvement in a safe system for all users of all modes. Alongside system-wide infrastructure investment, the benefit also covers the regulation and policing of the land transport system for safety.
	2. Changes in perceptions of safety	2.1 Impact on perceptions of safety & security	User experience and perception of the system, particularly relating to safety and security. A sense of safety may be related to appropriate facilities, particularly for walking and cycling, and comfort with the perceived level of risk associated with travel. Perceptions of security can be associated with the physical attributes of a place (e.g. lighting, security cameras etc), protection from external threats (e.g. terrorist threats, public unrest and pandemics).
		3. Changes in human health	3.1 Impact of mode on physical and mental health
	3.2 Impact of air emissions on health		Land transport air emissions that impact on human health, limited to those arising from roads and rail.
	3.3 Impact of noise and vibration on health		Land transport noise and vibration that impacts on human health. Noise and vibration from construction, operation, maintenance and use of land transport infrastructure.
Resilience & security	Changes in impact of unplanned disruptive events on access to social and economic opportunities	4.1 Impact on system vulnerabilities and redundancies	Reducing the risk of communities not being able to access social and economic opportunities due to unexpected outages.
Economic prosperity	Changes in transport costs	5.1 Impact on system reliability	User being able to count on a similar travel experience on the transport system when travelling under the same conditions (for example at the same time with the same mode).
		5.2 Impact on network productivity and utilisation	Network productivity and utilisation is about efficient use of the land transport network. Optimising our part of the broader economic/social system to allow broader benefits to be gained.
	Wider economic impact (WEI)	6.1 Wider economic benefit (productivity)	Changes in productivity as the result of agglomeration where firms and workers cluster for some activities that are more efficient when spatially concentrated and benefits from economies of scale.
		6.2 Wider economic benefit (labour supply)	Changes in labour supply as the result of changes in commuting cost is the proportion of the additional output taken in taxation.
		6.3 Wider economic benefit (imperfect competition)	Transport improvement causes output to increase in sectors where there are price cost margins.
		6.4 Wider economic benefit (regional economic development)	Economic benefits from increased tourism activity are distinct from the wider economic benefits identified above.
Environmental Sustainability	Changes in natural environment	7.1 Impact on water	Impact on water quality, and flow during the operation, maintenance and construction of transport infrastructure.
		7.2 Impact on land and biodiversity	Impact of land transport system construction, maintenance, and operational use, on habitat fragmentation, connectivity, availability and quality of ecosystems and habitat, diversity of native flora and fauna, and biosecurity.
	Changes in climate	8.1 Impact on greenhouse gas emissions (GHG)	Land transport contribution of greenhouse gas emissions.
	Changes in resource efficiency	9.1 Impact on resource efficiency	Sustainable use of resources and materials and the reduction of environmental harm.

TOF	Benefit Cluster	Benefit	Short Benefit Definition
Inclusive access	Changes in access to social and economic opportunities	10.1 Impact on user experience of the transport system	How all people experience the transport system, including people with disabilities, school children, and the elderly, and how different modes are experienced.
		10.2 Impact on mode choice	The way that people make journeys, including the start and end of a person's journey, and the options they have open to them. It can also include freight mode choice.
		10.3 Impact on access to opportunities	The transport system as an enabler, focussing on economic and community participation and the importance of the destinations and services/activities that can be equitably accessed through transport, rather than the experience of travelling.
		10.4 Impact on community cohesion	The transport system's role in enabling and maintaining the normal functions of a community.
	Changes in liveability of places	11.1 Impact on heritage and cultural value	Spiritual/ cultural values are deeper experience of the place that transcends amenity associations and is distinct from commemorative associations.
		11.2 Impact on landscape	How the characteristics of the land and their perception generates a 'sense of place' or identity. Primarily about place, but the way people move through it, whether by vehicle or on foot, is also important to the sense of landscape.
		11.3 Impact on townscape	How the characteristics of the built / non-built urban environment and their perception generates a 'sense of place' or identity. Primarily about place, but the way people move through it, whether by vehicle or on foot, is also important to the sense of landscape.
Changes in Te Ao Māori	12.1 Impact on Te Ao Māori	Incorporates both historical and contemporary evolving values that should be considered to understand the potential and realised benefit	

■ ■ ■ ONE
■ ■ ■ NETWORK
■ ■ ■ FRAMEWORK

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