

WHAKARĀPOPOTO A AOTEAROA NATIONAL SUMMARY



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The **national summary** identifies the types of activities at a national 'system-wide' level that Waka Kotahi considers are needed to deliver on the government's objectives for the land transport system and the step changes. It looks across the range of levers that we can use directly, or in partnership with others, to contribute to the future land transport system.

This section sets out:

- an overview of the land transport system from a national perspective
- national responses that Waka Kotahi will lead, or partner on with others, to contribute to the step changes at the national system-wide level.

This section should be read alongside the regional summaries, as the responses identified in the national summary will support step changes and desired outcomes in all regions.

OVERVIEW OF THE LAND TRANSPORT SYSTEM

A safe, well connected and accessible land transport system is critical for the health and wellbeing of New Zealanders and underpins our economy. It supports our communities by connecting them to employment, education and essential services, at the same time getting goods to market.

A great land transport system offers choice in the way people move around, including walking and cycling and public transport, and connects road, rail and coastal shipping.

Roads are currently the backbone of New Zealand's domestic transport system. These support many different modes of transport such as cycling, private vehicles and public transport.

By contrast, most of the rail network is used for freight and is effective at moving heavy goods over longer distances. There are commuter rail services in Auckland and Wellington, with light rail being planned in both cities, and there are some inter-regional passenger services.

The Cook Strait ferry services provide the vital road and rail link to move people and goods between the north and south islands. Coastal shipping also provides an important way of moving large items, such as oil, logs, cement and fertiliser, on longer inter-regional journeys.

At a national level, our transport system is vital for the movement of visitors and freight between regions and islands. New Zealand's economy is dependent on getting its goods to international markets and supporting tourism. World trade is estimated to decline 10–20% over 2020/21 and trade growth may not return to its previous rate over the long-term because of protectionist policies, reduced airline capacity and supply chain restructuring. However, some key trading nations in Asia-Pacific are forecast to recover early and may support an earlier New Zealand trade recovery. New Zealand's recovery will also be affected by our relationship and performance relative to Australia.

The economic consequences of COVID-19 is expected to impact on freight volumes because of reduced household incomes and economic slowdown.



A safe, well connected and accessible land transport system is critical for the health and wellbeing of New Zealanders, and underpins our economy



Longer-term freight volumes are forecast to increase with population growth and economic trends. By 2031, most key transport industries (eg, meat, forestry, horticulture, manufacturing, building, retailing, logistics) are expected to have recovered close to or be ahead of business as usual (BAU) Gross Domestic Product (GDP) levels.¹⁵

Development of the land transport system has, at times, been more focused on managing growth by building roads to increase capacity. This has led to widespread urban

growth and a dependency on private car travel to move around.

The next 10 years will need to see a move towards more integrated land-use and transport planning. This will help shift us away from our reliance on single occupancy private vehicles and the dominance of roads to move freight.

The Future of Rail project plans to integrate rail into the land transport system, ensuring it is planned, funded and maintained as part of this system.

NATIONAL RAIL NETWORK

Figure 10



Interactive map available online www.nzta.govt.nz/arataki-map4

STATE HIGHWAY ONE NETWORK ROAD CLASSIFICATION

Figure 11



Interactive map available online www.nzta.govt.nz/arataki-map5

NGĀ WHAKAUTU Ā-MOTU NATIONAL RESPONSES

Waka Kotahi has a key role to play at the national or system-wide level in supporting the government's objectives for the land transport system, and the step changes that we see are needed to achieve those objectives over the longer-term.

Work is progressing to support all the step changes. We are in the early stages of developing targeted implementation plans for them. We will progress this work as a priority in coming years so that we can be transparent about the role we are playing and the benefits we are delivering nationally and for the regions.

We outline below some of the actions underway to support each of the five step changes, and where we see the need for further work to be targeted and any opportunities arising from COVID-19 at a national level.



IMPROVE URBAN FORM

The transport and land-use are interdependent. It is vital that the planning of land use, transport infrastructure and services is integrated in order to maximise the potential of urban areas across the country to achieve step change.

Aligning with the Ministry of Transport (MoT) Outcomes Framework, this step change focuses on improving our urban development system and how it integrates with the transport system to support communities that are great places to work, live and play.

Waka Kotahi is working towards an Urban Development Programme where we will further test how the transport system can best support the creation of successful urban areas. Our areas of focus for will be:

- Integrating growth strategies with transport planning.
- Promoting higher densities and mixed areas in urban centres.
- Promoting development of centres in transport corridors.
- Creating a well-connected network that offers genuine transport choice.
- Enabling integrated design of transport and urban infrastructure.

By encouraging well designed, compact, mixed-use and higher density urban development, we can make our towns and cities safer, healthier and more attractive places for people to move around. Good urban form also underpins efficient transport of goods to market and supports local economic growth. Similarly, rapid transit and other land transport infrastructure and services can shape land-use patterns, particularly the development of quality, mixed use, compact urban neighbourhoods centred on rapid transit hubs.

In the Government Policy Statement on Land Transport (2018/19–2027/28, p.41), the Minister of Transport sets out his expectation that:

The NZ Transport Agency will take a lead role in securing integrated planning of the land transport system, including that we encourage consistent, good practice planning so that the integration between transport use and land-use is well managed ...

This requires us to take a more active role in working with our partners to develop land-use plans, have input to statutory processes, directly deliver projects and provide standards and guidance. Of the five step changes in Arataki, **improving urban form** is the one where Waka Kotahi has least direct influence. We rely heavily on collaboration across central and local government, with co-investment partners and the wider development sector to deliver the outcomes and results expected.

Improving urban form has a strong inter-relationship with all other step changes, particularly **transform urban mobility** and **tackle climate change**. Any action taken to deliver improved urban form will be designed in a way that supports the delivery of related step changes using an integrated approach.

Our focus will be on effective partnering that shapes urban form in a way that makes our communities great places to work, live and play. This can be done by reducing the demand for travel and the distances to essential services, while improving access to employment and education, the supply of affordable housing and increasing access to public transport, walking and cycling options. Principles for integrated transport and land-use planning are being set out in the upcoming *Planning better places*.

Key activities that Waka Kotahi will **lead**, or **partner** on, to **improve urban form** include:

- actively participating in spatial planning exercises in the largest, or fastest growing urban centres
- planning and delivering rapid transit in a way that shapes positive urban form in and between the main urban centres
- developing a community of urban good practice across Waka Kotahi and the wider sector to embed the principles, skills and lessons required to collectively achieve change. *Planning better places* is the first step in that process and help to support collaboration with the sector to achieve common outcomes in the urban development space
- establishing partnerships with key development agencies to jointly achieve outcomes required to shape urban form. Working with Kāinga Ora on housing development and the Ministry of Health and Ministry of Education to help facilitate good location and transport planning for new schools and major hospitals etc, will be key parts of delivering long-term change
- reviewing the way Waka Kotahi makes investment decisions to support the **improving urban form** step change
- completing work on a wide-reaching programme of activity that allows this step change to become embedded in the work of Waka Kotahi, in all phases of our planning, delivery and operating cycles
- investigating how Waka Kotahi uses all our available levers to help improve urban form, including our regulatory, economic and safety activities. This will include identifying how much it costs to build and maintain different development patterns, and metrics to measure the effectiveness of interventions made so we can target our investments more effectively
- support and implement the **Accessible Streets** regulatory package
- support development of a **Roads and Street Framework** to guide best practice in delivering urban transport infrastructure, placemaking and the treatment of street edges and adjacent public spaces
- support local government to implement **Innovative Streets**, to enable quick and cost-effective trialling of positive changes to street environments.



TRANSFORM URBAN MOBILITY

Transforming urban mobility means addressing the causes of car dependency and growing the share of travel by public transport, walking and cycling. Traditionally we have played a largely reactive role on this issue. We are well placed to have a more proactive role in accelerating the increased use of public transport, walking and cycling given our national scale and size of operation. We can do this in three ways:

1. **Shaping urban form** (see **improve urban form**)
2. **Making shared and active modes of transport more attractive:** improving the quality, quantity and performance of public transport facilities/services and walking and cycling facilities so more people use them. The One Network Framework (ONF) will support this work by providing a framework to classify movement and place by street type. This, when used in association with the Network Operating Framework (NOF), will identify the different transport priorities for each street type (inner city, motorway, etc) at different times of day, although in some situations provision of off-road connections may deliver the best solution for walking and cycling, etc.
3. **Influencing travel demand and transport choices:** changing behaviour may also require a mix of incentives and disincentives to either discourage use of private vehicles or by making people more aware of their options and incentivising them to try something new. A wide variety of interventions can influence a shift in transport modes. As we do not directly have responsibility for all these levers, (for example road pricing and parking policies), partnership, integrated planning and decision-making, and co-investment with others will be key to our success.

This is complemented through implementation of two key focus areas in *Toitū Te Taiao*:

1. **Sustainable urban access:** using our planning and investment levers to influence how our largest cities manage growth, supporting interventions that help people and business to:
 - avoid the need to travel or reduce the time or distance travelled by car
 - shift those who need to travel to more energy efficient modes such as walking, cycling or public transport.

2. **Safe, clean and efficient vehicles:** using our regulatory lever and touchpoints to support cross-government efforts to improve the energy efficiency of the vehicle fleet.

Further direction is provided in the 10-year plan for mode shift, *Keeping cities moving* [↗](#), 2019 and in the upcoming *Planning better places*.

Shifting freight from road to rail can also support urban mobility, particularly where rail connects into ports and other freight hubs located in congested urban **centres** [↗](#).

Key activities that Waka Kotahi will **lead**, or **partner** on, to **transform urban mobility** include:

- partner to develop and deliver regional mode shift plans in Auckland (completed), Wellington, Christchurch, Hamilton, Tauranga and Queenstown, in partnership with local government
- play a greater role in land-use planning processes to better align growth patterns and transport investment
- work with local partners and develop best practice guidance to help streets become great urban places where people want to walk and cycle more
- focus network optimisation and operation activities on delivering mode shift
- enable rapid delivery of small-scale street changes that support mode shift, especially where they also help improve safety
- support mode shift through investment decision-making processes
- plan and deliver key strategic rapid transit, walking and cycling projects
- apply economic tools (pricing and incentives) to encourage people to change the way they travel
- partner with local government to deliver the national ticketing programme
- update parking, travel planning and street changes guidance to ensure they are aligned with best practice approaches that support mode shift
- take a greater leadership role in public conversations relating to mode shift and reducing car dependency
- track progress through a mode shift evaluation framework.

SIGNIFICANTLY REDUCE HARMS

SAFETY

The *Road to Zero: New Zealand's road safety strategy (2020-2030)* has a vision of a New Zealand where no one is killed or seriously injured in road crashes. This means that **no death or serious injury while travelling on our land transport system is acceptable.**

Adopting this vision means we need to build a land transport system that protects everyone from land transport trauma. We will help achieve this by embedding road safety principles and harm reduction in our transport design, regulation, planning, operation and funding.

A 40% reduction in deaths and serious injuries by 2030 will be achieved through action in five key areas:

1. Improve the safety of our cities and regions through infrastructure improvements and speed management.
2. Significantly improve the safety performance of the vehicle fleet.
3. Treat road safety as a critical health and safety at work issue.
4. Encourage safer choices and behaviour on roads.
5. Drive action through effective system management.

Public transport is the safest mode. Increasing use of public transport therefore plays a key role in reducing harm, along with initiatives to improve safety for vulnerable users including separated walking and cycling facilities or safe shared-use pathways, better lighting and roading design which encourages slower speeds.

Measures to shift the freight task from road to rail (and potentially to coastal shipping) also have a role to play in increasing the safety of road users.

Fifteen immediate activities that Waka Kotahi will **lead**, or **partner on**, to **significantly improve safety** in the next three years are contained in the *Road to Zero: action plan 2020-2022*. They are:

- Invest in safety treatments and infrastructure improvements.
- Introduce a new approach to tackling unsafe speeds.
- Review infrastructure standards and guidelines.
- Enhance safety and accessibility of footpaths, bike lanes and cycleways.
- Raise safety standards for vehicles entering the fleet.
- Increase understanding of vehicle safety.
- Implement mandatory anti-lock braking systems (ABS) for motorcycles.
- Support best practice for work-related travel.
- Strengthen the regulation of commercial transport services.
- Prioritise road policing.
- Enhance drug driver testing.
- Increase access to driver licensing and training.
- Support motorcycle safety.
- Review road safety penalties.
- Strengthen system leadership, support and coordination.

Other safety work in relation to our regulatory function includes:

- Rail safety.
- Speed management and safety rules.
- Strengthening operational coordination and intelligence sharing between agencies through the road safety partnership.
- Addressing data and research gaps through the new transport evidence base strategy and new intervention modelling.
- Ongoing engagement activities to build public understanding and support for a vision zero approach to road safety.

Further direction is provided in the Ministry of Transport's ***Road to Zero: New Zealand's road safety strategy 2020-2030*** [↗](#).

HEALTH

In the short-term, our approach to delivering better health outcomes, particularly from harmful air and noise pollution and poor physical activity levels, will be through initiatives that target other step changes. This includes improved urban form, improving urban mobility, increasing use of public transport, walking and cycling, and efforts to reduce carbon emissions. We will also continue to work to manage the noise impacts of transport through a mix of land-use planning and mitigation works.

The COVID-19 pandemic resulted in intensive restrictions on movement within New Zealand. Pandemics are significant public health issues that have impacts across the population because of confinement, hygiene, and social distancing requirements. Our experience with COVID-19 clearly showed how step change in urban form and land-use planning can support the need for rapid changes in how people move around urban areas using low cost and temporary street calming and active transport projects. COVID-19 also highlighted the opportunities that modes such as walking and cycling bring through the ability to social distance, providing additional benefits to health from increased activity and reduced air emissions.

Our *Sustainable urban access* and *Safe, clean and efficient vehicles* are two complementary workstreams focused on shaping our urban spaces and supporting the uptake of cleaner vehicles to support this step change. Key activities that we will **partner** on, to **improve public health** include:

- Emissions reduction interventions, specifically:
 - accelerating mode shift innovations, pilots and demonstrations that showcase the environmental and public health benefits of reducing emissions (eg low emission zones, healthy streets and other land-use management actions, described above under improve urban form and transform urban mobility)
 - developing guidance for low carbon, safe and healthy transport choices in urban areas
 - identifying new partnerships to co-design and deliver low emission, shared, safe and active transport initiatives (eg Ministry of Health) see **tackle climate change**.

Further direction is provided in ***Toitū Te Taiao – the sustainability action plan*** [↗](#).

TACKLE CLIMATE CHANGE

ADAPTATION

We have been managing resilience of the land transport system for some time. This step change calls for us to think about the impacts of climate change on system resilience more explicitly in our planning, investment, design and maintenance of assets and decision-making when working with communities.

This step change will follow an adaptive approach, as the effects on climate change will change over time. We will need to adapt mitigation actions to minimise the extent of impact.

The decisions we all make now will have long-lasting consequences either positively or negatively. Some decisions will need to be made ahead of when all the impacts are fully understood or felt so we minimise the costs of adjusting and maximise our chances of supporting resilient communities. Improving how resilience is incorporated into investment and decision-making thinking will lead to changes in how Waka Kotahi considers and prioritises interventions.

We will need to implement approaches such as blue-green asset planning (using water and green spaces to better complement each other), design and management to effectively manage some of the impacts of climate change.

We require different forms of engagement with communities as they make decisions about avoiding, mitigating or adapting to the impacts of climate change, and recovering from significant damage and disruption. We will need to work with others to better understand the impacts of sea level rise and more extreme weather on communities and the land transport system.

We will work collaboratively to develop an integrated set of system responses that Waka Kotahi and our investment partners could implement to address the natural hazard and climate change risks as part of decision-making and planning.

Our initial focus will include:

- Completing a coastal inundation exposure report to look at the effect of climate change on state highways and rail asset. This work complements the Local Government New Zealand (LGNZ) work on assessing effects on infrastructure²⁴.

- Prioritising recommendations in the national resilience programme business case which identifies and rates natural hazard risks across the land transport system, including assessing future effects from climate change.
- A programme of business cases addressing the highest risks will be submitted to the development of the NLTP including to focus engagement with our partners.

Key activities that Waka Kotahi will **lead**, or **partner** on, to **support adaptation to climate change** and wider resilience issues include:

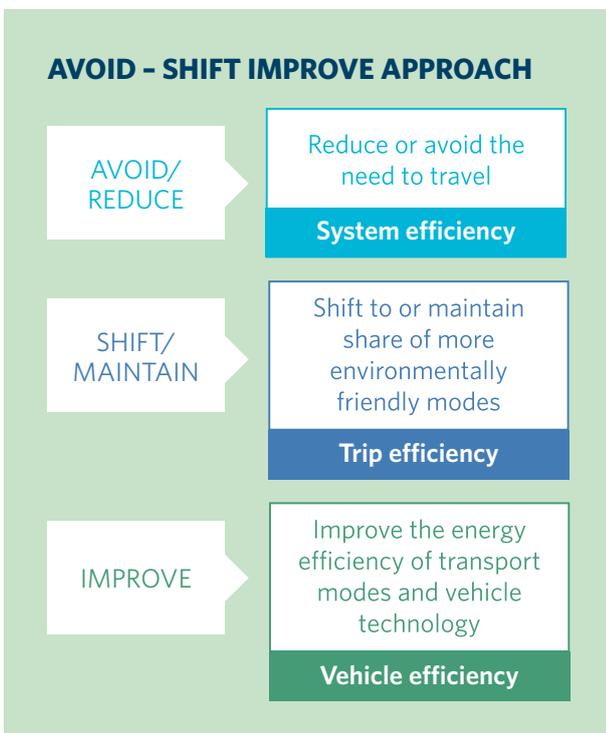
- Applying a risk prioritisation methodology and decision-making framework.
- Draw on the findings of the national resilience programme business case, work with our partners and communities to prioritise responses and better understand risks in the regions.
- Confirming our approach to addressing natural hazards (including climate change related) risks in the New Zealand land transport system, including development of the Waka Kotahi climate change adaptation plan.
- Engaging in place-based planning to avoid location of development in high risk locations.
- Continuing to review the investment decision-making processes to ensure all benefits of resilience projects are fully recognised, including improving rapid recovery following disruption to state highway networks, eg landslips and flooding.
- Continuing to undertake research and knowledge development in collaboration with our sector and research partners.
- Undertaking continuous improvement in network resilience through maintenance, operations and renewals, and agree process and timing for longer-term managed retreat.
- Engaging in local processes to support community adaptation, education and knowledge of impacts of climate change, especially sea level rise.

For more information, refer to our [Resilience framework](#) adopted by the Waka Kotahi Board in April 2018 and the [National resilience programme business case](#) adopted in May 2020.

MITIGATION

Our approach to reducing transport greenhouse gas emissions is shaped by the Avoid – Shift – Improve Model:

1. **Avoid/reduce:** help people avoid or reduce reliance on private motor vehicles through integrated land-use and transport planning.
2. **Shift** the travel of people and freight to low-emission modes, public transport, active and/or shared transport modes.
3. **Improve** the energy efficiency of the vehicle fleet, through things like fuel standards and incentives to support the uptake of low/no emissions vehicles.



Key activities that Waka Kotahi will **lead**, or **partner** on, to **reduce GHG from transport** include the following:

- Ensure GHG reduction is embedded in all decision-making, strategic assessments, and planning.
- Develop programmes that are designed to deliver across multiple outcomes at the same time.
- Ensure planning for urban growth and intensification manages transport demand to reduce emissions.
- Optimise urban networks to manage demand and reduce emissions.
- Invest in low-carbon transport modes, infrastructure and services in high growth urban areas to support mode shift from cars to low-emission public transport, active and/or shared modes.
- Support road pricing in high growth urban areas to manage demand, support mode shift and reduce emissions.
- Provide ongoing parking management guidance and leadership including trialling and testing with partners.
- Support variable public transport pricing to manage demand, support mode shift and reduce emissions.
- Establish and support education and engagement partnerships around climate change mitigation and adaptation.
- Supporting the feasibility study for social leasing to help low-income households into safe and clean vehicles.
- Partnering to provide individuals and fleet owners with the knowledge and confidence to purchase and use electric vehicles.
- Partnering to de-carbonise the public transport bus fleet in the largest and fastest growing urban areas.

Investing for sustainable outcomes is shared by the recent review of the **Investment Decision Making Framework (IDMF)** [↗](#) which embeds investment for emissions reduction into our requirements. This will support investment for very long-term outcomes and targets such as Net Zero Emissions 2050 and Vision Zero 2050; and being smarter about how we managed delivery of co-benefits.

All interventions will be required to meet the government and New Zealand's commitment to reducing carbon emissions.

There is a whole of government approach to improve the energy efficiency of the vehicle fleet. We are largely playing a supporting role, however we will have a significant role in administering the government's clean car standard and clean car discount.

Toitū Te Taiao: our Sustainability Action Plan [↗](#) describes how Waka Kotahi will use the levers within our control and influence reduction in land transport vehicle emissions. *Toitū Te Taiao* sets out what Waka Kotahi will do to enable a reduction in land transport GHG.

We are better placed to play a leading role in helping people **avoid or reduce** their reliance on private motor vehicles, and/or **shift** to more efficient modes such as rail. Our strongest levers for change include planning and investment, partnering and capability, focused on the urban mobility interventions for shaping land-use, making shared and active transport modes more attractive, and influencing travel demand and choices.

Our initial focus will be to transform urban mobility in Auckland, Wellington and Christchurch. Reducing land transport carbon emissions in our largest urban areas will improve safety, public health and access outcomes.

Further direction is provided in **Toitū Te Taiao: our Sustainability Action Plan** [↗](#) and **Keep cities moving** [↗](#).



SUPPORT REGIONAL DEVELOPMENT

There is a need for the land transport system to support good socio-economic outcomes in all parts of the country. This can be done by supporting employment and industry development, the reliable and efficient movement of freight, improved productivity in urban centres and provincial areas, equitable access to employment, education and other essential services and the safe movement of visitors. This step change will focus over the next four years on the economic recovery in the regions and community segments most heavily impacted by the downturn.

The focus will be on working with our partners so that land transport can support economic recovery and increase job opportunities in the regions with a high dependence on international tourism. This will be achieved by supporting employment and industry development initiatives, prioritising domestic visitor journeys while preparing for the recovery of international tourism and improving access to employment and education for young people, Māori and Pasifika and other vulnerable segments of the community. It will also support the efficient and reliable movement of freight, particularly for primary industries in those regions where they are strong already, are less likely to be impacted by the downturn and their growth will contribute to New Zealand's economic recovery.

Over the next five to 10 years, this step change needs to support similar activities with a shift in emphasis to supporting the whole economy, particularly those provincial regions and parts of urban areas that face long-term challenges. It will also include a focus on improved productivity by building on opportunities in both urban centres and provincial areas and supporting international tourism to be more sustainable.

Waka Kotahi already contributes to wider government initiatives that improve access and socio-economic outcomes. During the next 10 years, we will implement a clearer understanding of the role of both transport and Waka Kotahi in supporting regional development. We will be more proactive in supporting change that will make a positive impact. To do this we will need to better understand the nature and scale of all costs and benefits. We will also focus our spending on agreed projects that directly benefit communities.

Key activities that Waka Kotahi will **lead**, or **partner** with others on, to **support regional development** are:

- Contribute to industry sector and placed-based recovery planning to optimise the contribution of transport activities to industry sector development in the communities most affected by the economic downturn.
- Support efficient and reliable freight movement for primary industries, particularly in areas where they are important to New Zealand's economic recovery.
- Maintain inter-regional connectivity to facilitate the movement of freight and workers for changing employment opportunities.
- Continue to support an integrated, safe and efficient freight network that supports the transition to a low-emissions economy.
- Support shorter and more predictable journey times for workers and freight in urban centres to support the clustering of high-value economic activities.

- Reprioritise and manage road space in urban centres for the efficient movement of people and priority goods and services ahead of single occupancy vehicle travel.
- Ensure public transport and active mode routes and services in urban centres provide good access from areas of high social deprivation to employment and education (and other essential services).
- Explore opportunities to support on-demand/shared transport to improve access from areas of high social deprivation to employment and education (and other essential services) in urban centres.
- Explore opportunities to improve the affordability of public transport and active transport in urban centres.
- Support driver training and licensing for people not in employment, education or training, particularly in remote communities.
- Explore opportunities to support on-demand/shared transport between remote communities and larger centres to improve access to employment and education and other essential services.
- Explore opportunities to support the mobile delivery of education and essential services in remote communities and areas of high social deprivation in urban centres.
- Continue to support or accelerate activities on domestic visitor routes that have a 'LoS' deficiency, including those that are committed already.
- Defer or reduce scale of activities planned to cater for immediate growth on routes that cater for international visitors primarily.
- Continue to support activities that will be required to accommodate the recovery of international tourism over the next five to 10 years.
- Prioritise the following activities on the basis that they support domestic visitor journeys and other outcomes over the next four years and the sustainable and productive recovery of international tourism over the next five to 10 years:
 - Contribute to a national network of cycle and walking trails connected to towns and cities and providing safe links between the New Zealand cycle trail great rides, heartland rides and other cycle trails, te araroa and other walking trails.
 - Contribute to the development and implementation of regeneration plans for towns and villages to deliver improved amenity and accessible transport.
 - Contribute to a national network of stopping places that support safety and journey experience and other functions, providing essential roadside facilities/ infrastructure, services, amenities and access to attractions.



SETTING BASE LEVELS OF SERVICE ACROSS THE LAND TRANSPORT SYSTEM

While Arataki focuses on delivery of the step changes, we also recognise there is a need to maintain appropriate base levels of service across the land transport system to meet customer needs.

The **One Network Road Classification (ONRC)** [↗] establishes agreed performance measures and service levels across the road network. Work is currently underway to expand the ONRC towards a **One Network Framework (ONF)** [↗] that better reflects the role of the road-focused transport system including transport modes, the movement of goods and people and balancing that with activity that occurs on streets as public spaces, associated with adjacent land-use.

The revised ONF will provide a classification framework and related tools to better understand the importance of place as well as movement and provide 'LoS' and performance measures. When used in association with the ONF, it will help to establish the form and layout of the future network required to deliver the long-term land use, transport outcomes and wider strategic goals. This assists Waka Kotahi and partners to undertake the integration of land-use and transport and work through the intervention hierarchy when making planning and investment decisions.

To set a base of performance measurement and service levels across the land transport system as a whole, we also need a multi-modal network framework that incorporates the remaining network components of the system i.e. rail and water. Doing this will enable operational and investment prioritisation between rail, water and road components of the network to be explicit.

A fully multi-modal ONF can be developed by considering the relative significance of road, rail and water networks. For example, we would expect that SH1, the North Island Main Trunk between Palmerston North and Wellington and inter-island ferries between Picton and Wellington would all be considered to be nationally significant transport services under a multi-modal ONF. Nationally and regionally significant connections are set out as 'Strategic connections' in the pan-regional sections of Arataki.

This approach will also enable better investment decisions and benefit realisation on a 'right place, right time, right mode' basis.

The draft **New Zealand Rail Plan (2019)** [↗] will be a key input to a multi-modal framework as this outlines the government's priority over the coming decade for rail to:

- be a safe, resilient and reliable network, and
- provide a basis for future investment to support growth in passenger and freight rail services.

We will continue to work with KiwiRail and other road controlling authorities to understand and set base levels of service required for the movement of people and goods with a safe, resilient and reliable network.

SUPPORTING THE SECTOR

Waka Kotahi is responsible under the Land Transport Management Act for several activities that benefit, and are on behalf of, the land transport system. We will continue to work across central and regional government to fulfil these functions and deliver a range of initiatives that sets a direction for transport investment, shapes demand, and ultimately delivers the step changes needed across the system between now and the end of the decade. This integrated approach also enables us to support wider social, economic and environmental outcomes being led by others, but where transport can be a key contributor.

Some examples of these activities are:

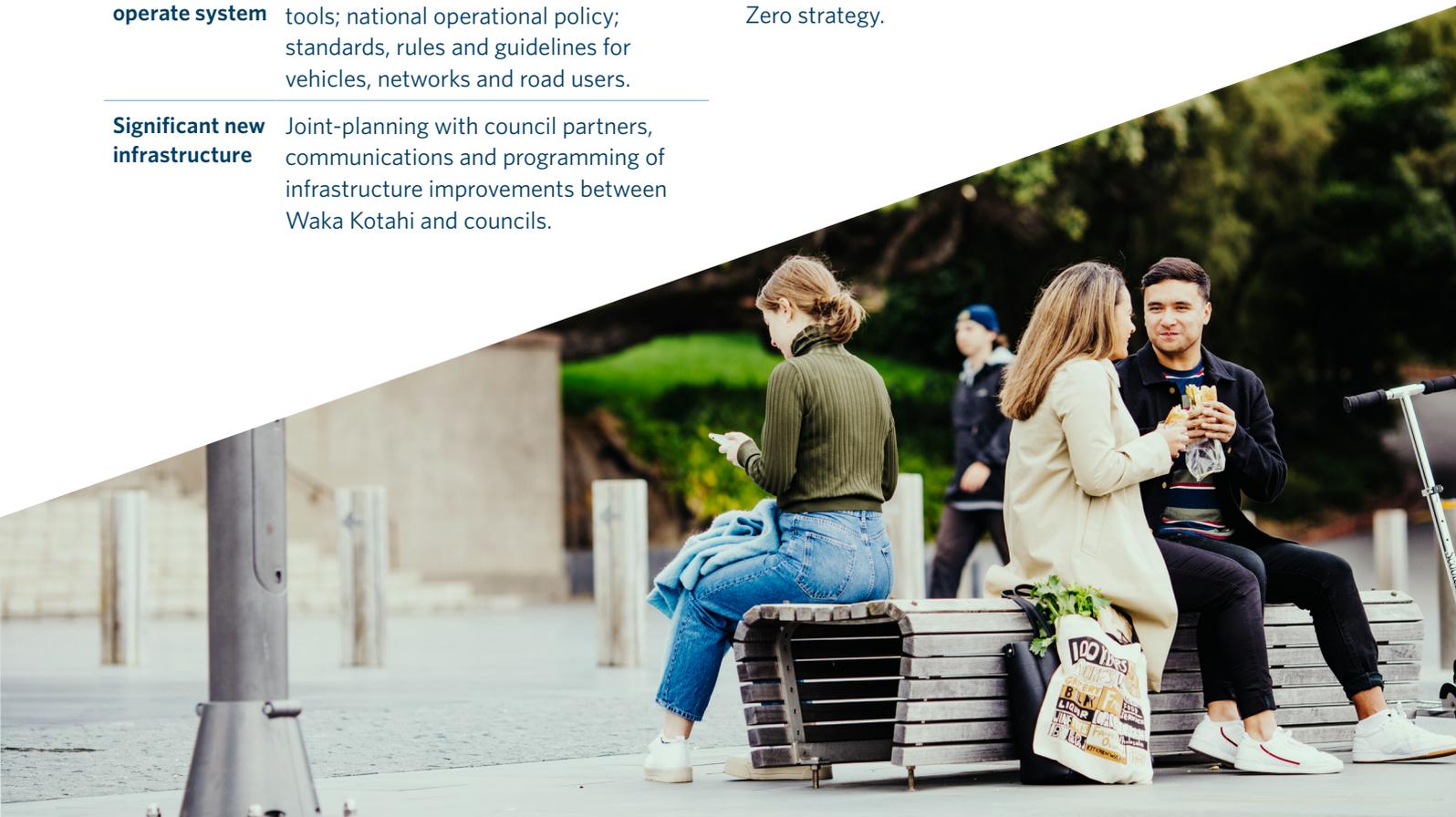
Integrated planning	Contributing to local government’s planning processes and strategic documents; setting policies and investing in public transport services delivered by local government; working with KiwiRail to plan integrated road-rail networks.
Optimise the system	Helping manage the recent unprecedented growth in demand on our networks by improving utilisation of current capacity; prioritise the movement of freight and public transport; enabling a continuous programme of trials and innovations including intelligent transport systems, high-occupancy vehicles and active modes.
Manage and operate system	Data, information, models and analytical tools; national operational policy; standards, rules and guidelines for vehicles, networks and road users.
Significant new infrastructure	Joint-planning with council partners, communications and programming of infrastructure improvements between Waka Kotahi and councils.

Taking a partnership approach and agreeing on packaged responses to achieve multiple outcomes is central to Waka Kotahi. For example, mode shift plans needed to deliver the objectives of **Keep cities moving** and the step changes of **improving urban form** and **transforming urban mobility** are being developed through urban transport partnerships in:

- Auckland (ATAP and the Supporting Growth Programme)
- Wellington (the Let’s Get Wellington Moving Partnership)
- Tauranga (the Urban Form and Transport Initiative)
- Hamilton (Hamilton to Auckland Corridor Plan).

As part of contributing to the sector’s response to climate change, we will continue to engage in cross-government work on climate change including involvement in the National Climate Change Risk Assessment (NCCRA) and National Adaptation Plan (NAP). The NAP will outline the government’s approach to improving New Zealand’s resilience to the effects of climate change. Working collaboratively will ensure a consistent approach to monitoring and addressing climate change effects of the land transport sector.

Working in partnership also strengthens our ability to take a systems-approach by considering the full range of options and implementing the right combination of responses. For example, we are working to deliver the regulation, behaviour change and infrastructure activities necessary to deliver Vision Zero where no-one is killed or seriously injured in road crashes through the government’s Road to Zero strategy.



Waka Kotahi will also continue to improve how the system is planned, managed and operated with its partners. We will look to:

- better align our planning, delivery, evidence and resources to contribute to integrated national planning that supports the outcomes being sought by the government and communities
 - improve some of our relationships across the sector, for example, with Māori
 - partner with others to develop packaged responses for an outcome or place
 - ensure sector capacity and capability to build, maintain and operate the land transport system and partner with us to achieve outcomes in each region
 - grow sector capability in the digital realm by investing in digital infrastructure and intelligent transport
 - use our procurement *Broader Outcomes Strategy* to support skills development, re-training and targeted employment, to deliver a pipeline of projects, including delivery of the New Zealand Upgrade Programme, Provincial Growth Fund etc
 - improve our analytical capability, data innovations and protocols, and sector research to better inform evidence and systems-based decision-making, planning and investment
 - improve our adoption of new and innovative approaches to solving land transport challenges
- improve our operational policies to maintain technical standards and be ready for future changes, eg the ONF; standards, rules and guidelines for vehicles, networks and road users eg regulation of WoFs and CoFs; guidance to support the adoption of new and emerging modes, eg Austroads guidance.

The recent COVID-19 pandemic has reinforced the importance of being adaptive and agile to respond to changing demand and need. For example, enabling temporary measures like the reallocation of road space to support social distancing needs. There is opportunity for Waka Kotahi to engage with the sector to identify where more permanent changes could be made to support step changes. More than ever, we need to work collaboratively to achieve step change, respond to the key drivers and support New Zealand's recovery. We look forward to working closely with our partners to prioritise our approach and respond to the changing needs of our communities and the transport system.

