

SECTION E
ABOUT US



WHAT WE DO

Our purpose is to create transport solutions for a thriving New Zealand.

Our strategy is about shaping the future to deliver on our purpose. We have worked with others in the wider transport sector to agree what that future should look like. While our special focus is on the land transport system, we have signed up with others across the transport sector to create transport solutions and work towards a transport system that is:

- **effective** – moves people and freight where they need to go in a timely manner
- **efficient** – delivers the right infrastructure and services to the right level at the best cost
- **safe and responsible** – reduces the harm from transport
- **resilient** – meets our future needs and endures shocks.

New Zealand thrives when the whole transport system – maritime, aviation and land transport – works together to achieve these enduring sector-wide transport outcomes.

We create transport solutions by:

- **integrating one effective and resilient network for our customers**

We take a one network approach to integrating land use and transport planning so that there are many ways to get around our towns and cities easily and safely – walking, cycling, driving or using public transport. Our experience has shown that by integrating planning and operating the transport network more efficiently, we contribute to economic growth and social connectivity.

- **shaping smart transport choices that are safe, efficient and responsible**

We are working cooperatively with our customers, suppliers and partners to help people and business make good choices about their legal obligations, driving, vehicles and travel. We are making compliance easier and empowering people to take responsibility for their actions and how they interact with the licensing and transport network, making the existing network safer and more efficient.

- **delivering efficient, safe and responsible highway solutions for New Zealand road users**

We ensure that each road in the state highway network is playing its part in making New Zealand a more prosperous and safer place through an ongoing programme of renewal, maintenance and operational management. We are using the Safe System approach and One Network Road Classification to improve the experience that drivers have on the highway and recognise the different needs of freight, commuters, tourists, and business and leisure travellers.

- **maximising effective, efficient and strategic returns for New Zealand**

We make sound, independent investments in the national, regional, and local land transport system to achieve one network transport solutions that will best meet the needs of communities today and into the future. Every day, we ensure that each dollar we spend delivers good transport results for New Zealanders and is cost effective. Every time we allocate funds from the National Land Transport Fund and co-invest with our local government partners, we do the right things, at the right time, for the right price to achieve the results set out in the Government Policy Statement on Land Transport.

OUR BOARD

BOARD MEMBER PROFILES

The Transport Agency is a Crown entity governed by a board that is appointed by the Minister of Transport.

CHRIS MOLLER, CHAIR (WELLINGTON)

Chris is a non-executive director who chairs the boards of Meridian Energy Ltd and SKYCITY Entertainment Group Ltd. He is also a director of Westpac New Zealand Ltd. He was previously Chief Executive of the New Zealand Rugby Union, Deputy Chief Executive of Fonterra Co-operative Group Ltd, and a director of a variety of joint venture and subsidiary organisations within the New Zealand dairy industry, both domestically and internationally.



CHRIS ELLIS (AUCKLAND)

Chris's background spans the manufacturing, heavy construction and engineering sectors. He is chair of Energyworks Holdings Ltd and Highway Group Ltd and serves on the board of directors of WorkSafe New Zealand and Horizon Energy Ltd. He has held chief executive roles with Brightwater Group, and before that at Fletcher Building Ltd where he was Chief Executive of the Building Products Division. Earlier, he held general management roles in Winstone Aggregates and Fletcher Construction. Chris has a bachelor of engineering degree from the University of Canterbury and a master's degree in engineering science and management from Stanford University in California.



FRAN WILDE, DEPUTY CHAIR (WELLINGTON)

Fran is a non-executive director who chairs the Remuneration Authority and is a director of other enterprises. Fran was previously a Cabinet Minister, Mayor of Wellington and Chair of the Wellington Regional Council. She was Chief Executive of the NZ Trade Development Board, has chaired Housing NZ Ltd, Wellington Waterfront Ltd, the Food Safety Advisory Board and the NZ International Arts Festival, and has been a director on listed, privately held and government-owned companies. Fran also chaired the Government's Expert Advisory Group on Local Government Infrastructure Efficiency.



LEO LONERGAN (WELLINGTON)

Leo returned to New Zealand in 2013 after a 36-year career with Chevron Corporation, including executive assignments in North America, Europe, Middle East and Asia. He was elected an officer of Chevron in 2005 and most recently led Chevron's worldwide procurement and supply chain organisations with a team of 5000 people and global spend of US\$50 billion per year.



GILL COX (CHRISTCHURCH)

Gill is a chartered accountant and non-executive director. He chairs MainPower NZ Ltd, Transwaste Canterbury Ltd and Ngāi Tahu Farming Ltd. He is also a director of privately held businesses involved in manufacturing, warehousing and distribution, infrastructure, property development, medical services, legal services and fishing. Gill is a member of the Canterbury Earthquake Recovery Authority Community Forum in Christchurch and the Canterbury Earthquake Recovery Advisory Board.



MARK OLDFIELD (TIMARU)

Mark is a director of Brenchley Farms Ltd in South Canterbury. He has over 30 years' experience working with businesses and communities in the Canterbury region. He also has interests in Nelson/Tasman and Queenstown. From 1997 to 2010, he was a member of the Canterbury Regional Council (including Regional Land Transport, Public Passenger Transport and Road Safety committees). Mark has been a board member/vice president of the South Canterbury Chamber of Commerce, as well as a board member of the Energy Efficiency Conservation Authority from 2010 to 2014.



NICK ROGERS (AUCKLAND)

Nick is a geotechnical specialist with expertise in land stability, foundation support and natural disaster assessment. He has over 34 years' experience on major infrastructure projects and in conducting land damage assessments for the Earthquake Commission in New Zealand. He has also worked on projects across the Asia-Pacific region. Nick has been a director for Tonkin and Taylor and the international development consulting firm ANZDEC. Nick was made a Companion of the Queen's Service Order for his services in natural disaster assessment throughout New Zealand and in the recovery work in Christchurch during and after the Canterbury earthquakes.

**ADRIENNE YOUNG-COOPER (AUCKLAND)**

Adrienne is a businesswoman, professional director and Chartered Fellow of the Institute of Directors. She has a 30-year career in resource management and planning, specialising in spatial planning, metropolitan growth and management (including infrastructure planning and large projects). Adrienne was the Deputy Chair of the Auckland Regional Transport Authority (replaced by Auckland Transport) and was a board member of Maritime New Zealand until 2011. Her experience and contribution in transport governance is extensive. She is Deputy Chair of Housing New Zealand Corporation and Chair of the Hobsonville Land Company Ltd. She also serves on several charitable trusts.

**Board members whose terms ended in 2015/16****DAME PATSY REDDY (WELLINGTON)**

Dame Patsy was a non-executive director of a wide variety of companies in the public and private sectors over the past 25 years. At the time of her retirement from the Transport Agency Board, she was also serving as Chair of the New Zealand Film Commission and Education Payroll Ltd and was a director of Payments NZ Ltd and Active Equity Holdings Ltd. She was a chief Crown negotiator for Treaty of Waitangi settlements and a lead reviewer for the Performance Improvement Framework for the State Services Commission. Her previous directorships include Telecom Corporation of NZ Ltd, SKYCITY Entertainment Group Ltd, New Zealand Post and Air New Zealand Ltd.

JERRY RICKMAN (HAMILTON)

Jerry is a chartered accountant and professional director. Jerry currently chairs the boards of HG Leach Ltd, Tidd Ross Todd Ltd and Spectrum Dairies Ltd and is a director of Power Farming Holdings Ltd. He was a member of Telecom's Independent Oversight Group. He has chaired the boards of Waikato Regional Airport Ltd, Waikato District Health Board, Innovation Waikato Ltd and EziBuy Holdings Ltd.

TONY LANIGAN (AUCKLAND)

Tony is a professional civil engineer, project management consultant and former general manager with Fletcher Construction. Tony was the inaugural Chancellor of Auckland University of Technology and a director of Infrastructure Auckland. He is currently Vice Chair of Habitat for Humanity in New Zealand and Chair of the New Zealand Housing Foundation. He is a director of Watercare Services Limited. Tony is the Group Director - Estates at Auckland University of Technology (AUT) as well as a senior research fellow in the university's School of Construction Management. Tony is a member of the Ministry of Health's Hospitals Redevelopment Partnership Group for Canterbury hospitals. In March 2015, Tony was elected a Distinguished Fellow of the Institution of Professional Engineers (Dist. FIPENZ).

BOARD MEMBERSHIP COMPOSITION

The Minister of Transport appoints up to eight independent, non-executive members to the Board of the Transport Agency. Board members are appointed for a period up to three years that may be extended. The Board selects the membership of its three committees.



BOARD FUNCTIONS AND OPERATIONS

Board functions

The Board performs five functions that direct the operations of the Transport Agency. It:

- sets sector and organisational direction
- confirms service and financial performance targets
- assesses progress against the Transport Agency's strategy and plans
- assures the quality of key organisational systems, policies and processes
- directs significant planning, investment and operational matters.

The planning, investment and funding decisions the Board must make are set out in its significance policy. They include:

- approving annual budgets
- making significant funding decisions and awarding major contracts
- authorising changes to the organisational structure
- authorising significant changes to processes or procedures for the allocation of the National Land Transport Fund
- reviewing the performance and remuneration of the Chief Executive.

The Board sets clear policies that define the individual and collective responsibilities of committee management, operating structure, lines of responsibility and the areas of authority extended to each. Operational responsibility is delegated to the Chief Executive through a formal delegated authority framework. Day-to-day operations are managed by senior managers led by the Chief Executive.

The board committees help the Board by:

- assuring compliance with policies and controls
- monitoring and advising on delegated investment, operational procedures and projects
- reviewing the performance of the Chief Executive annually.

The Audit, Risk and Assurance Committee has delegated authority to approve the Transport Agency's annual assurance programme.

In summary, the Board is responsible for the success of the Transport Agency. The formal line of accountability to the Minister of Transport is through the Board's chair.

Board member remuneration

The rates of remuneration for board members are set by the Minister of Transport in line with government rates for members' fees.

Disclosure of interests

Board members must complete a declaration of interests each year. Any changes to board members' interests are tabled and reviewed at the opening of every board meeting. This process is considered a part of the overall external audit of the Transport Agency.

Code of conduct

The Board endorses the State Services Commission's code of conduct as being consistent with the expectations of board members set out in the Crown Entities Act 2004.

Declaration of interests is a standing item on the agendas for all board and board committee meetings. Board members' interests are listed on a register of declarations of interests maintained by the board secretariat. Board secretariat staff review all draft board and board committee papers to check whether a conflict could arise. If a potential conflict of interest is identified, the board member in question and board chair are notified, and the member and Chair agree whether there is an issue and, if so, how to manage it. For board decisions relating to potentially more contentious projects, any potential conflict issues are discussed with the probity advisor appointed to the project.

There is a Travel and Expense Policy and an Acceptance of Gifts and Invitations Policy for Board and board committee members. Gifts and hospitality received by members with a value of \$100 or more must be registered on the Transport Agency Probity Register.

Induction

Induction training is provided to all new board members with all board members welcome to attend. In 2015/16 this included an induction workshop provided by the Ministry of Transport. This is being followed up (in 2016/17) with written induction modules and workshops delivered by senior managers at the Transport Agency.

Board performance reviews

At least every two years, the Board reviews its overall performance, in a process run by the Chair. Individual board member performance will be assessed as part of this process.

Governance statement

The Board operates according to its charter, which sets out the governance arrangements for the Transport Agency. The charter was developed with guidance from the State Services Commission, the Treasury and the Office of the Auditor-General.

Board activity in 2015/16

The Board held seven scheduled and three special meetings in 2015/16. The scheduled meetings were held in Wellington (three), Auckland (two), Queenstown (one) and Gisborne (one). One matter was dealt with out of session by unanimous written assent of the board members.

BOARD FUNCTION	HIGHLIGHTS
Setting sector and organisational direction	<p>Maintaining oversight of:</p> <ul style="list-style-type: none"> the Transport Agency's total assurance framework and approach a review of the Transport Agency's investment decision-making system the outputs of the Auckland Transport Alignment Project Transport Agency work in relation to Auckland greenfield growth areas. <p>Considering the basis and rationale for the Transport Agency's approach to speed management.</p> <p>Agreeing to further testing of a draft approved organisations' relationship framework and agreeing to a proposed memorandum with Northland councils on transportation collaboration.</p>
Confirming service and financial performance targets	<p>Overseeing and approving the <i>Statement of performance expectations 2016/17</i>.</p>
Assessing progress against our strategy and plans	<p>Approving the financial results for 2014/15 and the 2014/15 Transport Agency and National Land Transport Fund annual reports.</p> <p>Receiving quarterly progress reports, including the financial reports.</p> <p>Considering the Transport Agency's:</p> <ul style="list-style-type: none"> preliminary investor confidence rating and proposed improvements in response to the investor confidence findings 2014/15 Benchmarking Administrative and Support Services results.
Quality assurance of key organisational systems, processes and policies	<p>Maintaining oversight of the roll-out of network outcome contracts for state highway maintenance and operations.</p> <p>Considering the Transport Agency's full-time equivalent employee cap.</p> <p>Endorsing the Transport Agency's personal information management framework and approving the Transport Agency's annual self-assessment report to the Government Chief Privacy Officer.</p> <p>Adopting the Transport Agency's Zero Harm: officers' due diligence framework.</p>
Significant planning investment and operational matters	<p>Appointment of the new Chief Executive, Fergus Gammie.</p> <p>Commissioning, jointly with the Ministry of Transport, an independent review of the operating model for tolling.</p> <p>Approving the methodology for implementing funding policy changes for the SuperGold free off-peak travel scheme.</p> <p>Maintaining oversight of:</p> <ul style="list-style-type: none"> the delivery of the 2015-18 state highway programme emerging priorities for interregional routes the Transport Agency's delivery of long-term value for money through business transformation the development of an approach to national delivery of regional integrated ticketing systems.

Agreeing to the strategy and strategy implementation for key upper North Island journeys: Auckland-Hamilton-Tauranga.

Endorsing the Connecting Northland: Auckland to Whāngārei corridor strategy.

Undertaking the Pūhoi to Warkworth public private partnership procurement process.

Endorsing Auckland Transport's 2015-18 procurement strategy.

Approving the preferred option for the Auckland Northern Corridor improvement project.

Approving the staging for the East West Connections project.

Reviewing the tariffs for the Northern Gateway Toll Road.

Approving the programme business case for the Auckland Central Access Plan.

Focusing the options for further investigations for a rapid transit network from south-west Auckland to the Auckland Airport and agreeing to invest in widening the State Highway 20A trench under Kirkbride Road, to future proof it for a rapid transit network.

Approving funding for developing an indicative business case for Auckland Transport's northwestern rapid transit corridor.

Supporting the programme business case for the State Highway 1 Cambridge to Piarere corridor programme and approving funding for detailed business cases for the State Highway 1 Cambridge to Piarere improvements project.

Undertaking the procurement process for the Hamilton section of the Waikato Expressway Road of National Significance.

Funding the implementation of the State Highway 2 Pokeno to Mangatarata improvements programme.

Supporting the programme for the State Highway 2 corridor between Waihi and Tauranga.

Supporting the Connect Rotorua Eastern and Central Corridor programme business cases and approving funding for the implementation of those business cases.

Funding the construction of the Peka Peka to Ōtaki Expressway project.

Approving the preferred options for the:

- Ōtaki to Levin section of the Wellington Northern Corridor
 - Petone to Grenada Link Road.
-

Governance matters

Amending the board delegations and approving delegations to external parties - such as Gisborne District Council employees at the Tairāwhiti Roads joint roading management business unit.

Integrating new board members by approving an induction programme and reviewing the membership of board committees.

BOARD AND BOARD COMMITTEE ATTENDANCE

MEMBER	BOARD COMMITTEE MEETINGS			BOARD MEETINGS
	INVESTMENT AND OPERATIONS BOARD COMMITTEE	AUDIT, RISK AND ASSURANCE BOARD COMMITTEE	REMUNERATION AND HUMAN RESOURCES BOARD COMMITTEE	
Chris Moller ¹ (Chair)		4/4	3/3	10/10
Fran Wilde ² (Deputy Chair)				2/2
Gill Cox		6/7		9/10
Mark Oldfield	3/3			10/10
Nick Rogers	3/3			9/10
Adrienne Young-Cooper	3/3			10/10
Chris Ellis ³				1/2
Leo Lonergan ⁴				2/2
FORMER BOARD MEMBERS 2015/16				
Dame Patsy Reddy ⁵ (Deputy Chair and Remuneration and Human Resources Board Committee Chair)			3/3	7/8
Jerry Rickman ⁶ (Audit, Risk and Assurance Board Committee Chair)		3/3		3/3
Tony Lanigan ⁷	1/1			3/3

¹ Following Jerry Rickman's departure from the Board on 31 October 2015, Chris Moller attended Audit, Risk and Assurance Committee meetings as a member, fulfilling the quorum until new board members were appointed.

² Fran Wilde's term commenced on 1 May 2016.

³ Chris Ellis's term commenced on 1 May 2016.

⁴ Leo Lonergan's term commenced on 1 May 2016.

⁵ Dame Patsy Reddy's term ended on 1 April 2016.

⁶ Jerry Rickman's term ended on 31 October 2015.

⁷ Tony Lanigan's term ended on 31 October 2015.

INVESTMENT AND OPERATIONS COMMITTEE

The Investment and Operations Committee is the steward for the Transport Agency's investment decisions in the transport network. It oversees the performance of the Transport Agency's business operations, including its legislative and regulatory responsibilities and the state highway business. The committee provides advice to the Board by making recommendations on funding applications, investment decisions and procurement proposals across all modes of transport within delegations reserved for the Board.

The committee comprises five serving board members and provides business stewardship and guidance on matters including:

- delivery of the National Land Transport Programme by approved organisations and adjustments to programmes to achieve longer-term goals
- recommendations on procurement, tendering and commencement of state highway projects or other projects approved for funding
- property management and tendering processes, leases and contracts
- development of tolling operations, integrated ticketing systems, registry operations and the delivery of legislative compliance and regulated safety regimes
- establishment of appropriate regulatory governance and monitoring arrangements
- development and implementation of asset management strategies, risk assessment, environmental audit and performance monitoring of state highways.

The committee met three times during 2015/16.

AUDIT, RISK AND ASSURANCE COMMITTEE

The Audit, Risk and Assurance Committee is made up of three serving board members. The committee is served by the Chief of Assurance and Risk and the Chief Executive. The Group Manager, Organisational Support and Chief Financial Officer also attend meetings. The Ministry of Transport's Chief Executive has been appointed by the Board as a committee member to facilitate his responsibilities under section 101 of the Land Transport Management Act 2003.

The committee's responsibilities include:

- achieving and maintaining confidence that the Transport Agency has suitable risk management practices⁴
- monitoring and reviewing significant financial, reporting and other risks
- reviewing and approving the internal audit programme
- achieving and maintaining confidence that the internal audit process is independent, objective and effective
- monitoring and reviewing significant findings arising from internal audits
- reviewing the audit programme and monitoring the effectiveness of the external auditor
- receiving reports from the external auditor
- reporting an overview of the committee's activities to the board.

The committee met seven times during 2015/16.

⁴ The Transport Agency has adopted enterprise risk management, substantially incorporating the elements of the Joint Australian New Zealand International Standard AS/NZS ISO 31000:2009 *Risk management: principles and guidelines*. Enterprise risk management is an integrated and systematic approach to managing an organisation's risks, including strategic, tactical and operational risks.

REMUNERATION AND HUMAN RESOURCES COMMITTEE

The Remuneration and Human Resources Committee, along with the Chief Executive, provides strategic governance over human resources capability, remuneration, employment relations and key human resources strategies. The committee also helps the Board fulfil its responsibilities for the remuneration of the Chief Executive and senior management.

To meet its strategic governance responsibilities, the committee:

- maintains awareness of human resources trends, benchmarks, issues and risks, including employee turnover and engagement, internal capability and succession requirements
- provides advice and guidance for human resource strategies, frameworks and policies, workforce and succession planning, performance management, remuneration, retention and engagement, employment relations, code of conduct and behavioural expectations, and development of human resources delegations
- recommends staff remuneration strategies and overall market position to the Board
- oversees organisational compliance with legal obligations.

To meet its responsibility for the Chief Executive's employment relationship and remuneration, the committee:

- establishes the annual key performance objectives for the Chief Executive and reviews the Chief Executive's annual performance against those objectives
- maintains an overview of trends and best practice in executive employment conditions and remuneration
- makes recommendations about the Chief Executive's performance assessment and remuneration and consults with the State Services Commission about any proposed changes
- establishes and manages the process for Chief Executive recruitment and appointment, if needed.

The committee met three times during 2015/16.

OUR STRUCTURE

The NZ Transport Agency is built around three functional business groups and three support groups.

BUSINESS GROUPS

- The Access and Use group (with approximately 510 staff) provides users with access to the transport system (such as driver licences and motor vehicle registration), sets standards for vehicles and drivers, and regulates transport operators and rail.
- The Highways and Network Operations group (with approximately 420 staff) is responsible for moving people and freight around the state highway network and for improving the state highway network to maintain its condition, improve travel-time reliability and reduce the risk of death or serious injury to road users.
- The Planning and Investment group (with approximately 140 staff) develops regional and national partnerships that enable us to influence land-use planning and make the most of our investment in integrated transport solutions. The group manages how the National Land Transport Fund is invested to deliver integrated transport solutions. It does this by assessing and prioritising activities put forward by approved organisations and the Transport Agency for state highways.

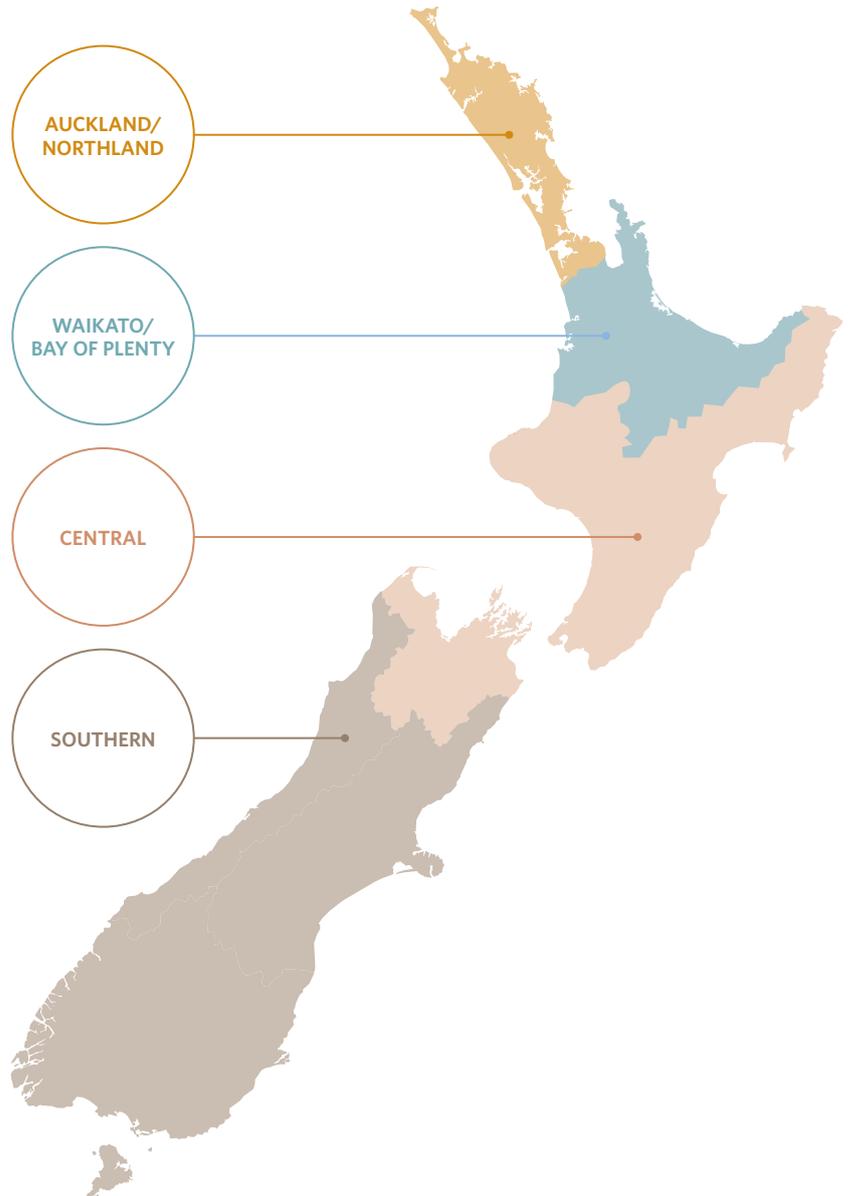
CORPORATE SUPPORT GROUPS

Approximately 340 staff make up the following corporate support groups:

- The Strategy and Performance group translates government and sector direction into organisational direction and then communicates this direction and our performance against it to staff and stakeholders.
- The Organisational Support group ensures the Transport Agency has corporate strategies, policies and systems to support organisational health and capability.
- The People and Capability group ensures the Transport Agency can deliver on its organisational direction through its people capability.

NZ TRANSPORT AGENCY REGIONS

We have four regional areas that support a regionally focused planning environment.



OUR LEADERSHIP TEAM

CHIEF EXECUTIVE

FERGUS GAMMIE

*Bachelor of Arts,
Certificate in Management*

The Transport Agency's new Chief Executive, Fergus Gammie, is passionate about technology, innovation and delivering results for customers.

Fergus stepped into his new role in March 2016. He is a former Chief Executive of Auckland Regional Transport Authority, Chief Operating Officer of Auckland Transport and Deputy Director General Transport Services, and was Deputy Secretary Infrastructure & Services of Transport for New South Wales.



ROBERT BRODNAX
**ACTING GROUP MANAGER
PLANNING AND INVESTMENT**
Master of Science (Hons)

Robert has been with the Transport Agency since 2009. Previously, he held a variety of roles at the Waikato Regional Council, including three years as Group Manager Policy and Strategy. He has worked in a wide variety of fields from waste and contaminated land management to spatial planning and environmental policy development. He has also held a variety of governance roles for not-for-profit trusts such as the Agrecovery Foundation, the Product Stewardship Foundation and the Maungatautari Ecological Island Trust. He is an experienced policy manager with a particular focus on leading collaborative processes at the interface between business, communities and public sector agencies.



SENIOR LEADERSHIP TEAM

RAEWYN BLEAKLEY
REGIONAL DIRECTOR CENTRAL

*Bachelor in Human Nutrition,
Postgraduate Diploma of Science*

Raewyn joined the Transport Agency in October 2014. Raewyn was previously Chief Executive of Business Central (incorporating the Wellington Chamber of Commerce) in Wellington, after almost five years leading the Bus and Coach Association and Rental Vehicle Association. Before that Raewyn was National Operations Manager for the Hospitality Association of New Zealand. Raewyn has an extensive background in fostering collaboration and advocating for continued improvement across the transport, tourism, business and local government sectors.



JENNY CHETWYND
**GROUP MANAGER STRATEGY AND
PERFORMANCE**

*Bachelor of Regional Planning
(BRP) (Hons), Masters of Business
Administration*

Jenny joined the Transport Agency in 2008, and was previously the Environmental Strategy Manager for Transpower. Jenny has over 20 years' experience working with local government and business in relationship management, public engagement, policy development and project delivery fields.



ALLAN FROST
**GROUP MANAGER
ORGANISATIONAL SUPPORT**

*Bachelor of Business Studies,
Chartered Accountant, Fellow
Certified Public Accountant*

Allan joined the Transport Agency in October 2008. Allan has extensive experience in financial and information management executive roles and has worked for over 20 years in senior leadership roles, focusing on getting the best from people, information, technology and finance.



JIM HARLAND
REGIONAL DIRECTOR SOUTHERN

Bachelor of Arts, Diploma in Town Planning, Masters in Town Planning (Hons), Member NZ Planning Institute, Member Institute of Directors NZ, Fellow NZ Institute of Management



Before taking this position in January 2011, Jim was the Dunedin City Council's Chief Executive for 11 years. He has held a variety of senior roles in local government and the private sector, specialising in strategic thinking and change management. Jim also worked as a tourism consultant for several years and initiated a tourism planning course at the University of Auckland.

BARBARA HARRISON
GROUP MANAGER PEOPLE AND CAPABILITY

Bachelor of Business (Management), Wharton Business School's Advanced Management Program



Barbara joined the Transport Agency in August 2016 after working for Northpower for 11 years. Barbara has significant human resources, safety and management experience, bringing extensive experience in leading people and capability teams. Barbara's career spans leadership roles in infrastructure and industrial environments in New Zealand and Australia.

TOMMY PARKER
GROUP MANAGER HIGHWAYS AND NETWORK OPERATIONS

Bachelor of Arts (Hons in Urban Planning), Diploma (Urban Planning Implementation), Masters of Science (Transportation Planning and Engineering)



Tommy has been with Transit and the Transport Agency for over 10 years. He has held various roles including Highways Manager for Auckland and Northland. Tommy has over 20 years' experience in transport planning in the public sector and private consultancy.

CELIA PATRICK
GROUP MANAGER ACCESS AND USE; DIRECTOR OF RAIL SAFETY

Graduate Diploma (Business), Masters of Business Administration



Celia joined the Transport Agency in October 2011. She has more than 20 years' experience working in the financial services sector, including various executive roles with BNZ. Before joining the Transport Agency, Celia worked for Housing New Zealand Corporation as Director of Operations for Auckland.

HARRY WILSON
ROAD SAFETY DIRECTOR

Harry has 30 years' professional leadership experience in central and local government. He was the Chief Executive of Environment Waikato (now Waikato Regional Council) before taking up this position with the Transport Agency in November 2008.



ERNST ZÖLLNER
REGIONAL DIRECTOR AUCKLAND/NORTHLAND

Bachelor of Commerce (Hons in Economics), Masters in City & Regional Planning



Ernst has worked for 20 years as a consultant in academia and for local and central governments, focusing on economic and strategic development, as well as infrastructure and urban planning. Before joining the Transport Agency in October 2008, Ernst was the Director of Urban Development and Transport at Wellington City Council.

Former senior leadership team members**GEOFF DANGERFIELD
FORMER CHIEF EXECUTIVE**

Masters of Science (Resource Management)

Geoff became the first Chief Executive for the Transport Agency in August 2008 and led the development of the organisation and its approach to integrated transport development until stepping down in December 2015. He was previously Chief Executive of the Ministry of Economic Development and Deputy Secretary to the Treasury, and began his public sector career with the Ministry of Works and Development.

**DAVE BRASH
FORMER GROUP MANAGER PLANNING
AND INVESTMENT**

BSc (Hons) (Geography)

Dave joined the Transport Agency in December 2008 and moved into an advisory role within the Transport Agency in August 2016. Before joining the Transport Agency, he was General Manager of the Emissions Trading Group with the Treasury and General Manager responsible for central government policy at the Ministry for the Environment. Dave has 35 years' experience working with central and local government agencies on complex policy reforms and managing change.

**SARA BROADHURST
FORMER GROUP MANAGER PEOPLE
AND CAPABILITY**

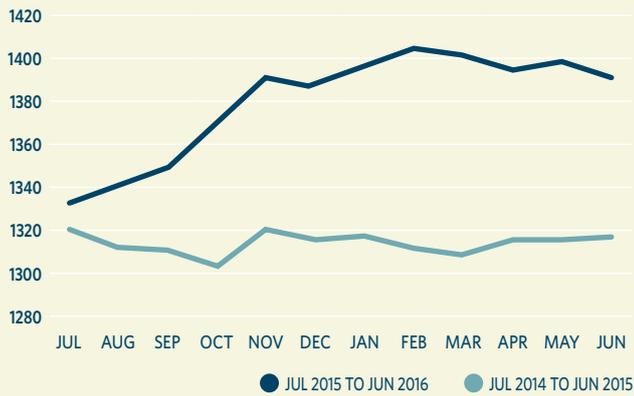
Sara joined the Transport Agency in 2013, bringing more than 14 years' experience in human resources in New Zealand and the United Kingdom from a wide variety of industries, including infrastructure, telecommunications, housing, manufacturing, banking and not-for-profit organisations. Sara left the Transport Agency in January 2016.

OUR WORKPLACE

WORKPLACE PROFILE

Our people mean a lot to us. In fact, they are everything. It is their effort and commitment that enables us to do what we do. Our diverse workforce is located in 14 locations, from Whāngārei to Dunedin.

FULL-TIME EQUIVALENT (FTE) EMPLOYEES



Our FTE count at 30 June 2016 was 1392. The 2015/16 year saw a 6 percent increase from 30 June 2015, which is attributable to our increased work programme.

AGE PROFILE

The average age of our employees (at 30 June 2016) is 44.7 years, with 11.8 percent under 30 years and 19.8 percent over 55 years.

The average age of our workforce is representative of the average age of the New Zealand public service. During the last five years, the average age of our workforce has fallen to meet the average age of the overall New Zealand public sector workforce.

AVERAGE AGE (YEARS)

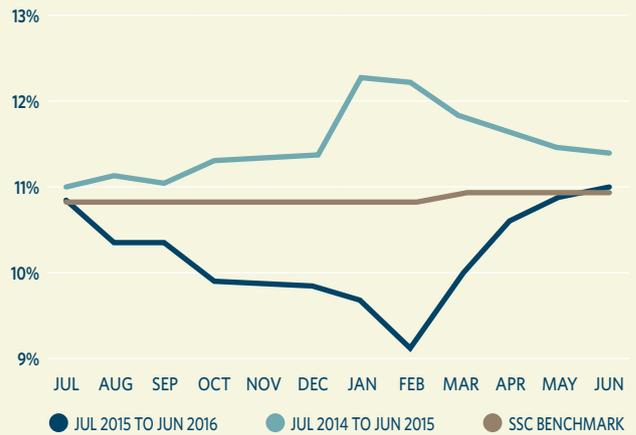
YEAR (AT 30 JUNE)	TRANSPORT AGENCY	NZ PUBLIC SECTOR
2011	48.2	42.1
2016	44.7	44.8

GENDER PROFILE

We have slightly more female employees than male employees (52 percent to 48 percent). This compares with the public sector which is 61 percent female and 39 percent male.

Of our senior management roles, 36 percent are filled by women. Female representation in senior management within the public service averaged 42 percent in June 2015.

ANNUAL TURNOVER



Our unplanned turnover at the end of June 2016 was 11 percent, which is slightly lower than 12 months ago when it was 11.4 percent.

Unplanned turnover of those with less than two years' service to the end of June 2016 was 11.3 percent, which is higher than 12 months ago when it was 10.6 percent.

DISABILITY

Our workforce profile does not include disability as this information is not currently recorded. However, we are committed to valuing diversity.

We recognise, respect and value differences and do not discriminate. This includes making reasonable accommodation for people with disabilities.

ETHNIC PROFILE

Ethnic groups (self-identified)

Asian	7.7%
Māori	6.2%
Middle Eastern/Latin American/African	0.6%
New Zealand European	71.5%
Pacific peoples	1.5%
Other ethnicity	0.5%
Not stated	12.0%

BEING A GOOD EMPLOYER

The Transport Agency People Plan 2014–16 provided direction for our people practices and focused on supporting our people to be high performing. The four key themes of the plan are organisational reputation, culture, engagement, and skills and capability.

We have involved our people and their unions at the initiation stage to manage change programmes, develop policies and continuously improve our practices as a good employer.⁵

Being a good employer means we get better outcomes for our people, who are more satisfied with their employment, and the people we’re ultimately here for – the people of New Zealand.

The following table demonstrates the alignment between our key people policies and practices and the seven elements of being a good employer.

GOOD EMPLOYER ELEMENTS	OUR KEY PEOPLE POLICIES AND PRACTICES
Leadership, accountability and culture	<ul style="list-style-type: none"> • We created a ‘people leader’ community for our 300 people leaders, focusing on positive leadership for our people and motivating everyone at the Transport Agency to perform at their best. Monthly meetings, an annual conference for all people leaders, and regional people leader conferences throughout the year contributed to increased capability and awareness of good leadership practices. • ‘The way we lead’, our leadership development programme, has provided clear expectations for people leaders and driven our leadership development programmes. • We hold people accountable through robust performance and development planning. • Strong behavioural expectations have been provided by our three behaviours: sign up, team up and front up. • We have focused on creating a great place to work where our people are engaged and able to perform at their best.
Recruitment, selection and induction	<ul style="list-style-type: none"> • We have robust recruitment and selection processes. • Videos and profiles on our career website and recruitment collateral feature employees from diverse backgrounds, and we use inclusive language in our external careers pages. • We are an accredited employer with the New Zealand Immigration Service. • Progression within the Transport Agency is based on merit rather than service and is built around competencies and skills. • All new people are invited to attend the organisation-wide induction to the Transport Agency. • Our development tools for managers who are recruiting include training on recognising and addressing unconscious bias towards applicants. • We actively recruit multi-lingual people for some of our customer-facing roles.
Employee development, promotion and exit	<ul style="list-style-type: none"> • We promote a culture of continued development at all levels. • Development opportunities include project work, acting in other roles, secondment, mentoring and coaching, as well as formal learning programmes offered via our development calendar. • An ongoing process of feedback and two-way communication is encouraged. Capability mapping, talent management, succession planning and progression frameworks are in place. • We are an accredited Institute of Professional Engineers New Zealand professional development partner. • We use our LinkedIn page to stay connected with our people, including current employees, former employees and prospective candidates. • We provide access to retirement planning tools and advice. • We trialled knowledge transfer programmes with people who are leaving the Transport Agency.

⁵ Human Rights Commission *Good employer advice*. www.hrc.co.nz/your-rights/employment-opportunities/our-work/reporting-crown-entities-good-employers/

Flexibility and work design	<ul style="list-style-type: none"> ▪ We promote balanced work-life responsibilities, through flexible working, including taking opportunities to support the community. ▪ Our people can request changes to their working arrangements, including job sharing, compressed weeks, reduced hours, working from home and leave during school holidays. ▪ We encourage people to take annual leave in the year it is accrued and manage their hours to maintain wellbeing.
Remuneration, recognition and conditions	<ul style="list-style-type: none"> ▪ Our remuneration policies and frameworks are based on the principle that pay reflects the market and performance – not tenure, cost of living or other personal circumstances. ▪ We conduct an annual remuneration review, including comparing our remuneration ranges to public sector and other organisations' market data. ▪ We endeavour to ensure our job evaluation and remuneration practices are transparent, equitable and gender-neutral. ▪ Recognition is encouraged using a variety of ways to celebrate success and recognise people publicly and privately. We also provide recognition resources, such as thank-you cards that reflect examples of our three behaviours.
Harassment and bullying prevention	<ul style="list-style-type: none"> ▪ We are committed to maintaining a safe working environment for all our people where we experience mutual respect, trust, dignity and security. ▪ We have worked collaboratively with unions to better understand harassment and provide tools and support for our people working through these issues. ▪ Our focus on wellbeing (both physical and mental) is an important part of our Zero Harm Strategy 2014–2020 (refer below).
Safe and healthy environment	<ul style="list-style-type: none"> ▪ Our Zero Harm Strategy 2014–2020 supports our belief that everyone who comes to work at the Transport Agency should go home healthy and safe. ▪ The code of conduct and relevant health and safety and harassment policies are readily accessible. ▪ Our strong focus on employee health, safety and wellbeing is supported through the provision of support services such as: <ul style="list-style-type: none"> – the employee assistance programme for all staff – additional services in the event of heightened stress, such as critical event debrief, onsite employee assistance programme presence, change process support and resilience training – ergonomic workstation assessments – annual free flu vaccination available for all our people. ▪ We have tertiary ACC accreditation for our workplace safety management practices.

Reviewing policies and procedures

We involve unions in the development and implementation of policies and procedures and consult with our people before making any significant changes. To ensure our policies and procedures remain relevant, we review them on a two-yearly cycle or more often if necessary. We are receptive to feedback on our policies at any time.

ENSURING HEALTH AND SAFETY FOR OUR PEOPLE

We believe that everyone who comes to work for the Transport Agency should go home healthy and safe, and that we should be a leader and key influencer for zero harm in the workplace. That's why we remain committed to our Zero Harm Strategy 2014–2020.

Our Zero Harm Strategy has a clear objective: **By 2020 or sooner, all our people, regardless of employer, will go home safe and healthy, every day, no exceptions.**

This year we continued to make good progress in the implementation of our Zero Harm Strategy. A significant focus was on embedding a Zero Harm culture within the Transport Agency and the wider roading industry.

To embed our Zero Harm Strategy, we have put the following in place:

- **Robust corporate governance framework** – risk assessments were carried out, allowing our Board and our people to understand our critical risks and how we mitigate them. We provide a real-time Zero Harm dashboard for our board members, showing how we are performing against our lead and lag indicators.
- **Training** – our people and their leaders receive training that helps and empowers them to actively engage in health and safety in the office, on the state highway network, in the rail corridor, at testing stations or wherever they are working.
- **Systems** – we are making it easier for our people and our industry to do the right thing in health and safety by providing innovative tools and solutions and easy to implement industry standards. These are available for our own people and anyone else who needs them. We are working with our suppliers to provide leadership, training, information and tools to smaller organisations that lack the resources or specialists.
- **Culture** – we are encouraging our people and our suppliers to sign up, team up and front up to achieve Zero Harm. We take an approach based on the value of our people, not just as a health and safety compliance exercise.

We have worked closely with our industry partners to increase awareness around our Zero Harm expectations and encouraged a proactive industry approach to making it easier for all our people to make a real difference in health and safety every day.

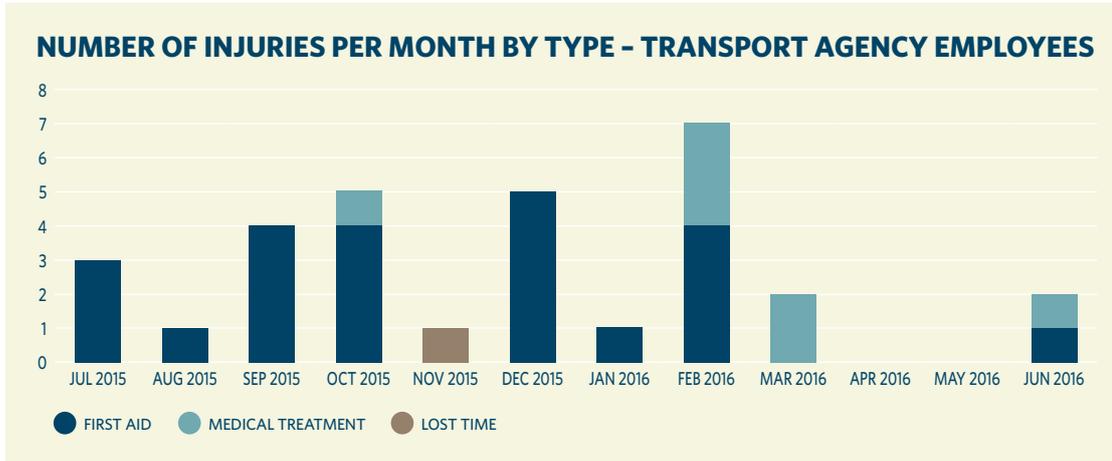
We continue to ensure that our people are inducted, trained and competent to do their jobs safely. If our people are injured, we will support them and provide an environment that enables them to return to work as soon as they are ready.

On 4 April 2016, the Health and Safety at Work Act 2015 came into effect. Our Zero Harm Strategy ensured that we were well prepared for the introduction of the new legislation. We have created an environment that allows people to make a difference to safety performance at all levels – from those working in our offices or on-site through to our Board.

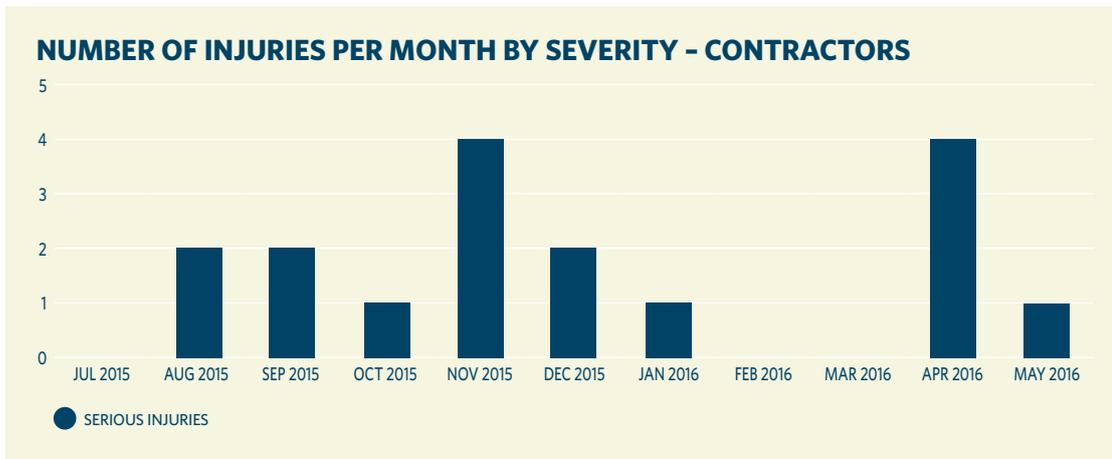
We maintained our tertiary grade in the ACC workplace safety management practices audit, demonstrating best practice and a commitment to continuous improvement in workplace health and safety.

Our contribution to health and safety within our industry was recognised when the Zero Harm reporting tool received the HR Technology Award 2016 from the Human Resources Institute of New Zealand. Our industry leadership was further acknowledged when we were awarded the ACC Best Leadership of an Industry Sector Award at the NZ Workplace Health & Safety Awards 2016.

As part of our commitment to workplace health and safety, we regularly assess reporting and monitored metrics that demonstrate performance against lead and lag indicators. The data allows us to assess where we are performing well and highlights areas where we need to improve.



The most common causes of injury to our people were slips, trips and falls, and burns to hands from hot water in kitchens. Another major cause of injury was people hitting objects with their body, such as bumping into doors or desks.



The most common cause of serious injuries to our contractors is associated with people working with heavy construction plants (machinery). We are working with industry to develop and implement a minimum standard for working with and around heavy machinery to mitigate risks in this area.

There were no fatal injuries.