



# ACTION PLAN for FREIGHT 2024–27

Rail & Freight Team, Multimodal Integration

29 September 2025

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## Introduction

The NZ Transport Agency Waka Kotahi (NZTA) Action Plan for Freight 2024–27 (APF) sets out key outcomes and NZTA led actions across to grow the national economy and lift productivity. These actions complement, and work alongside, wider government led, and industry led actions.

## Strategic Context

Freight is a key enabler of economic activity, referring to the goods that are carried from one place to another by ship, aircraft, train or truck<sup>1</sup>. While an important economic contributor at the national-level, freight also directly impacts and improves the lives of individual New Zealanders by enabling liveability and wellbeing outcomes.

When referencing the freight system in the APF, we mean the physical infrastructure that allows us to move goods around. In other words, the underpinning rail, sea and air transportation, such as roads, railways, ports, airports, freight hubs, container yards, and distribution centres. This also includes supporting services such as warehousing storage, freight forwarding and customs brokerage for both domestic and international trade.

The APF is principally concerned with land transport modes (road, rail and coastal shipping) and does not include air and international maritime. This is because NZTA is the planner, funder and regulator of land transport.

In addition, the APF notes the important role played by freight forwarders within the supply chain system in ensuring the efficient and cost-effective operation of the system particularly the movement of coastal shipping and rail movements<sup>2</sup>.

We acknowledge that NZTA does not have a mandate to invest in, or implement, initiatives in many of these areas. However, it is critical to understand how the overall system is functioning to inform our direct investments and actions.

The APF presents actions being delivered by NZTA, but also notes key complementary land transport actions taken by other government agencies. The monitoring of the implementation of actions will be conducted on an ongoing basis. It is intended that the APF will input into the next Government Policy Statement on Transport.

Freight sector roles and responsibilities are shown in Appendix 1.

## The Case for Change

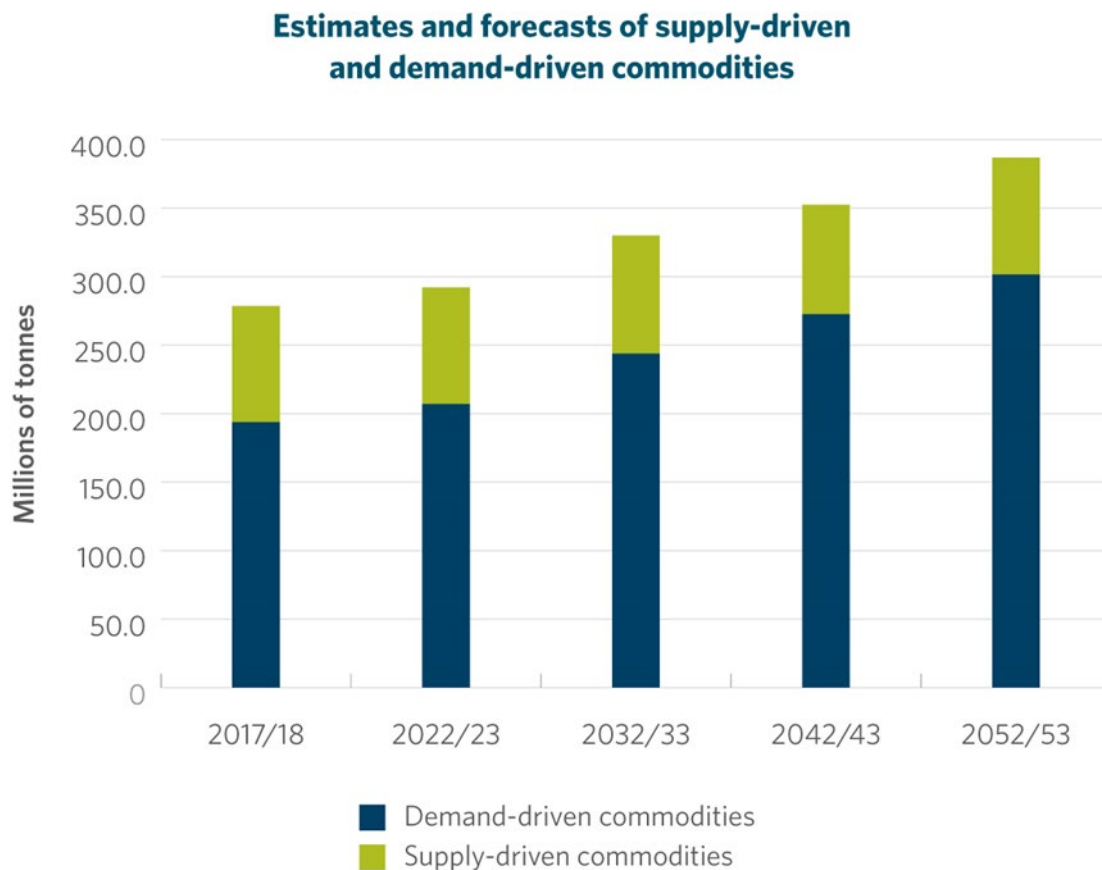
As New Zealand's population continues to grow, particularly in urban areas, so too does the demand for goods. The figure below demonstrates that based on current projections, New Zealand's freight volumes will increase by 55% over the next 20 years<sup>3</sup>.

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<sup>1</sup> Freight, Cambridge Dictionary (2024).

<sup>2</sup> Freight Forwarders are agents who work on behalf of shippers – businesses that own the goods that are being shipped. They organise the shipments, working with shipping carriers, intermodal providers, and ports to ensure that shipments move smoothly through the logistics network.

<sup>3</sup> Ministry of Transport (2017) Transport Outlook Future Overview



The freight sector has experienced unprecedented pressures from external and internal factors in recent years. For example, the COVID-19 pandemic and geopolitical volatility have profoundly affected the sector, disrupted supply chains, and considerably increased costs across the supply chain. The impacts of increasing extreme weather events also pose growing negative effects on a well-functioning freight system.

Freight provides value by:

- allowing easy access to the goods and services that the community needs, and have come to expect as part of everyday life,
- enabling business to grow and thrive,
- providing a two-way mutually beneficial connection between New Zealand and rest of the world.

## Strategic Alignment

The APF strongly aligns with and contributes to the following key national strategies and plans.

Strategy	Alignment
<p>The Government Policy Statement on Land Transport 2024 – 34 (GPS 2024), published June 2024.</p> <p><a href="https://www.transport.govt.nz/assets/Uploads/Government-Policy-Statement-on-land-transport-2024-FINAL.pdf">https://www.transport.govt.nz/assets/Uploads/Government-Policy-Statement-on-land-transport-2024-FINAL.pdf</a></p>	<p>GPS 2024 guides how funding for land transport will be invested and came into effect on 1 July 2024. It includes \$22 billion of funding to be invested into the transport network over the next three years.</p>
<p>The Aotearoa New Zealand Freight and Supply Chain Strategy, published August 2023.</p> <p><a href="https://www.transport.govt.nz/assets/Uploads/MOT4806_Aotearoa-Freight-and-Supply-Chain-Strategy-p09-v03.pdf">https://www.transport.govt.nz/assets/Uploads/MOT4806_Aotearoa-Freight-and-Supply-Chain-Strategy-p09-v03.pdf</a></p>	<p>The strategy articulates a long-term vision for the freight and supply chain.</p> <p>It outlines what needs to be done over a thirty, ten, and 3-year horizon.</p>
<p>New Zealand's road safety objectives, published October 2024</p> <p><a href="https://www.transport.govt.nz/assets/24-EX-087-Road-Safety-Objectives-document_v2.4.pdf">https://www.transport.govt.nz/assets/24-EX-087-Road-Safety-Objectives-document_v2.4.pdf</a></p>	<p>Road safety is a strategic priority for the Government. The objectives document includes a range of actions targeting the highest contributors to fatal road crashes, focusing on safer roads, safer drivers, safer vehicles and resetting our approach to speed limits.</p>
<p>Arataki (NZTA's -30-year plan)</p> <p><a href="https://www.nzta.govt.nz/planning-and-investment/planning/arataki/">https://www.nzta.govt.nz/planning-and-investment/planning/arataki/</a></p>	<p>Arataki is being developed as a shared sector view of how NZTA needs to plan, develop, and invest in the land transport system over the next 30 years.</p>
<p>State Highway Asset Strategy, published March 2025</p> <p><a href="https://nzta.govt.nz/assets/Highways-Information-Portal/Processes/Corridor-management/state-highway-asset-strategy-report-march-2025.pdf">https://nzta.govt.nz/assets/Highways-Information-Portal/Processes/Corridor-management/state-highway-asset-strategy-report-march-2025.pdf</a></p>	<p>This strategy sets out the guiding asset management practice focus areas for management of the state highway portfolio and all of its assets between 2024 and 2034, in order to return maximum value for New Zealand.</p>
<p>New Zealand's second emissions reduction plan (2026-30) - (December 2024)</p> <p><a href="https://environment.govt.nz/publications/new-zealands-second-emissions-reduction-plan/">https://environment.govt.nz/publications/new-zealands-second-emissions-reduction-plan/</a></p>	<p>The Government's second emissions reduction plan (ERP2) outlines the proposed actions to reduce emissions in New Zealand during the second emissions budget period (2026 – 2030).</p>

To promote alignment with GPS 2024 timeframes, the APF will be substantially delivered over the 2024-27 National Land Transport Programme period.

To deliver against key government strategies and plans, we have developed an APF that:

- Identifies gaps, barriers and opportunities within the freight sector that NZTA can contribute to, based on agreed problem statements.
- Identifies strategic responses and key actions that can be delivered (in addition to our 'business as usual' freight related activities) that remedy the identified problems.
- Allows for better internal and external coordination across NZTA and the sector for example, through updated freight forums. These forums can help in bridging the gap between government and industry- unifying the sector and speaking with one voice.



## Problem Statements and Strategic Responses

An Investment Logic Mapping exercise was carried out that considered the issues that the wider freight sector is currently facing (as both as government and industry). This revealed four primary problem statements:

1. Freight movements can be operationally inefficient and suboptimal due to poor data and a fragmented supply chain.
2. The lack of resilience in the freight system limits the sector's ability to recover from disruptions.
3. Limited low-carbon fuels and alternative motive power options restricts the freight sector's immediate decarbonisation.
4. Industry considers their concerns are not being addressed due to fragmentation, lack of central government support, competing commercial and regional interests.

In response to the problem statements, we developed five strategic responses focusing on areas of public benefit which then guided the development of NZTA initiatives:

- We maintain and invest in a network that supports efficient freight movements for all modes.
- We support the use of better data in investment, operational and modal decision-making to support efficient freight movements.
- We maximise the availability of the transport system for customers by keeping the network open and available for freight.
- We maintain and invest to enable a resilient network to reduce risk and improve our ability to be ready, respond and recover from disruptions.
- We engage with industry, and advocate where there are public benefits, to address the freight industry's strategic and tactical concerns to achieve key outcomes to improve both the perception and the value of freight to the New Zealand public.

In addition to these identified problems and responses, we note that:

- 85% of freight travels less than 200km origin to destination<sup>4</sup> i.e. largely within the same or adjacent region
- 53% of freight delivery costs occurs in the last mile<sup>5</sup>
- Over 40% of New Zealand freight moves within the golden triangle (Auckland, Hamilton and Tauranga) - which is broadly consistent with the share of population<sup>6</sup>
- New Zealand has an ageing truck and rail fleet, fragmented systems, and an ageing workforce<sup>7</sup>
- There is currently limited resilience across the strategic freight network<sup>8</sup>.

Climate change also represents a significant challenge for the freight sector, the Government is addressing this challenge through ERP2. ERP2 includes the following actions related to freight:

- Enabling a network of 10,000 public EV charging points by 2030 and facilitating private investment in EV charging infrastructure
- Reviewing regulatory barriers to decarbonising heavy vehicles
- supporting organisations to purchase zero-emissions heavy vehicles

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<sup>4</sup> National Freight Demand Study, Ministry of Transport (2019)

<sup>5</sup> DHL. Delivery Innovations to Reduce Last Mile Costs. 2023, <https://www.dhl.com/discover/en-nz/logistics-advice/logistics-insights/last-mile-delivery>, accessed 6 December 2024.

<sup>6</sup> Ministry of Business, Innovation & Employment (2022) [Waikato Regional Workforce Plan](#)

<sup>7</sup> Newsroom [Truck driver shortage shaking up the industry](#) (2022); Austroads, Options for Aged Trucks, (2021).

<sup>8</sup> Ministry of Transport, 2023, Aotearoa New Zealand Freight and Supply Chain Strategy: Government Policy

- Working with other countries on sustainable aviation fuels and low- and zero-carbon shipping on key trade routes by 2035<sup>9</sup>.

## Key Outcomes and Initiatives

Our approach in the APF is guided by the current Government's strategic priorities for the transport system as set out through the Government Policy Statement on land transport 2024 (GPS 2024). The overarching strategic priorities encompass an effective, efficient, safe, secure, accessible, and resilient transport system that supports the growth of our country's economy to deliver greater prosperity, security and opportunities for all New Zealanders. This recognises transport's critical role as an economic enabler, as well as the wider opportunities for ensuring people and goods can move efficiently and safely with better connections to both economic and social opportunities.

Freight will play a critical role in delivering the GPS 2024 priorities:

- Economic Growth and Productivity
- Increased Maintenance and Resilience
- Safety
- Value for Money

Freight predominately relates to economic prosperity, resilience, and safety outcomes, and as such, the initiatives in the APF are organised into three primary outcomes:

- Economic Growth and Productivity
- Resilience
- Safety

Primary initiatives refer to initiatives directly delivered by NZTA that are designed to deliver a step-change to the freight sector. Supporting initiatives are those where either NZTA is delivering wider initiatives that support Government priorities that benefit wider transport users including the freight sector, or where NZTA plays a supporting role to an initiative delivered by another agency.

The initiatives detailed below give effect to the GPS priorities and seek to address the key problems identified. They are designed to address longstanding issues within the sector with an emphasis on demonstrating the value of freight, boosting freight data, and providing infrastructure that considers the needs of the freight sector.

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<sup>9</sup> Ministry for the Environment. (2024) New Zealand's second emissions reduction plan (2026–30) Discussion document



## Summary of Outcomes and Initiatives

Outcome: Economic Growth and Productivity	Outcome: Resilience	Outcome: Safe
<b>Strategic Response:</b> Freight system is optimised for economic growth and productivity.	<b>Strategic Response:</b> Freight system is resilient and can recover from disruptions.	<b>Strategic Response:</b> Freight system is optimised to lower safety risk and enable lower emissions.
<b>Primary Initiatives: To be delivered by NZTA, with support from other agencies/organisations where appropriate</b>		
<ol style="list-style-type: none"> <li>Determine the Value of Freight to the New Zealand economy.</li> <li>Strengthen NZTA's engagement with industry through effective freight forums.</li> <li>Strengthen the freight lens in Arataki (NZTA's 30-year plan).</li> <li>Confirm the nationally strategic and regionally strategic freight networks using current data.</li> <li>Establish appropriate road freight levels of service.</li> <li>Update the methodology for the interpeak freight travel time reliability SPE and create a heatmap of freight movements using current data.</li> <li>Research urban freight patterns to increase efficiency.</li> <li>Progress regulatory reforms that increase the productivity of the sector.</li> <li>Review and update the current rest area strategy.</li> <li>Update the National Freight Demand Study.</li> </ol>	<ol style="list-style-type: none"> <li>Research strategic vulnerabilities of the freight network.</li> </ol>	<ol style="list-style-type: none"> <li>Research freight mode contestability.</li> <li>Continue to deliver the Commercial Vehicle Safety Programme</li> </ol>
<b>Supporting Initiatives: Delivered through wider NZTA initiatives or by other agencies/organisations (with support from NZTA where appropriate)</b>		
<ul style="list-style-type: none"> <li>Ensure freight is well considered in Roads of National Significance (RoNS) development. Lead: NZTA.</li> <li>Ensure freight is well considered in Road Pricing development. Lead: NZTA.</li> <li>Regional Spatial Freight Strategies. Lead: Local Government.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver freight related activities within Tiro Rangi: Climate Adaptation Plan. Lead: NZTA.</li> <li>Implement the NZTA Strategic Recovery Framework. Lead: NZTA.</li> <li>Coastal Shipping Resilience Fund. Lead: Ministry of Transport</li> </ul>	<ul style="list-style-type: none"> <li>EV charging rollout. <i>Lead: MBIE.</i></li> <li>Introduction of Clean Heavy Vehicles grant. <i>Lead: MBIE/EECA.</i></li> <li>Freight mode shift from road to rail. <i>Lead: KiwiRail.</i></li> </ul>

## Outcome: Economic Growth and Prosperity

This outcome will help to address specific issues inherent in the New Zealand freight sector including identifying infrastructure deficits, limited freight data and limited long-term planning.

The productivity and efficiency of the freight sector are vital to the economy. NZTA collaborates with government and industry partners to ensure that planning and investment in both new and existing infrastructure maximise these aspects. The initiatives outlined below are specifically designed to enhance the sector's productivity and efficiency.

New Zealand currently has no aggregated view of freight data. This means industry and government does not have a comprehensive view of what is being transported, where, when, why, or how valuable it is to the economy.

### Planned actions and deliverables.

Initiative	Description	Deliverables	Due date:
1. Determine the Value of Freight to the New Zealand economy.	Identifying and quantifying the vital role played by freight in supporting economic activity and its contribution to the New Zealand economy.	A published 'Value of Freight report'	Dec 2026
2. Strengthen engagement through effective freight forums.	Develop an updated and increasingly effective freight forum structure covering strategic, tactical, and operational issues across planning, RCA and regulatory functions.	Review current freight industry forums and commence new structure.	Dec 2025
3. Strengthening the freight lens in Arataki.	Expanding the existing freight lens in Arataki to include broader insights such as freight data and more collaboration with local government.	A newly updated and published version of freight mode and strategic network maps within Arataki.	Dec 2025
4. Reconfirm the nationally strategic and regionally strategic freight networks using current data.	Using current freight data to identify the key freight movements on the roading network and reconfirming the nationally strategic and regionally strategic freight routes and networks using this data. These routes form part of the wider 'monitored freight network' which highlight significant freight movements and potential locations for strategic freight hubs.	Updated strategic network maps (refer initiative 3). Visualisation of road freight flows.	Dec 2025
5. Establish appropriate road freight levels of service.	Building on the One Network Framework, developing specific Customer Levels of Service for freight and supporting objectives for:	As part of a wider Level of Service project for road transport, publishing	June 2026

**[NOT GOVERNMENT POLICY]**

	<ul style="list-style-type: none"> <li>• Operations,</li> <li>• Form and function,</li> <li>• Maintenance &amp; renewals.</li> </ul>	clear level of service statements for freight aligned to supporting objectives.	
6. Update the methodology for the interpeak freight travel time reliability SPE and create a heatmap of freight movements using current data.	<p>Increase the coverage of the 'monitored freight network' to provide more extensive coverage of the highway network and ensure all key freight journeys are included and using current EROAD data.</p> <p>Update the methodology to calculate interpeak travel time reliability for our Statement of Performance Expectations.</p> <p>Using the same data, develop a heat map of heavy vehicle movements and weight across the monitored freight network to inform priority routes, and other initiatives in this plan.</p>	Updated SPE methodology and results. Freight heat map.	Dec 2025
7. Research urban freight patterns to increase efficiency.	Develop a research report that sets out desired public policy outcomes, current barriers and problems, and potential management approaches and data available to support last mile urban freight deliveries in urban environments.	An Austroads Trans-Tasman study into Urban Freight	June 2026
8. Regulatory reforms that increase the productivity of the sector.	<p>Investigate regulatory changes to simplify over-weight and over-dimension vehicle permitting, streamline heavy vehicle driver licencing, and review vehicle weight settings to better enable more productive trucks and low emission heavy vehicles.</p> <p><b>Note:</b> under this action there are also reforms considering additional safety requirements for vehicle imports including a possible phased introduction.</p>	<p>Potential reforms that increase productivity:</p> <ul style="list-style-type: none"> <li>• Permit system reform, including review of 50MAX permit requirements, the need to display H plates, over-dimension requirements and other permit settings.</li> <li>• Review driver licence weight threshold between Class 1 and Class 2 licences.</li> <li>• Review the heavy vehicle driver licence pathway for immigrants.</li> <li>• Review maximum vehicle and axle weight limits, including considering enabling 6x2 prime movers to operate up to 50 tonnes.</li> </ul>	June 2027+

**[NOT GOVERNMENT POLICY]**

		Potential reforms that increase safety: <ul style="list-style-type: none"> <li>• Automatic emergency braking</li> <li>• Lane keep support systems</li> <li>• Electronic stability control (for heavy vehicles including buses)</li> </ul>	
9. Review and update the current rest area strategy	Taking the learnings and methodology from the recently completed Austroads study develop a business case for a New Zealand rest area strategy ensuring it reflects the current operational needs of the heavy vehicle industry and responds to the fatigue management legislation with which heavy vehicles operators must comply.	Rest Area strategy business case. Necessary updates to SM012 State Highway Control Manual.	June 2026
10. Update the National Freight Demand Study	NFDS forms an important role in understanding current and future freight patterns in New Zealand and it is used to support planning for the movement of freight by several agencies in the country, it was last updated in 2017. NZTA will lead the update in partnership with the Ministry of Transport	Report on new methodology. Full NFDS complete	Aug 2026 Mar 2027

**Supporting initiatives.**

Initiative	Description
Ensure freight is well considered in RoNS development.	The Roads of National Significance are some of New Zealand's most essential state highway corridors that require significant development. We will ensure that freight is central to the development of the RoNS programme investment cases.
Ensure freight is well considered in Road Pricing development.	Road Pricing for vehicles helps to address demand management and revenue challenges. We will ensure that freight is key to the development of road pricing in New Zealand.
Support Councils to develop their regional spatial freight strategies.	Supporting updates to 3 proposed pan-regional freight strategies: <ul style="list-style-type: none"> <li>• Upper North Island Freight Study</li> <li>• Lower North Island Freight Study</li> <li>• South Island Freight Study</li> </ul> We will contribute to the development of these strategies as a key partner.

## Outcome: Resilience

Each mode (road, rail, coastal shipping, and emerging) delivers both network and system resilience.

This outcome will support the APF's primary objective of increasing economic growth and productivity by maintaining access to markets through a resilient and well-maintained transport network.

Resilience is the transport system's ability to enable communities to withstand and absorb impacts of unplanned disruptive events and perform effectively during disruptions, as well as to respond and quickly recover functionality. It involves minimising and managing the likelihood and consequences of small-scale and large-scale, frequent and infrequent, sudden and slow-onset disruptive events, caused by natural or manmade hazards.

### Planned actions and deliverables.

Initiative	Description	Deliverables	Due date:
11. Research strategic vulnerabilities of the freight network.	Identifying the key routes and infrastructure, across all transport modes, that are critically significant for freight movements to identify potential for future investment.	Published research report and identification of corridors for potential further investment.	Dec 2025

### Supporting actions and deliverables.

Initiative	Description
Deliver freight related activities within Tiro Rangi: Climate Adaptation Plan.	Tiro Rangi brings together our NZTA view for adapting the land transport system to the reality of our changed climate. We will continue to ensure the freight related actions in this plan are delivered.
Implement the NZTA Strategic Recovery Framework.	A more deliberate and strategic approach to reinstatement and repair of transport assets after events, e.g., cyclones, floods, and earthquakes. We will continue to ensure the freight related actions in this framework are delivered.
Support the delivery of the Coastal Shipping Resilience Fund	New Coastal Shipping Resilience Fund of \$30 million over three years has been established for activities that enhance the resilience of coastal shipping freight connections. <a href="https://www.beehive.govt.nz/release/applications-open-30-million-coastal-shipping-resilience-fund">https://www.beehive.govt.nz/release/applications-open-30-million-coastal-shipping-resilience-fund</a> . We will participate on evaluation panel to support MOT to deliver the Coastal Shipping Resilience Fund.

## Outcome: Safe

This outcome supports the safe operation of the freight system in New Zealand.

It is vital that the freight system is safe and sustainable for all users. There needs to be a symbiotic relationship between public value and commercial interests to enable the value of freight to be maximised for New Zealand.

NZTA will also work alongside industry partners such as KiwiRail and MBIE to also deliver better outcomes for New Zealand. Initiatives in the area include supporting the introduction of a low emission heavy vehicle fleet and the roll out of 10,000 new electric vehicle chargers. In addition, EECA have now launched the Low Emissions Heavy Vehicle Fund.

### Planned actions and deliverables.

Initiative	Description	Deliverables (by June 2027)	Due date:
12.Research freight mode contestability.	The objective of this initiative is to investigate the range of tools and actions which may be employed by road controlling authorities to support modal shift of freight to rail where appropriate. Both operational improvements, and asset investment will be considered.	An Austroads led Trans-Tasman study into freight mode contestability.	June 2027
13.Continue to deliver the Commercial Vehicle Safety Program (CVSP)	Continued delivery of the CVSP to deliver expansion of targeted weight compliance and non-weight-based compliance screening across New Zealand.	A total of 12 commercial vehicle safety centres (CVSCs) throughout New Zealand fitted with technology using intelligent software. Roadside equipment will screen and then direct potentially unsafe or non-compliant heavy vehicles into a CVSC.	Ongoing to June 2027 and beyond in line with agreed programme

### Supporting actions and deliverables.

Initiative	Description
EV charging rollout.	Contribute to the implementation of 10,000 public electric vehicle chargers by 2030. We will ensure that freight is central to the development of the EV charging programme.
Introduction of Low Emission Heavy Vehicle Fund.	The Low Emissions Heavy Vehicle Fund (LEHVF) aims to increase the number of zero and low-emissions heavy vehicles on New Zealand's roads and provide market signals to manufacturers to encourage supply.



**[NOT GOVERNMENT POLICY]**

Work with KiwiRail, and others, to enable a freight mode shift from road to rail.	Supporting KiwiRail through our investment in the RNIP to increase the Nett Tonne Kilometres of freight moved by rail by 11%.
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## Appendix 1 – Freight sector roles and responsibilities

This section outlines the roles and responsibilities in the freight system played by NZTA, Ministry of Transport (MoT), Local Government, the private sector, and other international bodies such as Austroads and PIARC. Put simply, MoT sets out the high-level policy settings for freight via regulatory settings and is the lead advisor to the Minister of Transport, while NZTA and local government provide the infrastructure and assets for the private sector to deliver freight.

These entities work in an interdependent way and the initiatives in the APF are designed to ensure these relationships are mutually beneficial and deliver on the key government objectives for freight.

### **Role of NZTA**

NZTA contributes to an effective, efficient, and safe land transport system in the public interest. We have a leadership role to play as part of joining up land transport delivery across all of government – central and local to deliver with the freight sector. At the national level, we work with other agencies who are shaping national infrastructure and networks for freight to leverage wider outcomes. To deliver efficient and effective solutions we utilise international connections that allow us to learn from and enable best practice from around the world.

Regionally and locally, we work with local government and other partners to identify the key needs and drivers of the future land transport system so that we have a common direction of travel and shared evidence base. We work in partnership with local government and others to plan for growth in cities, towns and regions, support economic activity and provide efficient access to markets, primary freight hubs, and air and seaports.

We depend on strong partnerships, integrated planning and the decision making of others; particularly the Ministry of Transport, local authorities, KiwiRail, ports and private freight operators.

To deliver on the outcomes for moving freight, the interventions available to us can be grouped under six main lever types:

- **Policy and regulation:** This role involves providing detailed guidance for decisions or adjusting rules and regulations for planning, managing, investing in and using the transport system. It also includes undertaking NZTA's regulatory functions
- **Spatial and place-based planning:** NZTA develops and contributes to long-term integrated growth and infrastructure plans, and land-use decision-making
- **Network design, management and optimisation:** We change the form and function of the current land transport system so that it delivers the most effective and efficient transport solutions for the movement of goods
- **Investment** (in infrastructure, platforms and services): This role involves improving the land transport system through new or enhanced digital and physical infrastructure, technologies and services
- **Economic tools:** Influencing access to and use of the land transport system through varying the cost of transport
- **Education, engagement and awareness:** Working with others to raise sector capability, provide better information and support better decision-making

Over the next three years, NZTA will use its levers, particularly planning and investment, to implement a programme to improve freight connections and movements across the land transport system. These activities will set a basis for supporting well-designed transport corridors that provide smooth connections and support productive economic activity, both in the metro areas and in the regions.

NZTA maintains international freight, road and rail connections to enable the exchange of knowledge and to ensure that as an organisation we can enable integrated sustainable transport here in New Zealand.

### **PIARC**

PIARC, the World Road Association, is a non-profit organisation established in 1909 to improve international co-operation and to foster progress in the field of roads and road transport. The Association's broad aim is to promote international cooperation and the exchange of knowledge on roads, bridges and, tunnels including various issues to road infrastructure and road transport. With more than 120 member countries, PIARC brings together governments from all over the globe. <sup>10</sup>

NZTA is a member of a number of PIARC's technical committees including Sustainable Road Freight, which progresses topics related to sustainable freight such as decarbonisation and efficient and safe road infrastructure and operation of freight transport.

### **Austroroads**

Austroroads is the association of the Australian and New Zealand transport agencies, representing all levels of government. It provides high-quality, practical and impartial advice, information, tools and services to help members deliver efficient, reliable and safe mobility to their customers. <sup>11</sup>NZTA is a member of the Austroroads Freight Taskforce.

The Freight Taskforce's focus is on community attitudes, network utilisation, infrastructure investment, data and forecasting, and contributing to a national approach to regulation and compliance. The Freight Taskforce assists road and transport agencies in their efforts to address the future freight task and aims to improve road freight operations and the integration with other transport modes.

NZTA will seek to incorporate and apply the lessons from PIARC and Austroroads to increase productivity and efficiency, innovation, and the safety of the freight task.

In addition to NZTA, our partners in the freight sector have a critical role to play in delivering and making the most of the networks to create an efficient, resilient and valued freight system.

### **Role of Ministry of Transport**

The Ministry of Transport's functions are based on their role as the government system lead on transport and our approach of working in partnership with agencies across the transport sector including changes to legislation and regulatory settings. <sup>12</sup>The Ministry's role under the APF is primarily concerned with addressing long standing regulatory issues within the road freight sector such as vehicle dimensions and emissions. The Ministry also works in cooperation with NZTA to deliver on other key initiatives such as the establishment of the revised and refreshed Freight forum.

### **Role of Local Government**

Within land transport the responsibilities of territorial authorities (city and district councils) cover local roads, footpaths and street lighting as well as local planning, road safety works and parking services. They also actively participate in land transport planning and the National Land Transport Programme funding process. In the APF, Local Government has an important role in ensuring the delivery of regional freight studies alongside central government and the private sector such as the South Island Freight Study.

### **Role of Private Sector**

The freight sector is overwhelmingly dominated by the private sector, particularly the road freight sector, while government's role is generally the provision of infrastructure and regulation of activity. State-owned enterprise KiwiRail is the sole rail freight operator in New Zealand.

The nature of the sector means most freight is moved by the private sector so they will play a crucial role in delivering on the objectives of the APF. The focus for the private sector will be on working in partnership with central and local government. This is a two-way relationship, the onus is on government to deliver infrastructure to enable the sector to maximise productivity and efficiency. In addition, regulatory settings

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<sup>10</sup> What is PIARC. World Road Association (2024)

<sup>11</sup> Austroroads, Freight (2024)

<sup>12</sup> Ministry of Transport, Our Functions (2024)

must be delivered in an effective and efficient way to ensure safety while not compromising on productivity.

***Role of KiwiRail***

KiwiRail plays a critical role in New Zealand's freight and supply chain industries. KiwiRail services provide cost effective and low emissions transport, supporting their customers to grow New Zealand's economy. KiwiRail also operates the Interislander ferry service connecting New Zealand between Wellington and Picton, with around 4000 sailings a year.

Interislander is an extension of State Highway 1, linking road and rail networks between Auckland and Christchurch. KiwiRail's three ferries make around 4,000 sailings each year and cater for commercial trucks, livestock, refrigerated units, hazardous goods, over-dimensional freight and machinery.