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## **NZ TRANSPORT AGENCY STATEMENT OF INTENT 2014-18**

This *Statement of intent* sets out our approach and course of action for the next four years that will contribute to the delivery of the government's land transport objectives and wider transport vision.

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# CREATING TRANSPORT SOLUTIONS FOR A THRIVING NEW ZEALAND



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## **NZ Transport Agency**

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NZ Transport Agency



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This publication is also available on NZ Transport Agency's website at [www.nzta.govt.nz](http://www.nzta.govt.nz)

<b>FOREWORD</b> FROM THE BOARD CHAIR AND CHIEF EXECUTIVE	<b>2</b>
<b>INTRODUCING</b> THE NZ TRANSPORT AGENCY BOARD	<b>4</b>
<b>A THRIVING NEW ZEALAND</b> THE NZ TRANSPORT AGENCY'S PURPOSE AND THE GOVERNMENT'S OBJECTIVES FOR TRANSPORT	<b>7</b>
<b>TRANSPORT SOLUTIONS</b> OUR OPERATING INTENTIONS	<b>10</b>
<b>A RESPONSIBLE, COLLABORATIVE AND AGILE ORGANISATION</b> HOW WE OPERATE, WHO WE WORK WITH AND HOW WE WANT TO GROW OUR CAPABILITY	<b>40</b>
<b>APPENDIX</b> SUPPLEMENTARY INFORMATION FOR NON-FINANCIAL MEASURES	<b>48</b>

# FOREWORD FROM THE BOARD CHAIR AND CHIEF EXECUTIVE

**Our goal for the transport network involves integrating land uses, transport networks, and the various modes, services and systems to deliver a seamless and safe 'one network' experience for customers.**

**This *Statement of intent* continues our strategic focus on delivering better transport services that facilitate New Zealand's economic growth and productivity, and connect people and their communities. We strive to provide a high performing, safe and resilient transport system, and are focused on providing New Zealanders with better public services that deliver value for money.**

Our *Statement of intent 2014-18* positions the Transport Agency to achieve greater integration of the land transport system – road and rail and connections to ports and airports. Our goal for the transport network involves integrating land uses, transport networks, and the various modes, services and systems to deliver a seamless and safe 'one network' experience for customers. We will continue to make significant progress toward this goal over the next four years.

Underpinning our focus on 'one network' are the relationships we have developed with public transport and freight operators as we work together to develop long-term sector plans. We are building stronger relationships with the cycling community and are supporting the expert panel on cycling safety in the coming months. We will continue to strengthen our relationships with our local government partners across the country, especially in the joint transport operations centres we have established in the major metropolitan areas. With these relationships in place we can focus on shared priorities and opportunities to lift vehicle and fleet productivity, and public transport effectiveness, while also building on our work to deliver ongoing network productivity improvements.

Over the coming year we will also work with our local government partners to complete delivery of the final year of the 2012-15 National Land Transport Programme and to bring together the plans for the next three year programme for 2015-2018. We will work to ensure more efficient and nationally consistent planning, investment, maintenance and operations decision making, and ensure that our contracting practices support a healthy and competitive road construction industry.

Road and rail safety is critical for us. We will keep pursuing opportunities that make it easier for our customers to make smarter choices about how they use the transport system - safer, more efficient and more responsible choices. We have stepped up our focus on our rail safety regulator role.

Building on our successes to date, we will keep seeking opportunities to transform our services to make compliance easier and cheaper for businesses and individuals, and to ensure more of our services can be accessed online.

Major capital investment in highway solutions will continue as we progress the roads of national significance, including the Waterview Connection as a key part of the Western Ring Route in Auckland and the Transmission Gully project as part of the Wellington Northern Corridor. These will deliver a safer, more reliable and resilient highway network that is integrated into the wider transport system.

Putting customers at the heart of our business remains a priority for the Transport Agency. As we design services, build infrastructure, regulate for road and rail safety, and help operate an integrated transport system, we will continue to ensure that the movement of people and goods becomes more efficient, reliable and safe.



**Chris Moller**  
Chair

NZ TRANSPORT AGENCY

**Geoff Dangerfield**  
Chief Executive

NZ TRANSPORT AGENCY

## INTRODUCING THE NZ TRANSPORT AGENCY BOARD

### **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 range of joint venture and subsidiary organisations within the New Zealand dairy industry, both domestically and internationally.

### **DAME PATSY REDDY, DEPUTY CHAIR (WELLINGTON)**

Patsy is a non-executive director and a qualified lawyer. She is Chair of the New Zealand Film Commission, and is a director of Payments NZ Ltd and Active Equity Holdings Ltd. She is a chief crown negotiator for Treaty of Waitangi settlements and is also 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.

### **GILL COX (CHRISTCHURCH)**

Gill is a chartered accountant and business consultant. He chairs MainPower NZ Ltd and Transwaste Canterbury Ltd, and is a director of a number of large, privately held companies involved in various industries including manufacturing, warehousing and distribution, infrastructure and seafood. Gill is also a member of the CERA Community Forum in Christchurch and the Greater Christchurch Education Advisory Board.

### **TONY LANIGAN (AUCKLAND)**

Tony is a professional civil engineer (FIPENZ), project management consultant and former general manager with Fletcher Construction. Tony was 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 New Zealand Housing Foundation. He is a director of Watercare Services Limited. Tony was made a Member of the NZ Order of Merit in the 2013 New Year's Honours list for services to tertiary education and the community.

### **JERRY RICKMAN (HAMILTON)**

Jerry is a chartered accountant and professional director. Jerry currently chairs Alandale Life Care Ltd, HG Leach Ltd, Tidd Ross Todd Ltd, 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.

### **NICK ROGERS (AUCKLAND)**

Nick Rogers 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 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 an Accredited Fellow of the Institute of Directors. She has a 30-year career in resource management and planning specialising in spatial planning and metropolitan growth, management including infrastructure planning and large projects. Adrienne was the Deputy Chair of 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 Auckland Waterfront Development Agency Limited (Waterfront Auckland), Deputy Chair of Housing New Zealand Corporation and Chair of the Hobsonville Land Company Limited. She also serves on several charitable trusts.



**NICK  
ROGERS**



**GILL COX**



**CHRIS  
MOLLER**  
Chair



**DAME PATSY  
REDDY**  
Deputy Chair



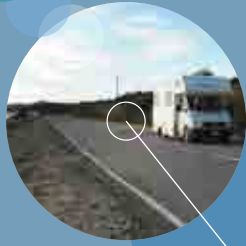
**TONY  
LANIGAN**



**ADRIENNE  
YOUNG-COOPER**



**JERRY  
RICKMAN**





# A THRIVING NEW ZEALAND

**The government is seeking an effective, efficient, safe, responsible and resilient transport system that supports a thriving New Zealand.**

**Our purpose is to deliver transport solutions for a thriving New Zealand on behalf of the government. An effective transport system moves people and freight where they need to go in a timely manner. An efficient transport system delivers the right infrastructure and services to the right level at the best cost and is resilient in how it meets future transport needs and endures shocks. To help New Zealand continue to thrive, our transport system has to be responsible in how it reduces the harm from transport such as road trauma and environmental impact.**

We are specifically responsible for the four following functions:

- Helping to plan land transport networks, bringing a national perspective.
- Providing access to and use of the land transport system.
- Managing the state highway network.
- Investing in land transport.

Beyond these four functions our broader aim is to help make sure that people have a seamless experience across New Zealand's land transport system, including local roads, public transport, rail and other parts of the network. We therefore invest and operate with a 'whole of system' outlook. Our immediate priority is to develop and finalise the 2015-18 National Land Transport Programme which gives effect to the Government Policy Statement on Land Transport (GPS).

For the next three years the government's immediate priorities for transport are investment in infrastructure, better quality regulation, a safer transport system, opening markets and sector performance.

This *Statement of intent* gives effect to the government's direction for transport and addresses the Minister of Transport's Letter of Expectations.

The Minister of Transport's Letter of Expectations sets out the main matters we will address to enable these outcomes to be achieved:

- Maintain a tightly disciplined focus on business and regulatory responsibilities with a commitment to enhanced collaboration with stakeholders and customers.
- Address cost escalation in state highway construction and state highway and local road maintenance, embedding consistent metrics across the network, informed by the One Network Road Classification and Road Maintenance Taskforce findings.
- Support the development and implementation of Auckland transport initiatives.
- Continue to complement work on network productivity through initiatives that lift vehicle and fleet productivity.
- Enable current and future functions of the transport system to be understood and planned for through development of a robust and accessible information and research base.

# Our legislative and policy responsibilities

## LEGISLATION AND REGULATION

The Land Transport Management Act 2003 (LTMA) establishes the NZ Transport Agency, provides the legal framework for managing and funding land transport activities and provides for a Government Policy Statement on Land Transport (GPS).

Under this legislation we have the following responsibilities:

- Contribute to an efficient, effective and safe land transport system in the public interest.
- Manage the state highway system, including planning, funding, design, supervision, construction, maintenance and operations.
- Manage funding of the land transport system, including auditing the performance of organisations receiving land transport funding.
- Manage regulatory requirements for transport on land.
- Investigate and review accidents and incidents involving transport on land.
- Cooperate with, provide advice and assist any government agency or local government agency at the Minister's request.
- Provide the Minister with advice on our functions.
- Issue guidelines for, and monitor the development of, regional public transport plans.
- Carry out any other land transport functions directed by the Minister under the Crown Entities Act 2004.
- Carry out the functions required by the Land Transport Management Act 2003 or under any other act.

Also of key importance is the Land Transport Act 1998, which promotes safe road user behaviour and vehicle safety, provides for a system of rules governing road user behaviour and the licensing of drivers, and technical aspects of land transport.

Other relevant legislation includes the Railways Act 2005, the Government Roothing Powers Act 1989 and the Road User Charges Act 2012.

Land transport rules are a form of delegated legislation similar to regulations. The Transport Agency produces rules for the Minister of Transport under an agreement made with the Chief Executive of the Ministry of Transport. Land transport rules have a significant influence on access of people and vehicles to road and rail networks, and guide the conduct or use of the networks.

## STATUTORILY INDEPENDENT FUNCTIONS

The Land Transport Management Act 2003 outlines that the Transport Agency's statutorily independent functions are to:

- determine whether particular activities should be included in the National Land Transport Programme
- approve activities as qualifying for payment from the National Land Transport Fund
- approve procurement procedures for land transport activities
- issue or suspend any land transport document or authorisation
- enforce any provisions relating to its functions.

# We receive guidance from these policy documents

## 1. CONNECTING NEW ZEALAND

is a summary of the government's policy direction for transport. The document notes that the government is seeking a transport system that supports the growth of our country's economy, in order to deliver greater prosperity, security and opportunities for all New Zealanders. New Zealand is a trading nation, but geographically we are further away from the economic centres of the world than any other developed country. Therefore to be internationally competitive, we need to improve the efficiency of our transport networks by focusing on three key areas: economic growth and productivity, value for money and road safety.



[www.transport.govt.nz/ourwork/KeyStrategiesandPlans/ConnectingNewZealand.aspx](http://www.transport.govt.nz/ourwork/KeyStrategiesandPlans/ConnectingNewZealand.aspx)

## 2. GOVERNMENT POLICY STATEMENT ON LAND TRANSPORT FUNDING (GPS)

sets out the government's priorities for expenditure from the National Land Transport Fund over the next 10 years. It sets out how funding is allocated between activities such as road safety policing, state highways, local roads and public transport. The GPS directly guides the investment that the Transport Agency makes in the land transport system on behalf of the government. How the GPS frames the Transport Agency's investment function is set out in relation to the 'Maximising return for New Zealand' section of this *Statement of intent*.



[www.transport.govt.nz/ourwork/KeyStrategiesandPlans/GPSonLandTransportFunding.aspx](http://www.transport.govt.nz/ourwork/KeyStrategiesandPlans/GPSonLandTransportFunding.aspx)

## 3. SAFER JOURNEYS

is the government's strategy to guide improvements in road safety over the period 2010 to 2020. The strategy's vision is a safe road system increasingly free of death and serious injury. This is underpinned by the world leading Safe System approach to reducing deaths and serious injuries from road crashes. The priority areas are those where significant change is needed to make an improvement, and where improvements can help to reduce a large number of road deaths and serious injuries. Safe speeds, impaired drivers and vehicle safety are all 2013-15 priority focus areas. Progress will continue to be made in other key areas such as roads and roadsides, young drivers, motorcyclists, distracted and fatigued drivers, high-risk drivers, walking and cycling, restraints and older drivers.



[www.saferjourneys.govt.nz/about-safer-journeys/strategy-2010-2020/](http://www.saferjourneys.govt.nz/about-safer-journeys/strategy-2010-2020/)

## 4. NATIONAL INFRASTRUCTURE PLAN

The purpose of the plan is to improve investment certainty for businesses by increasing confidence in current and future infrastructure provision. The government's 20-year vision for New Zealand's infrastructure is that by 2030, New Zealand's infrastructure is resilient, coordinated, and contributes to economic growth and increased quality of life. The National Infrastructure Plan outlines a three-year programme of work to progress this vision.



[www.infrastructure.govt.nz/plan/2011](http://www.infrastructure.govt.nz/plan/2011)

## 5. NEW ZEALAND ENERGY STRATEGY

sets the strategic direction for the energy sector and the role energy will play in the New Zealand economy. The government's goal is for New Zealand to make the most of its abundant energy potential through the environmentally responsible development and efficient use of the country's diverse energy resources. The New Zealand Energy Strategy 2011-2021 sets out four priority areas: diverse resource development; environmental responsibility; efficient use of energy; and secure and affordable energy. The Energy Efficiency and Conservation Strategy (NZECS), a companion strategy, is specifically focused on the promotion of energy efficiency, energy conservation and renewable energy. The NZECS sets out six objectives for six sectors, which will contribute to the overall New Zealand Energy Strategy 2011-2021 goal. The objective for transport is to create a more energy efficient transport system, with a greater diversity of fuels and alternative energy technologies.



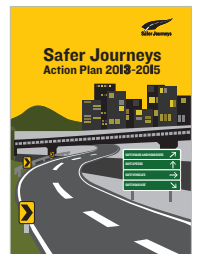
[www.med.govt.nz/sectors-industries/energy/strategies](http://www.med.govt.nz/sectors-industries/energy/strategies)



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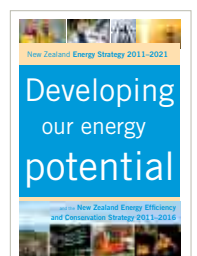
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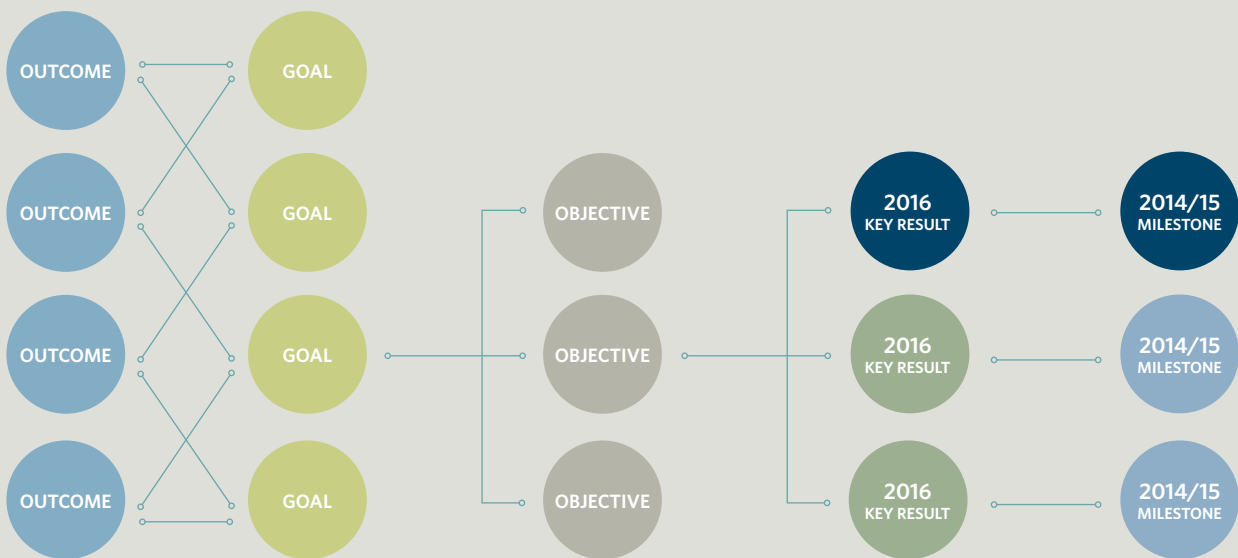


5.

# TRANSPORT SOLUTIONS FOR A THRIVING NEW ZEALAND

Our long and short-term operating intentions give effect to the government's direction for the transport sector.

## OUR OUTCOMES FRAMEWORK



### TRANSPORT SECTOR OUTCOMES

These describe the desired future state for the transport sector.

### TRANSPORT AGENCY LONG-TERM GOALS

We contribute to the realisation of the enduring outcomes by pursuing four long-term goals. The goals shape our direction and actions over the next 20 years. Indicators track our progress against each goal.

### TRANSPORT AGENCY MEDIUM-TERM OBJECTIVES

For each goal there are three medium-term objectives. These objectives have a 10-year outlook and guide our 10-year work programme.

### KEY RESULTS BY 2016

For each objective we have between 1 and 8 key results to deliver by 2016. Some of the results may be prioritised - there are five clusters of priority results that relate to a specific goal success indicator.

### MILESTONES BY 2014/15

For each key result there are specific milestones to achieve in 2014/15.

### TRANSPORT AGENCY SHORTER-TERM PRIORITIES

Five clusters of key results have been prioritised for 2013-16, achieving specific targets against goals, as illustrated above.

The following framework diagram provides an overview of the relationship between the sector outcomes and the contributions we will undertake, as well as the indicators that will measure our progress toward achieving the desired goals and outcomes.



# SUMMARY OF OUR OPERATING INTENTIONS

## Desired outcomes

from the New Zealand  
transport sector.



### 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 & RESPONSIBLE

Reduces the harms  
from transport

### RESILIENT

Meets future needs  
and endures shocks

## 2013-32

### Long-term goals

Our strategic direction.

## 2013-22

### Medium-term objectives

Implemented through the Transport Agency 10-year work programme, with key results specified for 2016.

#### Integrate one effective and resilient network for customers

SEE PAGE 14

- 1 Integrate land uses and transport networks to shape demand at national, regional and local levels.
- 2 Integrate national and local transport networks to support strategic connections and travel choice.  
SHORT-TERM FOCUS: *making the most of urban network capacity* PRIORITY 2
- 3 Improve freight supply chain efficiency.  
SHORT-TERM FOCUS: *moving more freight on fewer trucks* PRIORITY 3

#### Shape smart efficient, safe & responsible transport choices

SEE PAGE 18

- 4 Implement the Safe System approach to create a forgiving land transport system that accommodates human error and vulnerability.  
SHORT-TERM FOCUS: *safe speeds to reduce deaths and serious injuries* PRIORITY 4
- 5 Incentivise and shape safe and efficient travel choices using a customer-focused approach.
- 6 Reduce costs for transport users through better regulation and willing compliance.

#### Deliver efficient, safe & responsible highway solutions for customers

SEE PAGE 22

- 7 Greater resilience of the state highway network.
- 8 Deliver consistent levels of customer service that meet current expectations and anticipate future demand.  
SHORT-TERM FOCUS: *safe speeds to reduce deaths and serious injuries* PRIORITY 4  
SHORT-TERM FOCUS: *efficient road maintenance investment and delivery* PRIORITY 5
- 9 Plan for and deliver the roads of national significance.

#### Maximise effective, efficient & strategic returns for New Zealand

SEE PAGE 26

- 10 Align investment to agreed national, regional and local outcomes and improve value for money in all we invest in and deliver.  
SHORT-TERM FOCUS: *efficient road maintenance investment and delivery* PRIORITY 5
- 11 Ensure effective and efficient co-investment with our partners.
- 12 Explore innovative revenue, pricing and financing approaches that enhance the value delivered by land transport investments.

2013-16

## Shorter-term priorities

Our key areas of focus to achieve ambitious targets against the goals.

2014 →

## Outputs\*

### 1 Putting customers at the heart of our business

3-year emphasis of all objectives [SEE PAGE 30](#)

**PLANNING THE LAND TRANSPORT NETWORK**  
output classes

### 2 Making the most of urban network capacity

3-year emphasis of objective **2** [SEE PAGE 32](#)

**PROVIDING ACCESS TO AND USE OF LAND TRANSPORT SYSTEM**  
output classes

### 3 Moving more freight on fewer trucks

3-year emphasis of objective **3** [SEE PAGE 34](#)

**MANAGING THE STATE HIGHWAY NETWORK**  
output classes

### 4 Safe speeds to reduce deaths and serious injuries

3-year emphasis of objectives **4** **8** [SEE PAGE 36](#)

**INVESTING IN LAND TRANSPORT**  
output classes

### 5 Efficient road maintenance investment and delivery

3-year emphasis of objectives **8** **10** [SEE PAGE 38](#)



\* For further information on output classes, refer to the *Statement of performance expectations*.

# GOAL

## Integrate one network for customers

**Contributes to sector outcomes**

**Guides our outputs**

**Desired trends**  
How will we know we are making progress?

**Our objectives**  
What we are aiming to deliver by 2022

**EFFECTIVE**  
Moves people and freight where they need to go in a timely manner

**RESILIENT**  
Meets future needs and endures shocks

- Management of the funding allocation system
- Transport planning
- Sector research
- Public transport

- Road safety promotion
- New and improved infrastructure for local roads
- Walking and cycling

SUCCESS INDICATOR*		2008/09 Baseline	2013/14 Est. actual	Desired trend
<p><b>People movement is more efficient and reliable</b></p> <p>% network productivity (vehicle speed and flow on urban networks in Auckland)</p>		NEW	63%	↑ INCREASING
<p><b>Freight movement is more efficient and reliable</b></p> <p>% of travel by high productivity motor vehicles (HPMVs) of total heavy vehicle kilometres travelled</p>		NEW	12%	↑ INCREASING
<p><b>There is an optimal range of travel and transport choices for each location</b></p> <ul style="list-style-type: none"> <li>• public transport</li> <li>• walking and cycling</li> </ul>		4.8%	5%	↑ INCREASING
		8.4%	8.4%	↑ INCREASING

- 1** Integrate land uses and transport networks to shape demand at national, regional and local levels
- 2** Integrate national and local transport networks to support strategic connections and travel choice, with a shorter-term focus on:  
*PRIORITY 2 Making the most of urban network capacity*
- 3** Improve freight supply chain efficiency, with a shorter-term priority focus on:  
*PRIORITY 3 Moving more freight on fewer trucks*

\* For details, see page 45: Strategic goal – success indicators 2014-18.



## New Zealand's transport network will only be truly effective and resilient when customers experience it as fully integrated across modes and locations, and with the surrounding land uses.

*Taking a 'one network' approach will help to ensure that the movement of people and freight is efficient and reliable, and that there is an optimal range of travel choices for customers in each location.*

Over the next nine years, our work on integrating the network will concentrate on:

- promoting the integration of land use with transport networks to shape demand
- working to more closely integrate the national and local components of the transport network so our customers gain maximum benefit and travel choice
- improving freight supply chain efficiency.

### OBJECTIVE 1

#### Integrate land uses and transport networks to shape demand at national, regional and local levels

We will work with our partners to more closely integrate the national, regional and local networks with their surrounding land uses.

##### Results by 2016

Regional land transport and public transport plans are informed by a solid understanding of future demand and make an effective contribution to the development of the 2015-18 NLTP.

*(Note: this is a shared desired result with local government)*

'Greenfields' and 'brownfields' land use developments demonstrate improved integration with local and strategic transport networks.

*(Note: this is a shared desired result with local government, who take the lead on land use planning)*

##### Milestones for 2014/15

Deliver a national investor's perspective into regional land transport plans, regional public transport plans, freight plans and the transport component of transport activity management plans by improving the way in which our information and data is presented.

*(Note: this is a shared milestone with local government)*

Submissions on local government planning matters advocate a one network approach, in particular a coordinated approach to housing affordability, including special housing areas.

Submissions on local government planning matters seek to minimise transport sector compliance costs through our ability to influence and shape planning documents and resource consents.

*(Note: these are shared milestones with local government, who take the lead on land use planning)*

### OBJECTIVE 2

#### Integrate national and local transport networks to support strategic connections and travel choice

We approach the land transport network as one system, regardless of the mode or who manages it. We work with other network operators and stakeholders to ensure seamless integration and management of national and local networks. One area of specific focus is supporting the growth of Auckland to be one of the most liveable cities in the world. We will work closely with our partners to use new technology, information and incentives to optimise the way networks are used. Over the next two years this work will focus on making the most of urban network capacity.

## Results by 2016

## Milestones for 2014/15

## Priority 2 Making the most of urban network capacity

Network operating plans have been completed for all major urban centres and are being implemented to achieve measurable benefits.

*(Note: this is a shared desired result with these local authorities)*

Auckland, Wellington and Christchurch optimisation activities have been considered for inclusion in the 2015-18 National Land Transport Programme.

All network operating plans are aligned and consistent for easy integration within the transport planning activity – eg regional freight plans, Highways and Network Operations, Public Transport Operating Model and critical journeys.

*(Note: this is a shared milestone with these local authorities)*

Transport operations centres in Auckland, Wellington and Christchurch are consolidated and working efficiently.

*(Note: this is a shared desired result with these local authorities)*

The Wellington Transport Operations Centre is operating as a joint one network entity with participation from Wellington, Hutt, Upper Hutt, and Porirua councils.

*(Note: this is a shared milestone with these local authorities)*

Implement the Transport Operations Centres' key performance indicator reporting regime and capture in the quarterly reports.

Transport Operations Centres' business continuity plans allow for fall over between centres and simulated disaster event carried out.

Urban public transport makes a greater contribution to network performance by implementing reviews that differentiate levels of service and reprioritise resources and investment to where it has greatest impact.

*(Note: this is a shared desired result with regional councils, public transport operators and territorial local authorities)*

Clearly differentiate Auckland and Wellington bus routes into types and levels of service, with a focus on efficient and effective commuter services.

Improve network capacity utilisation in Auckland, Wellington and Christchurch as a result of establishing good partnering relationships between public transport service operators and regional councils/Auckland Transport.

*(Note: this is a shared milestone with regional councils, public transport operators and territorial local authorities)*

The strategy set out in Auckland's Integrated Transport Programme is given effect to in the 2015-18 National Land Transport Programme.

*(Note: this is a shared desired result with Auckland Transport)*

Auckland Integrated Transport Programme priorities that give effect to the Government Policy Statement outcomes are considered for inclusion in the 2015-18 National Land Transport Programme.

*(Note: this is a shared milestone with Auckland Transport)*

The national road classification is used to develop an integrated level of service framework for the entire New Zealand road network.

*(Note: this is a shared desired result with local government) (refer to NZ Transport Agency priority 5)*

Targeted support provided to road controlling authorities for the application of the One Network Road Classification and Activity Management Plan development.

*(Note: these are shared milestones with local government)*

2015-18 regional land transport plans apply the One Network Road Classification to their network, identify differences in customer levels of service, and agree appropriate performance measures.

*(refer to NZ Transport Agency priority 5)*

Modern, fully integrated ticketing and fares are being implemented in Auckland, Wellington, Christchurch and main provincial centres.

*(Note: this is a shared desired result with these local authorities)*

The national public transport ticketing back office processing system is effectively servicing the Auckland ticketing scheme and is prepared for use by other regions as they introduce new integrated ticketing schemes.

*(Note: this is a shared milestone with NZ Transport Ticketing Ltd)*

Wellington is well advanced in its planning for an integrated fares and ticketing programme, with preparation for the procurement well developed.

*(Note: this is a shared milestone with Wellington local government)*

For the main provincial centres outside the three metros, agreement has been reached on a joint procurement for a new integrated ticketing system, using the national back-end processing system and interoperability standards.

*(Note: this is a shared milestone with local government)*

## OBJECTIVE 3

### Improve freight supply chain efficiency

We'll continue our work with other network operators, our investment partners, freight owners and freight transport operators, to improve the efficiency of freight supply chains. To help grow our economy there will be a particular focus on moving exports more efficiently from places of production to our international gateways. We'll find efficiency opportunities on the road network and also work to ensure the different parts of New Zealand's freight system are better connected. Our work will ensure better coordination across all modes and ensure land use and network planning are more integrated. Over the next two years our main focus is on moving more freight on fewer trucks.

#### Results by 2016

#### Milestones for 2014/15

#### Priority 3 Moving more freight on fewer trucks

Enhanced high productivity motor vehicle strategic route availability, including 'first-last mile' access on local roads and 50MAX (trucks up to 50 tonnes) high productivity motor vehicle access, delivers tangible productivity gains for operators.

*(Note: this is a shared desired result with local authorities)*

Deliver the upgrade programme for the remaining North Island and South Island investment routes, providing access to 4500 kilometres on the strategic high productivity motor vehicle freight network, including first-last mile local road access.

50MAX high productivity motor vehicle access available on all suitable state highway and local road networks.

Develop second tranche of high productivity motor vehicle and 50MAX bridge upgrades for consideration for inclusion in the 2015-18 National Land Transport Programme.

*(Note: these are shared milestones with local authorities)*

Levels of service for customers will be defined, depending on the complexity of the permit requirements. All high productivity motor vehicle permits for approved routes are processed according to these levels of service.

*(Note: this is a shared desired result with local authorities)*

Standard\* high productivity motor vehicle permits for state highways are issued within five working days.

90% of complex^ permits meet the customer turnaround commitment given to operators.

*(Note: this is a shared milestone with local authorities)*

Smarter, more comprehensive, enforcement of illegally overloaded trucks encourages operator uptake of high productivity motor vehicle permits.

*(Note: this is a shared desired result with NZ Police)*

Weigh-in-motion site proposals are considered for inclusion in the 2015-18 National Land Transport Programme.

Specific guidance on the incentives for reducing illegal overloading is provided in the beyond compliance framework.

*(Note: this is a shared milestone with NZ Police)*

A series of freight plans that improve access to markets and productivity for major freight routes through targeted investments are guided by the Upper North Island, Central and South Island freight plans.

*(Note: this is a shared desired result with KiwiRail, local government, port operators and the freight sector)*

Short to medium investment proposals for freight, including road/rail integration are considered for inclusion in the 2015-18 National Land Transport Programme.

Work with KiwiRail to develop an integrated long term freight plan as part of a wider safe and efficient national freight system.

*(Note: this is a shared milestone with KiwiRail, local government, port operators and the freight sector)*

\* Standard permit: A permit that can be issued by a Permit Issuing Officer without requiring additional specialist advice.

^ Complex permit: A permit that requires the additional input of specialists (such as bridge engineers) prior to being issued by a Permit Issuing Officer.

# GOAL

## Shape smart transport choices

Contributes to sector outcomes

Guides our outputs and investments

Desired trends  
How will we know we are making progress?

Our objectives  
What we are aiming to deliver by 2022

### EFFICIENT

Delivers the right infrastructure and services to the right level at the best cost

### SAFE & RESPONSIBLE

Reduces the harms from transport

- Licensing and regulatory compliance
- Road tolling
- Motor vehicle registry
- Road user charges collection, investigation and enforcement
- Road safety promotion
- Road Policing Programme (NLTF investment, but NZ Police output)
- Sector research
- Refund of fuel excise duty
- Public transport
- Administration of SuperGold cardholder scheme and enhanced public transport concession for SuperGold cardholders
- Walking and cycling

SUCCESS INDICATOR*		2008/09 Baseline	2013/14 Est. actual	Desired trend
<b>Speeds are safe</b>	Number of deaths and serious injuries on open roads (80-100km/h)	1577	1178	↓ DECREASING
<b>Roads are used safely</b>	Number of deaths and serious injuries in alcohol/drug related crashes (per 100,000 population)	16.3	11.3	↓ DECREASING
<b>Vehicles are safe</b>	% of new vehicles with a 5-star rating	51%	78%	↑ INCREASING
<b>Vehicles are more efficient</b>	Average petrol and diesel consumption - litres per 100 vehicle kilometres travelled	10.7 PETROL 18.1 DIESEL	10.1 PETROL 18.6 DIESEL	↓ DECREASING

### OBJECTIVES 1-3, PLUS

- 4** Embed the Safe System approach to create a forgiving land transport system that accommodates human error and vulnerability, with a shorter-term priority focus on:  
*PRIORITY 4 Safe speeds to reduce deaths and serious injuries*
- 5** Incentivise and shape safe and efficient travel choices using a customer-focused approach
- 6** Reduce costs for transport users through better regulation and willing compliance

\* For details, see page 45: Strategic goal - success indicators 2014-18.

## Within a transport network that is fully integrated, customers should be able to make really smart choices about their driving, vehicles, routes and timing.

*Smart customers will use the entire network safely and efficiently, which includes smart drivers making sure that their speeds are safe. Smart buyers and operators will choose safe, efficient and environmentally responsible vehicles.*

Over the next nine years our work on shaping smart choices, within one integrated network for customers, will concentrate on:

- creating a more forgiving land transport system so that human error does not result in death or serious injury
- assisting customers to make safe and efficient travel choices
- making smart compliance choices easier and more attractive.

## OBJECTIVE 4

### Implement the Safe System approach to create a forgiving land transport system that accommodates human error and vulnerability

The Safe System approach is at the core of the government's Safer Journeys road safety strategy to 2020. It recognises that mistakes are inevitable, but deaths and serious injuries from road crashes are not. In a safe system, the performance of roads and roadsides, vehicles, speeds and road use all need to be strengthened to ensure crashes are survivable. We will continue to embed the Safe System approach into decision making frameworks, including extending safe system thinking to the wider transport network. Over the next two years our priority focus is on safe speeds. We are also focusing on enhancing rail safety.

#### Results by 2016

#### Milestones for 2014/15

#### Priority 4 Safe speeds to reduce deaths and serious injuries

The new national direction and guidance for speed management in New Zealand is widely supported by the public and adopted by road controlling authorities and key agencies.

*(Note: this is a shared desired result with the Ministry of Transport, NZ Police, local government, ACC and road user groups)*

Develop a speed management guide to implement a new national direction and guidance on speeds that are right for the road, the vehicle and the environment.

Ensure the Road Policing Programme, State Highway Activity Management Plan and regional transport plans give effect to the national speed management programme – the proposals for which are considered for inclusion in the 2015-18 National Land Transport Programme.

Develop a cross-agency automated enforcement strategy to enhance road safety and network efficiency.

Deliver a long term communication and engagement programme to increase partner, stakeholder and public understanding of, and support for, safe speeds.

*(Note: this is a shared milestone with the Ministry of Transport, NZ Police, local government, ACC and road user groups)*

## Results by 2016

The Safer Journeys 2013-15 Action Plan's 'signature projects' successfully demonstrate the value of the Safe System approach to local communities and transport practitioners.

*(Note: this is a shared desired result with the Ministry of Transport, ACC, NZ Police and local government)*

All relevant Transport Agency staff, community and business leaders and the public fully understand and apply the Safe System approach, and key Transport Agency manuals, processes, decision making frameworks and partnerships support the successful implementation of a safe road system in New Zealand.

At least 20 high-risk intersections are improved as per agreed solutions.

*(Note: this is a shared desired result with local government)*

Safer Journeys strategy and the 'cross sector enabler' actions in the Safer Journeys Action Plan 2013-15 are successfully implemented.

*(Note: this is a shared desired result with the Ministry of Transport, NZ Police, local government and ACC)*

The Rail Safety Action Plan is successfully implemented.

Transport Agency staff and stakeholders are joined up and making demonstrably good progress on complex rail corridor safety issues.

## Milestones for 2014/15

Two signature projects are developed, funded and are demonstrating the Safe System approach.

*(Note: this is a shared milestone with the Ministry of Transport, ACC, NZ Police and local government)*

The *Economic evaluation manual* Stage 2 review reflects the Safe System approach.

Deliver Safe System training to community and business leaders.

Eight state highway and 12 local road intersections are improved (in addition to the 30 that are being completed).

*(Note: this is a shared milestone with local government)*

Learner and restricted licences have time limits.

Implement government decisions for electronic stability control on new and used vehicles.

Develop vehicle safety standards map.

Improve selected high risk rural roads and motorcycling routes.

Support efforts to strengthen drug driving enforcement.

Cycling Safety Panel recommendations are considered and an implementation plan is developed for the sector.

*(Note: this is a shared milestone with the Ministry of Transport, NZ Police, local government and ACC)*

Improved safety monitoring is in place and being widely communicated.

The governance and operation of National Rail System Standards has been reviewed.

The range of strategic relationships with other rail regulators and safety focused organisations has increased.

Safety improvement strategies are in place for tunnels, signals passed at danger (SPADs), level crossings and unauthorised access.

Discussions on complex and seemingly intractable rail safety issues are multidisciplinary and involve a wide range of internal and external stakeholders; Safe System thinking is being applied.

## OBJECTIVE 5

### Incentivise and shape safe and efficient travel choices using a customer-focused approach

We will encourage land transport users to make smart choices and adopt best practices in developing driving skills, choosing vehicles and managing commercial drivers. We will look at ways to incentivise users and business to adopt best practices, supported by appropriate regulation, education and information.

#### Results by 2016

The level of willing (first time) compliance with transport safety and revenue requirements has increased.

*(Note: this is a shared desired result with local government and transport information suppliers)*

#### Milestones for 2014/15

Deliver changes to road user charges (RUC) services, including compliance and enforcement services, and provide incentives to transport users to comply with RUC requirements.

Implement initiatives to support easy compliance with annual vehicle licence requirement.

All key regulatory change projects incorporate user-based design principles to support willing compliance.

*(Note: this is a shared milestone with local government and transport information suppliers)*

Targeted and sustainable options to exit less-safe vehicles from the fleet are successfully developed.

*(Note: this is a shared desired result with the Ministry of Transport, NZ Police and ACC)*

Options for exiting less safe vehicles tested and supported by key stakeholders.

*(Note: this is a shared milestone with the Ministry of Transport, NZ Police and ACC)*

Blood alcohol concentration limits reflect risk.

*(Note: this is a shared desired result with the Ministry of Transport and NZ Police)*

Implement government's decision to lower blood alcohol concentration limits.

*(Note: this is a shared milestone with the Ministry of Transport and NZ Police)*

## OBJECTIVE 6

### Reduce costs for transport users through better regulation and willing compliance

We will work with our partners to ensure that complying with regulations is simple and affordable, and to lift behaviour from compliance with the statutory minimum, to best practice. We envisage that the net effect of customers making smarter land transport choices will be a more efficient, effective, responsible and safer land transport network.

#### Results by 2016

The land transport regulatory reform programme delivers reduced compliance costs for transport users, as part of the government's 'better regulation' programme.

*(Note: this is a shared desired result with the Ministry of Transport)*

#### Milestones for 2014/15

Review the driver licensing and vehicle dimension and mass systems, and consult on reform initiatives to improve productivity and reduce compliance costs.

Deliver agreed 2014/15 programme of rule amendments in support of 'better regulation' objectives.

*(Note: this is a shared milestone with the Ministry of Transport)*

Transport users in key urban areas can readily access information on safe and efficient travel choices.

Multi-modal travel information is available in the three major urban areas encouraging greater customer choice for mode, route selection and time of travel.

# GOAL

## Deliver highway solutions for customers

- **Links to sector outcomes**
- **Guides our outputs and investments**
- **Desired trends  
How will we know we are making progress?**
- **Our objectives  
What we are aiming to deliver by 2022**

**EFFICIENT**  
Delivers the right infrastructure and services to the right level at the best cost

**SAFE AND RESPONSIBLE**  
Reduces the harms from transport

- New infrastructure for state highways
- Renewal of state highways
- Maintenance and operation of state highways
- Sector research

- Road tolling
- Public transport
- Road safety promotion
- Road Policing Programme (NLTF investment, but NZ Police output)

SUCCESS INDICATOR*	Description	2008/09 Baseline	2013/14 Est. actual	Desired trend
<b>Highway journeys are safer</b>	Number of deaths and serious injuries in head-on and run-off road crashes on state highways	649	448	↓ DECREASING
<b>Highway journeys are efficient and reliable</b>	Number of resolved state highway closures with a duration of 12 hours or more	151	79	↓ DECREASING
<b>Highways are socially and environmentally responsible</b>	% of compliance with state highway resource consent conditions	NEW	83%	↑ INCREASING

**OBJECTIVES 1-6, PLUS**

- 7 **Grow the resilience of the state highway network**
- 8 **Deliver consistent levels of customer service that meet current expectations and anticipate future demand**  
PRIORITY 4 Safe speeds to reduce deaths and serious injuries  
PRIORITY 5 Efficient road maintenance investment and delivery
- 9 **Plan for and deliver the roads of national significance**

\* For details, see page 45: Strategic goal - success indicators 2014-18.



## State highways are a core element of New Zealand's integrated land transport network, and we will keep working on solutions that assist customers with making smart choices about routes, timing and driving.

*For our customers we aim to offer highway journeys that are safe, efficient and reliable. We also work to ensure that state highways are managed in a socially and environmentally responsible manner.*

Over the next nine years, consistent with the one integrated network and smart choices approach, the state highway component will concentrate on the following customer solutions:

- Improving travel time reliability through greater resilience.
- More consistent travel experiences on similar types of roads.
- Delivering the roads of national significance programme.

### OBJECTIVE 7

#### Greater resilience of the state highway network

The resilience of the land transport network and its ability to recover from planned and unexpected events and return to providing the required level of service for customers requires careful planning, investment and management. We will improve our understanding of what resilience means in relation to 'one network' and sharpen our investment and planning tools to ensure we have the resources to address it. We will also consider what resilience means in relation to all roading network assets, services, systems and relationships.

##### Results by 2016

There is a shared national 'horizontal infrastructure' network investment and management approach to resilience consistent with the One Network Road Classification customer level of service.

*(Note: this is a shared desired result with other national network operators and local authorities)*

##### Milestones for 2014/15

Outcomes sought in the resilience programme business case are captured in the State Highway Activity Management Plan and are considered for inclusion in the 2015-18 National Land Transport Programme.

*(Note: this is a shared milestone with other national network operators and local authorities)*

### OBJECTIVE 8

#### Deliver consistent levels of customer service that meet current expectations and anticipate future demand

We will work to anticipate, shape and respond to new demands on state highways so we can achieve and maintain the levels of service outlined in the One Network Road Classification over the next 30 years. This means we need to work closely with a range of stakeholders to understand how changes in freight, business, climate and population might affect the service level required for each category of state highway.

We will identify the gaps between the current and fit for purpose customer levels of service and as a first step we will act to close the most critical gaps. Achieving fit for purpose levels of service will involve the use of a wide range of approaches, including further investment and the use of longer-term transport and land-use planning approaches to influence demand on state highways and neighbouring local roads.

Our desired result is seamless and efficient journeys for our state highways customers, enabling them to have a one network experience and move between state highways and local roads, and from vehicles to other modes of land transport (such as walking, cycling and public transport), and to airports and ports safely and efficiently. Over the next two years our particular focus is on safe speeds and road maintenance delivery.

## Results by 2016

## Milestones for 2014/15

Safe speeds reduce deaths and serious injuries. (Priority 4)

See priority 4 (page 19) – Safe speeds to reduce deaths and serious injuries.

Efficient road maintenance investment and delivery. (Priority 5)

See priority 5 (page 27) – Efficient road maintenance investment and delivery.

The State Highway Activity Management Plan directs the activity on the network to effectively target customer need, optimise asset management and deliver value for money.

Maintenance and operations performance reporting demonstrates efficiency benefits against our State Highway Activity Management Plan objectives.

State highway asset management is refocused on journey time reliability as well as customer service delivery, and achieves a 'step change' in the capability of delivery.

Award nine state highway network outcome contracts.

## OBJECTIVE 9

### Plan for and deliver the roads of national significance (RoNS)

The RoNS programme represents one of New Zealand's biggest ever infrastructure investments, and is a key part of the government's National Infrastructure Plan and the Government Policy Statement on Land Transport. The seven RoNS projects are based around New Zealand's five largest population centres. The focus is on moving people and freight between and within these centres more safely and efficiently.

The programme commenced in 2009, and one of the original seven projects (Victoria Park tunnel in Auckland) opened in 2012.

**RoNS projects and/or sections opened prior to 2014/15:** Auckland – Victoria Park Tunnel and Maioro Street Interchange; Waikato Expressway – Te Rapa and Ngaruawahia sections; Christchurch Southern Motorway – Southern Motorway Stage 1 and Yaldhurst to Waterloo.

Road of national significance	Milestones for 2014/15	Milestones for 2015/16	Milestones for 2016/17	Milestones for 2017/18
Puhoi to Wellsford	Confirm designation and consents and for Puhoi to Warkworth			Construction start: Puhoi to Warkworth
Western Ring Route	Construction start: St Lukes to Great North Road	Lincoln Road Interchange open to traffic St Lukes Interchange open to traffic	Waterview Connection open to traffic SH16 Causeway widening open to traffic Te Atatu Interchange open to traffic	Construction start: Lincoln to Westgate
Waikato Expressway		Construction start: Huntly and Hamilton sections	Construction start: Long swamp section Under construction: Huntly and Hamilton sections	Long swamp section open to traffic Under construction: Huntly and Hamilton sections
Tauranga Eastern Link		Project open to traffic		
Wellington Northern Corridor	Construction start: Transmission Gully; Basin Reserve improvements Memorial Park open to traffic	Consenting process: Airport to Mount Victoria Tunnel and Otaki to Levin	Construction start: Ngauranga to Aotea Quay	Basin Reserve open to traffic Under construction: Peka Peka to Otaki Consenting process: Terrace Tunnel Duplication

Road of national significance	Milestones for 2014/15	Milestones for 2015/16	Milestones for 2016/17	Milestones for 2017/18
Christchurch Motorways	Sawyers Arms to Wairakei (Harewood) Road four-laning open to traffic Construction start: Western Belfast Bypass; Memorial Ave Interchange; Groynes to Sawyers	Construction start: Southern Motorway Stage 2	Construction start: Northern Arterial with QE2 Groynes to Sawyers and Memorial Ave Interchange open to traffic	Western Belfast Bypass open to traffic

Note: These milestones reflect the forecast from the NLTF, but rely on the revenue from fuel excise duty and road user charges, which are both dependent on volume. Any changes to available funding may result in retiming of the milestones.

## Plan for and deliver the Accelerated Auckland Transport Programme

The government is seeking to accelerate a package of transport infrastructure improvements for Auckland focused on providing congestion relief, supporting economic growth and improving safety outcomes.

Accelerated Auckland Transport Programme	Milestones for 2014/15	Milestones for 2015/16	Milestones for 2016/17	Milestones for 2017/18
Northern Corridor (three projects)	Constellation to Greville open to traffic	Consenting and property acquisition commence	Construction start: SH1/18 Grade separation; Greville Interchange improvements	
Southern Corridor (five projects)	Complete full scheme design Application for NoR and consents lodged Construction contract awarded	Hill Road to Takanini; Takanini on-ramp improvements Construction start: Takanini to Papakura; Takanini Interchange; SH20 to Hill Road	Hill Road to Takanini and Takanini on-ramp improvements open to traffic Takanini to Papakura, Takanini Interchange and SH20 to Hill Road open to traffic	
State Highway 20A	Consenting and property acquisition commence	Construction start		Construction complete and open to traffic
Auckland Manukau Eastern Transport Initiative	Design start: Stage 2a (Panmure to Pakuranga) and 2b (Pakuranga to Botany) Designation process underway for Reeves Road flyover Construction start: Sylvia Park bus lanes	Sylvia Park bus lanes open to traffic Construction start: Stage 2a (Panmure Bridge, Reeves Road Flyover)	Panmure Bridge opens	Construction start: Stage 2a (Busway to Pakuranga, Pakuranga Bus Station, Panmure Roundabout signalisation) Reeves Road flyover opens
East West Link	Complete indicative and detailed business case		<i>Further milestones to be determined following completion of business case</i>	

# GOAL

## Maximise returns for New Zealand



**Links to sector outcomes**

**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

**Guides our outputs and investments**

- New infrastructure for state highways
- Renewal of state highways
- Maintenance and operation of state highways
- Public transport
- Administration of SuperGold cardholder scheme and enhanced public transport concessions for SuperGold cardholders

- Road safety promotion
- Road Policing Programme (NLTF investment, but NZ Police output)
- New and improved infrastructure for local roads
- Renewal of local roads
- Maintenance and operation of local roads
- Walking and cycling

- Management of the funding allocation system
- Transport planning
- Sector research
- Road tolling
- Road user charges collection, investigation and enforcement
- Refund of fuel excise duty

**Desired trends**  
How will we know we are making progress?

**SUCCESS INDICATOR**

National Land Transport Fund investments align to government investment priorities

National Land Transport Fund investments have a high degree of effectiveness

National Land Transport Fund investments have a high degree of efficiency

*Refer to National Land Transport Fund investment indicators*

*In the NZ Transport Agency's Statement of performance expectations 2014-18, p. 21*

**Our objectives**  
What we are aiming to deliver by 2022

- 10** Align investment to agreed national, regional and local outcomes, and improve value for money in all we invest in and deliver, with a shorter-term priority focus on:  
*PRIORITY 5 Efficient road maintenance investment and delivery*
- 11** Ensure effective and efficient co-investment with our partners
- 12** Explore innovative revenue, pricing and financing approaches that enhance the value delivered by land transport investments

## Transport networks require ongoing investment in renewals, maintenance, operations and enhancements in order to remain effective, efficient, safe and resilient.

*The National Land Transport Fund is the most significant source of investment in land transport networks and services, and our task is to ensure that this investment delivers the maximum possible returns to transport users and a thriving New Zealand.*

Over the next nine years as we develop and fund the National Land Transport Programme and Road Policing Programme, we will remain focused on:

- aligning investment to agreed outcomes and improving value for money
- ensuring effective and efficient co-investment with our partners
- exploring ways to enhance the value delivered by land transport investments.

### OBJECTIVE 10

## Align investment to agreed national, regional and local outcomes, and improve value for money in all we invest in and deliver

We will work with our co-investment partners to develop and implement National Land Transport Programmes that maximise returns against the impacts sought by central and local government. We will seek to realise these outcomes through a planning and investing for outcomes business model. Our value for money investment focus emphasises the need for integrated planning, partnering for investment and enhancing investment performance.

Over the next two years our particular value for money focus is on road maintenance investment and delivery.

#### Results by 2016

#### Milestones for 2014/15

### Priority 5 Efficient road maintenance investment and delivery

All roads are differentiated by form and type to allow national consistency in investment priorities, in all work programmes in the National Land Transport Programme.

*(Note: this is a shared desired result with local authorities)*

Develop and adopt the One Network Road Classification, including customer levels of service and performance indicators, as a basis for National Land Transport Programme investment in transport programmes.

*(Note: this is a shared milestone with local authorities)*

Approved organisations and Highways and Network Operations have quantified the impact of One Network Road Classification on their network requirements.

*(Note: this is a shared milestone with local authorities)*

The 2015-18 National Land Transport Programme funding allocations for renewals, maintenance and operations, reflect the application of the One Network Road Classification.

Collaboration and information sharing increases between all road controlling authorities (RCAs) to support implementation of the One Network Road Classification.

*(Note: this is a shared desired result with local authorities)*

We have facilitated collaborative arrangements between road controlling authorities through the establishment and ongoing support of the local government centre of excellence.

*(Note: this is a shared milestone with local authorities)*

The Highways and Network Operations centre of excellence for asset management has shared its lessons learnt from the network outcomes contracts roll-out and State Highway Activity Management Plan development with the wider transport sector.

A consistent and agreed approach to developing asset management plans throughout New Zealand ensures procurement delivers value for money.

Investment decision making incentivises best practice Activity Management Planning and the application of the One Network Road Classification.

Asset management planning supports a less risk averse approach to the renewal and maintenance of the network.

## Results by 2016

The provision of services by external providers is procured in an efficient and effective manner and supports a sustainable supplier market.

The recovery of Canterbury's transport networks is substantially complete and the National Land Transport Programme contributions to Canterbury's recovery achieve best value for money delivery according to programme.

*(Note: this is a shared desired result with other central government agencies, local authorities and contractors)*

A transport research framework exists that optimises the ability of public entities to meet their accountabilities while ensuring the total transport research investment supports required functions and outcomes.

## Milestones for 2014/15

All approved organisations have current procurement strategies approved by the Transport Agency.

Review and update our procurement framework and manual to support transparency around value for money, market health and service provider performance.

Complete the Highways and Network Operations procurement improvement programme and implement or programme improvement activities.

Stakeholder surveys indicate a greater level of confidence around the efficiency and effectiveness of our procurement practices.

Complete construction of the new Christchurch bus interchange.

Complete planning and design, and commence construction of Phase 1 central city transport projects.

*(Note: these are shared milestones with other central government agencies, local authorities and contractors)*

Develop and implement a joint transport research information management plan with the Ministry of Transport and other key transport research entities.

## OBJECTIVE 11

### Ensure effective and efficient co-investment with our partners

We will apply the value for money assessments of cost-efficiency and cost-effectiveness to proposed land transport investments we make with our partners. This ensures that we are co-investing in the right things in the right ways at the right time at the right price. Following this investment discipline means that we have a National Land Transport Programme that maximises net national benefit and delivers transport solutions that support a thriving New Zealand.

## Results by 2016

The reviewed funding assistance rate system is implemented in the 2015-18 National Land Transport Programme.

The 2015-18 National Land Transport Programme is developed using a 'planning and investment for outcomes' approach that maximises returns on National Land Transport Fund investment by increasing the focus on benefit optimisation and realisation.

A national resilience identification and prioritisation programme, which integrates the state highway and local roading networks, is incorporated into the 2015-18 National Land Transport Programme.

## Milestones for 2014/15

Implement the reviewed funding assistance rate system in the 2015-18 National Land Transport Programme.

Develop the 2015-18 National Land Transport Programme using a 'planning and investment for outcomes' approach that maximises returns from National Land Transport Fund investment.

Our planning and investment signals ensure the National Land Transport Programme and the Road Policing Programme are optimised in line with key outcomes and priorities.

The 2015-18 Road Policing Programme supports the implementation of the cross-agency automated enforcement strategy to enhance road safety and network efficiency.

Incorporate resilience into the investment assessment framework.

### Results by 2016

Effective public transport network design and management delivers progressively increased returns per NLT dollar invested.

*(Note: this is a shared desired result with regional councils, local authorities and public transport operators)*

### Milestones for 2014/15

Auckland, Wellington and Christchurch tranches of bus contracts for Public Transport Operating Model Units are being/have been tendered and negotiated, with increased confidence that services are priced efficiently and there is access to public transport markets for competitors.

Regions have reviewed and adopted new regional public transport plans that explain the transport needs of regional communities and set out how the regional public transport network and services will contribute to meeting the transport needs.

Partnering relationships are well established in Auckland, Wellington and Christchurch, between public transport service operators and regional councils/Auckland Transport, to facilitate improved network capacity utilisation.

*(Note: these are shared milestones with regional councils, local authorities and public transport operators)*

## OBJECTIVE 12

### Explore innovative revenue, pricing and financing approaches that enhance the value delivered by land transport investments

We will support the Ministry of Transport to investigate additional mechanisms for raising revenue for land transport investments. This should include financing options that supplement the current 'pay as you go' system.

### Results by 2016

Our tolling and public private partnership (PPP) policies are successfully applied to new state highway road development where appropriate.

### Milestones for 2014/15

Complete programme business case for tolling opportunities.

# Priority

## Why is this a priority for 2013-16?

1

### Putting customers at the heart of our business

1. We are committed to making it easier for significantly more people to transact with us online. Our contribution to the government's Better Public Services Result Area 10 (for 70% of vehicle licences to be renewed online by 2017) is ambitious and requires a step change in how we deliver online services for customers.
2. We need to better understand our customers' attitudes, needs and behaviours if we are to successfully deliver our goals. For example, understanding and responding to peoples' experiences of congestion, supply chains and access to employment and markets will help us invest where it matters most.
3. We require a joined-up view of our customers in order to deliver effective and efficient services.
4. Our aim is to move from an organisation that offers a set of discrete services to customers to offering a complete package of transport solutions.

We aim to deliver services where our customers are, using the channels they use. We also aim to be responsive to customers, recognising the power of positive influence in shaping behaviour.



TRANSPORT AGENCY  
TWITTER ACCOUNTS

TWEETS	FOLLOWING	FOLLOWERS
9,307	56	6,200



#### A TWITTER CONVERSATION...

*'Also, NZTA, my address exists. I have received mail to it, but I can't register my car to it?!*

*'Well, Twitter bots work out! NZTA found me, contacted me and sorted the whole thing out manually over the phone. Kudos where it's due.'*

**@NZTA\_NEWS**

*'We may be able to help you with this. Please call us on 0800 108 809'*



## Key results by 2016

## Milestones for 2014/15

## Success indicator

We better understand customer preferences for service provision and are adapting our business models to reflect this.

Increase the level of capability and understanding that all Transport Agency staff have of what an exceptional customer experience looks like and how this relates to their role.

**Average Gallup score for staff who identify their team uses feedback from customers to improve our services**

Every Transport Agency team identifies and uses customer feedback as a fundamental feature of how they operate.

Ensure a consolidated Transport Agency-wide articulation and understanding of our customers, their needs, and their expectations by harnessing ongoing customer insight techniques and identifying any gaps.

2011/12 BASELINE    2015/16 TARGET

**74%**

**81%**

Work programme under way to make it easier for customers to transact online. More services are available through digital channels.

Customer feedback is actively solicited and directed to the relevant teams and used for continuous improvement.

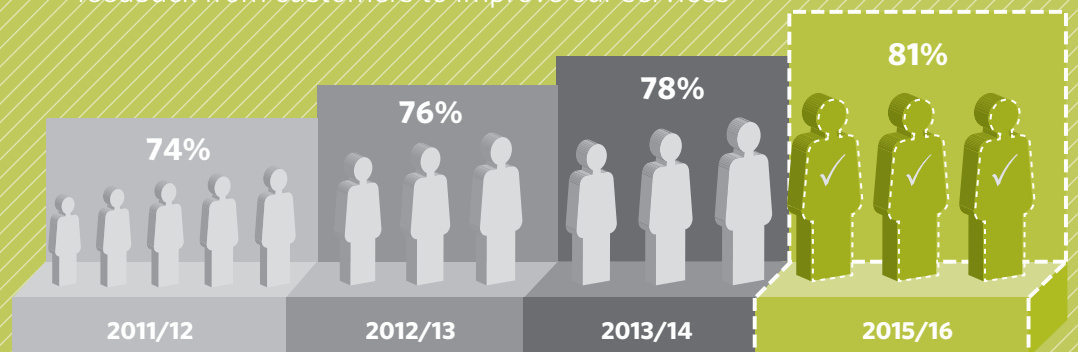
New online transaction capabilities and usability improvements are implemented, and business cases developed for services to migrate online.

**DESIRED TREND  
Increasing**

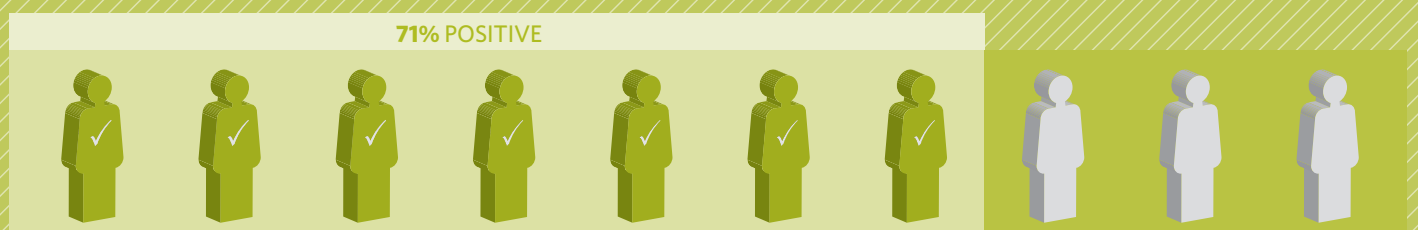


**Increased use of customer feedback is translating into positive customer impressions.**

Average Gallup score for staff who identify their team uses feedback from customers to improve our services



People who had a positive impression when dealing with the Transport Agency



# Priority

## Why is this a priority for 2013-16?

2

### Making the most of urban network capacity

1. Better use of existing transport capacity is a key aim in the 2012 Government Policy Statement on Land Transport Funding.
2. We also need to continue to build on the momentum of the roads of national significance and public transport improvements.
3. Current initiatives around traffic operations centres, network optimisation plans and the implementation of the public transport operating model should be brought together as an integrated package to enhance transport efficiency and lower the cost of transportation.

We increasingly monitor and manage urban networks through traffic operations centres. We do this to ensure traffic flows smoothly and any incidents are resolved as quickly as possible.



## Key results by 2016

Network operating plans have been completed for all major urban centres and are being implemented to achieve measurable benefits.

*(Note: this is a shared desired result with these local authorities)*

Transport Operations Centres in Auckland, Wellington and Christchurch are consolidated and working efficiently.

*(Note: this is a shared desired result with these local authorities)*

Urban public transport makes a greater contribution to network performance by implementing reviews that differentiate levels of service and reprioritise resources and investment to where it has greatest impact.

*(Note: this is a shared desired result with regional councils, public transport operators and territorial local authorities)*

## Milestones for 2014/15

Auckland, Wellington and Christchurch optimisation activities have been considered for inclusion in the 2015-18 National Land Transport Programme.

All network operating plans are aligned and consistent for easy integration within the transport planning activity - eg regional freight plans, Highways and Network Operations, Public Transport Operating Model and critical journeys.

*(Note: this is a shared milestone with these local authorities)*

The Wellington Transport Operations Centre is operating as a Joint One Network entity with participation from Wellington, Hutt, Upper Hutt and Porirua councils.

*(Note: this is a shared milestone with these local authorities)*

Implement the Transport Operations Centres' key performance indicator reporting regime and capture in the quarterly reports.

Transport Operations Centres' business continuity plans allow for fall over between centres and simulated disaster event carried out.

Clearly differentiate Auckland and Wellington bus routes into types and levels of service, with a focus on efficient and effective commuter services.

Improve network capacity utilisation in Auckland, Wellington and Christchurch as a result of establishing good partnering relationships between public transport service operators and regional councils/Auckland transport.

*(Note: this is a shared milestone with regional councils, public transport operators and territorial local authorities)*

## Success indicator

**Network productivity**  
(Vehicle speed and flow on urban networks in Auckland)

2011/12 BASELINE

2015/16 TARGET

**68%**

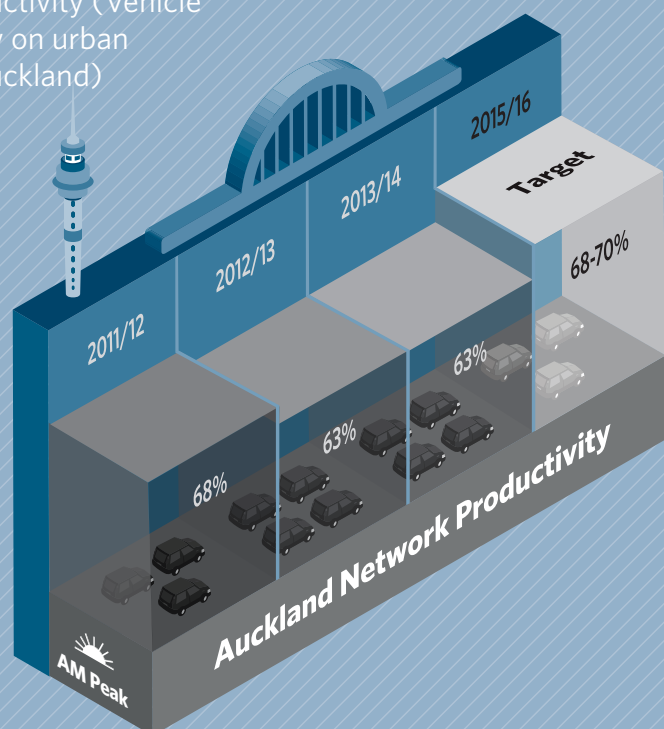
**68-70%**

**Value add of achieving target**

**\$60 million**  
in social and operating cost savings by 30 June 2016

**We are keeping the wheels moving in our main urban centres to ensure that productivity gains and social benefits are delivered to the travelling public.**

Network productivity (Vehicle speed and flow on urban networks in Auckland)



# Priority

## Why is this a priority for 2013-16?

3

### Moving more freight on fewer trucks

1. The government's objective is to lift transport sector productivity to enhance our export trade and New Zealand's economic growth, and the accelerated uptake of high productivity motor vehicles (HPMVs) was highlighted as a priority in the Productivity Commission's International Freight Transport Services Inquiry.
2. Analysis shows that a national HPMV network could also substantially reduce costs, with an estimated 20% decrease in truck trips using over-mass permits and a 14% decrease in overdimension permits.
3. Increasing HPMV use is therefore a key priority for the freight sector (identified as one of seven critical issues that would reduce the cost of doing business in New Zealand in the upper North Island freight story).
4. Additionally there are significant safety benefits from reducing the number of truck trips on our roads, while still moving the same amount of freight.
5. Freight forecasts are predicting a 100% growth in the volume of freight moved by 2040. To move this increase in freight will either require more trucks and truck trips or moving more freight on every truck trip where this is feasible.

Moving more freight with fewer truck trips has economic, safety and environmental benefits. HPMVs can achieve these gains because they are between 14% (for longer loads) and 20% (for heavier loads) more efficient.



## Key results by 2016

Enhanced HPMV strategic route availability, including 'first-last mile' access on local roads and 50MAX (trucks up to 50 tonnes) HPMV access, delivers tangible productivity gains for operators.

*(Note: this is a shared desired result with local authorities)*

Levels of service for customers will be defined, depending on the complexity of the permit requirements. All HPMV permits for approved routes are processed according to these levels of service.

*(Note: this is a shared desired result with local authorities)*

## Milestones for 2014/15

Deliver the upgrade programme for the remaining North Island and South Island investment routes, providing access to 4500 kilometres on the strategic HPMV freight network, including first-last mile local road access.

50MAX HPMV access available on all suitable state highway and local road networks.

Develop second tranche of HPMV and 50MAX bridge upgrades for consideration for inclusion in the 2015-18 National Land Transport Programme.

*(Note: these are shared milestones with local authorities)*

Standard HPMV permits for state highways are approved within five working days.

90% of complex permits meet the customer turnaround commitment given to operators.

*(Note: this is a shared milestone with local authorities)*

## Success indicator

**% of travel by HPMV as a total of heavy vehicle kilometres travelled**

2011/12 BASELINE (ESTIMATE)

**13%**

2015/16 TARGET

**30%**

**Value add of achieving target**

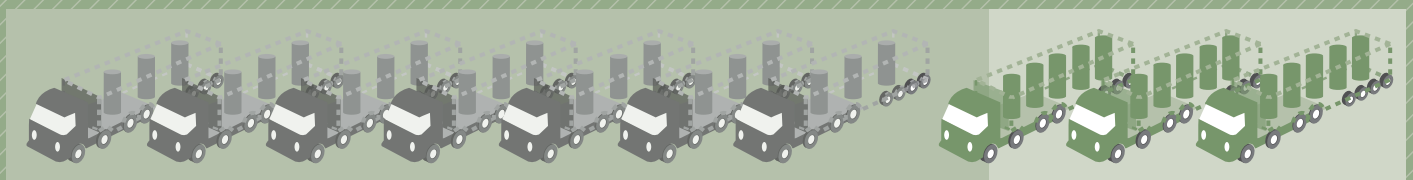
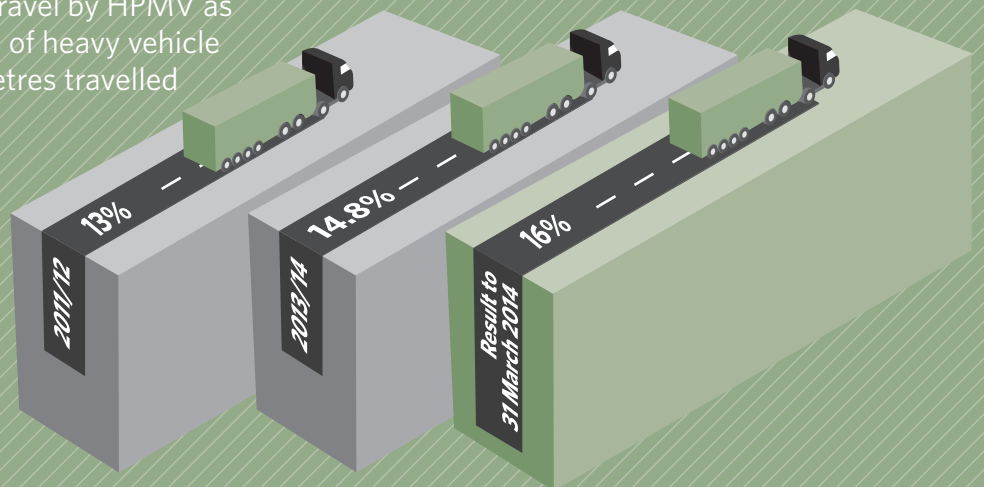
**\$150-195 million**

cost savings to freight sector by 30 June 2016

There has been strong uptake of HPMVs, reducing ordinary heavy vehicle trips and improving freight productivity. We are half way to achieving our 2016 target.

2016 target

% of travel by HPMV as a total of heavy vehicle kilometres travelled



70% BY ORDINARY HEAVY VEHICLES

30% BY HPMVs

# Priority

## Why is this a priority for 2013-16?

4

### Safe speeds to reduce deaths and serious injuries

1. Strategic direction from the government confirms the need to achieve safe speeds. Safer Journeys: New Zealand's road safety strategy to 2020 adopts the Safe System approach. Safe speeds is at the heart of a safe road system because speed is the energy in the system – if we manage that well, crashes become survivable. Impact speed plays a big part in our high road toll. Even when speed doesn't contribute to a crash occurring, it always influences whether people walk away or are carried away. The Safer Journeys 2013-15 Action Plan focuses on four strategic actions that are intended to be transformational and ambitious, ensuring safe speeds is one of those.
2. Small changes in speeds make a big difference – a 1% reduction in mean open road speeds delivers a 4% reduction in fatalities. Such a reduction in average open road speeds in 2012 would have meant eight more people alive today, and 32 fewer hospitalisations and ACC claims for serious injuries.
3. New Zealand's speeds, speed limits and enforced tolerances are not well aligned with road design, our vehicle fleet or the environment. Diversity in speed limits across the country is increasing, creating challenges for drivers and riders.
4. This complex, multi-dimensional issue needs clear, sustained direction and leadership in order to make better progress with our established sector and local government partnerships, we are well placed to lead this with the Ministry of Transport.

The Safe System approach aims to create a forgiving road system based on four principles:

#### PEOPLE MAKE MISTAKES

We need to recognise that people make mistakes and some crashes are inevitable.

#### WE NEED TO SHARE RESPONSIBILITY

System designers and people who use the roads must all share responsibility for creating a road system where crash forces do not result in death or serious injury.

#### PEOPLE ARE VULNERABLE

Humans have a limited ability to withstand crash forces without being seriously injured or killed.

#### WE NEED TO STRENGTHEN ALL PARTS OF THE SYSTEM

We need to improve the safety of all parts of the system – roads and roadsides, speeds, vehicles, and road use so that if one part fails, other parts will still protect the people involved.





## Key results by 2016

The new national direction and guidance for speed management in New Zealand is widely supported by the public and adopted by road controlling authorities and key agencies.

*(Note: this is a shared desired result with the Ministry of Transport, NZ Police, local government, ACC and road user groups)*

## Milestones for 2014/15

Develop a speed management guide to implement a new national direction and guidance on speeds that are right for the road, the vehicle and the environment.

Ensure the Road Policing Programme, State Highway Activity Management Plan and regional transport plans give effect to the national speed management programme – the proposals for which are considered for inclusion in the 2015-18 National Land Transport Programme.

Develop a cross-agency automated enforcement strategy to enhance road safety and network efficiency.

Deliver a long-term communication and engagement programme to increase partner, stakeholder and public understanding of, and support for, safe speeds.

*(Note: this is a shared milestone with the Ministry of Transport, NZ Police, local government, ACC and road user groups)*

## Success indicator

### Number of deaths and serious injuries on open (80-100km/h) roads

2011/12 BASELINE      2015/16 TARGET

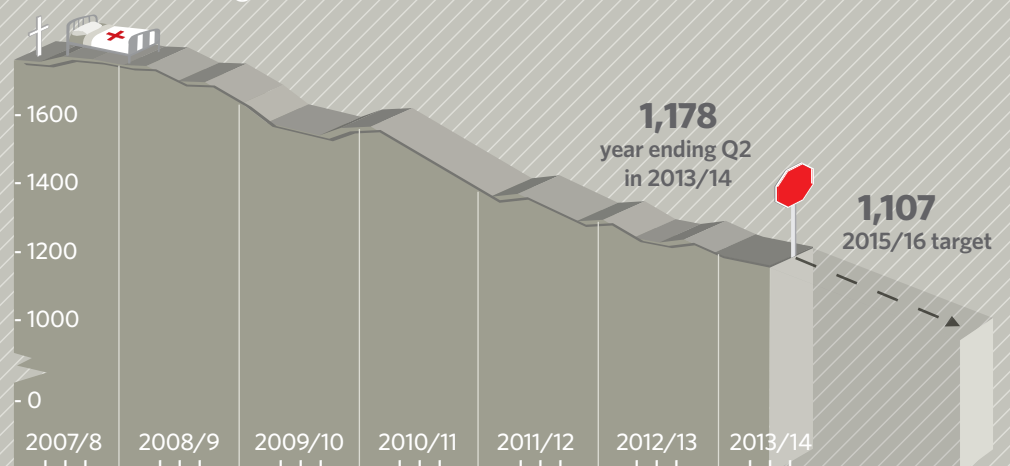
**1,353**      **1,107**

### Value add of achieving target

**\$650 million**  
in social cost savings by  
30 June 2016

We have the lowest number of road deaths or serious injuries on record and are on track to deliver on our 2016 target.

Number of deaths and serious injuries on open (80 - 100 km/h) roads (12 months rolling)



2016 Target



FEWER THAN

**1,107**

# Priority

## Why is this a priority for 2013-16?

5

### Efficient road maintenance investment and delivery

1. Growth in the size of the network and the changing nature of the network (use of technology such as variable message signs) are putting pressure on maintenance spending and increasing the focus on managing the whole of life costs of the asset. Inflation and rising costs of key inputs (petroleum-based products) are creating additional cost pressures.
2. In a funding constrained environment, we need to pursue greater value for money through improving the efficiency of investment in roads.
3. In order to achieve this the Road Maintenance Task Force recommendations and the State Highways Maintenance and Operations review work identified the need to change existing business models.
4. The task force also identified the importance of service level differentiation and the need to prioritise investment and the adoption of advanced asset management practices in order to gain greater efficiencies and effectiveness of renewal, maintenance and operations expenditure.

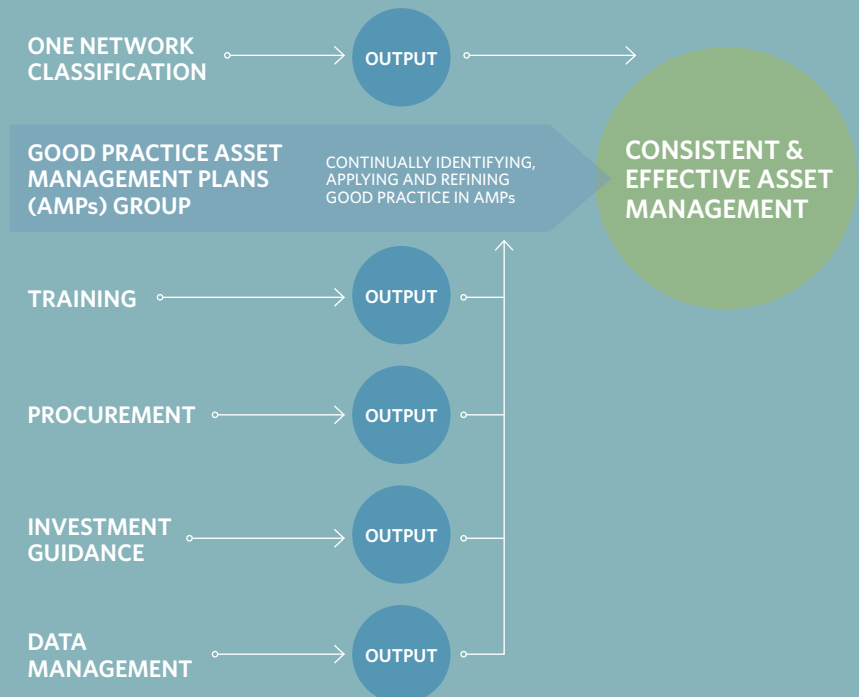
The Road Efficiency Group (REG) is a joint Local Government NZ and Transport Agency partnership which is implementing the recommendations of the Road Maintenance Task Force.

Cross sector teams have been set up to progress the initiatives which will be substantially finalised by the end of June 2015. The teams are focusing on:

- road classification - to provide consistency across local roads and state highways
- better asset management - to demonstrate best practice planning and advice
- collaborating with road controlling authorities - to share knowledge and align practices.

The working teams will deliver learnings and best practice tools for road controlling authorities to utilise in the future. This will help us and local authorities to plan, invest in, maintain and operate the road network in a more strategic, consistent and affordable way throughout the country.

### RELATIONSHIP BETWEEN REG WORKSTREAMS





## Key results by 2016

All roads are differentiated by form and type to allow national consistency in investment priorities, in all work programmes in the National Land Transport Programme.

Collaboration and information sharing increases between all road controlling authorities (RCAs) to support implementation of the One Network Road Classification.

A consistent and agreed approach to developing asset management plans throughout New Zealand ensures procurement delivers value for money.

## Milestones for 2014/15

Develop and adopt the One Network Road Classification, including customer levels of service and performance indicators, as a basis for National Land Transport Programme investment in transport programmes.

Approved organisations and Highways and Network Operations have quantified the impact of One Network Road Classification on their network requirements.

The 2015-18 National Land Transport Programme funding allocations for renewals, maintenance and operations, reflect the application of the One Network Road Classification.

We have facilitated collaborative arrangements between road controlling authorities through the establishment and ongoing support of the local government centre of excellence.

The Highways and Network Operations centre of excellence for asset management has shared its lessons learnt from the network outcomes contracts roll-out and State Highway Activity Management Plan development with the wider transport sector.

Investment decision making incentivises best practice Activity Management Planning and the application of the One Network Road Classification.

Asset management planning supports a less risk averse approach to the renewal and maintenance of the network.

## Success indicator

Programmed savings in renewal, maintenance and operations activity in 2012-15 NLTP

2011/12 BASELINE

2015/16 TARGET

\$0

\$280 million\*

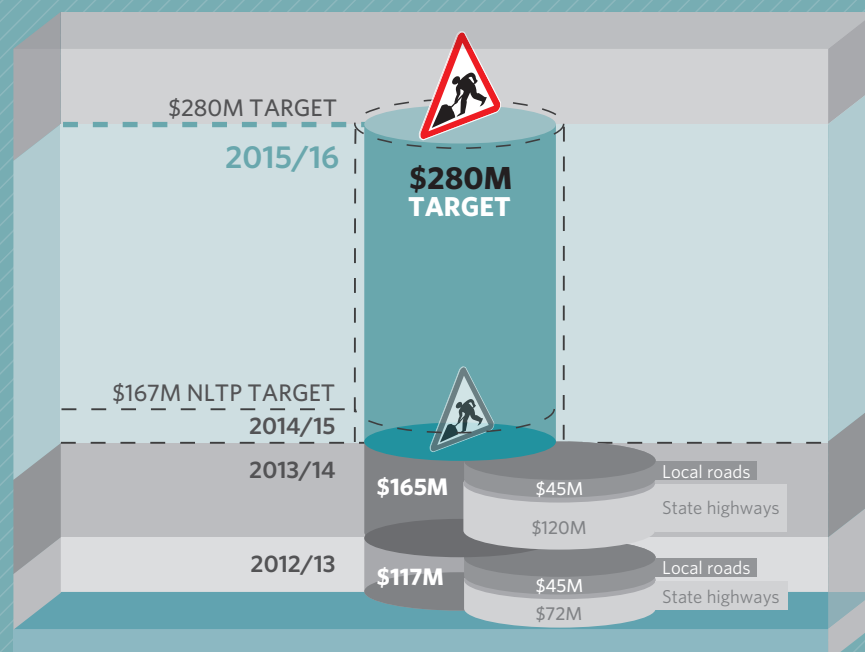
DESIRED TREND  
Increasing



\* Revised target (2013/14) to reflect planned renewal activity savings of \$70 million.

We are where we expected to be as we chase our ambitious 2016 savings target.

Estimated programmed renewals, maintenance and operations cumulative savings against target



# A RESPONSIBLE, COLLABORATIVE AND AGILE ORGANISATION

In order to deliver our desired targets and results effectively and efficiently, we continue to invest in our organisational capacity, capability and external relationships. At the same time we apply the highest standards to our decision-making and behaviour.

## RESPONSIBLE DECISION-MAKING AND BEHAVIOURS

At the Transport Agency, we actively apply a set of principles to guide our decision-making as well as our day-to-day operations.

- 1. ENGAGEMENT** - we look to our local communities, stakeholders and partners for advice and input when formulating options and solutions, and incorporate that advice to the greatest practical extent.
- 2. ENVIRONMENTAL AND SOCIAL RESPONSIBILITY** - we promote an accessible and safe transport system that contributes positively to New Zealand's economic, social and environmental welfare, and we are committed to acting in an environmentally and socially responsible manner.
- 3. PROCUREMENT** - we consider 'whole of life' value for money, keeping in mind fair competition and encourage competitive and efficient markets.
- 4. RISK MANAGEMENT** - we are focused on minimising threats and maximising opportunities to effectively and efficiently achieve our objectives.
- 5. SCRUTINY AND TRANSPARENCY** - we ensure that when making investment decisions, the same level of scrutiny is given to our own activities as we give to those proposed by approved organisations, such as councils and other investment partners.
- 6. VALUE FOR MONEY** - we are focused on continually improving the quality of our services, while also lifting the benefits to New Zealand of every dollar spent and invested.

## WE HAVE THREE BEHAVIOURS THAT WE UPHOLD AS AN ORGANISATION



Committing to where we're going and putting our hearts into what we do. We get engaged every day.



Enjoying the people we work with and appreciating their talents. We find solutions for our customers with joined-up thinking.



Courageously tackling the difficult issues. We know our value and bring it to our work with confidence and good judgement.

## COLLABORATION

To provide the best possible services to our customers and stakeholders, we work very closely with:

- **the private sector** to deliver projects and infrastructure, and view this relationship as an enduring partnership around a shared commitment to value for money, achieving desired outcomes and delivering on our shared social and environmental responsibility aims
- **the Ministry of Transport**, which is responsible for leading the development of strategic transport policy and monitoring performance of the sector's Crown entities
- **regional councils and territorial local authorities**, who are major co-investors in land transport infrastructure and services to transport users, and who have the lead accountability for land use planning in New Zealand
- **the NZ Police**, who we fund and work with to provide a range of road policing services
- **service delivery agents** who through their 4000 outlets support us to process motor vehicle and driver licensing transactions, and we work closely with these agents to provide driver testing services, issuing driver and transport service licences, undertaking vehicle certification, registration and licensing activities, and collecting road user charges and other road revenue.

## WHO WE WORK WITH



# Growing our agility

## – our capability development focus

**We are building an organisation that responds efficiently and effectively to change, whether it is a change in operating environment or a change in the needs of our customers.**

Change will require new things of us – new ways of working with each other, our customers and stakeholders, using new or enhanced capabilities and responding with more agility and flexibility to increasingly complex issues.

We want to continue to be known as a top performing government agency, with outstanding, agile people and systems creating transport solutions that add real value to the lives of all New Zealanders, their businesses and communities.



## Agile, high performing people

A high performing organisation starts with high performing people. At the Transport Agency we believe the organisation sets the foundation for success by providing the environment that will support and motivate our people to perform at their best.

The People Plan 2014-16 demonstrates our commitment to growing an agile, high performing workforce by:

1. creating a positive workplace culture where our three behaviours show up in our internal and external relationships
2. engaging with our people to keep them connected to organisational objectives and make a valuable and meaningful contribution to our success
3. supporting our people to develop the technical and professional skills needed for now and the future
4. attracting and retaining top talent who will contribute to making the Transport Agency even more successful and an even better place to work.

## Success indicators

### HARNESS KNOWLEDGE

#### STAKEHOLDERS' SATISFACTION WITH THE MANNER IN WHICH WE MAKE DECISIONS

Harnessing knowledge should improve the quality of our decision making, which can be measured from a stakeholder perspective.

#### INTERNAL STAFF PERCEPTION SURVEY ON THE ACCURACY AND ACCESSIBILITY OF OUR INFORMATION

Knowledge within an organisation needs to be accurate, relevant and accessible – all of which this will measure.

### CREATE VALUE WITH OTHERS

#### QUALITY OF CURRENT STAKEHOLDER RELATIONSHIP

Creating value with others includes working with others to achieve joint outcomes. This is reliant on high quality stakeholder relationships.

#### CUSTOMER SERVICE SATISFACTION

If we create value with others we can expect to see an improvement in customer satisfaction.

### CONTINUOUSLY IMPROVE AND INNOVATE

#### % OF TOTAL ORGANISATIONAL RESOURCES ALLOCATED TO INNOVATION AND CONTINUOUS IMPROVEMENT

This measure looks at the effort we expend on continuous improvement and innovation in relation to our business as usual activity.

#### STAFF ENGAGEMENT SURVEY

Engaged employees are more likely to be creative and suggest or develop ways to improve business processes. This is the raw material of continuous improvement and innovation.

	Results by 2019	Milestones 2014/15
HARNESS KNOWLEDGE	Our people value information as a shared asset.	All major information projects are aligned to the Information and Knowledge Management Strategy.
	Information and data we hold is easily accessible, and widely used and valued internally and externally.	Implement the next phase of our enterprise data warehousing, business intelligence and information programme. Advance open data through the transport data release programme.
	Our information tools and processes make it easy to find integrated information and we continually strive to simplify and rationalise them.	Support increased analytical capability with the implementation of new enterprise reporting, geospatial, analytics and information tools.
	We effectively balance an open information culture with robust processes to ensure appropriate information security and privacy.	Deliver an information security and privacy awareness programme.
	We have a robust and fit for purpose business continuity planning framework.	Develop a robust and fit for purpose business continuity planning framework.
CREATE VALUE	We collaborate and communicate effectively with our stakeholders so we are all clear about what we are trying to achieve together.	Celebrate and embed our three behaviours in our actions and operations. Embed engagement principles in our people practices. Implement the transport sector's collaborative and shared capability strategy. See customer satisfaction targets (Statement of performance expectations 2014-18).
	The Transport Agency is a great place to work that anticipates and responds well to change, is recognised as top performing and has outstanding, agile people.	Implement the first year of our People Plan - employee value proposition clearly articulated and understood; organisational behaviours reinvigorated to help drive employee engagement and performance; assessment of core competencies and learning model developed. Implement the Zero Harm Strategy 2014-18.
ENCOURAGE CONTINUOUS IMPROVEMENT & INNOVATION	We have a reputation as an innovator, where innovative thinking and behaviours underpin agile systems and processes creating solutions that deliver outcomes for customers and stakeholders.	Ongoing programme of internal reviews of key organisational processes. Implementation of the first year of our Innovation Approach.
	Our workplace allows our people to work where, when and how they need to by integrating technology, space and people capabilities to deliver greater mobility and flexibility where necessary.	Use the relocation of the Wellington and Christchurch regional offices to pilot the development of an agile workplace.

# STRATEGIC GOAL SUCCESS INDICATORS (2014-18)

The following sections detail the key progress indicators for the Transport Agency goals. The Transport Agency seeks to deliver desired results for all of our key progress indicators. For the *Statement of intent 2014-18* we intend to focus on five priorities – safe speeds to reduce deaths and serious injuries, moving more freight on fewer trucks, making the most of urban network capacity, efficient road maintenance investment and delivery, and putting customers at the heart of our business. For each of our strategic priorities we have set ourselves challenging three-year stretch targets.

Results to be updated in June with the annual results.

## INTEGRATING ONE NETWORK FOR CUSTOMERS - PLANNING THE LAND TRANSPORT NETWORK

Indicator	Desired trend																												
<p><b>Efficient &amp; reliable movement of freight:</b> % of travel by HPMVs of total heavy VKT</p>	<p>↑ UP</p>	<p>Kms travelled by HPMV as a % total of total HCV kms travelled</p> <table border="1"> <caption>% of Total Heavy Commercial Vehicle Travel</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>10.5</td> <td>11.5</td> <td>12.0</td> <td>11.5</td> </tr> <tr> <td>2013/14</td> <td>11.5</td> <td>14.5</td> <td>15.5</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2012/13	10.5	11.5	12.0	11.5	2013/14	11.5	14.5	15.5	-												
Year	Q1	Q2	Q3	Q4																									
2012/13	10.5	11.5	12.0	11.5																									
2013/14	11.5	14.5	15.5	-																									
<p><b>Optimal range of travel and transport choices:</b> % mode share – public transport/walking &amp; cycling</p>	<p>↑ UP</p>	<p>Mode shares - active mode</p> <table border="1"> <caption>Mode Shares - Active Mode</caption> <thead> <tr> <th>Year</th> <th>Walking and Cycling (%)</th> <th>Public Transport (%)</th> </tr> </thead> <tbody> <tr> <td>2003-06*</td> <td>8.0</td> <td>5.5</td> </tr> <tr> <td>2004-07</td> <td>8.5</td> <td>5.2</td> </tr> <tr> <td>2005-08</td> <td>8.8</td> <td>4.5</td> </tr> <tr> <td>2006-09</td> <td>8.5</td> <td>5.0</td> </tr> <tr> <td>2007-10</td> <td>8.3</td> <td>4.9</td> </tr> <tr> <td>2008-11</td> <td>8.4</td> <td>5.1</td> </tr> <tr> <td>2009-12</td> <td>8.6</td> <td>5.1</td> </tr> <tr> <td>2010-13</td> <td>8.5</td> <td>5.0</td> </tr> </tbody> </table> <p>*Year ending June</p>	Year	Walking and Cycling (%)	Public Transport (%)	2003-06*	8.0	5.5	2004-07	8.5	5.2	2005-08	8.8	4.5	2006-09	8.5	5.0	2007-10	8.3	4.9	2008-11	8.4	5.1	2009-12	8.6	5.1	2010-13	8.5	5.0
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<p><b>Safe speeds:</b> Deaths and serious injuries on undivided open roads (80-100km/h)</p>	<p>↓ DOWN</p>	<p>Death and serious injuries in crashes on open roads</p> <table border="1"> <caption>Death and serious injuries in crashes on open roads</caption> <thead> <tr> <th>Year</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>1550</td> </tr> <tr> <td>2009</td> <td>1580</td> </tr> <tr> <td>2010</td> <td>1450</td> </tr> <tr> <td>2011</td> <td>1300</td> </tr> <tr> <td>2012</td> <td>1350</td> </tr> <tr> <td>2013</td> <td>1150</td> </tr> </tbody> </table>	Year	Number	2008	1550	2009	1580	2010	1450	2011	1300	2012	1350	2013	1150													
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### SHAPING SMART TRANSPORT CHOICES - PROVIDING ACCESS TO AND USE OF THE LAND TRANSPORT SYSTEM

Indicator	Desired trend																																											
<p><b>Using roads safely:</b> Deaths and serious injuries in alcohol/drug related crashes</p>	<p>⬇️ DOWN</p>	<p>Fatal or serious injuries in alcohol/drug crashes</p> <table border="1"> <caption>Fatal or serious injuries in alcohol/drug crashes (per 100,000 population per year)</caption> <thead> <tr> <th>Year</th> <th>Rate</th> </tr> </thead> <tbody> <tr><td>2008</td><td>16.0</td></tr> <tr><td>2009</td><td>16.0</td></tr> <tr><td>2010</td><td>15.5</td></tr> <tr><td>2011</td><td>12.0</td></tr> <tr><td>2012</td><td>12.5</td></tr> <tr><td>2013</td><td>11.0</td></tr> </tbody> </table>	Year	Rate	2008	16.0	2009	16.0	2010	15.5	2011	12.0	2012	12.5	2013	11.0																												
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<p><b>Using safer vehicles:</b> Percentage of new vehicles with five star rating system</p>	<p>⬆️ UP</p>	<p>New cars with 5 star rating</p> <table border="1"> <caption>New cars with 5 star rating (% of new cars entering the fleet)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2008</td><td>32</td></tr> <tr><td>2009</td><td>50</td></tr> <tr><td>2010</td><td>52</td></tr> <tr><td>2011</td><td>58</td></tr> <tr><td>2012</td><td>70</td></tr> <tr><td>2013</td><td>78</td></tr> </tbody> </table>	Year	Percentage	2008	32	2009	50	2010	52	2011	58	2012	70	2013	78																												
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2013	78																																											
<p><b>Making efficient use of vehicles:</b> Average petrol and diesel consumption (litres) per 100 vehicle kilometres travelled</p>	<p>⬇️ DOWN</p>	<p>Average consumption per 100 vehicle kilometres travelled</p> <table border="1"> <caption>Average consumption per 100 vehicle kilometres travelled</caption> <thead> <tr> <th>Year</th> <th>Diesel (D) [litres]</th> <th>Petrol (P) [litres]</th> </tr> </thead> <tbody> <tr><td>2001</td><td>19.0</td><td>10.5</td></tr> <tr><td>2002</td><td>19.5</td><td>10.5</td></tr> <tr><td>2003</td><td>18.5</td><td>10.5</td></tr> <tr><td>2004</td><td>17.8</td><td>10.5</td></tr> <tr><td>2005</td><td>18.0</td><td>10.5</td></tr> <tr><td>2006</td><td>18.1</td><td>10.5</td></tr> <tr><td>2007</td><td>18.0</td><td>10.5</td></tr> <tr><td>2008</td><td>18.2</td><td>10.5</td></tr> <tr><td>2009</td><td>18.3</td><td>10.5</td></tr> <tr><td>2010</td><td>18.8</td><td>10.5</td></tr> <tr><td>2011</td><td>19.0</td><td>10.5</td></tr> <tr><td>2012</td><td>19.1</td><td>10.5</td></tr> <tr><td>2013*</td><td>18.8</td><td>10.5</td></tr> </tbody> </table> <p>*Based on derived vehicle kilometres travelled</p>	Year	Diesel (D) [litres]	Petrol (P) [litres]	2001	19.0	10.5	2002	19.5	10.5	2003	18.5	10.5	2004	17.8	10.5	2005	18.0	10.5	2006	18.1	10.5	2007	18.0	10.5	2008	18.2	10.5	2009	18.3	10.5	2010	18.8	10.5	2011	19.0	10.5	2012	19.1	10.5	2013*	18.8	10.5
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2005	18.0	10.5																																										
2006	18.1	10.5																																										
2007	18.0	10.5																																										
2008	18.2	10.5																																										
2009	18.3	10.5																																										
2010	18.8	10.5																																										
2011	19.0	10.5																																										
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2013*	18.8	10.5																																										



## DELIVERING HIGHWAY SOLUTIONS FOR CUSTOMERS - MANAGING THE STATE HIGHWAY NETWORK

Indicator	Desired trend																											
<p><b>State highway Journeys:</b> Number of deaths and serious injuries in head-on and run-off road crashes</p>	<p>DOWN</p>	<p>Deaths and serious injuries in head-on and run-off crashes</p> <table border="1"> <caption>Deaths and serious injuries in head-on and run-off crashes</caption> <thead> <tr> <th>Year</th> <th>Number</th> </tr> </thead> <tbody> <tr><td>2005</td><td>780</td></tr> <tr><td>2006</td><td>690</td></tr> <tr><td>2007</td><td>710</td></tr> <tr><td>2008</td><td>610</td></tr> <tr><td>2009</td><td>650</td></tr> <tr><td>2010</td><td>540</td></tr> <tr><td>2011</td><td>490</td></tr> <tr><td>2012</td><td>530</td></tr> <tr><td>2013</td><td>430</td></tr> </tbody> </table>	Year	Number	2005	780	2006	690	2007	710	2008	610	2009	650	2010	540	2011	490	2012	530	2013	430						
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<p><b>Efficient &amp; reliable journeys:</b> Number of resolved road closures with a duration of 12 hours or longer</p>	<p>DOWN</p>	<p>Resolved state highways closures of more than 12 hours*</p> <table border="1"> <caption>Resolved state highways closures of more than 12 hours*</caption> <thead> <tr> <th>Year</th> <th>Number</th> </tr> </thead> <tbody> <tr><td>2009</td><td>115</td></tr> <tr><td>2010</td><td>118</td></tr> <tr><td>2011</td><td>135</td></tr> <tr><td>2012</td><td>118</td></tr> <tr><td>2013</td><td>75</td></tr> </tbody> </table> <p><small>*Also includes the number of unplanned closures in Auckland and Wellington that have taken 2 hours or more to resolve</small></p>	Year	Number	2009	115	2010	118	2011	135	2012	118	2013	75														
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## APPENDIX: SUPPLEMENTARY INFORMATION FOR NON-FINANCIAL MEASURES

This section provides explanation and technical details for non-financial performance measures. These notes are presented by goal and include goal progress indicators, priority indicators, investment service indicators and result performance measures.

### Integrating one network for customers

#### GOAL PROGRESS INDICATORS

##### People movement is more efficient and reliable

*Network productivity: speed and flow on Auckland urban network.* This indicator measures lane capacity utilisation (network productivity) of the urban network. Productivity is measured in terms of the product of speed and flow compared to road lane optimal vehicle throughput. It demonstrates how effectively the current road network and operational management activities handles peak demand for vehicle movement. This indicator provides information to help deliver on our priority of making the most of urban network capacity.

The higher the productivity percentage value, the more productive the road network is, due to both speed and flow being maintained near maximum values (ie near free flow speed and capacity respectively). The lower the productivity percentage value the less productive the road network is due to either or both low traffic flow and speed. It is noted that a low productivity may also occur in scenarios of low demand and therefore may not be due to poor network performance.

##### Freight movement is more efficient and reliable

*The % of travel by high productivity motor vehicles (HPMV) of total heavy vehicle VKT* demonstrates the percentage of travel by HPMVs of the total kilometres travelled by heavy vehicles. This indicator presents the volume of higher productivity motor vehicle freight kilometres. An increase in HPMV kilometres travelled will realise increase freight efficiency as fewer truck trips are undertaken but at higher loads. This increased efficiency will help deliver on our priority of moving more freight on fewer trucks and subsequently lift the transport sectors productivity.

##### There is an optimal range of travel and transport choices for each location

*The % mode share – public transport and walking and cycling.* This indicator demonstrates the availability and share alternative travel choices used by the public. It is sourced from the Ministry of Transport's Household Travel Survey and represents the percentage of journeys where public transport is used in full or in part and a combination of walking and cycling journeys on a three-year moving average.

### Shaping smart transport choices

#### GOAL PROGRESS INDICATORS

*Safe speeds: The number of deaths and serious injuries on open roads (80–100km/h).* This indicator focuses on the high proportion of road deaths (70–80%) that take place on open roads. This indicator shows progress on our priority of ensuring safe speeds on the roads to reduce deaths and serious injuries.

**Using roads safely:** *The number of deaths and serious injuries in alcohol/drug related crashes.* This indicator focuses on the involvement of alcohol/ drugs as a contributing factor in contributing to fatal and serious injuries.

**Using safer vehicles:** This aspect is measured by the *% of new vehicles with five-star safety rating.* This indicator reflects the impact that structural changes in the vehicle fleet have on road safety. An increasing proportion of new cars with a five star safety rating will, over time, have a positive impact on the number and severity of injuries suffered by individuals.

**Making efficient use of vehicles:** The efficient use of vehicles is measured by the *average petrol and diesel consumption (litres) per 100 vehicle kilometres travelled.* This indicator reflects changes in the fuel efficiency of the new, more efficient, vehicle fleet.

### Delivering highway solutions for customers

#### GOAL INDICATORS

**Safe highway journeys:** Safe highway journeys are measured by the *number of deaths and serious injuries in head-on and run-off road crashes on state highways.* This indicator reflects that road design can have considerable impact on these types of crashes.

**Efficient and reliable highway journeys:** Efficient and reliable highway journeys are measured by the *number of resolved road closures with a duration of 12 hours or longer.* This indicator reflects responsiveness to any unplanned closures that occur on the state highway network. This responsiveness ensures that disruption to the reliability and efficiency of the network is minimised.

##### Social and environmentally responsible highways:

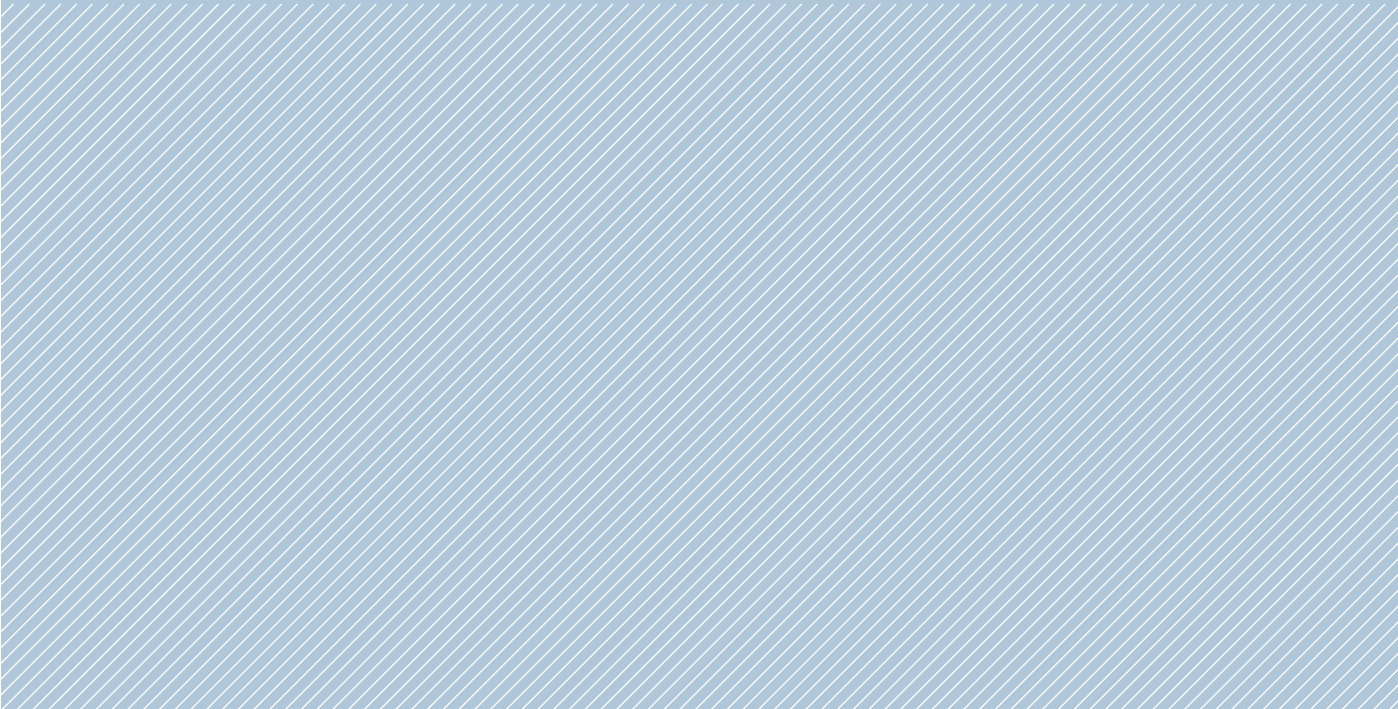
The provision of socially and environmentally responsible highways is measured by the *% compliance with state highway consent conditions.* This indicator reflects the desire to minimise social and environmental impacts through our activities on the state highway network by complying with resource consent conditions. The measure includes conditions relating to environmental permits in resource consents, designations, Department of Conservation concessions, Historic Places Trust authorities and building consents as recorded in Transport Agency's consent compliance management system.

### Maximising returns for New Zealand

#### PRIORITY INDICATORS

##### Efficient road maintenance investment & delivery:

Efficient road maintenance investment is measured by the *programmed savings in maintenance and operations activity in 2012-15 National Land Transport Programme.* This indicator reflects the need to pursue greater value for money in a constrained funding environment. Efficient road maintenance investment and delivery is a Transport Agency priority for the next three years.





If you have further queries, call our contact centre on 0800 699 000 or write to us:

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This publication is also available on NZ Transport Agency's website at [www.nzta.govt.nz](http://www.nzta.govt.nz)