



**SECTION C:
CHIEF
EXECUTIVE'S
REPORT**

CHIEF EXECUTIVE'S REPORT

It's been a year of delivery for the Transport Agency. Our activities span everything from helping a new driver attain a licence to working with cities and regions on how they plan and invest in their transport networks. We build and maintain the roads that underpin New Zealand's economic growth and prosperity. We work hard to make our transport system as safe and effective as possible.

At the heart of our focus on delivery are the individuals and communities who depend on a safe, reliable, efficient and responsible land transport system. That makes every New Zealander our customer and we take that responsibility seriously.

And we are seeing results: we've helped to lift freight productivity across the transport sector; we've made significant contributions to extending and improving public transport services; we've made important progress in delivering the roads of national significance programme; the road toll has declined significantly in recent years; and we are getting better at putting the customer at the heart of our business so we can meet their desire for reliable, safe and efficient travel choices.

At the completion of the first year of the 2012-15 National Land Transport Programme, we are on track in our investment partnership with local authorities. With our local government partners we are working to become more efficient in our delivery of road maintenance and to better target and optimise our investment.

There is much more that could be done to improve our transport system than resources allow. That means we need to focus our efforts on clearly defined priorities. And our investment activities are dependent on the actual revenue received from fuel excise duty, road user charges and annual vehicle licence fees. When revenue is less than what's been forecast, we need to reset the timing of elements of the programme to ensure we live within our budget.

What follows is a summary of our achievements against the targets and deliverables we set ourselves for the 2012/13 year, some of which were set by the Board to be ambitious or 'stretch' targets in areas of focus.

AT THE HEART OF OUR FOCUS ON DELIVERY ARE THE INDIVIDUALS AND COMMUNITIES WHO DEPEND ON A SAFE, RELIABLE, EFFICIENT AND RESPONSIBLE LAND TRANSPORT SYSTEM. **THAT MAKES EVERY NEW ZEALANDER OUR CUSTOMER** AND WE TAKE THAT RESPONSIBILITY SERIOUSLY.

OUR ACTIVITIES SPAN EVERYTHING FROM HELPING A NEW DRIVER ATTAIN THEIR LICENCE TO WORKING WITH CITIES AND REGIONS ON HOW THEY PLAN AND INVEST IN THEIR TRANSPORT NETWORKS. WE BUILD AND MAINTAIN THE ROADS THAT UNDERPIN NEW ZEALAND'S ECONOMIC GROWTH AND PROSPERITY. WE WORK HARD TO MAKE OUR TRANSPORT SYSTEM AS SAFE AND EFFECTIVE AS POSSIBLE.



IMPROVING CUSTOMER SERVICE WHILE REDUCING COMPLIANCE COSTS

We are working hard to put our customers at the heart of what we do. Delivering great customer service requires us to design with the customer in mind. We are working hard to create a customer-focused culture, where customers are front-of-mind in every aspect of our business.

Our understanding of customers' experiences when they interact with us has matured during the year. We have achieved this by bringing customer voices to the table, more routinely and deliberately, as we work to redesign and improve our systems and services.

Month by month we've made improvements at a systems level and for individual customers. For example, in response to customer feedback we've made it possible for customers to purchase more than \$1,000 of RUC online at any given time. While just a small change, it means a lot to our fleet managers who now don't have to complete transactions with us as often.

Over the past year we have seen online transaction volumes grow by 16%. We set ambitious online transaction targets for 2012/13 and in the areas of licensing, tolling and registration, we have met or exceeded these.

Great customer service also means helping people make informed travel choices. Our Joint Transport Operations Centre operated with Auckland Transport has gone from strength to strength. And we have now established Transport Operations Centres jointly with local government in Wellington and Christchurch. Over time they will increasingly manage their urban transport networks as 'one-network' guiding people and goods efficiently through their regions.

Customers have also seen positive changes as we have spent more time observing and understanding how transport networks are experienced firsthand. For example, when designing the high productivity motor vehicle routes project, our staff travelled in the cab of a log truck from forest to port to gain a richer understanding of the challenges operators face along these routes. Transport Agency staff also joined road policing patrols to observe driver behaviour and the delivery of the roadside enforcement activities, and to help shape the requirements of the Road Policing Programme.

Even small improvements in transport regulation can have significant benefits for households and businesses. Over the past year we have worked with the Ministry of Transport to propose a reduction in the frequency of warrants of fitness and certificates of fitness on newer vehicles. The government accepted these proposals and has made changes to better target these systems to risk, and recognise that both vehicle technology and the business environment have changed markedly since the systems were initially put in place nearly 75 years ago. In real terms what this means is lower frequency warrants of fitness for modern light vehicles, and a certificate of fitness inspection provider market that is more agile and able to adapt to meet the business needs of its customers. We are working to deliver these changes from 1 January 2014. This will provide big savings to vehicle owners and operators (more than \$1.8 billion in net social benefits over 30 years), without compromising vehicle safety.

16%

GROWTH
IN ONLINE TRANSACTION
VOLUMES.



WHEN DESIGNING THE HIGH PRODUCTIVITY MOTOR VEHICLE (HPMV) ROUTES PROJECT, OUR STAFF TRAVELLED IN THE CAB OF A LOG TRUCK FROM FOREST TO PORT TO GAIN A RICHER UNDERSTANDING OF THE CHALLENGES OPERATORS FACE ALONG THESE ROUTES.

EMBEDDING THE SAFE SYSTEM APPROACH

The government's Safer Journeys strategy continues to underpin our road safety efforts, providing the framework for prioritising our activities in conjunction with our partners.

Our efforts to create a more forgiving road system, where a mistake doesn't cost a life or a limb, have continued to deliver measurable benefits. There were 2,400 deaths and serious injuries on New Zealand's roads during 2012/13. This compared with 2,533 in 2010/11 and 2,657 in 2009/10.

A 16% improvement in young driver/passenger safety outcomes is testament to the effectiveness of a package of initiatives focused on young people. In 2012/13, 280 15-19 year olds died or were seriously injured on the roads, compared to 334 people in 2011/12.

In 2011/12 we introduced a longer and more challenging practical test to lift the level of skill required to obtain a restricted driver licence. This is the most risky period for drivers - of any age - when they drive solo for the first time. There is still only a 52% pass rate for this test, meaning that more coaching and experience is needed to get the skill level required. This year, to support young people who find it difficult to gain the necessary levels of experience to pass the higher restricted licence test requirements, we've worked with the Automobile Association and local councils and community groups to trial a driver mentoring scheme in some parts of the country. We are pleased with the success of this scheme and plan to work with other communities in the coming year to enlarge the coverage.

New Zealand's roads and roadsides are gradually becoming more forgiving of human error, with investment prioritised in accordance with the *High-risk rural roads guide* and our new *High-risk intersection guide*. These guides enable us to target areas of greatest risk, and guide the application of a wide range of interventions.

We've been applying technology in high speed environments around rural schools to improve safety. In high-risk situations we are introducing variable speed limits and associated electronic signage to slow traffic at the beginning and end of the school day. Behind the scenes we've also done the necessary work to support the upcoming law change to increase the use of booster seats for young children.

Improving the safety of New Zealand's vehicle fleet is critical and our work to promote safer vehicles has continued throughout the year. The Rightcar website now provides even more information about the safety ratings of vehicles to enable people to buy the safest car they can afford. For heavy vehicles, the Operator Rating System encourages safe choices by commercial operators and their drivers.

Improving safety for motorcyclists is an area of high concern in the Safer Journeys strategy and in October 2012 we introduced the learner approved motorcycle scheme and subsequently an improved basic handling skills test. We've also been working with the Motorcycle Safety Advisory Council to develop a best practice guide for road maintenance activities to ensure the needs of motorcyclists are taken into account.

As we continue embedding the Safe System approach it is important that we change the road safety conversation from one that focuses too much on the driver or rider to one that recognises the whole range of factors that contribute to improved safety. During the year we launched the Drive Social campaign to encourage different conversations about how we all interact with other road users. We also continued our advertising campaign that targets people who influence drink-drivers. This reflects the importance of everyone sharing responsibility for road safety, which is a key principle of the Safe System approach.

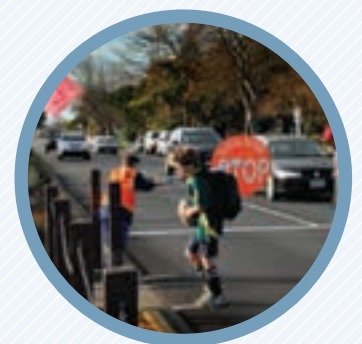
We've focused on building knowledge and skills within the transport sector to grow understanding of the world leading Safe System approach so staff can apply it in their work. We've developed our own safe system training course (a world first) and 448 staff from the Transport Agency and our road safety partners, especially NZ Police and local government, have benefited from this initiative so far.

16%

**IMPROVEMENT
IN YOUNG DRIVER/PASSENGER
SAFETY OUTCOMES IS
TESTAMENT TO THE
EFFECTIVENESS OF A PACKAGE
OF INITIATIVES FOCUSED ON
YOUNG PEOPLE.**



**WE'VE BEEN APPLYING
TECHNOLOGY IN HIGH SPEED
ENVIRONMENTS AROUND
RURAL SCHOOLS TO IMPROVE
SAFETY.**



IMPROVING FREIGHT MOVEMENT EFFICIENCY

Moving freight safely and efficiently is vital to New Zealand's social and economic wellbeing. Up to ten percent of the price of goods we buy and sell is made up of transport and storage costs. The more efficient our freight movements are, the cheaper and more competitive our goods will be – both for us as consumers and also for us as an exporting nation.

To that end, we are helping freight operators move more freight with fewer truck trips. Allowing high productivity motor vehicles (HPMVs) to operate will reduce fuel consumption, vehicle operating costs and driver hours (per unit of freight moved). They will also provide safety benefits as fewer and better quality trucks reduce the crash risk exposure of these trucks on our roads. The evidence is compelling, so we are accelerating the uptake of HPMVs by improving the permitting process and delivering a strategic HPMV network on the high volume freight routes across the country.

We've made significant progress over the last year. Many routes and bridges have been opened up with little additional investment, but we have also begun our first HPMV bridge upgrades, in Northland. We are on track to have 4,500 kilometres of state highways and local roads available for full HPMV access by the end of this National Land Transport Programme.

For the remainder of the road network where heavier HPMV access is not feasible, and volumes of freight are important but smaller than the key routes, we've developed the 50MAX HPMV concept. This new truck design allows five extra tonnes of freight to be carried on each truck with minimal infrastructure upgrades. What changes is the design of the truck. 50MAX HPMVs use nine axles to spread out the load, meaning the impact on pavements and bridges will be comparable to a current 44 tonne truck.

We're working with local councils and industry to take this concept further and hope to see 50MAX trucks trialled across New Zealand over the next few years.

Over the last year we've also been working to implement the government's response to the Productivity Commission inquiry into International Freight Transport. A key recommendation was for greater coordination of investment across the freight transport system. Providing greater certainty around the long-term intentions for investment and regulation will in turn allow industry to make more informed decisions about what investments they could make to improve productivity and grow their businesses.

We've been involved in collaborative central government/local government/private sector freight planning processes around the country – the Upper North Island Freight Story led by the Upper North Island Strategic Alliance, has been completed and planning processes in central New Zealand and the South Island are well advanced. These planning processes have identified significant national and intra-regional issues that affect the efficiency of freight supply chains.

We are working with our partners to better integrate the road, rail, air and maritime networks. The roads of national significance are key to delivering a high performing strategic freight network, and will improve national and intra-regional connectivity, improve travel times and provide greater travel reliability to and from areas of significant freight activity – such as key processing sites, ports and markets. This investment is being complemented by KiwiRail's improvement of the national rail network through their Turnaround Plan.

WE ARE HELPING FREIGHT OPERATORS MOVE MORE FREIGHT WITH FEWER TRUCK TRIPS. ALLOWING HIGH PRODUCTIVITY MOTOR VEHICLES (HPMVS) TO OPERATE WILL REDUCE FUEL CONSUMPTION, VEHICLE OPERATING COSTS AND DRIVER HOURS (PER UNIT OF FREIGHT MOVED).



WE ARE ON TRACK TO HAVE
4,500
KILOMETRES
OF STATE HIGHWAYS AND LOCAL ROADS AVAILABLE FOR FULL HPMV ACCESS BY THE END OF THIS NATIONAL LAND TRANSPORT PROGRAMME.

DELIVERING THE ROADS OF NATIONAL SIGNIFICANCE

The roads of national significance programme is one of New Zealand's biggest ever infrastructure investments and a key part of the National Infrastructure Plan. When completed, these routes will ease the most significant pressure points in the national network, reduce congestion in and around our five largest metropolitan areas, improve road safety and link our major sea and airports more effectively into the state highway network.

In 2012/13 we have made great progress on these projects. In Christchurch we delivered the first stage of the Southern Motorway, and in Waikato we completed another section of the Waikato Expressway at Te Rapa. The construction contract for the Cambridge section of the Waikato Expressway was also awarded, and work is due to start there in the

first quarter of 2013/14. In the second quarter of 2013/14 we are set to deliver a further section of the expressway at Ngaruawahia.

In Auckland we continued construction of the Waterview Connection SH20 tunnels section - New Zealand's largest ever roading project. The tunnel boring machine has been successfully delivered to the site and is currently being assembled. Progress on the Tauranga Eastern Link has continued on target and we expect construction to start on the Mackays to Peka Peka section of the Wellington Northern Corridor very soon.

**IN AUCKLAND
WE CONTINUED
CONSTRUCTION OF
THE WATERVIEW
CONNECTION SH20
TUNNELS SECTION
- NEW ZEALAND'S
LARGEST EVER
ROADING PROJECT**

IMPROVING PUBLIC TRANSPORT EFFECTIVENESS

We're working hard to keep improving the effectiveness of public transport in our major cities.

In Auckland and Wellington we are working alongside our local government partners to increase capacity and improve reliability of services, and investing in new trains and rail upgrades and in technology that improves the user experience such as integrated ticketing and real-time journey information.

Our focus is on ensuring public transport services meet the needs of users and help make the whole transport network more effective. Giving people in our main cities the option of using public transport reduces the effects of congestion on other road users.

The current National Land Transport Programme (NLTP) includes investment of \$1.74 billion in New Zealand's public transport system - a 21% increase from the previous three-year period.

We've worked closely with Auckland Transport to support the roll-out of the HOP smart-card that provides integrated ticketing on ferry, rail and bus services.

Work has also started on an integrated ticketing system for Wellington's bus and train networks.

In Wellington the real-time information system has been expanded to include train services, and the first group of Matangi electric units are now successfully in service, with more on order to replace the remaining ageing units. Auckland also has new electric units on order and these will begin service in 2014/15.

We've been working closely with regions and public transport operators to implement the Public Transport Operating Model. This is a new approach to planning and contracting public transport services. It will help deliver better public transport networks, with higher quality services, by ensuring more effective and efficient contracting arrangements that build strong partnerships between regional councils and operators. Together with our recent investment in improving infrastructure and technology, the improvements in the planning and provision of services are designed to make public transport a more attractive option in our major cities and to grow patronage.



**2012-15 NLTP INCLUDES
INVESTMENT OF**

**\$1.74
BILLION**

**IN NEW ZEALAND'S PUBLIC
TRANSPORT SYSTEM -
A 21% INCREASE FROM
THE PREVIOUS THREE-YEAR
PERIOD.**

REBUILDING CHRISTCHURCH AND GROWING CANTERBURY

We're delivering key projects that will help grow Canterbury and support Christchurch's recovery.

In the last year, we have invested \$96.8 million in earthquake related emergency work projects (\$61.3 million from the National Land Transport Fund (NLTF) and \$35.5 million from the Canterbury Earthquake Recovery Fund) to help Christchurch City Council and the Selwyn and Waimakariri District Councils with critical infrastructure repairs.

We have been working closely with the Christchurch City Council, the Canterbury Earthquake Recovery Authority and the contractors within the Stronger Christchurch Infrastructure Rebuild Team (SCIRT) to coordinate the repair and reconstruction of damaged roads and other infrastructure (storm, waste and drinking water) in the city. The SCIRT alliance brings together public and private sector expertise and a joined up approach to getting the job done – during the year the alliance delivered a work programme of over \$500 million.

We facilitated the development of the Greater Christchurch Transport Statement, working with the city and district councils, Environment Canterbury, KiwiRail, Christchurch International Airport and the Port of Lyttelton. This provides a joined up strategic direction for investment in the transport network by each of the agencies. We've also actively participated in developing the Draft Land Use Recovery Plan for greater Christchurch. This work will help ensure better integration of land use and transport planning across the region, delivering benefits that will extend well beyond the rebuilding phase.

Our Joint Transport Operations Centre, developed in conjunction with Christchurch City Council and Environment Canterbury went fully live in July 2013.

It will increasingly ensure that the city council and state highway transport networks are operated as one network, including coordinating with roads affected by the rebuild activity. Importantly it will work to minimise the impact of roadworks and network changes on the efficiency of the urban bus passenger transport service.

Other important achievements during the year included confirming a \$6.5 million investment to replace the Ashley River Bridge and \$22 million for the Ferrymead Bridge (with both investments from the NLTF).

Our Christchurch roads of national significance projects are a critical component of our contribution to growing Canterbury. With the acceleration of the programme we were able to complete the initial stage of the Christchurch Southern Motorway in December 2012, ahead of schedule and under budget. This has significantly improved traffic flows in the southwest of the city.

We've also seen good progress on the State Highway 1 Western Corridor, where four-laning of the Avonhead Road to Yaldhurst Road section is substantially complete and construction is underway on two other sections. Planning is substantially complete for the Northern Corridor.

When completed, these projects will deliver 55 kilometres of new or greatly improved highway, easing congestion, increasing safety, reducing travel times and providing better access to Christchurch Airport and the Port of Lyttelton.

GROWING AUCKLAND

With some big transport challenges to address, Auckland gets a lot of our attention.

We have continued to strengthen our 'one system' partnership with Auckland Transport and Auckland Council, with a big focus on developing the Auckland Integrated Transport Programme (2011-41) and its relationship with the Unitary Plan.

The Waterview project moved into top gear. The suite of projects that make up the Western Ring Route were in full swing by June 2013. The Newmarket Viaduct was also formally completed and this project has been featured in engineering journals around the world, in recognition of its world class innovation and engineering excellence.

We've made important progress in planning and protecting the route for the next harbour crossing and worked with the Ministry of Transport and Treasury to test the City Centre Future Access Study (which supports the case for a multi-modal public transport solution for Auckland made up of bus improvements and the City Rail Link).

We completed the year in a strong position to support the successful implementation of the Prime Minister's transport acceleration package for Auckland, announced in late June. This will see key state highway and public transport improvements for Auckland completed more quickly.

DELIVERING VALUE FOR MONEY IN ALL THAT WE INVEST IN AND DO

Everything we do is underpinned by making sure we get the most out of every dollar invested in New Zealand's transport system.

Our approach to maximising value for money combines three interrelated elements – economy, efficiency and effectiveness. These elements are reflected in the investment activities set out in the National Land Transport Programme. They are also reflected in the whole-of-system approach that we take to ensure that transport investments provide the greatest economic and social returns at the local, regional and national level.

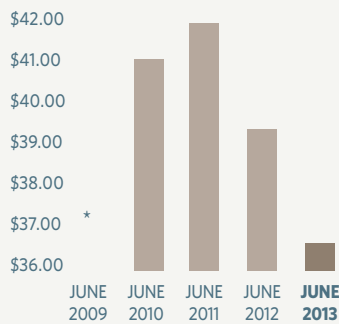
Over the long term, effective transport planning is the key to maximising value for money. Integrating transport and land use planning with investment and working closely with key stakeholders early in

the process, will ultimately ensure better transport outcomes. To that end we are working closely with our sector partners – local authorities, the private sector, and the Police – and increasingly our customers to make sure that together, we make the most of the available land transport investments.

Over the last year we've also been working hard to drive more efficiency into our own state highway operations by changing how we specify and contract for maintenance and operations. Where it makes sense we will increasingly do this in an integrated 'one network' way with local authorities.

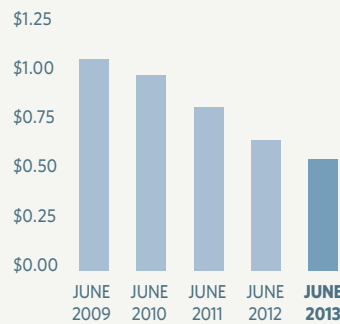
In 2012/13 we achieved a reduction in the unit cost per transaction in three of our four transactional output classes.

UNIT TRANSACTION COSTS - TRENDS

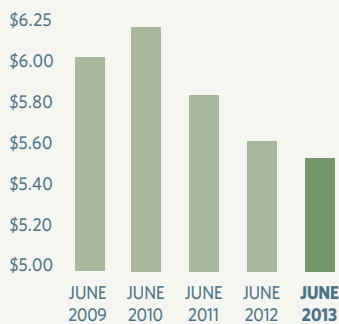


DRIVER LICENSING
NZ\$ DOLLARS

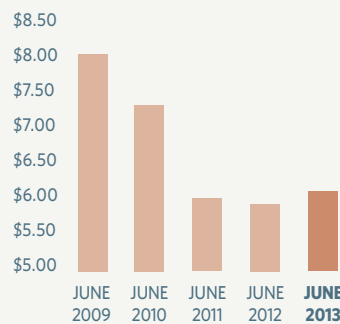
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TOLLING
NZ\$ DOLLARS



MOTOR VEHICLE REGISTER
NZ\$ DOLLARS



ROAD USER CHARGES
NZ\$ DOLLARS

ENSURING HEALTH AND SAFETY IN THE WORKPLACE

At the Transport Agency we are committed to a safe and healthy working environment for everyone using our premises as a place of work or visiting on business, for contractors on our work sites and through our rail regulatory activities. We have made improvements to our health and safety practices and culture. We continue to reduce the risk posed on our premises and apply the lessons learnt from incidents. The recent tragic incidents on our contractors' work sites in Milford, West Whanganui

and the Marlborough Sounds have been thoroughly investigated and health and safety practices improved.

We have also been increasing our focus on rail system safety, including the requirements associated with the new passenger trains in Auckland. We are reviewing the resourcing requirements of our rail safety activities as we respond to increasing demands.

A TEAM EFFORT

Our achievements over the past year reflect the efforts of a committed team – within the Transport Agency and beyond it. It's a team that includes our many partners and stakeholders in local, regional and central government, in industry as well as our suppliers, our agents and those groups with a strong interest in transport matters.

To ensure we make sound investment decisions, provide sound planning advice to decision makers, and develop and implement smart approaches to shaping road users' behaviour, we work to engage early with our partners, stakeholders and customers. This helps to strengthen our understanding of their needs, interests and concerns, ensure that we are clear about the expectations we have of each other, and understand where we share a common purpose.

In 2013 we conducted our second organisation wide Stakeholder Perceptions Survey of key stakeholders from central and local government, iwi, suppliers, industry and interest groups. Changes in perception take time, but results showed that we had improved our already strong positive relationships with central government, industry and interest groups. And we had also significantly enhanced our relationships with our partners in local government. Trust and confidence in the Transport Agency had also grown significantly over the year.

Although two-thirds of stakeholder groups were satisfied or very satisfied with their current relationship with us, all groups said they would like more engaged relationships with us than they currently have. We will be building on our success over the coming year.

The other foundation of our team effort is the people that make up the Transport Agency. Our success starts with the 1372 people in our 14 offices around the country. Leading a team dedicated to achieving the best transport outcomes for all New Zealanders is a privilege. In the fourth year of our Employee Engagement Programme, we have seen another big lift in the level of engagement across the Transport Agency. Overall, staff satisfaction has increased significantly since we were established five years ago. More staff believe the jobs they do are important to our success, and they say the best things about working here are their colleagues and making a difference to New Zealand.



Geoff Dangerfield
Chief Executive

APPROXIMATELY

1400

PEOPLE

**WORK AT THE
TRANSPORT AGENCY IN**

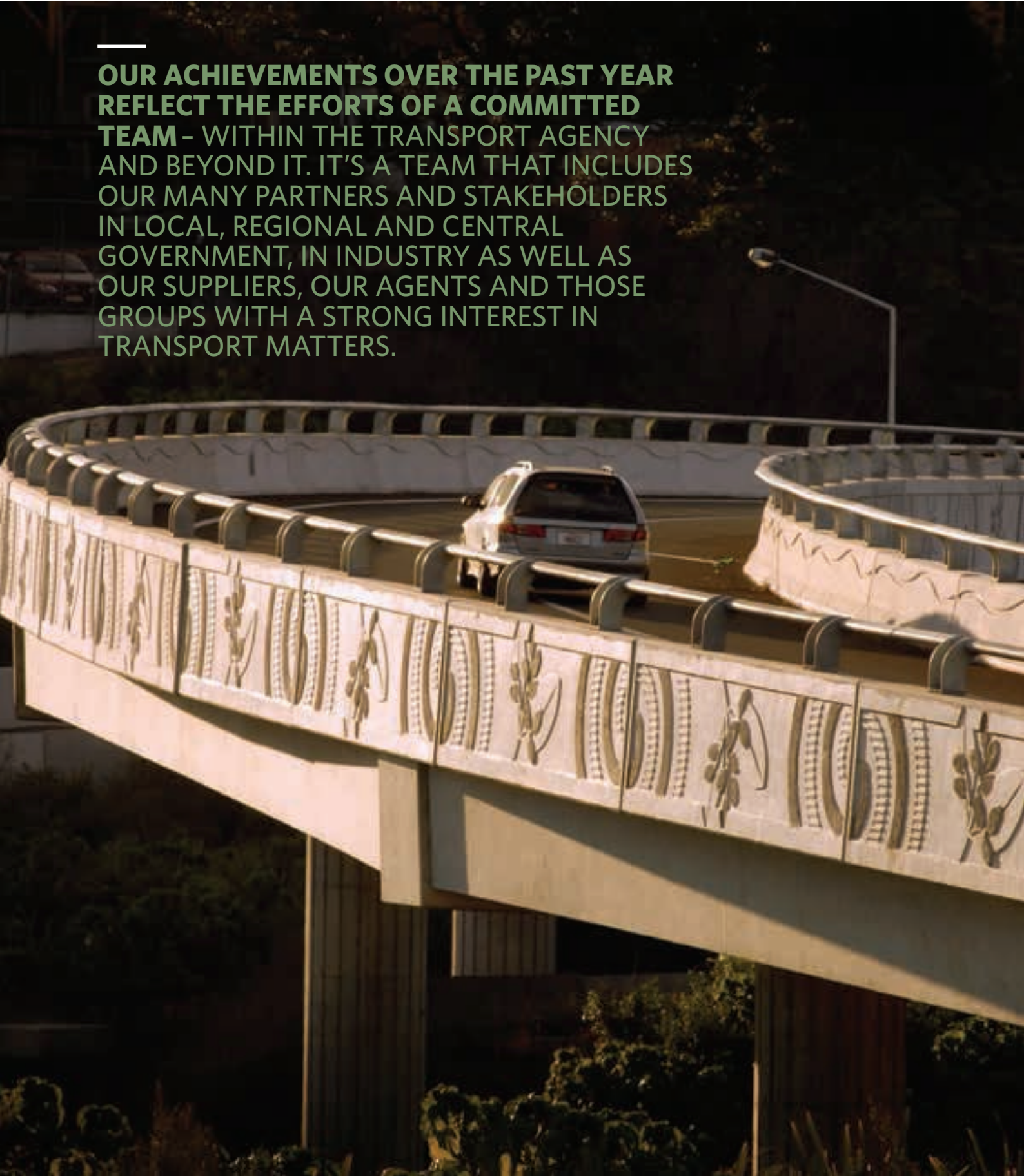
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LOCATIONS

AROUND THE COUNTRY



OUR ACHIEVEMENTS OVER THE PAST YEAR REFLECT THE EFFORTS OF A COMMITTED TEAM – WITHIN THE TRANSPORT AGENCY AND BEYOND IT. IT'S A TEAM THAT INCLUDES OUR MANY PARTNERS AND STAKEHOLDERS IN LOCAL, REGIONAL AND CENTRAL GOVERNMENT, IN INDUSTRY AS WELL AS OUR SUPPLIERS, OUR AGENTS AND THOSE GROUPS WITH A STRONG INTEREST IN TRANSPORT MATTERS.



LEADERSHIP TEAM PROFILES

CHIEF EXECUTIVE

Geoff Dangerfield Chief Executive

BSc, MSc
(Resource Management)



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

SENIOR LEADERSHIP TEAM

Dave Brash Group Manager Planning and Investment

BSc (Hons) (Geography)



Dave joined the Transport Agency in December 2008 and was previously General Manager of the Emissions Trading Group with the Treasury. His role at the Treasury was a secondment from the Ministry for the Environment, where he was General Manager responsible for central government policy. Dave has 35 years experience working with central and local government agencies on complex policy reforms and managing change.

Jenny Chetwynd Regional Director Central

Bachelor of Regional
Planning (BRP Hons), MBA



Jenny joined the Transport Agency in October 2008. Jenny has 20 years of experience in working with local government and businesses in both the policy development and project delivery fields focusing on environmental planning and public engagement.

Colin Crampton Group Manager Highways and Network Operations

BE (Hons), Dip BA, FIPENZ



Colin has worked at the Transport Agency since its inception in 2008 and, prior to that, for Transit New Zealand. Colin has over 20 years of experience in the transport sector.

Allan Frost Group Manager Organisational Support

Chartered Accountant



Allan joined the Transport Agency in October 2008. Allan has extensive experience in financial and information management executive roles and has worked for over 15 years in senior leadership roles focusing on getting the best from people, systems and dollars.

Jim Harland
Regional Director
Southern

BA, Dip TP, MTP (Hons),
MNZPI, MinstD, FNZIM



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

Celia Patrick
Group Manager
Access and Use

Graduate Diploma in
Business, MBA



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

Karen Quigan
Acting Group Manager
People and Capability
(March–August 2013)

Executive Masters in Public
Administration (MPA – Exec)



Karen joined the People and Capability Group of the Transport Agency in May 2011, having previously headed up the Human Resource functions at Department of Building and Housing and Ministry of Maori Development. Her 20-year experience in HR includes time with the New Zealand Fire Service and London Transport in the UK.

Stephen Town
Regional Director
Auckland/Northland

MBA



Stephen joined the Transport Agency in October 2010 to support the newly established Auckland Council and Auckland Transport. Stephen was previously Chief Executive of Tauranga City Council for eight years and Chief Executive of Franklin District Council for four years. Before that he was in the education sector, having served four years as Chief Executive of the Whanganui Polytechnic before entering local government.

Harry Wilson
Regional Director
Waikato/Bay of Plenty



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

Ernst Zöllner
Group Manager Strategy,
Communications
and Performance

Masters in City &
Regional Planning,
BCom (Hons) in Economics



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

ORGANISATIONAL STRUCTURE

OUR GROUP STRUCTURE

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

Functional business groups

- The Access and Use group (with approximately 480 staff) provides users with access to the transport system (such as driver licences and motor vehicle registration), sets standards for vehicles and drivers and regulates transport operators and rail.
- The Highways and Network Operations group (with approximately 380 staff) is responsible for moving people and freight around the state highway network, and for undertaking improvements to the state highway network to maintain the condition of the asset, improve travel time reliability and reduce the risk of deaths and serious injuries to motorists.
- The Planning and Investment group (with approximately 180 staff) develops regional and national partnerships that enable us to influence land use planning and optimise our investment in integrated transport solutions. The group manages the investment of the National Land Transport Fund (NLTF) through assessment and prioritisation of activities put forward by approved organisations and the NZ Transport Agency, for state highways, to deliver integrated transport solutions.

Corporate support groups

Approximately 350 staff make up the following corporate support groups:

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

NZ TRANSPORT AGENCY REGIONS

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

