

BOARD PAPER

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Board function:	National Land Transport Programme 2015-18
Subject:	2015-18 NLTP Engagement and communications plan



PURPOSE

1. To provide assurance to the Board that our approach to engagement and communications in the period when RTC's are developing and finalising their RLTP's (between now and May 2015) and in the short period when the Agency assembles the NLTP before its launched (June – July 2015) is fit for purpose and appropriate.

SUMMARY

2. The National Land Transport Programme (NLTP) represents a significant investment across three years to achieve significant outcomes for New Zealand. The Regional Land Transport Plan (RLTP) process is a critical input and a determinant of the quality of the NLTP. Its important therefore that we engage purposefully with local government, and other key stakeholders that have an interest in bringing the RLTP together during the time that these RLTP's are developed (between now and next May), to ensure that the NLTP is as effective as it can be.
3. Our engagement approach with local government and other key stakeholders during this period focusses on growing and embedding their understanding of the RLTP/NLTP investment approach and of their role and levers within it. The content and engagement outcomes will be set nationally, but will be regionally delivered to allow our regional staff to respond to individual stakeholder levels of understanding and to be flexible to their needs.
4. Our content for this conversation includes frameworks and concepts to explain the construction of the RLTP and NLTP, our planning and investment signals and investment assessment criteria to explain the outcomes we are looking for.

5. The key risk to this engagement is the draft nature of the draft GPS, as this means our investment signals are subject to change and local government particularly may not engage on that basis. We'll mitigate this by being clear about the relationship of our signals to the draft GPS, and point to the policy and content consistency between the current and previous GPS. Furthermore, we'll emphasise the fact that we are in this process together as we develop the RLTP's and NLTP .
6. The engagement approach for communicating the outcome of the NLTP once you have approved it will be covered in a subsequent Board paper.



RECOMMENDATIONS

7. That the NZ Transport Agency Board **agrees** the approach taken to engaging and communicating with our key stakeholders in the period leading up the development of the National Land Transport Programme in June 2015, which is based on growing and embedding stakeholder understanding of the process and their role in it, is fit for purpose and appropriate.



BACKGROUND

8. The National Land Transport Programme 2015-18 represents the investment of a significant amount of money across New Zealand, sets the context for local authority investment decisions, and will deliver significant outcomes for regional and the country as a whole.

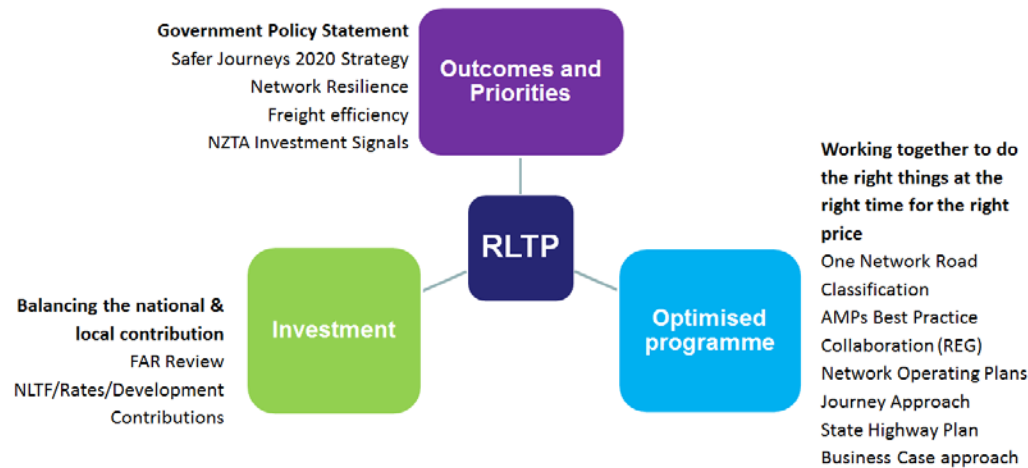
9. Local government is the key stakeholder and partner in the development of this programme. It has a critical role in bringing together the regional land transport plans and programmes of activities for each region in New Zealand (through their Regional Transport Committees), and has a substantial interest therefore in the development and finalisation of the National Land Transport Programme as it will set their investment agenda both for the state highways in their regions and for their own investment in the local transport network for the next three years.
10. The quality of the plans that are brought together at a regional level is a critical factor in the quality and success of the NLTP. It is essential that these plans are brought together from a sound understanding of our investment approach and processes and the outcomes that the Agency is seeking.
11. In addition to local government, a number of other key stakeholders that have a strong interest in the development of the RLTP's and NLTP and have been identified as needing special attention in terms of our communication over this period. These are NZ Police, the AA, Road Transport Forum and the Ministry of Transport, and Maori audiences.
12. Therefore, our engagement with local government and other key stakeholders in the period when RTC's are developing and finalising their RLTP's (between now and May 2015), and in that period when the Agency assembles the NLTP prior to its release (June – July 2015) is critical.
13. Our approach for communicating the NLTP once it is finalised and has Board approval will be comprehensive, and outlined in a subsequent Board paper.



PROPOSED APPROACH

Local Government

14. Our engagement and communication approach for local government focusses on generating growing and embedding local government's understanding of the NLTP investment paradigm and of their role and levers within it, and of their role more generally in planning and investing for transport within a regional context. This will ensure that the NLTP 2015-18 is underpinned by high quality regional preparation, and sound regional understanding of the purpose of an RLTP and NLTP, the task of developing it, the parameters in which its developed, and how they can and should be contributing through their regional planning process.
15. We want to increase the Regional Transport Committee member's (politicians) understanding of the investment framework so that they can understand their role in it, identify and apply the key concepts and processes to the development of their RLTP's and *test and prove* that their RLTP reflects the concepts and is built using the tools. We also want to ensure that Council staff (Officers and Chief Executives) understand the concepts and tools, and fluently apply them to the RLTP development process.
16. Success will be the development of sound RLTP's that are evidence based, outcome driven, take a whole of network approach, show value for money and embrace the concepts of co-investment and a safe system approach to safety interventions.
17. The *content* of this conversation (the concepts and processes) covers:
 - The *three building blocks* for the NLTP and the tools that we have developed to assist with these big conversations



- The underpinning concepts of in planning and investing in transport outcomes:
 - i. *Co-investment and optimisation* - we invest in this transport system together so we need to make sure we optimise our investment opportunities and leverage each other's contributions, but also that local government makes full use of other sources of investment for things that NZTA is not prepared to invest in;
 - ii. *One Network* – planning and investing in the transport network demands whole of network consideration across all modes
 - iii. *Outcome and Evidence based programmes* – investment propositions need to be supported by a strong evidence base and be outcomes focussed.
 - iv. *Value for money* – value for money is important and means selecting the right things to do at the right time for the right price.

- v. *A safe system* – embracing the safe system approach when considering investments.
- The planning and investment signals that are being released over this time will provide key process and priority messaging around where we want to target our investment, and communicate about the Investment Assessment Framework and how it should be applied.
 - The timelines for development and finalisation of the RLTP's.
18. The *process* of this conversation is for our regional staff to engage with our local government partners in a way that reflects each local government region's current capability and levels of understanding, and deliberately builds their understanding and capability between now and May 2015. This is a bespoke process, planned and delivered specifically for each region, as each region has differing levels of capability and knowledge, but planned with a clear articulation and expression of where we want our stakeholders to be in May, and the engagement outcomes we are seeking (outlined above).
19. Once the RLTP's are all submitted, the Transport Agency will then assemble the NLTP, and seek your approval to it before it's released. Our engagement objective during this period will be to ensure local government understanding of the Agency's task, process and in bringing the NLTP together.
20. We will bring our engagement and communication approach for the *release* of the NLTP to the Board early in 2015.

Other Key Stakeholders

21. The other *key* stakeholders that we need to focus on in this period leading up to the development and confirmation of the NLTP are NZ Police, the AA, Road Transport Forum and the Ministry of Transport, and Maori audiences.

22. Our engagement approach for Maori audiences is outlined separately in Board Papers 14/08/0841 and 14/08/0846 which you will also discuss at the Board meeting.
23. Our engagement objectives for the NZ Police, the AA, and Road Transport Forum for this period leading up the development of the NLTP is also build their understanding of what the RLTP process is about , how it works with the NLTP and the outcomes we are trying to get to. We will use the same content as outlined above to tailor a conversation for these audiences over the next 9 months to achieve this.
24. Each of these organisations has a regional and national function, and also has different lenses on how they view the process and what they are looking for out of it. For example, the regional AA representatives will have very specific project oriented interests in their local area. Nationally however, they are more likely to be interested in the cumulative impact across the country; those elements of the NLTP that are not regionally specific such as allocations for road advertising campaigns; and they'll be interested to see how we shape the overall allocations *between* modes. These are all issues that will be clear after the NLTP is released. So our approach to the conversations will be to focus on their understanding of how the RLTP and NLTP are brought together, and will be bespoke for each of these stakeholders recognising their interests.
25. Our engagement objective for the Ministry of Transport is also based on increasing their understanding of the process and outcome sought – with the primary aim to develop their confidence in the process through clarity and transparency.
26. Our approach to engaging with all these audiences takes on board a number of lessons we learned from a review of our engagement approach during the 2012/15 NLTP. The key changes we've made are:

- To be clear about the overall engagement objectives across the county but allow our regional staff opportunity to tailor their approach to their specific stakeholder's needs. This enables our regional staff to use this as a relationship building opportunity and to be responsive to stakeholders, and to be flexible to their needs, rather than assuming one size fits all.
- To start the process of engagement as early as possible so that our stakeholders have time to first recognise the concepts and ideas, then understand them, and then be able to apply them.
- To ensure that the fundamental messages about the content and the process are clear and *consistently* communicated. This will be achieved by defining and articulating a clear frame for this conversation through the definition of the building blocks and the concepts of one network, safe system, co-investment and optimisation, value for money and outcome focussed investment proposals (all outlined above). We'll develop communication collateral to support the communication of these concepts across the country.

 **RISKS**

27. The key risk to our engagement and communication approach between now and when the NLTP delivered is the fact that the GPS is not finalised. This means that all our messaging through our investment signals and the Investment Assessment framework is subject to change if the GPS takes a different direction once it's finalised, and our stakeholders, particularly local government may be reluctant to engage in the process and plan on the basis that things might change.

28. We will mitigate this risk by being clear with our stakeholders about the relationship between our frameworks and the GPS, by a clear expectation to the sector to continue to plan on the basis of what we have, and by working closely with MoT to anticipate any major direction change (if any) that may be on the horizon.