



NZ TRANSPORT AGENCY STATEMENT OF INTENT 2015-19

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.

CREATING TRANSPORT SOLUTIONS FOR A THRIVING NEW ZEALAND



NZ Transport Agency

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NZ Transport Agency



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FOREWORD FROM THE BOARD CHAIR AND CHIEF EXECUTIVE

The NZ Transport Agency's purpose is to create transport solutions for a thriving New Zealand. Our responsibility is to ensure an effective national transport network that integrates the various modes, services and systems to deliver a seamless 'one network' experience for transport users.

This *Statement of intent* will be accompanied by a new three-year National Land Transport Programme for 2015-18 that provides for the completion of existing work and the delivery of road maintenance, public transport services and new infrastructure across the country. Both this *Statement of intent* and the National Land Transport Programme continue our strategic focus on delivering an efficient, safe and resilient transport system that helps improve New Zealand's economic growth and productivity and connects people and their communities. In striving to achieve this we have set stretch targets, given that we are ambitious in our expectation of making a difference for New Zealanders.

Our long-term goals and the outcomes they support have not changed, as they remain as relevant as ever. Our *Statement of intent 2015-19* positions the Transport Agency to achieve those goals through integrating one effective and resilient land transport network, shaping smart, efficient and responsible transport choices, delivering safe highway solutions and maximising strategic returns on the resources we invest across New Zealand.

We will be working with our local government partners over the next three years to deliver the 2015-18 National Land Transport Programme and facilitate a regionally responsive and nationally consistent planning and investment system that ensures that the resources go where they have best effect.

We will continue to improve our relationships with public transport and freight operators in working to build long-term sector plans. We will continue to strengthen our relationships with the local government sector across the country with a strong focus on shared opportunities to lift vehicle and fleet productivity and public transport effectiveness. We will ensure that our maintenance and operations contracting practices support a healthy and competitive construction industry.

The Transport Agency will continue to work with KiwiRail to help lift the contribution of the rail network to moving New Zealand's freight. Our intention is to establish a step-change in road/rail network integration, to increase network access for high productivity vehicles and to drive home the benefits of these improvements to freight operators and their customers. We will also focus on improving the permitting process and improving weight compliance. These efforts will help to maximise overall freight network productivity to and from international markets and within New Zealand as a whole.



The Transport Agency will continue to focus on building partnerships between policy and delivery agencies, road controlling authorities and road users. We will leverage our leadership role to promote public transport and improvements to service delivery across road and rail. We will continue working to increase the contribution of public transport to the efficient performance of urban networks by completing network operating plans for all major urban centres and consolidating the activities of the Transport Operations Centres.

We have placed increased emphasis on making urban cycling a safer and more attractive transport choice and increasing the percentage of trips in our major urban centres that are made by bike. We will be working with councils and other transport providers to ensure people who cycle can do so safely and efficiently.

We will maintain our focus on innovation, including our commitment to making it easier for customers to transact online, as part of the wider Better Public Services priority for the government. Our work on delivering the Intelligent Transport Systems Technology Plan 2014-18 will continue.

Safety remains a key focus and we have made good progress in developing a Safer Speeds Programme, which includes building stronger national consistency and prioritisation into speed management and developing public acceptance of change. We are increasing our capability to leverage new technologies and data to prioritise and track progress, and we recognise that shifting the national culture and practice around safe speed is a long-term challenge.

Underlying all that we do and the investments we make is our goal of maximising value. With the One Network Road Classification framework in place, the challenge is now to build and sustain sector collaboration, information sharing, improved activity management planning and procurement to fully realise efficiencies in road maintenance investment and delivery. We will also pursue enhanced building and sharing capability with an increased focus on seeking value from opportunities for public private partnerships. In these ways we will align investment to agreed national, regional and local outcomes and improve value for money in our investments to ensure that New Zealand has the right roads at the right times at the right cost.

As we design services, build infrastructure, regulate road and rail safety and help operate an integrated transport system, we never lose sight of the fact that we do this for our customers, the people of New Zealand.

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)

Dame Patsy is a non-executive director and a qualified lawyer. She is Chair of the New Zealand Film Commission and Education Payroll Ltd 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 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 non-executive director. He chairs MainPower NZ Ltd, Transwaste Canterbury Ltd and Ngāi Tahu Farming Ltd. He is also a director of a number of privately held companies involved in manufacturing, warehousing and distribution, infrastructure, property development, medical services and fishing. Gill is a member of the CERA Community Forum in Christchurch and the Canterbury Earthquake Recovery Advisory Board.

TONY LANIGAN (AUCKLAND)

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

MARK OLDFIELD (TIMARU)

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

JERRY RICKMAN (HAMILTON)

Jerry is a chartered accountant and professional director. Jerry currently chairs the boards of 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 the international development consulting firm ANZDEC. Nick was made a Companion of the Queen's Service Order for his services in natural disaster assessment throughout New Zealand, and in the recovery work in Christchurch during and after the Canterbury earthquakes.

ADRIENNE YOUNG-COOPER (AUCKLAND)

Adrienne is a businesswoman, professional director and a Chartered Fellow of the Institute of Directors. She has a 30-year career in resource management and planning – specialising in spatial planning, metropolitan growth and management (including infrastructure planning and large projects). Adrienne was the Deputy Chair of the Auckland Regional Transport Authority (replaced by Auckland Transport) and was a Board member of Maritime New Zealand until 2011. Her experience and contribution in transport governance is extensive. She was Deputy Chair of Auckland Waterfront Development Agency Ltd (Waterfront Auckland). She is 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**

**MARK
OLDFIELD**

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 three following functions:

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

The government's principal instrument for its land transport investment strategy is the Government Policy Statement on Land Transport 2015/16-2024/25 (GPS), a statutory document developed under the Land Transport Management Act 2003. The GPS sets out the government's policy goals for land transport, as well as the funding direction necessary to achieve them. It guides not only an investment of \$3.4-\$4.4 billion per annum from central government but also about \$1.0 billion from local government. The GPS prioritises economic growth and productivity, road safety and value for money. It is given effect to in the National Land Transport Programme, which translates the intentions in the GPS into an investment programme for the Transport Agency and its investment partners. Value for money is a key operating principle that underpins how the programme is put together and the desired results from the investments made. Relevant aspects of the GPS are also addressed in this *Statement of intent*.

The Transport Agency is also guided by a number of other government policy documents:

- *Connecting New Zealand*, which summarises initiatives in support of the growth of the country's economy, to deliver greater prosperity, security and opportunities for all New Zealanders.
- *Safer Journeys: New Zealand's road safety strategy 2010-2020*, which has a vision of a safe road system increasingly free of death and serious injury.
- The *National Infrastructure Plan*, which contains a 20-year vision for infrastructure that is resilient, coordinated and contributes to economic growth and increased quality of life.
- The *New Zealand Energy Strategy*, which sets the strategic direction for the energy sector and the role energy will play in the economy.



The Minister of Transport also outlines his expectations of the Transport Agency for the year ahead in a 'letter of expectations', which focuses on matters that are not covered in the GPS. This *Statement of intent* also addresses those expectations, which are outlined below:

- Seek opportunities for innovation in both design and implementation in the safety space, focusing on partnerships between policy and delivery agencies, road controlling authorities and road users.
- Leverage the Transport Agency's leadership role through integrated approaches to promote both active and public transport, and to deliver services across both road and rail.
- Maintain a strong focus on rail safety and make efforts to improve the way the NZ Transport Agency discharges its responsibilities for regulating railways under the Railways Act 2005.
- Provide technical advice to Auckland Transport as it manages the overall cost and procurement risks of the city rail link project.
- Implement intelligent transport systems where appropriate and work with the Ministry of Transport on delivering the Intelligent Transport Systems Technology Action Plan.
- Work with other central and local government bodies and industry to address barriers that may be hindering uptake of intelligent transport systems and electric vehicles.
- Continue working to support the delivery of high-quality public services, including digital services, working with other agencies when needed to deliver results, continuous improvement and meaningful engagement with New Zealanders.



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 to:

- 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 people's access to and use of the land transport network.

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.

→ VISIT

www.transport.govt.nz/ourwork/KeyStrategiesandPlans/ConnectingNewZealand.aspx

2. GOVERNMENT POLICY STATEMENT ON LAND TRANSPORT (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 returns for New Zealand' section of this *Statement of intent*.

→ VISIT

www.transport.govt.nz/assets/Uploads/Our-Work/Documents/GPS-2015.pdf

3. SAFER JOURNEYS

is the government's strategy to guide improvements in road safety from 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. Safer speeds that are right for the road are a priority for the Transport Agency during 2015-19. Other areas of concern are: roads and roadsides, walking, cycling and motorcycling, vehicles, and safer use including young drivers, distracted and fatigued drivers, high-risk drivers, restraints and older road users.

→ VISIT

www.saferjourneys.govt.nz/about-safer-journeys/strategy-2010-2020/

4. NATIONAL INFRASTRUCTURE PLAN

aims 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. Work on the 2015 infrastructure plan is currently being undertaken and is likely to be released in August.

→ VISIT

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.

→ VISIT

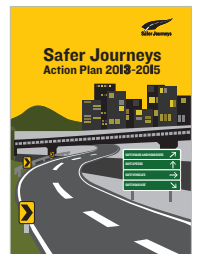
www.med.govt.nz/sectors-industries/energy/pdf-docs-library/energy-strategies/nz-energy-strategy-lr.pdf



1.



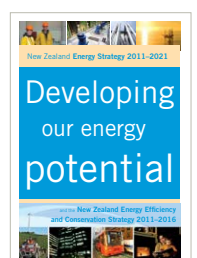
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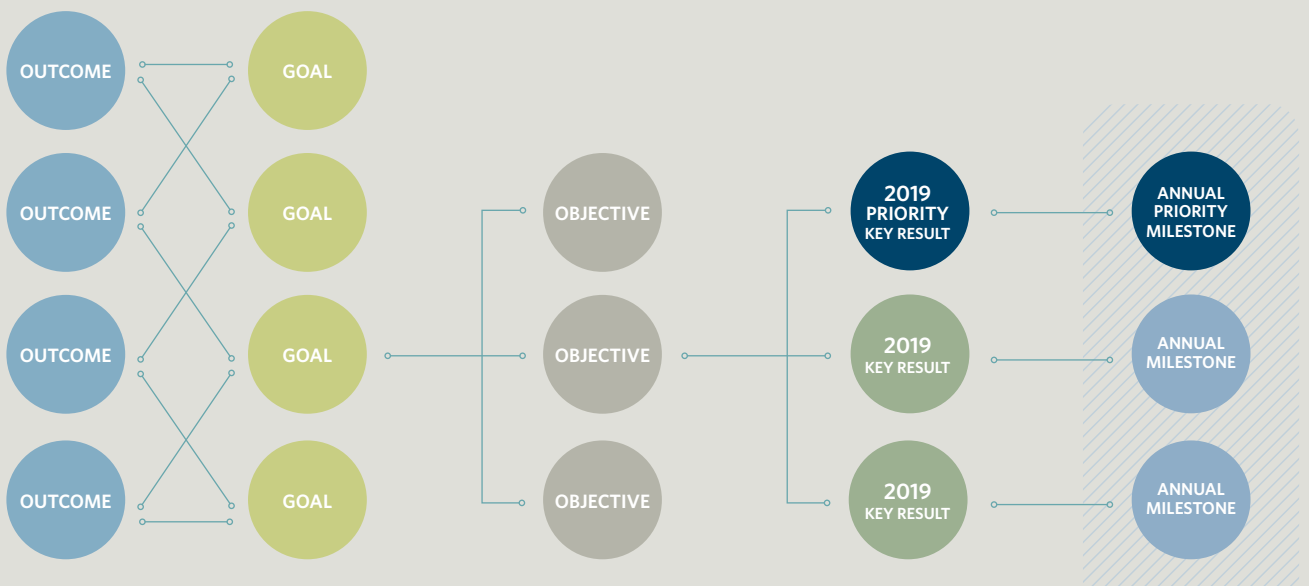


5.

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 STRATEGIC 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 2019

For each objective we have between 1 and 8 key results to deliver by 2019. Some of the results may be prioritised - there are six clusters of priority results that have a specific success indicator.

ANNUAL MILESTONES

For each key result there are specific annual milestones to achieve. These are outlined in the *Statement of performance expectations*.

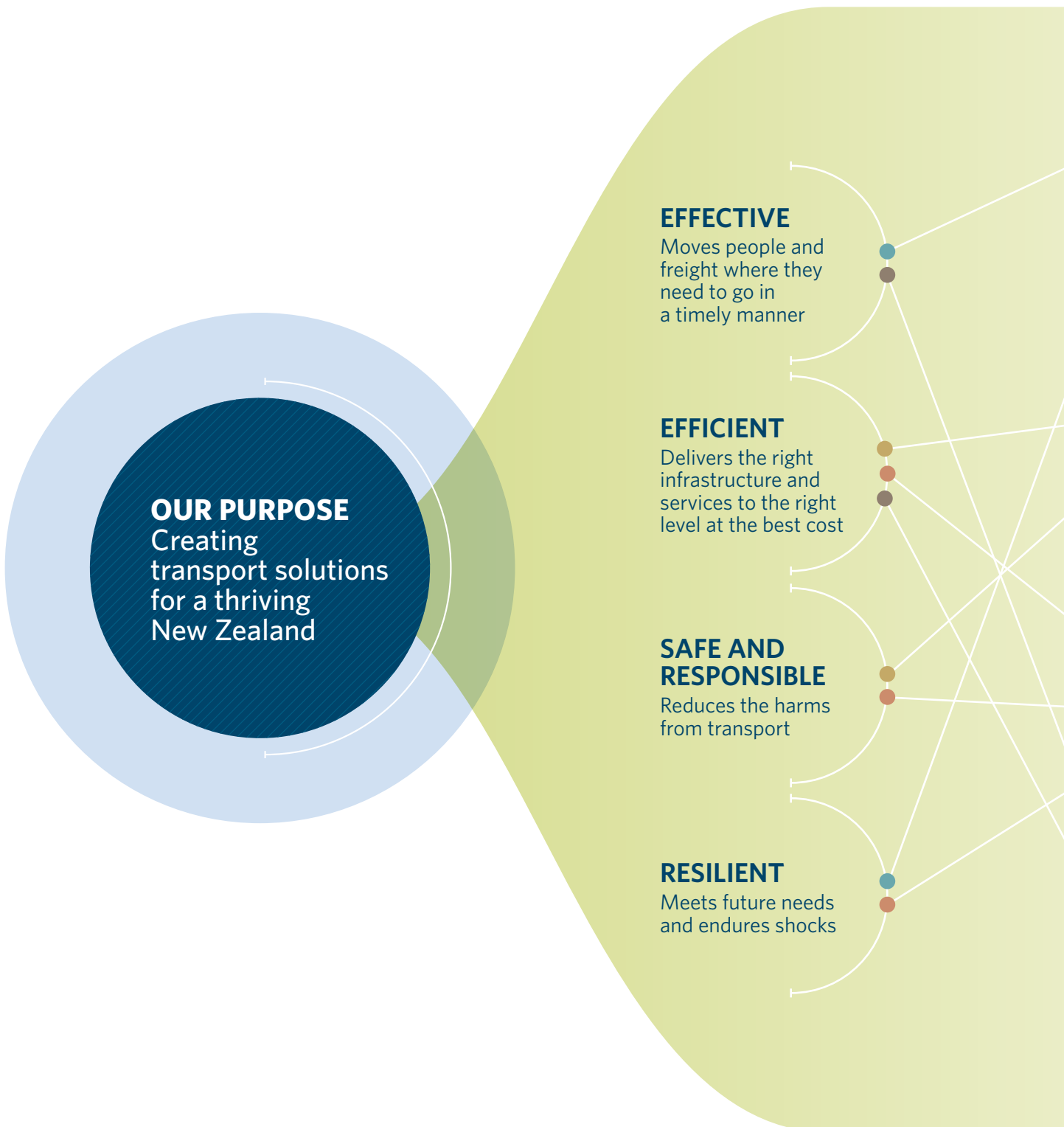
The following framework provides an overview of the relationship between the sector outcomes and the contributions we will undertake, as well as the indicators that will measure our progress toward achieving the desired goals and outcomes.



OUR STRATEGIC FRAMEWORK

Desired outcomes

For the New Zealand transport sector.



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 2019.

2015-19

Results

Results

Key results to be delivered by 2019.



Priorities

Our key areas of focus.

Annual

Performance expectations*

Milestones

For each key result there are specific milestones to be achieved.

Output class

Service delivery and investment.

PROVIDING ACCESS TO AND USE OF THE LAND TRANSPORT SYSTEM

PLANNING AND INVESTING IN THE LAND TRANSPORT NETWORK

MANAGING THE STATE HIGHWAY NETWORK

For the milestones associated with these results/priorities, see the *Statement of performance expectations*

1 Make it easy for customers to do business with us

Four-year emphasis on objectives

5 6 8 SEE PAGE 32

2 Predictable journeys for urban customers

Four-year emphasis on objectives

1 2 5 7 8 10 11 SEE PAGE 34

3 Integrate road and rail to improve freight network productivity

Four-year emphasis on objectives

2 3 SEE PAGE 36

4 Safer speeds that are right for the road

Four-year emphasis on objectives

4 5 7 8 10 11 SEE PAGE 38

5 Driving value through smart road maintenance

Four-year emphasis on objectives

7 8 10 11 SEE PAGE 40

6 Make urban cycling a safer and more attractive transport choice

Four-year emphasis on objectives

1 2 4 5 10 11 SEE PAGE 42

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

GOAL

Integrate one effective and resilient 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

- Investment management
- Public transport
- Road safety promotion
- Local road improvements
- Walking and cycling

SUCCESS INDICATORS*		2012/13 Baseline	2013/14 Actual	Desired trend
People movement is more efficient and reliable	% network productivity (vehicle speed and flow on urban networks in Auckland)	63%	63%	↑ INCREASING
Freight movement is more efficient and reliable	Number of km delivered for the high productivity freight network (up to 58 tonnes)	0 ^{km}	1,500 ^{km}	↑ INCREASING
		2009-13 Baseline	2010-14 Actual	Desired trend
There is an optimal range of travel and transport choices for each location	% mode share	2.7%	2.8%	↑ INCREASING
	<ul style="list-style-type: none"> • public transport • cycling 	1.4%	1.2%	

- 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
- 3** Improve freight supply chain efficiency

* For trend information, see page 49: Strategic goal – success indicators (2015-19).

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 seven 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 2019*

The following priorities contribute to this objective

Priority **2** *Predictable journeys for urban customers* PAGE 34

Priority **6** *Make urban cycling a safer and more attractive transport choice* PAGE 42

- 1.1 Land use and transport plans for the top five growth areas demonstrate improved coordination of land use development with transport infrastructure investment.
- 1.2 Transport plans for government's four regional development plan areas are developed and integrated with land use plans.

* Please refer to our *Statement of performance expectations* for annual milestones of these results.

OBJECTIVE 2

Integrate national and local transport networks to support strategic connections and travel choices

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.

Results by 2019*

The following priorities contribute to this objective

Priority **2** *Predictable journeys for urban customers* PAGE 34

Priority **3** *Integrate road and rail to improve freight network productivity* PAGE 36

Priority **6** *Make urban cycling a safer and more attractive transport choice* PAGE 42

2.1 The benefits and outcomes from key journeys in major centres are being delivered.

(Note: This is also a result for objectives 8 and 10.)

2.2 We expect public transport boardings to increase by 10-16% (from a 2013/14 baseline) in the main urban centres of Auckland, Wellington and Christchurch.

Results by 2016 (from our *Statement of intent 2014-18*)*

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

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

* Please refer to our *Statement of performance expectations* for annual milestones of these results.

OBJECTIVE 3

Improve freight supply chain efficiency

We will 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 will find efficiency opportunities on the road network and 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.

Results by 2019*

The following priority contributes to this objective

Priority **3** Integrate road and rail to improve freight network productivity [PAGE 36](#)

Results by 2016 (from our *Statement of intent 2014-18*)*

- 3.1 Smarter and more comprehensive enforcement of illegally overloaded trucks encourages operator uptake of high productivity motor vehicle permits.
- 3.2 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.

* Please refer to our *Statement of performance expectations* for annual milestones of these results.

GOAL

Shape smart, efficient, safe and responsible 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 AND 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)

- Investment management
- Refund of fuel excise duty
- Public transport
- Administration of SuperGold cardholder scheme and enhanced public transport concession for SuperGold cardholders
- Walking and cycling

SUCCESS INDICATORS*		2008/09 Baseline	2013/14 Actual	Desired trend
Speeds are safe	Number of deaths and serious injuries on open roads (80-100km/h)	1577	1237	↓ DECREASING
Vehicles are safe	% of new vehicles with a 5-star rating	51%	81%	↑ INCREASING
Vehicles are safe	% vehicles in fatal/serious crashes with non-current WoFs (or similar)	12%	9%	↓ DECREASING
Vehicles are more efficient	Average petrol and diesel consumption – litres per 100 vehicle kilometres travelled	10.7 PETROL	10.7 PETROL	↓ DECREASING
		18.1 DIESEL	20.0 DIESEL	
Freight movement is more efficient and reliable	% of travel by HPMVs of total heavy vehicle kilometres travelled	0%	20%	↑ INCREASING

OBJECTIVES 1-3, PLUS

- 4** Implement the Safe System approach to create a forgiving land transport system that accommodates human error and vulnerability
- 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 trend information, see pages 50 and 51: Strategic goal – success indicators (2015-19).

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 seven 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 this approach to the wider transport network.

Results by 2019*

The following priorities contribute to this objective

Priority 4 Safer speeds that are right for the road PAGE 38

Priority 6 Make urban cycling a safer and more attractive transport choice PAGE 42

4.1 The successful elements of the safety signature programme are replicated elsewhere in New Zealand where appropriate.

4.2 All relevant Transport Agency staff, community and business leaders, and transport practitioners understand and apply the Safe System approach and decision-making frameworks and partnerships support the successful implementation of a safe road system in New Zealand.

4.3 The public conversation about how individual behaviour and choices affect road safety outcomes is strong (as measured by attitude surveys) and contributes to a positive road culture.

4.4 The Transport Agency-led actions from the 2013-15 action plan have been implemented.

4.5 Transport Agency monitoring and interventions are supporting and incentivising a strong safety culture in rail operator organisations.

4.6 Transport Agency staff, community leaders and stakeholders are joined up and making demonstrably good progress on reducing deaths, serious injuries and near misses for road users and pedestrians interacting with the rail corridor.

* Please refer to our *Statement of performance expectations* for annual milestones of these results.

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 encourage users and business to adopt best practices, supported by appropriate regulation, education and information.

Results by 2019*

The following priorities contribute to this objective

Priority **1** *Make it easy for customers to do business with us* PAGE 32

Priority **2** *Predictable journeys for urban customers* PAGE 34

Priority **4** *Safer speeds that are right for the road* PAGE 38

Priority **6** *Make urban cycling a safer and more attractive transport choice* PAGE 42

5.1 Increased levels of compliance with safe vehicle and safe road user requirements are reducing safety risks and disruption on the land transport network.

5.2 Information to inform travel mode and travel time choice is readily available to customers using high-demand networks and corridors, and this is measurably improving journey predictability.

* Please refer to our *Statement of performance expectations* for annual milestones of these results.

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 2019*

The following priority contributes to this objective

Priority 1 **Make it easy for customers to do business with us** PAGE 32

6.1 Reviews of the Vehicle Dimension and Mass and Driver Licensing rules have reduced compliance costs for customers and make it easier for customers to meet their transport requirements.

6.2 The opportunities in the annual regulatory programme to improve incentives for customers to operate efficiently and safely on the network are being identified and progressed without increasing costs.

* Please refer to our *Statement of performance expectations* for annual milestones of these results.

GOAL

Deliver efficient, safe and responsible, and resilient 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

- State highway improvements
- State highway maintenance
- Investment management
- Road tolling

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

SUCCESS INDICATORS*		2010/11 Baseline	2013/14 Actual	Desired trend
Highway journeys are safer	Deaths or serious injuries in head-on and run-off crashes on state highways	509	500	↓ DECREASING
Highway journeys are efficient and reliable	Number of resolved state highway closures with a duration of 12 hours or more	64%	90%	↓ DECREASING
	Rural areas, two hours or more in urban areas	31	23	
Highways are socially and environmentally responsible	% of compliance with state highway resource consent conditions	70%	92%	↑ INCREASING
		2011/12 Baseline	2013/14 Actual	Desired trend
Highways are being delivered on time	% of capital improvements completed according to milestones	90%	93%	↑ INCREASING

OBJECTIVES 1-6, PLUS

- **7** Greater resilience of the state highway network
- **8** Deliver consistent levels of customer service that meet current expectations and anticipate future demand
- **9** Provide significant transport infrastructure

* For trend information, see pages 52 and 53: Strategic goal – success indicators (2015-19).

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 seven 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 2019*

The following priorities contribute to this objective

Priority **2** *Predictable journeys for urban customers* PAGE 34

Priority **4** *Safer speeds that are right for the road* PAGE 38

Priority **5** *Driving value through smart road maintenance* PAGE 40

7.1 A framework is in place that allows us to invest in resilience work where required on the network.

7.2 We have collaborated with local authority partners to agree alternative routes on the local road network, and can demonstrate a joined-up approach to resilience in all areas.

7.3 We have identified the corridors that require physical improvements, and these are included in the State Highway Activity Management Programme and the 2018-21 National Land Transport Programme.

* Please refer to our *Statement of performance expectations* for annual milestones of these results.

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 highway 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 2019*

The following priorities contribute to this objective

Priority 1 *Make it easy for customers to do business with us* PAGE 32

Priority 2 *Predictable journeys for urban customers* PAGE 34

Priority 4 *Safer speeds that are right for the road* PAGE 38

Priority 5 *Driving value through smart road maintenance* PAGE 40

8.1 The State Highway Activity Management Programme clearly demonstrates value for money through:

- the benefits and outcomes of our operations
- the condition of the network and the levels of risk we are currently taking in maintenance and renewals
- our future investment needs for improvements and their return on investment.

8.2 Based on data from our current contracts:

- levels of service are consistent with the One Network Road Classification framework
- we have confirmed our future operating model for asset management
- we have reviewed the lessons learned and formalised principles for the next round of maintenance and operations procurement, including healthy market analysis.

* Please refer to our *Statement of performance expectations* for annual milestones of these results.

OBJECTIVE 9

Provide significant transport infrastructure

The Roads of National Significance (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 2015/16	Milestones for 2016/17	Milestones for 2017/18	Milestones for 2018/19
Puhoi to Wellsford	Milestones to be determined following evaluation of procurement options			
Western Ring Route	Open to traffic: Lincoln Road Interchange St Lukes Interchange Te Atatu Interchange	Open to traffic: Waterview Connection SH16 Causeway widening	Construction start: Lincoln to Westgate	
Waikato Expressway	Construction start: Huntly and Hamilton sections	Construction start: Longswamp section Under construction: Huntly and Hamilton sections	Open to traffic: Longswamp section Under construction: Huntly and Hamilton sections	Under construction: Huntly and Hamilton sections
Tauranga Eastern Link	Project open to traffic			
Wellington Northern Corridor	Consenting process: Airport to Mount Victoria Tunnel Otaki to Levin		Under construction: Peka Peka to Otaki Consenting process: Terrace Tunnel Duplication	
Christchurch Northern Corridor	Construction start: Southern Motorway Stage 2 Western Belfast Bypass Harewood to Avonhead Park	Construction start: Northern Arterial with QE2 Open to traffic: Groynes to Sawyers Memorial Ave interchange	Open to traffic: Western Belfast Bypass	Open to traffic: Northern Arterial with QE2

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 2015/16	Milestones for 2016/17	Milestones for 2017/18	Milestones for 2018/19
Northern Corridor (three projects)	Consenting and property acquisition commence	Construction start: SH1/18 Grade separation Greville Interchange improvements		Open to traffic: SH1/18 Grade separation
Southern Corridor (five projects)	Construction start: Hill Road to Takanini; Takanini on-ramp improvements Takanini to Papakura Takanini Interchange SH20 to Hill Road		Open to traffic: Hill Road to Takanini and Takanini on-ramp improvements Takanini to Papakura, Takanini Interchange SH20 to Hill Road	
State Highway 20A	Construction start		Construction complete and open to traffic	
Auckland Manukau Eastern Transport Initiative	Open to traffic: Sylvia Park bus lanes Construction start: Stage 2a (Panmure to Pakuranga)	Panmure Bridge opens	Construction start: Stage 2a (Busway to Pakuranga, Pakuranga Bus Station Panmure Roundabout signalisation)	
East West Link	Milestones to be determined following completion of the business case			

Accelerated Regional Transport Programme	Milestones for 2015/16	Milestones for 2016/17	Milestones for 2017/18	Milestones for 2018/19
Kawarau Falls Bridge (Otago)	Construction start	Construction complete and open to traffic		
Mingha Bluff to Rough Creek Realignment (Canterbury)		Construction complete and open to traffic		
Akerama Curves Realignment and Passing Lane (Northland)		Construction complete and open to traffic		
Panikau Hill and Wallace Hill Slow Vehicle Bays (Gisborne)	Construction complete and open to traffic			
Normanby Overbridge Realignment (Taranaki)		Construction complete and open to traffic		
Whirokino Trestle Bridge Replacement (Manawatu-Wanganui)	Milestones to be determined following completion of the business case			
Motu Bridge Replacement (Gisborne)	Milestones to be determined following completion of the business case			
Opawa and Wairau Bridges Replacement (Marlborough)	Milestones to be determined following completion of the business case			
Taramakau Road/Rail Bridge (West Coast)	Milestones to be determined following completion of the business case			
Loop Road North to Smeatons Hill Safety Improvements (Northland)	Milestones to be determined following completion of the business case			
Mt Messenger and Awakino Gorge Corridor (Taranaki)	Milestones to be determined following completion of the business case			
Napier port access package (Hawkes Bay)	Work on detailed business case and pre-implementation continues			
Nelson Southern Link	Work on detailed business case and pre-implementation continues			
Rotorua Eastern Arterial	Work on detailed business case and pre-implementation continues			

GOAL

Maximise effective, efficient and strategic returns for New Zealand

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

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

- State highway improvements
- State highway maintenance
- 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)
- Local road improvements
- Local road maintenance
- Walking and cycling

- Investment management
- Road tolling
- Road user charges collection, investigation and enforcement
- Refund of fuel excise duty

SUCCESS INDICATORS*	Baseline	Desired trend
NLTF investments align to government investment priorities	99.47%	 INCREASING
National Land Transport Fund investments have a high degree of effectiveness	Refer to National Land Transport Fund (NLTF) investment indicators	
National Land Transport Fund investments have a high degree of efficiency	In the NZ Transport Agency's Statement of performance expectations	

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

* For trend information, see page 53: Strategic goal – success indicators (2015-19).

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 (NLTF) 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 seven 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.

Results by 2019*

The following priorities contribute to this objective

Priority **2** *Predictable journeys for urban customers* PAGE 34

Priority **4** *Safer speeds that are right for the road* PAGE 38

Priority **5** *Driving value through smart road maintenance* PAGE 40

Priority **6** *Make urban cycling a safer and more attractive transport choice* PAGE 42

10.1 Identify and describe a comprehensive planning and investment decision-making process for the Transport Agency (including the use of our Investment Assessment Framework) that provides stakeholders with confidence that our investments are prioritised transparently and optimally (as measured through the stakeholder survey).

10.2 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.

10.3 Urban network capacity investments in the next NLTP are consistent with the One Network Road Classification.

(Note: This is also a result for Objective 2.)

10.4 We have clearly identified national and inter-regional issues that drive our medium and long-term opportunities.

Results by 2016 (from our *Statement of intent 2014-18*)*

10.5 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.

* Please refer to our *Statement of performance expectations* for annual milestones of these results.

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 will mean 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 2019*

The following priorities contribute to this objective

Priority **2** *Predictable journeys for urban customers* PAGE 34

Priority **4** *Safer speeds that are right for the road* PAGE 38

Priority **5** *Driving value through smart road maintenance* PAGE 40

Priority **6** *Make urban cycling a safer and more attractive transport choice* PAGE 42

11.1 The network monitoring framework to measure customer benefits is in place for selected key routes/journeys.

11.2 We have increased the satisfaction level of our investment partners by 10% through our tools, systems, policies and procedures.

11.3 Network performance measures have been implemented and are being used by investment partners.

* Please refer to our *Statement of performance expectations* for annual milestones of these results.

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 2019*

12.1 A Transport Agency revenue and financing framework has been developed.

Results by 2016 (from our *Statement of intent 2014-18*)*

12.2 The Transport Agency's tolling and public private partnership (PPP) policies are successfully applied to new state highway road development where appropriate.

* Please refer to our *Statement of performance expectations* for annual milestones of these results.

Priority

Why is this a priority for 2015-19?

1

Make it easy for customers to do business with us

1. Making it easy for customers to do business with us contributes directly to the government's Better Public Services result areas 9 (cut the cost for businesses of dealing with government by 25% by reducing effort required to work with agencies) and 10 (New Zealanders can complete their transactions with government easily in a digital environment). This priority also contributes to the government's aim in the GPS 2015-25 to deliver value for money and reduce the costs of doing business.
2. We will continue our work to make it easy for customers to interact with us digitally, reducing time and costs for customers and delivering the kind of information customers want, when they want it.
3. We will also deliver improved solutions that make it easier for two of our largest customer segments to do business with us, delivering against key objectives of value for money and safety:
 - We will improve our understanding of the needs and cost drivers of our small-medium enterprise customers (eg taxis, couriers, trades people), and design our services to reduce their costs and lift their productivity.
 - Driver licensing is one of the largest services we offer and it affects most New Zealanders at some point. We aim to transform the end-to-end driver licensing experience for a wide range of driver licensing customers, including visiting drivers and customers facing barriers to obtaining their licence. We intend to design driver licensing solutions that are flexible and responsive, that add value to customers and which instil a life-long regard for safe driving on our roads.



Key results by 2019

The reduced cost of doing business with us helps our small-medium enterprise commercial customers increase their productivity.

The end-to-end driver licensing experience improves safety and makes it easier for everyone to be a safe driver.

Our customers find it easy to interact with us digitally - they find the right information when they need it, in the form they need it and they can transact with us effortlessly.

Success indicator

By 2019, more than 90% of our customers say it is easy to engage with us

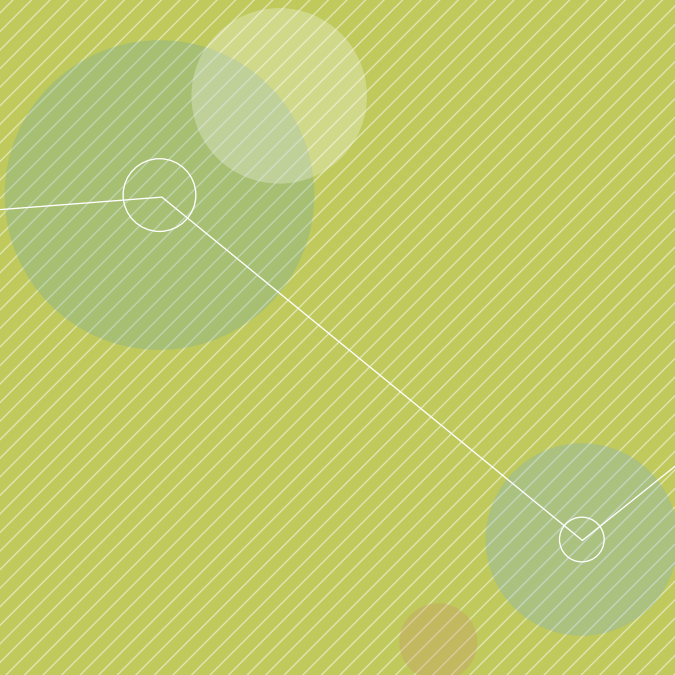
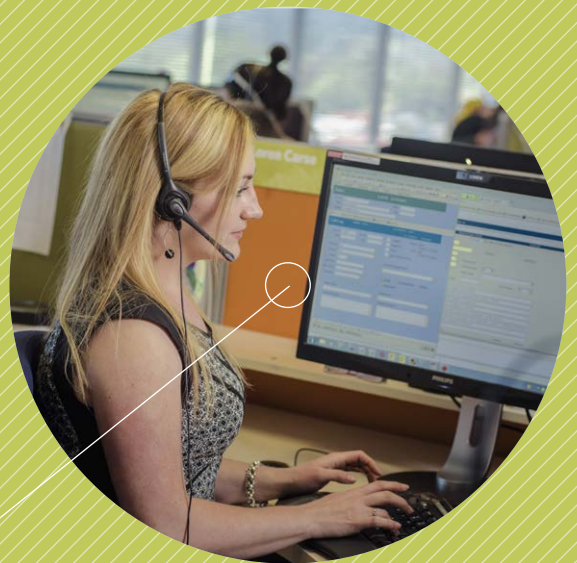
**Ease of transacting:
% of survey respondents that find it easy to engage with the Transport Agency**

2013 BASELINE

2019 TARGET

71%

>90%



Priority

Why is this a priority for 2015-19?

2

Predictable journeys for urban customers

1. Delivering predictable journeys for urban customers makes a direct contribution to the government's aim in the GPS 2015-25 to prioritise economic growth and productivity, particularly through improving the performance of urban networks.
2. Poor journey time predictability, especially in Auckland, Wellington and Christchurch results in lost time for customers and reduced productivity. Focusing on improving the predictability of journeys for urban customers will see us target resources to locations and times where capacity is most constrained. This will require us to work closely with stakeholders to plan and actively manage multi-modal urban transport corridors to address pinch points. At the same time, we will work with others to improve the availability and quality of near real-time multi-modal transport information to equip customers with the information they need to make informed transport choices.



Key results by 2019

Key urban transport routes are planned and actively managed within and across modes to improve journey time predictability for customers.

Our network operations are better integrated with key partners to manage multi-modal urban networks as a single system.

Success indicator

By 2019 we will increase journey time predictability, improving up to 390,000 trips travelled per month by urban customers

The percentage of urban journeys that are predictable.
(Aggregate Auckland, Wellington and Christchurch)

2014 BASELINE

2019 TARGET

80%

80-82%



Priority

Why is this a priority for 2015-19?

3

Integrate road and rail to improve freight network productivity

1. With the success of the Transport Agency's priority work to lift the productivity – and safety – of heavy road freight vehicles by moving more freight on fewer trucks, our attention is turning to improving wider freight system productivity through better road/rail integration.
2. In order to improve the efficient movement of freight and optimise the value of public investment in the land transport system, longer-term planning for road and rail networks, including the development of significant inter-modal freight hubs, must be better coordinated.
3. This new priority will establish a platform that will see the Transport Agency work more closely with KiwiRail, and our freight sector stakeholders such as exporters and importers, to deliver a more connected inter-modal road/rail freight network that enables safer and more efficient freight movements to and from domestic and international markets.
4. Better integrated road and rail to improve freight network productivity makes a direct contribution to the government's aim in the GPS 2015-25 to prioritise economic growth and productivity through providing better access to domestic and international markets. Improved planning and investment across road and rail was also a recommendation of the Productivity Commission in its freight inquiry, and a key action identified in the Upper North Island Freight Accord.



Key results by 2019

The road and rail networks are planned and managed in a more complementary way that optimises overall freight network productivity.

Success indicator

By 2019 the road and rail networks are planned and managed in a more complementary way that optimises overall freight network productivity



Priority

Why is this a priority for 2015-19?

4

Safer speeds that are right for the road

1. Safer speeds that are right for the road is a key part of delivering the government's Safer Journeys strategy 2010-20, and it also makes a direct contribution to the government's aim in the GPS 2015-25 to improve road safety, embed the Safe System approach and reduce deaths and serious injuries.
2. Small changes in speeds make a big difference and we are continuing to focus on safer speeds as part of the wider Safer Journeys strategy. With a new national *Speed management guide* in place, we will work with road controlling authorities to increasingly align speed and speed limits to road function, design, safety and use, recognising the need to maintain economic productivity as well as improving road safety. This will include a new focus on reducing deaths and serious injuries on our highest risk urban networks. Underpinning this work is the continued need to shift our national culture and practice in relation to speed. We will continue to work with others to build public acceptance of speed management practices through a better understanding of road safety risks.

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 2019

All road controlling authorities are working to one network speed management plans, applying the tools and methodologies in the *Speed management guide*, including routes identified in the state highway speed business case.

Reduced deaths and serious injuries by 10% on the highest risk urban arterials.

Demonstrated improvement in community understanding of speed risk and attitudes to speed management.

Success indicator

By 2019 we will decrease the number of serious injuries and deaths on high-risk roads by 135 (10%) and reduce social costs by \$130 million

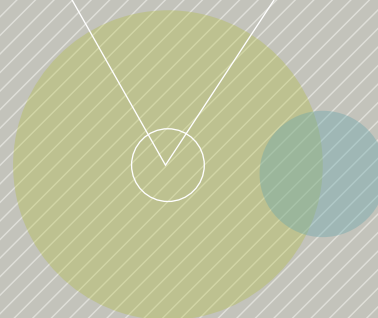
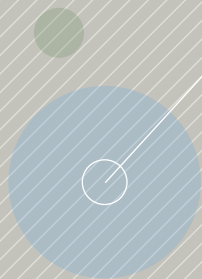
Number of deaths and serious injuries on high-risk roads

2014 BASELINE

2019 TARGET

1,345

Not more than
1,210



Priority

Why is this a priority for 2015-19?

5

Driving value through smart road maintenance

1. Driving value through smart road maintenance makes a direct contribution to the government's aim in the GPS 2015-25 of achieving value for money through improved returns from road maintenance and ensuring the right infrastructure and services are delivered at the right level.
2. The One Network Road Classification has laid the foundation for enduring change. This priority sees us focusing on embedding the classification in order to deliver consistent activity management planning, improved information for decision making and delivery of consistent customer levels of service that meet customer expectations and achieve value for money. Collaboration, information-sharing and capability building underpin the achievement of this priority.

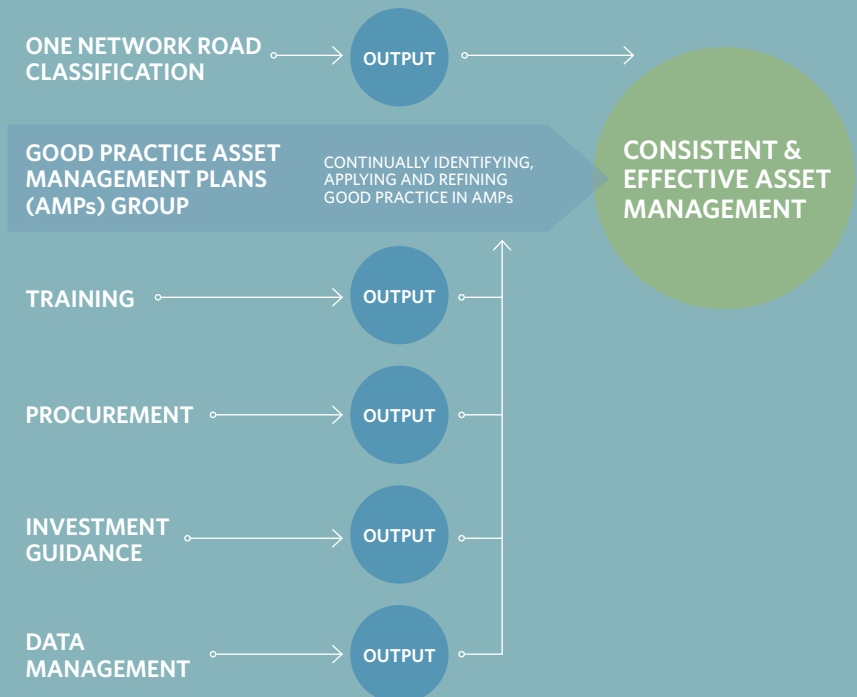
The Road Efficiency Group (REG) is a joint Local Government NZ and Transport Agency partnership which is implementing the recommendations of the Road Maintenance Task Force.

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 use 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 2019

Road controlling authorities have improved capability to make maintenance decisions that deliver efficiencies through improved data and collaborative working arrangements.

Customer understanding and experience of levels of service and costs shapes our delivery of consistent customer levels of service.

Road controlling authorities increasingly demonstrate advanced activity management planning and procurement capability through collaborative working arrangements to deliver maintenance efficiencies.

Success indicator

By 2019 we will ensure that 70-75% of roads meet customer levels of service ensuring that investment is directed to the right roads at the right time

Percentage of the network that meets One Network Road Classification level of service

2014/15 BASELINE 2019 TARGET

New measure

70-75%
of the network meets One Network Road Classification level of service



Priority

Why is this a priority for 2015-19?

6

Make urban cycling a safer and more attractive transport choice

1. Making urban cycling a safer and more attractive transport choice is directly linked to the government's aim in the GPS 2015-25, of achieving a land transport system that provides appropriate and safe transport choices, and it is a key element in ensuring the delivery of the government's supplementary funding for the Urban Cycleways Programme.
2. Consistent with global trends, there has been a recent significant and growing interest in cycling and cycling safety. With investment available through the National Land Transport Fund, and the additional Crown funding of \$100 million for the Urban Cycleways Programme, it's the right time to significantly increase cycling mode share in Auckland, Wellington and Christchurch and bring forward both cycling safety and transport choice benefits.
3. This priority will see us working with others to ensure that strategic urban cycleways in Auckland, Wellington and Christchurch are appropriately planned for and that urban transport networks and systems are actively managed to provide for safer and more attractive cycling choices.



Key results by 2019

Degree of development of the planned urban cycleway networks across Auckland, Wellington and Christchurch.

Lower rate of fatal and injury crashes involving cyclists on the road network.

Cycling is given appropriate priority in the planning and management of urban transport networks and urban systems.

Complete Urban Cycleways Programme.

Success indicator

By 2019 we will increase total annual cycling trips by 10 million to grow transport choices for urban customers

Increase total annual cycling trips

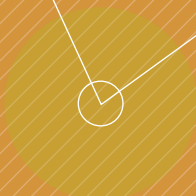
(Sum of Auckland, Wellington and Christchurch)

2014/15 BASELINE

2019 TARGET

32 million

42 million



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 work together to find solutions for our customers.



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. 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 - this indicator is a measure of that.

CREATE VALUE WITH OTHERS

QUALITY OF CURRENT STAKEHOLDER RELATIONSHIP

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

STAFF ENGAGEMENT SURVEY

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

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.

HARNESS KNOWLEDGE

Results by 2019*

Our people value information as a shared asset.

Our information tools and processes make it easy to find integrated information and we continually strive to simplify and rationalise them.

We effectively balance an open information culture with robust processes to ensure appropriate information security and privacy.

We have a robust and fit-for-purpose business continuity planning framework.

The website is meeting the needs of customers and stakeholders.

CREATE VALUE WITH OTHERS

Relationships with key sector partners improved.

The Transport Agency is a great place to work that anticipates and responds well to change, is recognised as high performing and has outstanding, agile people.

We have created an environment where our people are highly engaged recognising the correlation between high engagement and high performance in organisations.

The principle underlying the Transport Agency's Zero Harm strategy is that by 2020 or sooner all our people, regardless of employer will go home safe and healthy, every day, no exceptions.

Our workplace allows our people to work where, when and how they need to by integrating technology, space and people to deliver greater performance.

ENCOURAGE CONTINUOUS IMPROVEMENT AND 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.

* Please refer to our *Statement of performance* expectations for annual milestones of these results.

STRATEGIC GOAL SUCCESS INDICATORS (2015-19)

The following section details the key progress indicators for the Transport Agency goals. The Transport Agency seeks to deliver desired results for all of our key progress indicators.

INTEGRATE ONE NETWORK FOR CUSTOMERS

Success indicators	Desired trend																																		
<p>People movement is more efficient and reliable: % network productivity (vehicle speed and flow on urban networks in Auckland)</p>	<p>↑ UP</p>	<p>Network productivity during AM peak</p> <table border="1"> <caption>Network productivity during AM peak</caption> <thead> <tr> <th>City</th> <th>2013</th> <th>2014</th> </tr> </thead> <tbody> <tr> <td>Auckland</td> <td>~62%</td> <td>~62%</td> </tr> <tr> <td>Christchurch</td> <td>~35%</td> <td>~25%</td> </tr> <tr> <td>Wellington</td> <td>~65%</td> <td>~65%</td> </tr> </tbody> </table>	City	2013	2014	Auckland	~62%	~62%	Christchurch	~35%	~25%	Wellington	~65%	~65%																					
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<p>Freight movement is more efficient and reliable: number of km delivered for the high productivity freight network (up to 58 tonnes)</p>	<p>↑ UP</p>	<p>Length of routes open to high productivity motor vehicles</p> <table border="1"> <caption>Length of routes open to high productivity motor vehicles</caption> <thead> <tr> <th>Quarter</th> <th>Kilometres Opened</th> </tr> </thead> <tbody> <tr> <td>Q4 2012/13</td> <td>0</td> </tr> <tr> <td>Q1 2013/14</td> <td>~200</td> </tr> <tr> <td>Q2 2013/14</td> <td>~500</td> </tr> <tr> <td>Q3 2013/14</td> <td>~600</td> </tr> <tr> <td>Q4 2013/14</td> <td>~1400</td> </tr> <tr> <td>Q1 2014/15</td> <td>~1800</td> </tr> <tr> <td>Q2 2014/15</td> <td>~2600</td> </tr> </tbody> </table>	Quarter	Kilometres Opened	Q4 2012/13	0	Q1 2013/14	~200	Q2 2013/14	~500	Q3 2013/14	~600	Q4 2013/14	~1400	Q1 2014/15	~1800	Q2 2014/15	~2600																	
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<p>There is an optimal range of travel and transport choices for each location: % mode share - public transport and cycling</p>	<p>N/A</p>	<p>Mode share by % of trips</p> <table border="1"> <caption>Mode share by % of trips</caption> <thead> <tr> <th>Year</th> <th>Public Transport (%)</th> <th>Cycling (%)</th> </tr> </thead> <tbody> <tr> <td>1989-90</td> <td>~2.8</td> <td>~3.7</td> </tr> <tr> <td>1997-98</td> <td>~2.4</td> <td>~1.8</td> </tr> <tr> <td>2003-07</td> <td>~2.5</td> <td>~1.3</td> </tr> <tr> <td>2004-08</td> <td>~2.5</td> <td>~1.3</td> </tr> <tr> <td>2005-09</td> <td>~2.5</td> <td>~1.3</td> </tr> <tr> <td>2006-10</td> <td>~2.5</td> <td>~1.3</td> </tr> <tr> <td>2007-11</td> <td>~2.6</td> <td>~1.4</td> </tr> <tr> <td>2008-12</td> <td>~2.8</td> <td>~1.4</td> </tr> <tr> <td>2009-13</td> <td>~2.6</td> <td>~1.4</td> </tr> <tr> <td>2010-14</td> <td>~2.8</td> <td>~1.1</td> </tr> </tbody> </table>	Year	Public Transport (%)	Cycling (%)	1989-90	~2.8	~3.7	1997-98	~2.4	~1.8	2003-07	~2.5	~1.3	2004-08	~2.5	~1.3	2005-09	~2.5	~1.3	2006-10	~2.5	~1.3	2007-11	~2.6	~1.4	2008-12	~2.8	~1.4	2009-13	~2.6	~1.4	2010-14	~2.8	~1.1
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SHAPE SMART TRANSPORT CHOICES

Success indicators	Desired trend																	
<p>Speeds are safe: number of deaths and serious injuries in all open road crashes (80-100km/h)</p>	<p>↓ DOWN</p>	<p>Deaths and serious injuries in crashes on open roads</p> <table border="1"> <caption>Deaths 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>1500</td></tr> <tr><td>2009</td><td>1550</td></tr> <tr><td>2010</td><td>1400</td></tr> <tr><td>2011</td><td>1250</td></tr> <tr><td>2012</td><td>1350</td></tr> <tr><td>2013</td><td>1150</td></tr> <tr><td>2014</td><td>1250</td></tr> </tbody> </table>	Year	Number	2008	1500	2009	1550	2010	1400	2011	1250	2012	1350	2013	1150	2014	1250
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<p>Vehicles are safe: % of new vehicles with a 5-star rating</p>	<p>↑ UP</p>	<p>New cars with 5-star rating</p> <table border="1"> <caption>New cars with 5-star rating</caption> <thead> <tr> <th>Year</th> <th>% of New Cars</th> </tr> </thead> <tbody> <tr><td>2008</td><td>30</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> <tr><td>2014</td><td>80</td></tr> </tbody> </table>	Year	% of New Cars	2008	30	2009	50	2010	52	2011	58	2012	70	2013	78	2014	80
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<p>Vehicles are safe: % vehicles in fatal/serious crashes with non-current WoFs (or similar)</p>	<p>↓ DOWN</p>	<p>Vehicles in fatal/serious crashes with non-current WoFs</p> <table border="1"> <caption>Vehicles in fatal/serious crashes with non-current WoFs</caption> <thead> <tr> <th>Year</th> <th>% of Vehicles</th> </tr> </thead> <tbody> <tr><td>2008</td><td>13.5</td></tr> <tr><td>2009</td><td>11.5</td></tr> <tr><td>2010</td><td>12.5</td></tr> <tr><td>2011</td><td>11.5</td></tr> <tr><td>2012</td><td>11.5</td></tr> <tr><td>2013</td><td>11.5</td></tr> <tr><td>2014</td><td>8.5</td></tr> </tbody> </table>	Year	% of Vehicles	2008	13.5	2009	11.5	2010	12.5	2011	11.5	2012	11.5	2013	11.5	2014	8.5
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SHAPE SMART TRANSPORT CHOICES

Success indicators	Desired trend																																														
<p>Vehicles are more efficient: average petrol and diesel consumption - litres per 100 vehicle kilometres travelled</p>	<p>↓ DOWN</p>	<p>Average fuel consumption</p> <table border="1"> <caption>Average fuel consumption (Litres per 100 vehicle kilometres travelled)</caption> <thead> <tr> <th>Year</th> <th>Petrol (Left Axis)</th> <th>Diesel (Right Axis)</th> </tr> </thead> <tbody> <tr><td>2001</td><td>10.0</td><td>19.5</td></tr> <tr><td>2002</td><td>10.1</td><td>20.0</td></tr> <tr><td>2003</td><td>10.3</td><td>19.5</td></tr> <tr><td>2004</td><td>10.6</td><td>18.5</td></tr> <tr><td>2005</td><td>10.3</td><td>19.0</td></tr> <tr><td>2006</td><td>10.4</td><td>19.2</td></tr> <tr><td>2007</td><td>10.5</td><td>19.2</td></tr> <tr><td>2008</td><td>10.6</td><td>19.5</td></tr> <tr><td>2009</td><td>10.4</td><td>19.2</td></tr> <tr><td>2010</td><td>10.5</td><td>19.5</td></tr> <tr><td>2011</td><td>10.5</td><td>20.0</td></tr> <tr><td>2012</td><td>10.2</td><td>19.5</td></tr> <tr><td>2013</td><td>10.1</td><td>19.0</td></tr> <tr><td>2014</td><td>10.0</td><td>19.5</td></tr> </tbody> </table>	Year	Petrol (Left Axis)	Diesel (Right Axis)	2001	10.0	19.5	2002	10.1	20.0	2003	10.3	19.5	2004	10.6	18.5	2005	10.3	19.0	2006	10.4	19.2	2007	10.5	19.2	2008	10.6	19.5	2009	10.4	19.2	2010	10.5	19.5	2011	10.5	20.0	2012	10.2	19.5	2013	10.1	19.0	2014	10.0	19.5
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<p>Freight movement is more efficient and reliable: % of travel by HPMVs of total heavy VKT</p>	<p>↑ UP</p>	<p>Travel by high productivity motor vehicles</p> <table border="1"> <caption>Travel by high productivity motor vehicles (% of total heavy commercial vehicle travel)</caption> <thead> <tr> <th>Year/Quarter</th> <th>% of Total Heavy Commercial Vehicle Travel</th> </tr> </thead> <tbody> <tr><td>2012/13 Q1</td><td>11</td></tr> <tr><td>2012/13 Q2</td><td>12</td></tr> <tr><td>2012/13 Q3</td><td>13</td></tr> <tr><td>2012/13 Q4</td><td>12</td></tr> <tr><td>2013/14 Q1</td><td>12</td></tr> <tr><td>2013/14 Q2</td><td>16</td></tr> <tr><td>2013/14 Q3</td><td>17</td></tr> <tr><td>2013/14 Q4</td><td>18</td></tr> <tr><td>2014/15 Q1</td><td>21</td></tr> <tr><td>2014/15 Q2</td><td>22</td></tr> <tr><td>2014/15 Q3</td><td>23</td></tr> </tbody> </table>	Year/Quarter	% of Total Heavy Commercial Vehicle Travel	2012/13 Q1	11	2012/13 Q2	12	2012/13 Q3	13	2012/13 Q4	12	2013/14 Q1	12	2013/14 Q2	16	2013/14 Q3	17	2013/14 Q4	18	2014/15 Q1	21	2014/15 Q2	22	2014/15 Q3	23																					
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DELIVER HIGHWAY SOLUTIONS FOR CUSTOMERS

Success indicators	Desired trend																																	
<p>Highway journeys are safe: deaths or serious injuries in head-on and run-off crashes on state highways</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>2008</td><td>620</td></tr> <tr><td>2009</td><td>640</td></tr> <tr><td>2010</td><td>540</td></tr> <tr><td>2011</td><td>490</td></tr> <tr><td>2012</td><td>550</td></tr> <tr><td>2013</td><td>440</td></tr> <tr><td>2014</td><td>520</td></tr> </tbody> </table>	Year	Number	2008	620	2009	640	2010	540	2011	490	2012	550	2013	440	2014	520																
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<p>Highway journeys are efficient and reliable: number of resolved state highway closures with a duration of 12 hours or more in rural areas, two hours or more in urban areas</p>	<p>DOWN</p>	<p>Resolved state highway closures</p> <table border="1"> <caption>Resolved state highway closures</caption> <thead> <tr> <th>Year</th> <th>Urban Road Closures >2 Hours</th> <th>Rural Road Closures >12 Hours</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>28</td><td>62</td></tr> <tr><td>2011/12</td><td>28</td><td>72</td></tr> <tr><td>2012/13</td><td>10</td><td>120</td></tr> <tr><td>2013/14</td><td>20</td><td>85</td></tr> </tbody> </table>	Year	Urban Road Closures >2 Hours	Rural Road Closures >12 Hours	2010/11	28	62	2011/12	28	72	2012/13	10	120	2013/14	20	85																	
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<p>Highways are socially and environmentally responsible: % of compliance with state highway resource consent conditions</p>	<p>UP</p>	<p>Full compliance with state highway resource consent conditions</p> <table border="1"> <caption>Full compliance with state highway resource consent conditions</caption> <thead> <tr> <th>Year/Quarter</th> <th>% of Total (Less Pending)</th> </tr> </thead> <tbody> <tr><td>2011 Q2</td><td>68</td></tr> <tr><td>2011 Q3</td><td>69</td></tr> <tr><td>2011 Q4</td><td>70</td></tr> <tr><td>2012 Q1</td><td>72</td></tr> <tr><td>2012 Q2</td><td>74</td></tr> <tr><td>2012 Q3</td><td>76</td></tr> <tr><td>2012 Q4</td><td>78</td></tr> <tr><td>2013 Q1</td><td>79</td></tr> <tr><td>2013 Q2</td><td>78</td></tr> <tr><td>2013 Q3</td><td>79</td></tr> <tr><td>2013 Q4</td><td>81</td></tr> <tr><td>2014 Q1</td><td>84</td></tr> <tr><td>2014 Q2</td><td>86</td></tr> <tr><td>2014 Q3</td><td>89</td></tr> <tr><td>2014 Q4</td><td>92</td></tr> </tbody> </table>	Year/Quarter	% of Total (Less Pending)	2011 Q2	68	2011 Q3	69	2011 Q4	70	2012 Q1	72	2012 Q2	74	2012 Q3	76	2012 Q4	78	2013 Q1	79	2013 Q2	78	2013 Q3	79	2013 Q4	81	2014 Q1	84	2014 Q2	86	2014 Q3	89	2014 Q4	92
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DELIVER HIGHWAY SOLUTIONS FOR CUSTOMERS

Success indicators	Desired trend									
<p>Highways are being delivered on time: % of capital improvements completed according to milestones</p>	<p>UP</p>	<p>Completion of construction phase of large state highway projects</p> <table border="1"> <caption>Completion of construction phase of large state highway projects</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>88</td> </tr> <tr> <td>2012/13</td> <td>62</td> </tr> <tr> <td>2013/14</td> <td>90</td> </tr> </tbody> </table>	Fiscal Year	Percentage	2011/12	88	2012/13	62	2013/14	90
Fiscal Year	Percentage									
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2012/13	62									
2013/14	90									

MAXIMISE RETURNS FOR NEW ZEALAND

Success indicators	Desired trend																		
<p>NLTF investments align to government investment priorities: % of activities that meet funding priority thresholds for public transport/road (improvements)/road (maintenance), cycling and other</p> <p><i>Note: covers a limited number of work categories*. In the 2015-18 NLTP, investments for all work categories will be compared against benchmarks</i></p> <p>* Cycling facilities New roads New traffic management facilities Passenger transport infrastructure Road Improvements Walking facilities</p>	<p>N/A</p>	<p>Investment meeting the Transport Agency's investment threshold (2012-15 NLTP)</p> <table border="1"> <caption>Investment meeting the Transport Agency's investment threshold (2012-15 NLTP)</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>% MEETING</td> <td>99.47%</td> <td>\$5.8bn</td> </tr> <tr> <td>% NOT MEETING</td> <td>0.53%</td> <td>\$31m</td> </tr> </tbody> </table> <p>Composition of investment not meeting the Transport Agency's investment threshold - \$31m (2012-15 NLTP)</p> <table border="1"> <caption>Composition of investment not meeting the Transport Agency's investment threshold - \$31m (2012-15 NLTP)</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>ROAD IMPROVEMENTS</td> <td>88.22%</td> </tr> <tr> <td>TRAFFIC MANAGEMENT FACILITIES</td> <td>10.49%</td> </tr> <tr> <td>CYCLING</td> <td>1.29%</td> </tr> </tbody> </table>	Category	Percentage	Value	% MEETING	99.47%	\$5.8bn	% NOT MEETING	0.53%	\$31m	Category	Percentage	ROAD IMPROVEMENTS	88.22%	TRAFFIC MANAGEMENT FACILITIES	10.49%	CYCLING	1.29%
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APPENDIX: SUPPLEMENTARY INFORMATION FOR NON-FINANCIAL MEASURES

This section provides an explanation of, and technical details for, non-financial goal and priority indicators.

Integrating one network for customers

GOAL PROGRESS SUCCESS INDICATORS

People movement is more efficient and reliable

Network productivity: speed and flow on Auckland, Wellington and Christchurch urban networks. 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. 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

Number of kilometres available for the high productivity freight network. This indicator measures how much of New Zealand's highest-volume freight routes can carry high productivity motor vehicles. Increases in the number of kilometres available for high productivity motor vehicles encourages greater use by these vehicles, resulting in greater efficiency gains and unit cost savings to operators.

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 SUCCESS INDICATORS

Speeds are safe *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.

Vehicles are safe 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.

Vehicles in fatal/serious crashes with non-current WoFs.

This indicator measures the number of vehicles involved in crashes resulting in fatalities or serious injuries where the warrant of fitness is not current – expressed as a percentage of total number of fatalities or serious crashes. This indicator focuses on the condition of vehicles as being a contributing factor to the incidence of crashes that result in fatalities or serious injuries.

Vehicles are more efficient 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.

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 HPMV freight kilometres. An increase in HPMV kilometres travelled will realise increased 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 sector's productivity.

Delivering highway solutions for customers

GOAL SUCCESS INDICATORS

Highway journeys are safer 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.

Highway journeys are efficient and reliable 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.

Highway journeys are socially and environmentally responsible 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 the Transport Agency's consent compliance management system.

Highways are being delivered on time *% of capital improvements completed according to milestones.* This indicator measures whether the construction phases of large state highway projects have been completed on, or ahead of, schedule. Specifically, it measures the number of construction phases completed on time, expressed as a percentage of all completed construction phases on large state highway projects.

Maximising returns for New Zealand

GOAL SUCCESS INDICATOR

NLTF investments align to government priorities *% of activities that meet funding priority thresholds.* This indicator shows the percentage of NLTP investments targeted towards cycling, roads and public transport that meet or exceed the Transport Agency's investment criteria benchmark. This indicator provides a degree of transparency with how our investments support government priorities for land transport.

Customer priority

Make it easy for customers to do business with us *Ease of transacting: % of survey respondents that find it easy to transact with the Transport Agency.* This indicator measures the percentage of respondents to our annual customer survey who believe it is relatively easy or easy to renew a vehicle or driver licence, buy road user charges and/or obtain a warrant of fitness, either physically or through online channels.

Urban network priority

Predictable journeys for urban customers *Percentage of urban journeys that are predictable.* This indicator measures the percentage of journeys that are completed within 5% of the average travel time recorded for completing those journeys. The higher the percentage of journeys that have travel times that fall within this threshold, the more predictable journey times are deemed to be. Journeys are defined as trips between different origins and destinations on a pre-defined urban road network that take place within pre-defined time limits during the day. These journeys are aggregated to provide a summary indicator of journey predictability.

Safety priority

Safer speeds that are right for the road *Number of deaths and serious injuries on the high-risk road types.* This indicator measures changes in deaths and serious injuries on high-risk open (80-100km/h) and high volume urban arterials roads. The idea is that by ensuring speeds are appropriate for the particular characteristics of the road, the number of fatalities and serious injuries will fall.

Road maintenance priority

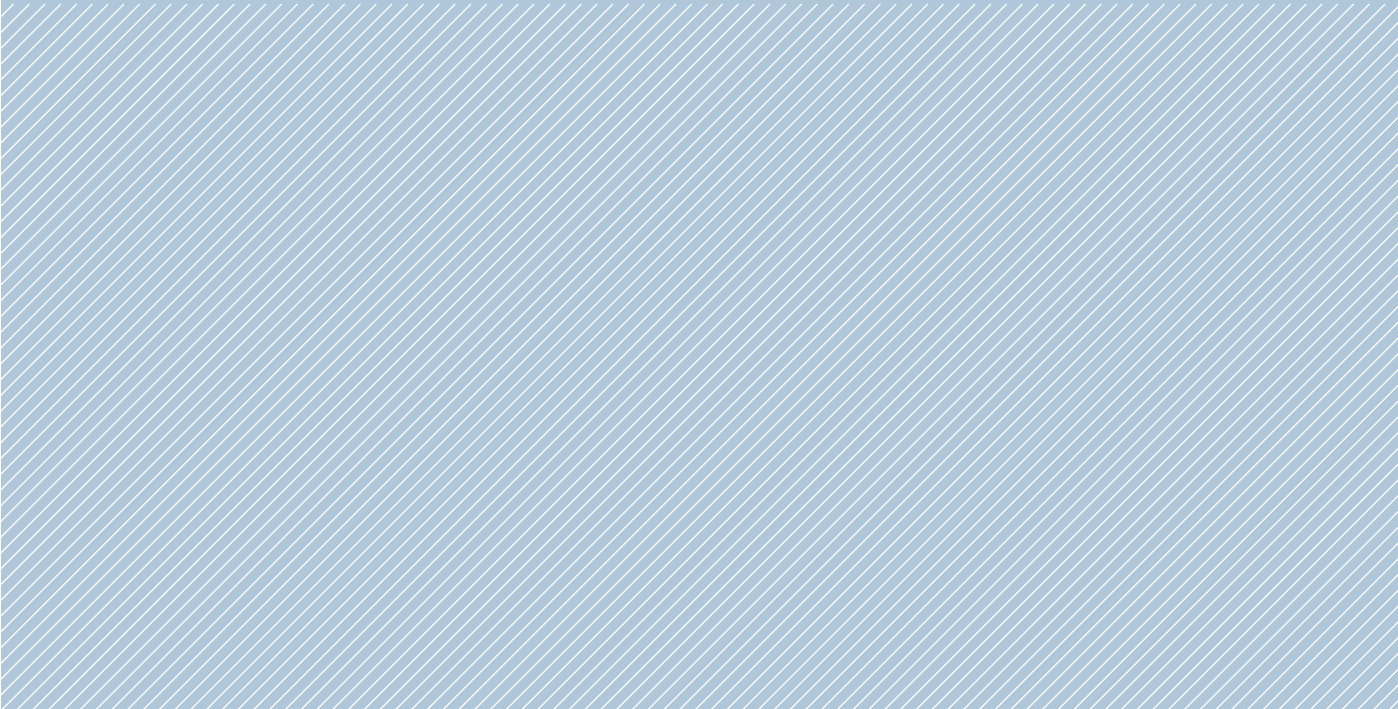
Driving (value through) smart road maintenance *Percentage of the network that meets One Network Road Classification (ONRC) level of service.* This indicator measures the extent to which the local and state highway road network aligns to the performance criteria set out in the ONRC framework. The classification of roads according to performance criteria determines the appropriate levels of service, and investment required to ensure these levels of service and the timing of that investment.

Freight priority

There is currently no success measure for this priority.

Cycling priority

Make cycling a safe and attractive transport choice *Number of annual trips made by bike.* This indicator measures the number of trips made by bike in Auckland, Wellington and Christchurch annually. It is assumed that the number of trips by bike will increase in response to the investment that we make in infrastructure and facilities.





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AGENCY**
WAKA KOTAHĪ

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