

SECTION B

# DELIVERING OUR STRATEGY



# OUR STRATEGY

## Desired outcomes

For the New Zealand transport sector

**OUR PURPOSE**  
Creating transport solutions for a thriving New Zealand

### EFFECTIVE

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

### EFFICIENT

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

### SAFE AND RESPONSIBLE

Reduces the harms from transport

### RESILIENT

Meets future needs and endures shocks





## Long-term goals

To deliver by 2032

## Medium-term objectives

To deliver by 2022

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

- 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 choices.
- 3 Improve freight supply chain efficiency.

**Shape smart, efficient, safe and responsible transport choices**

- 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.

**Deliver efficient, safe and resilient, and responsible highway solutions for customers**

- 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.

**Maximise effective, efficient and strategic returns for New Zealand**

- 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.

**Growing agility as a high-performing organisation**

- 1 Harness knowledge to make informed and timely decisions.
- 2 Create value with others.
- 3 Encourage continuous improvement and innovation.

# Near-term priorities and results

To achieve by 2019

- 1 **Make it easy for customers to do business with us**
- 2 **Predictable journeys for urban customers**
- 3 **Integrate road and rail to improve freight network productivity**
- 4 **Safer speeds that are right for the road**
- 5 **Driving value through smart road maintenance**
- 6 **Make urban cycling a safer and more attractive transport choice**

111 MILESTONES FOR 2015/16

**64 RESULTS BY 2019**

# Output classes

Activities we deliver and invest in\*

- Investment management
- Licensing and regulatory compliance
- Road tolling
- Motor vehicle registry
- Road user charges collection, investigation and enforcement
- Road safety promotion
- State highway improvements
- State highway maintenance
- Public transport
  - Administration of the SuperGold cardholder scheme and Enhanced public transport concessions for SuperGold cardholders
  - Walking and cycling
  - Local road improvements
  - Local road maintenance
  - Regional improvements
  - Refund of fuel excise duty
  - Road Policing Programme (NZ Police output)

\* For how our output classes contribute to our long-term goals see appendix 4.

# ABOUT OUR STRATEGY

The Transport Agency’s strategy is designed to respond to its operating context and deliver specific outcomes for its many customers on behalf of the Government.

A thriving New Zealand needs land transport to work seamlessly as part of a wider transport system (maritime, aviation and land transport), and we need to work with others to help deliver on the Government’s wider transport sector outcomes. We are heading towards a transport system for our customers that is:

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

**EFFICIENT** in delivering the right infrastructure and services at the right level at the best cost

**SAFE AND RESPONSIBLE**, reducing the harms from transport

**RESILIENT**, meets future needs and endures shocks.

Our strategy has three components:



# PROGRESS ON OUR GOALS

94%

**THIS YEAR WE ACHIEVED 94 PERCENT OF THE MILESTONES UNDERPINNING OUR GOALS**

100%

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

Achieved 8 milestones of 8 SEE PAGE 13

92%

**Shape smart, efficient, safe and responsible transport choices**

Achieved 11 milestones of 12 SEE PAGE 16

91%

**Deliver efficient, safe and responsible, and resilient highway solutions for customers**

Achieved 29 milestones of 32 SEE PAGE 21

100%

**Maximise effective, efficient and strategic returns for New Zealand**

Achieved 9 milestones of 9 SEE PAGE 27

94%

**Growing agility**

Achieved 15 milestones of 16 SEE PAGE 31



## INTEGRATE ONE EFFECTIVE AND RESILIENT NETWORK FOR CUSTOMERS

Our transport system is made up of multiple networks, modes and services that many different public and private entities own, fund and use. People rarely confine themselves to using one part of the system, often sharing the space with others who may have competing needs.

To integrate one effective and resilient network for customers, we focus on the entire transport system rather than its constituent parts. This focus ensures all of the network’s parts work together seamlessly.

In the medium term, we are focusing on:

- **integrating land-use planning and transport planning** to support growth in major urban areas
- **integrating national and local strategic networks** to enable seamless movement of people and freight across the network, to coordinate incident management and traffic operations in real time, and to facilitate a variety of travel choices
- **improving the efficiency of the freight supply chain** to make sure major strategic freight routes are reliable and resilient and that connections between local roads and state highways enable freight to move efficiently across the network.

### OUR PROGRESS THIS YEAR

We have made very good progress on integrating one network, achieving or substantially achieving all eight of our milestones for the year. We focused on the challenges associated with Auckland’s growth, actively collaborating with national, regional and local authorities and organisations through the Auckland Transport Alignment Project. We also began developing a national 30-year view of the transport network that will clarify the solutions we need to successfully integrate the land transport network.

#### Integrating land-use planning and transport planning

##### CONTRIBUTING PRIORITIES

Predictable urban journeys

Urban cycling

Our aim is to integrate land uses and transport networks to shape demand for transport at national, regional and local levels. With our investment partners, we agreed a view of what the successful integration of long-term growth plans into land-use and transport plans would look like for all major growth areas, including the Auckland greenfield areas through the Auckland Transport for Urban Growth project.

We also evaluated transport investment proposals for the Government’s regional development plan areas: Northland, Bay of Plenty, Gisborne, Hawke’s Bay and Manawatū-Whanganui. In Northland, we worked on an integrated programme of activities to enable economic initiatives identified in the Tai Tokerau Northland Economic Action Plan (February 2016). Te Moana Bay of Plenty Economic Action Plan was released in October 2015. Our focus in Bay of Plenty has been supporting a business case to grow aquaculture in Ōpōtiki harbour (through the Ōpōtiki Harbour Transformation Project), resolving the best network solutions for Rotorua, and developing relationships with Ngāi Tūhoe and Whakatāne District Council. The latter will enable us to identify a long-term solution for the Waikaremoana Rainforest Route (a special purpose road). Action plans for Hawke’s Bay and Manawatū-Whanganui were released in July 2016 and August 2016 respectively.

## Integrating national and local strategic networks

### CONTRIBUTING PRIORITIES

Predictable urban journeys

Integrate road and rail freight

Urban cycling

We work with other transport network operators to ensure national and local networks are seamlessly integrated and managed, including integrated ticketing, to support strategic connections and travel choices for our customers.

This year we worked closely with our partners on the Auckland Transport Alignment Project to together clarify the strategic context and define the issues for improving the development of Auckland's transport network.

The planned Auckland investments in the 2015–18 National Land Transport Programme and those confirmed to date are reflected in the Auckland Transport Alignment Project.

To support strategic connections, we identified key journeys and their expected benefits and outcomes. We defined benefits and outcomes based on customer insights that are being shared and used through multiple avenues, including by transport planners and planners developing the 30-year view of the transport network, business cases and project development.

Overall, public transport boardings continued to increase this year. There were 134.1 million public transport boardings in Auckland, Wellington and Christchurch, a 9.5 percent increase from the 2013/14 baseline and an improvement from the 6.1 percent increase reported last year. Ferry and rail patronage increased, but bus patronage decreased. Despite this setback for bus patronage, we are confident that the result by 2019 (a 10–16% increase in national public transport boardings from the 2013/14 baseline) will be met. The large cities are implementing their new networks and the Public Transport Operating Model, which will increase patronage. Christchurch is expecting growth over the next two years as its city centre is rebuilt.

We established a national ticketing programme to coordinate the approach to achieving modern, fully integrated ticketing and fares. This programme involves all local authorities with public transport responsibilities, including Auckland Transport, Greater Wellington Regional Council, Environment Canterbury, and a consortium of 10 regional councils. We have been working on the programme through our representation on the National Ticketing Programme Board and through New Zealand Transport Ticketing Limited (a wholly owned subsidiary of the Transport Agency that is advising the National Ticketing Programme).

## Improving the efficiency of the freight supply chain

### CONTRIBUTING PRIORITIES

Integrate road and rail freight

We continued to work with network operators and our investment partners to improve the efficiency of freight supply chains.

This year we completed freight plans for the Upper North Island and Central regions, guiding the Upper North Island Freight Accord (released in October 2015 and endorsed by the Upper North Island Strategic Alliance) and the Central Freight Story (which incorporates the freight programme in the central region and will be used when we engage with regional transport committees and the wider transport sector on investment plans). We finished consultation on the South Island Freight Plan and expect to finalise it in December 2016.

These plans focus our delivery of freight initiatives such as extending the network available for high productivity motor vehicles (HPMVs) and increasing the use of HPMVs to more than 30 percent of heavy-vehicle kilometres travelled. These initiatives will improve access to markets and productivity.

More information on our freight activities is included under our priority *Integrate road and rail to improve freight network productivity* (page 42).



GOAL SUCCESS INDICATORS TO 2032*		2012/13 BASELINE	DESIRED TREND	2014/15 ACTUAL	2015/16 ACTUAL	
People movement is more efficient and reliable	% network productivity (vehicle speed and flow on urban networks in Auckland)	63%	Increase	57%	62%	
Freight movement is more efficient and reliable	Number of km delivered for the high productivity freight network (up to 58 tonnes)	0km	Increase	4,500km	5,343km	
There is an optimal range of travel and transport choices for each location	% mode share public transport	2.7%	Increase	Due to changes in the Household Travel Survey results are not available this year.		
	% mode share walking and cycling	1.4%	Increase			

\* Refer to appendix 2, page 176 for trend information.

## MILESTONES FOR 2015/16



### OBJECTIVE 1: INTEGRATE LAND USES AND TRANSPORT NETWORKS TO SHAPE DEMAND AT NATIONAL, REGIONAL AND LOCAL LEVELS

MILESTONES FOR 2015/16		RESULT
OB 1.1	<p><b>RESULT BY 2019</b> Land-use and transport plans for the top five growth areas demonstrate improved coordination of land-use development with transport infrastructure investment.</p> <p>We have agreed a shared view with our investment partners of what successful integration of long-term growth plans into land-use and transport plans looks like.</p>	 ACHIEVED
OB 1.2	<p><b>RESULT BY 2019</b> Transport plans for the Government's four regional development plan areas are developed and integrated with land-use plans.</p> <p>Transport investment proposals for four regions have been evaluated.</p> <p><i>Since we set this target, the Government expanded its regional growth programme to cover five areas. All five regions' transport investment proposals were evaluated.</i></p>	 ACHIEVED

### OBJECTIVE 2: INTEGRATE NATIONAL AND LOCAL TRANSPORT NETWORKS TO SUPPORT STRATEGIC CONNECTIONS AND TRAVEL CHOICES

MILESTONES FOR 2015/16		RESULT
OB 2.1	<p><b>RESULT BY 2019</b> The benefits and outcomes from key journeys in major centres are being delivered.</p> <p>Key journeys have been identified and expected benefits and outcomes defined.</p>	 ACHIEVED
OB 2.2	<p><b>RESULT BY 2019</b> We expect public transport boardings to increase 10-16% (from a 2013/14 baseline) in the main urban centres of Auckland, Wellington and Christchurch.</p> <p>Public transport boardings increase 3-7% in 2015/16 in the main urban centres of Auckland, Wellington and Christchurch.</p>	 ACHIEVED
OB 2.3	<p><b>RESULT BY 2016</b> The strategy set out in Auckland's Integrated Transport Programme is given effect to in the 2015-18 National Land Transport Programme.</p>	 ACHIEVED
OB 2.4	<p><b>RESULT BY 2016</b> Modern, fully integrated ticketing and fares are being implemented in Auckland, Wellington, Christchurch and main provincial centres.</p>	 ACHIEVED

### OBJECTIVE 3: IMPROVE FREIGHT SUPPLY CHAIN EFFICIENCY

	MILESTONES FOR 2015/16	RESULT
OB 3.1	<p><b>RESULT BY 2016</b> Smarter, more comprehensive enforcement of illegally overloaded trucks encourages operator uptake of high productivity motor vehicle permits.</p>	<p> ACHIEVED</p>
OB 3.2	<p><b>RESULT BY 2016</b> 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.</p> <p><i>We have completed the freight plans for the Upper North Island and Central regions, and we expect to finalise the South Island Freight Plan by December 2016 (we extended consultation to accommodate further engagement with our partners).</i></p>	<p> SUBSTANTIALLY ACHIEVED</p>

#### Output classes that support our one network goal\*

##### Service delivery

Investment management – 43 percent (3 of 7 targets)

\* Refer to page 56 for a full description of this year's activities and performance.



## GOAL | SHAPE SMART, EFFICIENT, SAFE AND RESPONSIBLE TRANSPORT CHOICES

People make travel choices every day – choosing how, when, and where to get around. People also make choices about the types of vehicles they want to own and their behaviour on the transport network. Everyone's choices affect how the network works, and they affect other people.

Through our goal to shape, smart efficient, safe and responsible transport choices we keep our customers at the heart of our mission. This goal makes sure we see the transport system as more than just a network and services; instead, we see the system is for people, and people make choices every day about where, when and how they get where they need to go.

In the medium term, we are focusing on:

- **implementing the Safe System approach to road safety** to reduce deaths and serious injuries on our roads
- **incentivising safe and efficient travel choices** using our regulatory and information tools
- **reducing costs for transport users** and removing barriers to compliance.

### OUR PROGRESS THIS YEAR

This year we made good progress on shaping smart transport choices, achieving or substantially achieving 11 of our 12 annual milestones. Sadly, the number of deaths and serious injuries on open roads increased by 2.2 percent. We are committed to creating a safe road system for New Zealanders. A significant focus was on implementing the Safe System approach to protect people from death and serious injury, using what we have learnt to refine our approach and interventions and to inform future work. We advised the Minister of Transport on the required legislative changes to encourage willing compliance, including changes to the Vehicle Dimension and Mass Rule, and provided advice to the Ministry of Transport on other legislative changes. Another significant focus was on improving monitoring, so we can better target our rail safety and commercial operator interventions.

### Implementing the Safe System approach to road safety

**CONTRIBUTING PRIORITIES**

Safer speeds
Urban cycling

The Safe System approach aims to create a forgiving land transport system that accommodates human error and vulnerability. This year we developed a business case for a programme of initiatives to change the public conversation on speed. These initiatives are now being implemented. They aim to actively grow public and community understanding of speed’s role in road crashes and

to seek solutions that have broad public or community support. The approach was trialled in the Waikato, and we have incorporated lessons from the trial into the *Speed management guide* for use nationwide. The guide offers a toolbox of different ways to manage speeds on roads, including changing speed limits, road markings, signage or the roadside.

The Safe System Signature Programme delivers projects with the potential to demonstrably reduce road trauma for all road users by implementing the Safe System approach within regions and communities. The Signature Programme is jointly led by the Accident Compensation Corporation and the Transport Agency. There are three projects in the Signature Programme – the Future Streets Project, which aims to make cost-effective changes to urban streets that improve road safety and make walking and cycling easier; the Behind the Wheel Māngere/Young Drivers project, which aims to support young people in Māngere to become safe and fully licensed drivers; and the Visiting Drivers Project, which aims to improve road safety for all road users including visitors (domestic and international) and maintain New Zealand’s reputation as an attractive and safe tourist destination. In addition to working on these projects, we evaluated and shared what we learnt from the Eastern Bay of Plenty signature project, which focused on rural road safety, with the road safety community.

We contributed to the Safer Journeys Action Plan 2016–2020 (released in May 2016). The plan is based on Safe System principles and guides the direction of road safety activities for the sector. It captures work already planned to 2018, for example, through the National Land Transport Programme and Road Policing Programme. The plan also contains four new actions to address Safer Journeys areas where disproportionate harm is still occurring: enable smart and safe choices on the road, make motorcycling safer, ensure roads and roadsides support safer travel, and encourage safe vehicles. A cross-cutting theme in the plan is making better use of technology in the vehicle, on the roadside, and with drivers and riders to keep people safe. We will lead the implementation of the roads and roadsides actions in the plan in collaboration with road controlling authorities and contribute to the other actions.

Our monitoring and interventions in the rail sector are supporting and encouraging a strong safety culture in rail operator organisations. We improved our rail safety monitoring by embedding a risk-based evaluation model and framework for more effective auditing of rail participants. These improvements have been communicated to the rail sector.

This enhanced monitoring has sharpened our ability to target and reduce two critical risk areas: tunnels and level crossings. For example, we introduced a requirement that only fire-suppressed locomotives may enter and travel through the Otira tunnel.

In addition to our risk-targeted rail safety interventions, we developed an enhanced assessment framework and process for implementing the new assessment system to improve identification and monitoring of the approach of rail operators on important safety issues.

We made substantial progress towards completing the review of the governance and operation of the National Rail System Standards. This independent review will be completed in September 2016.

## Incentivising safe and efficient travel choices

### CONTRIBUTING PRIORITIES

Easy for customers
Predictable urban journeys
Safer speeds
Smart road maintenance

We made good progress towards increasing levels of compliance through safe vehicle and safe road user requirements. We established a framework for monitoring compliance levels and safety outcomes that is now used to set performance targets for safe vehicle and safe user requirements, including an improved risk framework to monitor the compliance levels of commercial operators.

Although we are behind schedule to develop a business case for a national travel information programme, we undertook several initiatives to provide travel information to customers. We started the Highways Radio project (now known as Travel Advisory Radio) and launched the Holiday Hotspots webpage that allows customers to plan the best route and time to travel over long weekends and holiday periods. We also developed the OnTheMove website, which tells customers about delays on their planned journey and is available on mobile devices, and promoted it through a variety of channels in conjunction with Auckland Transport.

## Reducing costs for transport users

### CONTRIBUTING PRIORITIES

Easy for customers
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We made good progress towards improving regulation and willing compliance to reduce costs for transport users. For example, we completed the policy work on the legislative changes required to implement the recommendations of the reviews for Vehicle Dimension and Mass and Driver Licensing rules.

GOAL SUCCESS INDICATORS TO 2032*		2012/13 BASELINE	DESIRED TREND	2014/15 ACTUAL	2015/16 ACTUAL	
Speeds are safe	Number of deaths and serious injuries on open roads (80-100km/h) (March year ends)	1577	Decreasing	1,317	1,346	1
GOAL SUCCESS INDICATORS TO 2032*		2008/09 BASELINE	DESIRED TREND	2014/15 ACTUAL	2015/16 ACTUAL	
Vehicles are safe	% of new vehicles with five-star rating	51%	Increasing	89%	93%	●
	% of vehicles in fatal/serious crashes with non-current warrant of fitness (or similar) (March year ends)	12%	Decreasing	9%	12%	2
Vehicles are more efficient	Average petrol and diesel consumption – litres per 100 vehicle kilometres travelled	10.7 Petrol	Decreasing	9.97	9.91	●
		19.0 Diesel		18.48	18.41	
Freight is more efficient and reliable	% of travel by high productivity motor vehicles of total heavy truck kilometres travelled	0%	Increasing	25%	32%	●

1 A 2.2 percent increase in the number of deaths and serious injuries on open roads for the year ending March 2016 (compared with the corresponding period in the previous year) should be seen in the context of an increasing risk exposure associated with a 4.4 percent increase in travel on the state highway network during 2015/16.#

2 The increase in the percentage of vehicles with a non-current warrant of fitness involved in fatal/serious crashes shows a return to the 2008/09 level. The 2014/15 figure is unusually low when considered as part of the gradual long term declining trend since 2008/09.









\* Refer to appendix 2 page 176, for trend information.

# Refer to operating assumptions, page 174.





## MILESTONES FOR 2015/16



### OBJECTIVE 4: IMPLEMENT THE SAFE SYSTEM APPROACH TO CREATE A FORGIVING LAND TRANSPORT SYSTEM THAT ACCOMMODATES HUMAN ERROR AND VULNERABILITY

MILESTONES FOR 2015/16	RESULT
<p>OB 4.1 <b>RESULT BY 2019</b> The successful elements of the safety signature programme are replicated elsewhere in New Zealand where appropriate.</p> <p>Learnings from the delivery of projects within the signature programme are published.</p>	 ACHIEVED
<p>OB 4.2 <b>RESULT BY 2019</b> 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.</p> <p>We have created a benchmark for where we need to be and what we need to do to get there so stakeholders and the community understand and apply the Safe System approach.</p>	 ACHIEVED
<p>OB 4.3 <b>RESULT BY 2019</b> 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.</p> <p>A business case will be developed and implementation of the business case will commence.</p>	 ACHIEVED
<p>OB 4.4 <b>RESULT BY 2019</b> The Safer Journeys Action Plan 2016–20 is evidence based, and the applied actions are demonstrably reducing safety risk on our roads. (The published result 'The Transport Agency-led actions from the 2013–15 action plan have been implemented' has been updated.)</p> <p>Contribute to the development of the 2016–19 action plan.</p>	 ACHIEVED
<p>OB 4.5 <b>RESULT BY 2019</b> Transport Agency monitoring and interventions are supporting and incentivising a strong safety culture in rail operator organisations.</p>	
<p>Enhanced rail safety monitoring is in place and is sharpening risk targeting and risk reducing activities.</p>	 ACHIEVED
<p>Improved rail safety monitoring is in place and being widely communicated.</p>	 ACHIEVED
<p>The governance and operation of National Rail System Standards have been reviewed. <i>The final report of the review of the governance and operation of the National Rail System Standards will be completed in September 2016.</i></p>	 SUBSTANTIALLY ACHIEVED
<p>OB 4.6 <b>RESULT BY 2019</b> 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.</p>	
<p>A multidisciplinary safety action plan is complete, and priority actions are being implemented as planned.</p>	 ACHIEVED

## OBJECTIVE 5: INCENTIVISE AND SHAPE SAFE AND EFFICIENT TRAVEL CHOICES USING A CUSTOMER-FOCUSED APPROACH

MILESTONES FOR 2015/16	RESULT
<p>OB 5.1 <b>RESULT BY 2019</b> Increased levels of compliance with safe vehicle and safe road user requirements are reducing safety risks and disruption on the land transport network.</p> <p>A framework for monitoring compliance levels and outcomes is established and being used to set targets.</p>	 ACHIEVED
<p>OB 5.2 <b>RESULT BY 2019</b> 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.</p> <p>A national travel information programme business case is complete. (Connected to the predictable journeys for urban customers priority result 1 milestone 2.)</p> <p><i>While a programme business case for national travel information was not completed, we have undertaken three initiatives that provide travel information to customers. We started the Highways Radio project (now known as Travel Advisory Radio) and launched the Holiday Hotspots webpage that allows customers to plan the best route and time to travel over long weekends and holiday periods. We also developed the OnTheMove website, which tells customers about delays on their planned journey and is available on mobile devices, and promoted it through a variety of channels in conjunction with Auckland Transport. We will continue to promote travel information in our 2016/17 work programme.</i></p>	 NOT ACHIEVED, BUT SOME PROGRESS MADE

## OBJECTIVE 6: REDUCE COSTS FOR TRANSPORT USERS THROUGH BETTER REGULATION AND WILLING COMPLIANCE

MILESTONES FOR 2015/16	RESULT
<p>OB 6.1 <b>RESULT BY 2019</b> 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.</p> <p>Policy work on legal changes required to enable both review objectives to be met is complete and a Land Transport Act Amendment Bill is being considered by Parliament.</p> <p><i>We completed the policy work on the legislative changes required to implement the recommendations of the reviews of Vehicle Dimension and Mass and Driver Licensing rules. The Minister of Transport agreed that changes to the Land Transport Act Amendment Bill are not essential to current proposed driver licensing-related policy changes, so they will not be progressed in the current Land Transport Amendment Bill.</i></p>	 ACHIEVED
<p>OB 6.2 <b>RESULT BY 2019</b> 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.</p> <p>Incentives to comply with vehicle dimension and mass (VDAM) requirements will be enhanced as part of VDAM reform.</p>	 ACHIEVED

### Output classes that support our smart choices goal\*

#### Service delivery

Licensing and regulatory compliance – 100 percent (6 of 6 targets)

Road tolling – 67 percent (2 of 3 targets)

Motor vehicle registry – 100 percent (6 of 6 targets)

Road user charges – 100 percent (3 of 3 targets)

Road safety promotion – 100 percent (2 of 2 targets)

\* Refer to page 59 for a full description of this year's activities and performance.

95%



## DELIVER EFFICIENT, SAFE AND RESPONSIBLE, AND RESILIENT HIGHWAY SOLUTIONS FOR CUSTOMERS

The Transport Agency manages the state highway network. This network is the strategic backbone of the land transport system, connecting communities and regions.

Our goal to deliver efficient, safe and responsible, and resilient highway solutions positions the state highway network as part of the wider transport system. This goal means that when we are building, maintaining or operating state highways, we don't treat them in isolation; instead, we make sure they work seamlessly with all other parts of the network.

In the medium term, we are focusing on delivering:

- **greater state highway resilience** to deal with planned and unplanned events
- **consistent levels of customer service** consistent with the One Network Road Classification
- **significant transport infrastructure** to meet current and expected gaps in the ability of the network to meet demand, particularly in Auckland and between our largest population centres.

### OUR PROGRESS THIS YEAR

We made significant progress on delivering highway solutions this year, achieving or substantially achieving 28 of our 32 annual milestones. We focused on integrating resilience into our way of working, continuing to deliver more value from our renewals programme and working towards levels of customer service consistent with the One Network Road Classification. Most of our projects in the Roads of National Significance Programme, Accelerated Auckland Transport Programme and Accelerated Regional Transport Programme remain on track.

#### Delivering greater resilience of the state highway network

##### CONTRIBUTING PRIORITIES

Predictable urban journeys	Greater resilience helps us to deal with planned and unplanned events on New Zealand's state highway network. This year we continued to embed resilience considerations into our work programmes, moving us closer to a more resilient state highway network.
Safer speeds	We assessed 4000 kilometres of state highway for hazards to improve our understanding of where we should be investing in resilience activities on the network. We use a business case approach to develop proposals for funding under the National Land Transport Programme. We incorporated resilience considerations into our top nine priority programme business cases and started the next phase, indicative business cases, where applicable.
Smart road maintenance	

We identified alternative routes for state highway outages in agreement with our local authority partners, and we improved their understanding of what resilience means under the One Network Road Classification. This work lays the foundation for us to work together to align One Network Road Classification customer levels of service for resilience.

To manage unplanned events, we drafted business continuity plans for most of our state highway offices, and emergency response plans and escalation procedures are in place for each network, each region and nationwide.

## Delivering consistent levels of customer service

### CONTRIBUTING PRIORITIES

Easy for customers
Predictable urban journeys
Safer speeds
Smart road maintenance

We continue to anticipate, shape and respond to new demands on state highways so we can meet the expectations of our customers.

This year, we reviewed the success of our aggressive pavements renewals programme, which targets where we invest on the network and means our assets work harder because we renew them later in their life cycles. Our review found that this approach did not create any untoward risk from the condition of the network, so we will continue with this approach in 2016/17 with the same contingency for failures as was budgeted and used last year. However, recent modelling confirms that renewals programmes will have to increase significantly within three years. The impact of this increase will be reflected in

the State Highway Activity Management Plan 2018–21.

All our analysis this year informed an activity management improvement process to be delivered in 2016/17 (previously called the Transforming Asset Management project) and will inform the draft State Highway Activity Management Plan 2018–21, which will be developed in 2016/17.

## Delivering significant transport infrastructure

The seven Roads of National Significance are based around New Zealand's five largest population centres and represent one of New Zealand's biggest infrastructure investments. The Roads of National Significance Programme is a critical component of the Government's National Infrastructure Plan and the Government Policy Statement on Land Transport. The Accelerated Auckland Transport Programme and Accelerated Regional Transport Programme include projects targeted for acceleration with funding from the National Land Transport Fund and the Crown.

Most projects in the Roads of National Significance Programme continue to run to plan, and we achieved several milestones this year. The tenders for Pūhoi to Warkworth closed in March 2016, and the preferred bidder was announced in August 2016. In Auckland, the second tunnel of the Waterview Connection project (part of the Western Ring Route) broke through in October 2015. Two projects on the Western Ring Route opened to traffic: the St Lukes Interchange and Te Atatu Interchange.

We continue to make good progress on the Waikato Expressway with construction starting on both the Huntly and Hamilton sections. A major milestone was achieved with the opening of the Cambridge section six months ahead of schedule. The Tauranga Eastern Link toll road opened to the public on 1 August and has traffic volumes 30 percent higher than estimated.

The Wellington Northern Corridor underwent many changes this year. For example, the Airport to Mount Victoria Tunnel project was incorporated into the Ngāūranga to Airport programme. This programme is a joint initiative between the Transport Agency, Wellington City Council and Greater Wellington Regional Council and will allow for greater collaboration on integrating Wellington's transport systems. The MacKays to Peka Peka project remains on track, and the Peka Peka to Ōtaki project is in the tender process.

Funding was approved for stage 2 of the Christchurch Southern Motorway in December 2015, so we expect construction to begin in 2016/17. All sections of the Christchurch Roads of National Significance are now funded.

The Accelerated Auckland Transport Programme continues to run to plan, and the Transport Agency achieved all its annual deliverables. Construction began this year on the Southern Corridor and State Highway 20A. The close working relationship between the project team and Māngere Central School received accolades from the Ministry of Education. Pupils had the opportunity to visit our worksites and learn about the transport story for their city and different roles in the transport sector.



This year, construction continued or began on all of the tranche 1 projects in the Accelerated Regional Transport Programme. The Panikau Hill and Wallace Hill slow vehicle bays in Gisborne were completed and opened to traffic. In January, the Minister of Transport announced funding for tranche 2 projects, all of which are under way with most achieving their yearly target. Of note, after starting construction on the Normanby Overbridge realignment in Taranaki, the project team found an unexpected archaeological site. Positive discussions with local hapū and South Taranaki District Council on how to manage the site have led to improvements in the surrounding land use.

The projects in tranche 3 (Nelson Southern Link, Napier Port Access and Rotorua Eastern Arterial) have business cases under development.

GOAL SUCCESS INDICATORS TO 2032*		2010/11 BASELINE	DESIRED TREND	2014/15 ACTUAL	2015/16 ACTUAL	
Highway journeys are safer	Number of deaths and serious injuries in head-on and run-off road crashes on state highways (March year ends)	912	Decreasing	911	975	1
Highways journeys are efficient and reliable	Percentage of road closures with a duration > 12 hours in rural areas and > 2 hours in urban areas	36%	Decreasing	21%	13%	●
Highways are socially and environmentally responsible	% compliance with state highway resource consent conditions	64%	Increasing	94%	95%	●
Freight movement is more efficient and reliable	Number of km delivered for the high productivity freight network (up to 58 tonnes)	90%	Increasing	84%	95%	●






1 A 7 percent increase in the number of deaths and serious injuries in head-on and run-off crashes for the year ending March 2016 (compared with the corresponding period in the previous year) reflects an increase in exposure risk associated with a 4.4 percent rise in traffic volumes over the period. # Progress on implementing the Safe System approach in the safer Journeys strategy is expected to contribute to an improving trend over the longer-term.

\* Refer to appendix 2, page 176, for trend information.  
# Refer to operating assumptions, page 174.



## MILESTONES FOR 2015/16

### OBJECTIVE 7: GREATER RESILIENCE OF THE STATE HIGHWAY NETWORK








MILESTONES FOR 2015/16	RESULT
<p>OB 7.1 <b>RESULT BY 2019</b> A framework is in place that allows us to invest in resilience work where required on the network.</p> <p>Hazards have been assessed on 4000km of state highway using the GNS Science hazard assessment tool to ensure nationwide consistency, and potential works have been identified to support achievement of One Network Road Classification levels of service. All works proposals warrant funding under the investment framework.</p> <p><i>We have assessed all national (high volume) and regional state highways for natural hazards and potential works are being assessed for funding against the Investment Assessment Framework.</i></p>	<p>● SUBSTANTIALLY ACHIEVED</p>

OB 7.2	<b>RESULT BY 2019</b> 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.	 ACHIEVED
	All current alternative routes and their potential role and traffic demand have been collated consistently nationwide.	
	Conversations regarding suitability and how to address any performance gap have commenced with partners for each state highway that has had a hazard assessment. <i>Our regional staff have information on resilience that they are using to discuss proposals and identify performance gaps for each state highway. Meetings with our partners are planned for the first quarter of 2016/17.</i>	 SUBSTANTIALLY ACHIEVED
	Business continuity plans are in place and actionable for each state highway office and its support systems and for each maintenance contractor. <i>While we have not put in place plans for all offices because of resource constraints, plans are in draft for most of our state highway offices and some have undertaken business continuity planning exercises to test their plans. This work will continue in 2016/17.</i>	 NOT ACHIEVED, BUT SOME PROGRESS MADE
	Emergency response plans and escalation procedures are in place and actionable for each network, each region and nationwide.	 ACHIEVED
OB 7.3	<b>RESULT BY 2019</b> 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.	
	Indicative business cases have been initiated for high priority works on corridors.	 ACHIEVED

## OBJECTIVE 8: DELIVER CONSISTENT LEVELS OF CUSTOMER SERVICE THAT MEET CURRENT EXPECTATIONS AND ANTICIPATE FUTURE DEMAND

MILESTONES FOR 2015/16	RESULT
OB 8.1 <b>RESULT BY 2019</b> The State Highway Activity Management Programme clearly demonstrates value for money through: <ul style="list-style-type: none"> <li>▪ the benefits and outcomes of our operations</li> <li>▪ the condition of the network and the levels of risk we are currently taking in maintenance and renewals</li> <li>▪ our future investment needs for improvements and their return on investment.</li> </ul>	
The interim success of the aggressive pavement renewals process has been reviewed and is informing future plans.	 ACHIEVED
OB 8.2 <b>RESULT BY 2019</b> Based on data from our current contracts: <ul style="list-style-type: none"> <li>▪ levels of service are consistent with the One Network Road Classification framework</li> <li>▪ we have confirmed our future operating model for asset management</li> <li>▪ we have reviewed the lessons learned and formalised principles for the next round of maintenance and operations procurement, including healthy market analysis.</li> </ul>	
The indicative business case for the Transforming Asset Management project has been approved and is being actioned.	 ACHIEVED

**OBJECTIVE 9: PROVIDE SIGNIFICANT TRANSPORT INFRASTRUCTURE**

	MILESTONES FOR 2015/16	RESULT
OB 9.1 Roads of National Significance	Pūhoi to Wellsford	
	Programme development and pre-implementation under way	ACHIEVED
	Western Ring Route	
	Open to traffic: Lincoln Road Interchange, St Lukes Interchange, Te Atatu Interchange	ACHIEVED
	Waikato Expressway	
	Construction start: Huntly and Hamilton sections	ACHIEVED
	Tauranga Eastern Link	
Project open to traffic	ACHIEVED	
	Wellington Northern Corridor	
	Consenting process: Airport to Mount Victoria Tunnel, Ōtaki to Levin	NOT ACHIEVED, BUT SOME PROGRESS MADE
	<i>The Airport to Mount Victoria consenting process was incorporated into the Ngāūranga to Airport programme (a joint initiative between NZ Transport Agency, Wellington City Council and Greater Wellington Regional Council). The implementation plan for this programme is expected to be completed in March 2017.</i>	
	<i>The consenting process has commenced for the Waitarere Curves section of Ōtaki to North Levin.</i>	
	<i>Engagement and the consenting process on the proposed long-term improvement options to State Highway 1 between Ōtaki and Levin were delayed to allow for additional investigations. These investigations will consider new growth predictions and emerging economic trends, as well as take into account potential transport demands that will be generated by Horowhenua District Council's plans for the Levin town centre and associated growth.</i>	
	Christchurch Northern Corridor	
	Construction start: Southern Motorway Stage 2, Western Belfast Bypass, Harewood to Avonhead Park	SUBSTANTIALLY ACHIEVED
	<i>Construction started on the Western Belfast Bypass and Harewood to Avonhead Park. Construction of stage 2 of the Southern Motorway is expected to start in 2016/17. This delay was because the tender period was extended to ensure the quality of tenders submitted.</i>	
OB 9.2 Accelerated Auckland Transport Programme	Northern Corridor (three projects)	
	Consenting and property acquisition commence	ACHIEVED
	Southern Corridor (five projects)	
	Construction start: Hill Road to Takanini, Takanini on-ramp improvements, Takanini to Papakura, Takanini Interchange SH20 to Hill Road	ACHIEVED
	State Highway 20A	
	Construction start	ACHIEVED
	Auckland Manukau Eastern Transport Initiative	AUCKLAND TRANSPORT DELIVERABLE
	Open to traffic: Sylvia Park bus lanes	
	Construction start: Stage 2a (Panmure to Pakuranga)	
	<i>Construction of Sylvia Park bus improvements was delayed because Auckland Transport experienced issues when finalising the property purchases. Construction is expected to start in early 2017/18 with the project open to traffic mid-2018.</i>	
	<i>Construction of stage 2a (Panmure to Pakuranga) is scheduled to start in 2017/18, following approval of the revised busway delivery strategy by the Auckland Transport Board. Auckland Transport lodged a notice of requirement for the stage 2a busway corridor in March 2016 and is progressing preliminary design for the Reeves Road flyover and local road improvements around the Pakuranga town centre (also part of stage 2a). This work is essential ahead of the lodgement of a notice of requirement for these components in early 2017/18.</i>	
	East West Link	
	Programme development and pre-implementation under way	ACHIEVED

MILESTONES FOR 2015/16		RESULT
OB 9.3 Accelerated Regional Transport Programme	Kawarau Falls Bridge (Otago) Construction start	 ACHIEVED
	Mingha Bluff to Rough Creek Realignment (Canterbury) Construction complete and road open to traffic	 ACHIEVED
	Akerama Curves Realignment and Passing Lane (Northland) Construction complete and road open to traffic	 ACHIEVED
	Panikau Hill and Wallace Hill Slow Vehicle Bays (Gisborne) Construction complete and open to traffic	 ACHIEVED
	Normanby Overbridge Realignment (Taranaki) Construction complete and road open to traffic	 ACHIEVED
	Whirokino Trestle Bridge Replacement (Manawatū-Wanganui) Programme development and pre-implementation under way	 ACHIEVED
	Motu Bridge Replacement (Gisborne) Programme development and pre-implementation under way	 ACHIEVED
	Ōpawa and Wairau Bridges Replacement (Marlborough) Programme development and pre-implementation under way <i>Following the Government's announcement that the Opawa Bridge, but not the Wairau Bridge, would be replaced, further design work and public engagement has been undertaken.</i>	 ACHIEVED
	Taramakau Road/Rail Bridge (West Coast) Programme development and pre-implementation under way	 ACHIEVED
	Loop Road North to Smeatons Hill Safety Improvements (Northland) Programme development and pre-implementation under way <i>The single stage business case was completed and progress was made on the approvals process. During the approvals process there will be more targeted work and stakeholder engagement, followed by property acquisition and consenting. Construction is expected to start in summer 2017/18.</i>	 SUBSTANTIALLY ACHIEVED
	Mt Messenger and Awakino Gorge Corridor (Taranaki) Programme development and pre-implementation under way	 ACHIEVED
	Napier Port Access Package (Hawke's Bay) Work on detailed business case and pre-implementation continues	 ACHIEVED
	Nelson Southern Link Work on detailed business case and pre-implementation continues <i>Development of the second phase (the programme business case) is complex so completion of this phase has been slower than expected. It is on track to be completed by the end of 2016.</i>	 NOT ACHIEVED, BUT SOME PROGRESS MADE
	Rotorua Eastern Arterial Work on detailed business case and pre-implementation continues	 ACHIEVED



**Output classes that support our highway solutions goal\***

*Service delivery*

State highway improvements – 100 percent (1 of 1 target)

State highway maintenance – 86 percent (6 of 7 targets)



*Investment performance*

State highway improvements – 100 percent (3 of 3 expectations)

State highway maintenance – 100 percent (2 of 2 expectations)



\* Refer to page 67 for a full description of this year’s activities and performance.



**MAXIMISE EFFECTIVE, EFFICIENT AND STRATEGIC RETURNS FOR NEW ZEALAND**

We invest public funds in land transport solutions for our customers. Through our goal to maximise effective, efficient and strategic returns for New Zealand, we aim to get the best value for money from the investments and maximise the benefits for all New Zealanders.

In the medium term, we are focusing on:

- **aligning investment to agreed national, regional and local outcomes and improving value for money** – agreeing outcomes early so we can agree on and prioritise the right investments
- **ensuring effective and efficient co-investment** – making investment criteria and processes clear and transparent
- **exploring innovative revenue, pricing and financing approaches** – looking for funding models and ways to deliver value for money that will remain appropriate for the foreseeable future.

The annual report for the National Land Transport Fund (page 189) provides more information about this year’s investments.

**OUR PROGRESS THIS YEAR**

We made very good progress this year towards our objective of ensuring that all land transport investments deliver the maximum possible returns. We achieved or substantially achieved all nine of our milestones. An important achievement was completing the investment decision-making review that will align investment, agreed outcomes and delivery of customer benefits. Significant work has also been done to ensure transport investments deliver value for money; for example, we evaluated transport investment proposals for all regional development plan areas and continuously implemented and monitored deliverables under the Public Transport Operating Model.

**Aligning investment and improving value for money**

**CONTRIBUTING PRIORITIES**

Predictable urban journeys
Safer speeds
Smart road maintenance
Urban cycling

We align investments with agreed national, regional and local outcomes to improve value for money in all we invest and deliver. This year we completed the National Land Transport Programme investment decision-making review. Feedback from the Treasury, the Ministry of Transport, Local Government New Zealand and other system users in local government and the private sector helped us understand different perspectives on the system and the implementation implications of our initial review findings. Significant recommendations include:

- looking at how we give greater weight to regional and local outcomes when we prioritise National Land Transport Programme initiatives

- finding better ways to embed the business case approach into the sector's planning and investment process
- providing greater clarity about our investment decisions
- improving the way we do benefit-cost appraisals.

We started addressing these recommendations by working on the design of the investment assessment framework in late 2015.

We also progressed the national and interregional 30-year view of the transport network from investigation to implementation. We used findings from an agreed 'most likely' future demand scenario in the Upper North Island to assess the implications. The results were used to agree a 30-year view for the Central and Southern regions.

In Canterbury, we and our partners delivered the Transport Network Recovery Programme for 2015/16. Major achievements include commissioning the new Christchurch Central City Bus Interchange and agreeing the scope and the funding of the Stronger Christchurch Infrastructure Rebuild Programme. Challenges to the full recovery of the transport network remain. Although most of the rebuild programme continues to progress to plan, implementation of the programme An Accessible City Phase 1 was slower than expected and unstable rock faces delayed improvements to the Sumner-Lyttelton Corridor.

We supported the Ministry of Transport to develop the Sector Transport Research Strategy, which is substantially complete. The project was extended to allow for more comprehensive engagement with important transport stakeholders. Publication of the strategy is expected in early 2016/17 .

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

#### CONTRIBUTING PRIORITIES

Predictable urban journeys
Safer speeds
Smart road maintenance
Urban cycling

We assess all proposed land transport investments with our partners so that we are all confident we are investing in the right things in the right way at the right time. To support this approach this year, we identified key journeys in New Zealand's land transport network as well as the expected benefits and outcomes for each journey. Benefits and outcomes were based on customer insights - understanding what influences customers' decision-making when faced with multiple routes between Auckland, Hamilton and Tauranga and understanding customers' values and what influences travel behaviour. An example is the extent to which easy access to stop-off facilities influences drivers' route choice, in particular long-haul truck drivers. These insights are

being shared and used in multiple areas such as the ongoing development of the 30-year view of the transport network, in business cases and in project development.

We also worked closely with our investment partners in major centres, in particular Auckland, Wellington and Christchurch, to implement the Public Transport Operating Model. This model ensures services are priced efficiently and that competitors have access to public transport markets. We were closely involved in endorsing procurement strategies, reviewing tender documents before they were sent out, and making sure tender processes were run consistently with the intent of government policy.

The Public Transport Operating Model is still being rolled out, but experience to date indicates that it has had a positive effect on competition, particularly in the largest market of Auckland. In its first tender round in South Auckland, Auckland Transport received bids from multiple operators and secured a reduction in subsidy of approximately \$3 million per year for affected services while also securing an increase in total service kilometres and hours of operation.

### Exploring innovative revenue, pricing and financing approaches

To enhance the value delivered by land transport investments we are investigating innovative revenue, pricing and financing approaches. This year we developed an internal revenue and financing framework that enables us to better plan our financing initiatives and to action them prudently. We will continue to make improvements to the framework and incorporate feedback from stakeholders. Principles within the framework are being applied to test options for accelerating projects in Auckland and may be applied across New Zealand. We will continue to progress work on the external framework in 2016/17.

We also continued to apply our tolling and public-private partnership policies where appropriate.

GOAL SUCCESS INDICATORS TO 2032*		2012-15 BASELINE	DESIRED TREND	2015/16 ACTUAL	
National Land Transport Fund investments align to government investment priorities	% of activities that meet funding priority thresholds for public transport/road (improvements)/ road (maintenance, cycling and other	99.47%	Increasing	99.93%	
National Land Transport Fund investments have a high degree of effectiveness	Refer to National Land Transport Fund annual report (pages 189-261).				
National Land Transport Fund investments have a high degree of efficiency					




\* Refer to appendix 2, page 176, for trend information.

### MILESTONES FOR 2015/16



#### OBJECTIVE 10: ALIGN INVESTMENT TO AGREED NATIONAL, REGIONAL AND LOCAL OUTCOMES, AND IMPROVE VALUE FOR MONEY IN ALL WE INVEST IN AND DELIVER

MILESTONES FOR 2015/16	RESULT
OB 10.1 <b>RESULT BY 2019</b> 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).	
Complete the National Land Transport Programme investment decision-making review.	 ACHIEVED
OB 10.2 <b>RESULT BY 2019</b> 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.	
Deliver the agreed 2015/16 recovery programme.	 ACHIEVED
OB 10.3 <b>RESULT BY 2019</b> Urban network capacity investments in the next National Land Transport Programme are consistent with the One Network Road Classification. (This is also a result for objective 2.)	
There is no 2015/16 milestone as work begins in 2017/18.	
OB 10.4 <b>RESULT BY 2019</b> We have clearly identified national and interregional issues that drive our medium-term and long-term opportunities.	
Progress the national and interregional long-term transport view project from the investigation phase into the implementation phase.	 ACHIEVED
OB 10.5 <b>RESULT BY 2016</b> 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.	 SUBSTANTIALLY ACHIEVED
<i>The development of the Sector Transport Research Strategy (led by the Ministry of Transport) is substantially complete. An extended period for stakeholder feedback delayed the production of the final document, so it will now be released in early 2016/17.</i>	

## OBJECTIVE 11: ENSURE EFFECTIVE AND EFFICIENT CO-INVESTMENT WITH OUR PARTNERS

	MILESTONES FOR 2015/16	RESULT
OB 11.1	<p><b>RESULT BY 2019</b> The network monitoring framework to measure customer benefits is in place for selected key routes/journeys.</p> <p>Identify key journeys and define expected benefits and outcomes.</p>	<p> ACHIEVED</p>
OB 11.2	<p><b>RESULT BY 2019</b> We have increased the satisfaction level of our investment partners by 10% through our tools, systems, policies and procedures.</p> <p>There is no milestone for 2015/16 as work will begin on this result in 2017/18.</p>	
OB 11.3	<p><b>RESULT BY 2019</b> Network performance measures have been implemented and are being used by investment partners.</p> <p>Establish network performance measures.</p> <p><i>We have identified and tested the first set of draft network performance measures and applied them in the Upper North Island, including Auckland, as part of the 30-year view of the transport network. Progress on the measures was slower than expected as we are ensuring they align with the One Network Road Classification performance measures and benefit measures in our business case approach.</i></p>	<p> SUBSTANTIALLY ACHIEVED</p>
OB 11.4	<p><b>RESULT BY 2016</b> Effective public transport network design and management delivers progressively increased returns per National Land Transport Fund dollar invested.</p> <p>(This is a shared desired result with regional councils, local authorities and public transport operators.)</p> <p>Auckland, Wellington and Christchurch tranches of bus contracts for Public Transport Operating Model units are being or have been tendered and negotiated with increased confidence that services are priced efficiently and there is access to public transport markets for competitors.</p>	<p> ACHIEVED</p>

## OBJECTIVE 12: EXPLORE INNOVATIVE REVENUE, PRICING AND FINANCING APPROACHES THAT ENHANCE THE VALUE DELIVERED BY LAND TRANSPORT INVESTMENTS

	MILESTONES FOR 2015/16	RESULT
OB 12.1	<p><b>RESULT BY 2019</b> A Transport Agency revenue and financing framework has been developed.</p> <p>We are applying an agreed internal framework while work on the external framework is progressed.</p>	<p> ACHIEVED</p>
OB 12.2	<p><b>RESULT BY 2016</b> The Transport Agency's tolling and public-private partnership policies are successfully applied to new state highway road development where appropriate.</p>	<p> ACHIEVED</p>



**Output classes that support our maximise returns goal\***

**Service delivery**

- SuperGold Card – 100 percent (2 of 2 targets)
- Local road maintenance – 100 percent (1 of 1 target)
- Fuel excise duty – 100 percent (2 of 2 targets)



**Investment performance**

- Public transport – 100 percent (2 of 2 expectations)
- Local road improvements – 100 percent (2 of 2 expectations)
- Local road maintenance – 67 percent (2 of 3 expectations)
- Walking and cycling – 100 percent (1 of 1 expectation)
- Regional improvements – 100 percent (1 of 1 expectation)



\* Refer to page 71 for a full description of this year's activities and performance.



## GROWING AGILITY

To live and work successfully in changing and challenging times, people must be quick thinking and quick acting as well as supported by responsive and flexible systems and processes that are underpinned by a culture of innovation, collaboration and clear leadership.

To grow our agility in the medium term, we are focusing on:

- **harnessing knowledge** – making better decisions that are supported by solid evidence
- **creating value with others** – collaborating across the Transport Agency and the sector
- **encouraging continuous improvement and innovation** – building a culture of innovation to support continuous and transformational improvement.

### OUR PROGRESS THIS YEAR

We made very good progress on growing our agility this year, achieving or substantially achieving 15 of our 16 milestones and making some progress with our information programme. We continued to make the Transport Agency a great place to work through our People Plan and increased employee engagement, and continued to build a more innovative workplace culture. We were also recognised for our leadership of and contribution to health and safety in the transport sector. To create a more resilient and responsive organisation, we tested business continuity through emergency management exercises in Auckland, Wellington and Christchurch and moved to new regional offices in Wellington and Christchurch.

#### Harnessing knowledge

We harness knowledge to make timely, well-considered and evidence-based decisions to better respond to the needs of our customers, stakeholders and colleagues.

Through our harnessing knowledge strategy, we balance our approach to creating a more agile organisation by focusing on four components: systems, processes and tools; leadership and behaviours; people and skills; and information and evidence. We continue to make good progress on the strategy through our information programme, which included the roll-out of our award-winning knowledge management system, and by improving our ability to manage and share information. Our privacy work programme and projects to improve information security and business continuity support a positive shift in culture and behaviour.

Our information systems and environment have become increasingly complex, and we need more time to appreciate the impacts of this complexity across our organisation. This complexity delayed delivery of our protective security capability maturity model, which will now be delivered early in 2016/17. It also delayed our compliance with the Payment Card Industry Data Security Standards (a component of our information security programme), which will now be delivered by the end of 2016/17.

To support resilience and business continuity, we put in place service level agreements for our most important customer-centric and internal systems, including Driver License Education Theory Testing, OPermit (overweight, over-dimension trucks), Roadside Inspection Database (with New Zealand Police), and systems critical to journey time predictability such as our Traffic Monitoring System (with transport operation centres).

Our refreshed website went live at the beginning of July 2015. It is now easier for our customers to transact with us online, undertake driver licensing and make more-informed choices about their journeys.

### **Creating value with others**

We create value by focusing on high performance and collaborating across the Transport Agency and the sector.

During the year, we completed our People Plan. This two-year plan focuses on driving high performance, driving consistent people leadership, and creating an environment where Transport Agency staff are safe, well and highly engaged.

Our latest engagement results show employee engagement continues to rise, increasing from 3.51 in 2010 to 4.16 in 2016, showing good progress towards our goal of world-class engagement. As part of the People Plan, we introduced new tools and resources, with a focus on performance and development, to support our people leaders. When we moved offices in Christchurch and Wellington, we created new environments and introduced technology that let us work together in different ways.

We launched The Way We Move, which is a programme that creates a line of sight between our day-to-day work and our strategy and embeds our three behaviours (sign up, team up, front up). The programme helped our people understand and bring to life what it means to work for the Transport Agency.

We continued to implement our Zero Harm Strategy and embed a Zero Harm culture within the Transport Agency and the wider roading industry. Our approach meant we were well prepared for the Health and Safety at Work Act 2015, which came into effect in April 2016.






Our commitment to having a safe workplace was demonstrated by the results of our Accident Compensation Corporation (ACC) Workplace Safety Management Practices Audit - we maintained our tertiary grade (the highest level).

Our contribution to health and safety within the wider sector was recognised when the Zero Harm Reporting Tool received the HR Technology award 2016 from the Human Resources Institute of New Zealand. Our industry leadership was further acknowledged when we received the ACC Best Leadership of an Industry Sector award at the New Zealand Workplace Health and Safety Awards 2016.

During the year, we continued to strengthen our relationships with sector partners. We introduced weekly reporting to enhance transparency and information sharing with our partners and the minister. We worked constructively with the Ministry of Transport, our Crown entity monitor, so the ministry could provide effective oversight through its Crown Entity Assessment Framework. We also partnered with the Treasury to complete the Investor Confidence Rating assessment, obtaining a respectable B grade.

### Encouraging continuous improvement and innovation

We encourage continuous improvement and innovation to strengthen our ability to identify, prioritise and implement ways of doing things better. We continued to build a culture that supports and enables innovative thinking and new ideas. The #giveitago Innovation Fund made a significant contribution to building innovation awareness and capability across the Transport Agency. In particular, the pilot round of the fund gained external recognition as a finalist in the Human Resources Institute of New Zealand Innovation Awards. Across the Transport Agency, we have established a wide network of people with the ability to address opportunities and challenges using tools that encourage creativity and innovation.










GOAL SUCCESS INDICATORS TO 2032*		2010/11 BASELINE	DESIRED TREND	2014/15 ACTUAL	2015/16 ACTUAL	
Harness knowledge	Priority stakeholders are satisfied with the manner in which the Transport Agency makes decisions	48%	Increasing	50%	55%	
Harness knowledge	Internal staff perception survey on the accuracy and accessibility of our information	45%	Increasing	50%	54%	
Create value with others	Quality of stakeholder relationship – priority stakeholders’ overall satisfaction with their organisations’ current relationship with the Transport Agency	71%	Increasing	74%	70%	
Continuous improvement	Staff engagement survey (Gallup engagement survey)	3.96	Increasing	4.09	4.16	
	% of organisational resources allocated to innovation and continuous improvement	The Innovation Fund committed \$79,000 to test six innovative ideas and further \$5000 to seed fund five ‘just do it’ ideas.				

**1** The 70 percent result this year is consistent with 2014 (71 percent), but lower than 2015 (74 percent), which was uniquely high. While the difference between 2016 and 2015 is less than 5 percent, which in part, reflects the number of changes to organisational processes and approaches over the last year and the need to apply a consistent stakeholder engagement framework across the organisation.







\* Refer to appendix 2, page 176, for trend information.

## MILESTONES FOR 2015/16


### HARNESS KNOWLEDGE

	MILESTONES FOR 2015/16	RESULT
GA 1.1	<b>RESULT BY 2019</b> Our people value information as a shared asset. Expand our knowledge professional programme to understand the importance of information as an asset.	 ACHIEVED
	Enhance our people skills required to transform information into knowledge and business decisions.	 ACHIEVED
GA 1.2	<b>RESULT BY 2019</b> Our information tools and processes make it easy to find integrated information and we continually strive to simplify and rationalise them. Harness our knowledge in business decision-making through using new collaboration and information tools. We will complete our refresh of our knowledge management system, continue our investment in geospatial technology and understand the value/benefit from further investment in business intelligence capability.	 ACHIEVED
	Make it easier to use knowledge and collaborate with others by refreshing our information and knowledge strategy, and embedding our new information governance.	 ACHIEVED
GA 1.3	<b>RESULT BY 2019</b> We effectively balance an open information culture with robust processes to ensure appropriate information security and privacy. Ensure our information, building and people security programme is resilient and raise awareness of the importance of security and privacy in the workplace. <i>Our privacy work programme is progressing well and we increased awareness of privacy issues across the Transport Agency, but we did not achieve everything we set out to under this milestone.</i> <i>We started developing a protective security capability maturity model, which involves assessing the Transport Agency's security governance across its buildings, information and people. This work will highlight the different security issues, needs and expectations across these areas and identify areas of security risk to be addressed in 2016/17.</i> <i>We did not achieve our target of 90% compliance with Payment Card Industry Data Security Standards. However, we have work planned that will result in 100% compliance by the end of 2016/17.</i>	 NOT ACHIEVED, BUT SOME PROGRESS MADE
	Ensure our information security programme addresses the key Government Communications Security Bureau recommendations.	 ACHIEVED
	Deliver on privacy improvements, ensuring they are a key part of our customer promise.	 ACHIEVED
	Ensure continuity of business operations to our customers by delivering a robust, fit-for-purpose business continuity framework, including disaster recovery and emergency event management. <i>This milestone has been substantially achieved. However, the disaster recovery component of the framework was not fully completed. We will be testing disaster recovery processes in 2016/17 to confirm that they are fit for purpose.</i>	 SUBSTANTIALLY ACHIEVED
GA 1.5	<b>RESULT BY 2019</b> The website is meeting the needs of customers and stakeholders. Make it easier for customers to transact online, undertake driver licensing and make choices about their journeys through a refresh of our website.	 ACHIEVED

**CREATE VALUE WITH OTHERS**

	<b>MILESTONES FOR 2015/16</b>	<b>RESULT</b>
GA 2.1	<p><b>RESULT BY 2019</b> Relationships with key sector partners improved</p> <hr/> <p>Continue to strengthen our relationships with key sector partners.</p>	<p> ACHIEVED</p>
GA 2.2	<p><b>RESULT BY 2019</b> 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.</p> <hr/> <p>Implement the second year of our People Plan – focusing on driving high performance, consistent leadership and being recognised as a great place to work both internally and externally.</p>	<p> ACHIEVED</p>
GA 2.3	<p><b>RESULT BY 2019</b> We have created an environment where our people are highly engaged, recognising the correlation between high engagement and high performance in organisations.</p> <hr/> <p>Engagement principles continue to be embedded in our people practices.</p>	<p> ACHIEVED</p>
GA 2.4	<p><b>RESULT BY 2019</b> 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.</p> <hr/> <p>Continue to implement the Zero Harm Strategy 2014–20, which results in better transport industry collaboration and standards to ensure our people go home safe every day, no exceptions.</p> <hr/> <p>Greater employee awareness of and commitment to the principles of Zero Harm.</p>	<p> ACHIEVED</p> <p> ACHIEVED</p>
GA 2.5	<p><b>RESULT BY 2019</b> Our workplace allows our people to work where, when and how they need to by integrating technology, space and people to deliver greater performance.</p> <hr/> <p>Develop and implement the Better Ways of Working Programme, which provides the environment and tools and resources that enable our people to be high performing.</p>	<p> ACHIEVED</p>

**ENCOURAGE CONTINUOUS IMPROVEMENT AND INNOVATION**

	<b>MILESTONES FOR 2015/16</b>	<b>RESULT</b>
GA 3.1	<p><b>RESULT BY 2019</b> 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.</p> <hr/> <p>Ongoing implementation of the #giveitago programme resulting in more value placed on innovation as a key lever to drive high performance.</p>	<p> ACHIEVED</p>

# PROGRESS ON OUR PRIORITIES

97%

**THIS YEAR WE ACHIEVED 97 PERCENT OF THE MILESTONES UNDERPINNING OUR PRIORITIES**

100%

**Make it easier for customers to do business with us**

Achieved 9 milestones of 9 SEE PAGE 37

83%

**Predictable journeys for urban customers**

Achieved 5 milestones of 6 SEE PAGE 40

100%

**Integrate road and rail to improve network productivity**

Achieved 3 milestones of 3 SEE PAGE 42

100%

**Safer speeds that are right for the road**

Achieved 4 milestones of 4 SEE PAGE 44

100%

**Driving value through smart road maintenance**

Achieved 5 milestones of 5 SEE PAGE 47

100%

**Make urban cycling a safer and more attractive transport choice**

Achieved 5 milestones of 5 SEE PAGE 49





## MAKE IT EASY FOR CUSTOMERS TO DO BUSINESS WITH US

### SUPPORTS

Smart choices  
(objectives 5 and 6)

Highway solutions  
(objective 8)

We need to keep enhancing how we meet customer needs at the best cost. Making it easy for customers to do business with us contributes directly to the Government's Better Public Services result 9 (better for business – making it easier for business customers to deal with government) 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 Government Policy Statement on Land Transport to deliver value for money and reduce the costs of doing business.

This year we focused on:

- **reducing transaction times and costs for small to medium-sized enterprises** – making an important contribution to their bottom lines and New Zealand's overall productivity
- **improving driver licensing processes** – making it easier for new drivers to be safe drivers and easier for those who find it difficult to participate in the current process
- **continuing to improve online services** – helping people find the information they need when they need it and complete their transactions swiftly.

### OUR PROGRESS THIS YEAR

This year we made very good progress on making it easier for customers to do business with us, achieving or substantially achieving all nine of our annual milestones. We reduced the cost of doing business with us for small to medium-sized enterprises, improved the driver licensing experience and made it easier for our customers to interact with us digitally.

#### Reducing transaction times and costs for small to medium-sized enterprises

By developing insight into our customers' critical 'pain points' (real or perceived problems), we have enabled a prioritised improvement programme to reduce the cost to small to medium-sized enterprises from doing business with us.

In a Better Public Services result 9 survey of businesses, we were rated as requiring the least effort to deal with out of major government agencies and best-performing private sector providers – 68 percent of respondents said dealing with us required low effort. We were rated in the top two government agencies well above average – 83 percent were satisfied with their most recent dealing and 74 percent had their most recent matter resolved within two contacts.

#### Improving driver licensing processes

One of the main areas of progress to improve the end-to-end driver licensing experience has been improving the experience for customers who face barriers that cannot be addressed solely by the Driver Licensing Review. Progress includes:

- launching the free website Drive ([www.drive.govt.nz](http://www.drive.govt.nz)) in partnership with the Accident Compensation Corporation to make it easier for young people to become confident and capable drivers
- developing, in partnership with the Ministry of Education, three unit standards that let customers progress through the graduated driver licensing system within the New Zealand qualifications framework
- introducing road code and heavy vehicle licensing modules to Pathways Awarua (a free online literacy and numeracy resource) with the Tertiary Education Commission to develop literacy and numeracy while allowing learners to practise for their learner and restricted licence tests
- establishing a partnership with the Howard League for Penal Reform to support learning for prisoners and ex-prisoners to progress through the graduated licensing system.

In addition, we continued to see the success of the Community Driver Mentor Programme with the 500th person obtaining their driver licence under the programme.

As the lead for a cross-agency task force, we started identifying opportunities from across the sector to further eliminate or lower barriers to people getting a driver licence. Ministers agreed an action plan that involves policy and research as well as operational initiatives. The action plan focuses on supporting vulnerable youth to obtain a driver licence and will lead to greater alignment of transport and employment outcomes.


We improved the experience for visiting drivers by providing better information and education. This included supporting Tourism New Zealand to develop self-drive video modules for travel agents to share with visiting drivers. We also updated the Driving in New Zealand leaflet and information on hand-held devices that police use at the roadside to explain important safety matters to drivers. We surveyed hirers of rental cars in Southland. This survey gave us an understanding of the effectiveness and quality of advice that rental car companies provide. Overall, the survey found that most hirers understood our key safety messages, and we gained insight into those companies conveying those messages well and those that need further assistance.

We transitioned to a new driver-testing provider and a new approach that focuses on improving the driver licensing experience. For example, we started to roll out tablets for testing officers, which will improve the quality of feedback provided to people undertaking their practical test while improving controls for the quality and integrity of practical tests. We have also improved monitoring and integrity of the overall driver licensing system. This includes strengthening the verification of overseas documents presented by applicants for conversion to a New Zealand licence, improving agent measures for quality assurance and quality control and assurance processes.










### Continuing to improve online services

Over the year, we made good progress towards making it easier for our customers to interact with us digitally. This growth is attributed to the investment we made in making it easier for customers who need to pay tolls to transact online and to create accounts tailored to their needs. Our ongoing effort to continually improve our digital transaction services based on customer feedback has also contributed to this progress (for example, customers said they wanted to be able to renew their motor vehicle registration online for periods shorter than three months, and now they can).

More broadly, we improved the online experience for customers seeking information and wanting to interact with us digitally, including introducing a live web chat service. We also introduced the ability for customers applying for a passenger endorsement to self-monitor the progress of their applications. Continuing to improve online services remains a priority and will be supported by a digital growth strategy that outlines our work programme for the next three years.

PRIORITY SUCCESS INDICATORS TO 2032	2013 BASELINE	2019 TARGET	2014/15 ACTUAL	2015/16 ACTUAL	
% of survey responses that stated it required little effort to deal with the Transport Agency	71%	>90%	76%	78%	

## MILESTONES FOR 2015/16

	MILESTONES FOR 2015/16	RESULT
PR 1.1	<p><b>RESULT BY 2019</b> The reduced cost of doing business with us helps our small-medium enterprise commercial customers increase their productivity.</p>	
	<p>Prioritised improvement programme to reduce small and medium-sized enterprises' costs (aligned to Better Public Services result 9 - better for business - making it easier for business customers to deal with government') is enabled by development of customer experience maps providing insight into critical pain points for small and medium-sized enterprises.</p>	<p> ACHIEVED</p>
	<p>Third-party partner and supplier contract processes are reviewed and improvement areas are identified.</p>	<p> ACHIEVED</p>
PR 1.2	<p><b>RESULT BY 2019</b> The end-to-end driver licensing experience improves safety and makes it easier for everyone to be a safe driver.</p>	
	<p>The changes required to support the creation of a more flexible and resilient driver licensing rule are included in the Land Transport Amendment Bill.</p>	<p> ACHIEVED</p>
	<p><i>We completed the policy work on legislative changes required to support the creation of a more flexible and resilient driver licensing rule. The Minister of Transport agreed that changes to the Land Transport Amendment Bill were not required, so changes will not be progressed in the current amendment bill.</i></p>	
	<p>New driver testing provider and approach is implemented.</p>	<p> ACHIEVED</p>
	<p>A prioritised work programme has been developed to improve the driver licensing experience for customers who face barriers that cannot be addressed solely by the Driver Licensing Review.</p>	<p> ACHIEVED</p>
	<p>The experience for visiting drivers has been improved through better information and education.</p>	<p> ACHIEVED</p>
PR 1.3	<p><b>RESULT BY 2019</b> 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.</p>	
	<p>A strategy has been developed and a prioritised programme of investment is in place that identifies our critical systems, timing, cost and the required design to make it easier for customers to interact with us.</p>	<p> SUBSTANTIALLY ACHIEVED</p>
	<p><i>We developed initial roadmaps to inform the programme of investments, and work will continue in 2016/17 on developing a digital growth strategy to support future online programme prioritisation. We also developed priority reusable services (services that can be reused across the business) that make it easier for customers to interact with us. These services include a common payment system, a web-based vehicle risk rating service, and solutions to support intelligent transport systems for the Waterview Connection.</i></p>	
	<p>Increase online transactions to 40%. (This target was published incorrectly in our <i>Statement of performance expectations 2015/16</i> as 'increase online transactions by 40%'.)</p>	<p> ACHIEVED</p>
	<p>The online experience for customers seeking information or wanting to interact with us digitally has improved.</p>	<p> ACHIEVED</p>



## PREDICTABLE JOURNEYS FOR URBAN CUSTOMERS

### SUPPORTS

One network  
(objectives 1 & 2)

Smart choices  
(objective 5)

Highway solutions  
(objectives 7 & 8)

Maximise returns  
(objectives 10 & 11)

We need to make travel times more predictable so our customers avoid lost time and productivity. By understanding and reducing the impact of delays, and by improving the quality and availability of travel information, we can help our customers to plan their journeys with more confidence.

This year we focused on:

- **improving journey-time predictability for customers** – developing insight into travel-time predictability
- **managing multimodal urban networks as a single system** – enhancing our capability to get customers to where they want to go easily and predictably.

### OUR PROGRESS THIS YEAR

During the year, we made good progress on delivering predictable journeys for urban customers, achieving or substantially achieving five of our six milestones. We focused on developing insight into travel-time predictability for key journeys in Auckland, Wellington and Christchurch. This analysis informs initiatives to improve the predictability of key journeys across our major cities.

#### Improving journey-time predictability for customers

We developed a baseline for travel-time predictability during peak periods for key journeys in Auckland, Wellington and Christchurch, and expanded our understanding of the customer experience on these routes. Variability in travel times is caused by a variety of factors, including demand exceeding network capacity, the impact of crashes and breakdowns, reduced capacity resulting from road works, and the way in which the network is optimised (for example, how signals are operating).

We prepared a work programme that focuses on reducing variability in travel time, including:

- clearing crashes and breakdowns more quickly
- making better use of technology to manage traffic demand and capacity at peak times
- coordinating construction and maintenance road works and other planned events better.

This work programme is delivered through several programmes within our State Highway Plan for 2016/17.

During the year, we also started developing the Transport for New Zealand website. An important aspect of this website is to give customers in urban areas the information they need to make smart travel choices and experience predictable journey times.

We also developed a clearer understanding of the values that customers associate with their mode of travel. Where alternatives are available, travel time, cost, reliability and predictability are key factors in mode and route choice.

#### Managing multimodal urban networks as a single system

Managing our urban networks as a single system helps us get customers to where they want to go safely, easily and predictably. Good progress has been made towards integrating transport operations across modes and networks, particularly in Auckland and Christchurch. Responses to large incidents and events are now commonly managed through a multimodal and multi-agency approach that brings together NZ Police, transport operations centres, local authorities, public transport operators, contractors and recovery services.

We improved the availability of real-time multimodal transport information through on-road displays of comparative journey times for State Highway 1, State Highway 16/18 and the Northern Express bus on Auckland's North Shore. We delivered comparative Christchurch journey times, by mode, through the Transport for Christchurch website. This helps customers consider different travel options when planning their journey.

A national system to allow sharing of transport operations information across regions and modes was to be delivered as part of the National Intelligent Transport Management System (NITMS). This included delivery of improved and nationally consistent incident and event management capability, as well as identification of further improvements to enhance intelligent transport management systems in New Zealand’s main centres. To reduce delivery and cost risks, the decision was made to stop the procurement of NITMS in its original form and focus on improved incident and event management capability. Procurement is under way for a National Incident and Event Management System, due to be fully implemented by mid-2017. This system will be the first in a series of projects to enhance intelligent transport management nationwide.

Appropriate technology support services are in place for Transport Agency systems that are critical to journey time predictability. Work is ongoing to standardise these support arrangements and ensure their sustainability.



Good progress has been made in predictability measurement across the network. We commissioned research to measure public transport predictability in June 2016 and will use the findings of this research to understand how best to monitor predictability and provide information to customers.





PRIORITY SUCCESS INDICATORS TO 2019	2014 BASELINE	2019 TARGET	2014/15 ACTUAL	2015/16 ACTUAL	
% of urban journeys that are predictable (Aggregate of Auckland, Wellington and Christchurch)	80%	80–82%	75%	70%	1

1 Our most recent estimates for each of our major cities suggest that travel-time predictability deteriorated during 2015/16, although an improvement was evident in the latter part of 2015. Several reasons are likely for this trend. Each of our major cities experienced significant increases in traffic volumes in 2015/16.\* Our own activities can also have an impact. Large capital projects and maintenance and network operations activity, for example, can lead to a temporary deterioration in travel times while work is under way, but an improvement once works are completed. Travel-time predictability can also be affected by adverse weather and hazards.

\* Refer to operating assumptions, page 174.

## MILESTONES FOR 2015/16

MILESTONES FOR 2015/16	RESULT
<p>PR 2.1 RESULT BY 2019 Key urban transport routes are planned and actively managed within and across modes to improve journey-time predictability for customers.</p> <p>We have benchmarked customer understandings of travel-time predictability and mode choice in Auckland, Wellington and Christchurch.</p> <p><i>We have established a baseline for travel-time predictability for key journeys at peak times in Auckland, Wellington and Christchurch. This baseline, with ongoing refinement of the measure and underlying data, will help us set improvement targets.</i></p> <p>Business cases and annual programmes to improve journey-time predictability have been developed for Auckland, Wellington and Christchurch.</p> <p>(Note: This is a shared milestone with result 5.2.)</p>	<p> SUBSTANTIALLY ACHIEVED</p> <p> ACHIEVED</p>
<p>PR 2.2 RESULT BY 2019 Our network operations are better integrated with key partners to manage multimodal urban networks as a single system.</p>	

MILESTONES FOR 2015/16	RESULT
There is better integration of transport operations centres to manage multimodal journeys, particularly in Auckland.	 ACHIEVED
A national system to allow sharing of transport operations information across regions and modes is designed. <i>A national system to allow sharing of transport operations information across regions and modes was to be delivered as part of the National Intelligent Transport Management System (NITMS). A decision was made to stop the procurement of NITMS in its original form and focus on improved incident and event management capability. Procurement is under way for a National Incident and Event Management System, which is due to be implemented in mid-2017.</i>	 NOT ACHIEVED, BUT SOME PROGRESS MADE
An agreed level of service for technology support services is implemented.	 ACHIEVED
Predictability measurements are extended to include urban national, high volume, regional and arterial roads under the One Network Road Classification.	 ACHIEVED



## INTEGRATE ROAD AND RAIL FREIGHT TO IMPROVE NETWORK PRODUCTIVITY

Better road-rail integration can increase freight productivity, improve the overall return on New Zealand's investment in land transport infrastructure, and contribute to economic growth and improving the

### SUPPORTS

One network  
(objectives 2 & 3)

standard of living for all New Zealanders. To improve the efficiency of the wider freight network we are focusing on connections between road, rail and intermodal freight hubs. We have partnered with KiwiRail and the wider freight sector so planning and investment are more integrated and we all get the best outcomes for the sector.

This year we focused on:

- **working in partnership with KiwiRail and others** – forming a shared understanding of road-rail integration
- **integrating road and rail** – learning from the intermodal freight terminal in Tokoroa
- **moving freight efficiently and safely** – developing a more productive transport system.

### OUR PROGRESS THIS YEAR

Following the Minister of Transport's request in May 2015, the Transport Agency and KiwiRail are working together to better integrate the road and rail networks to create a more efficient transport system. In this first year, we made good progress, focusing on building this relationship and establishing the foundations for working together. We made substantial progress towards all three milestones for 2015/16.

#### Working in partnership

This year we developed a partnership with KiwiRail to form a common understanding of what road-rail integration might look like and the value of integration and how it could be achieved. We also worked with KiwiRail on wider transport sector initiatives such as the Urban Cycleways Programme, ensuring local authorities understood the application and approval processes required for constructing shared pathways on KiwiRail-owned land. We funded a cycleways project management role within KiwiRail to accelerate Urban Cycleways Programme projects and provide more targeted support to local authorities.

We established a collaborative framework for greater road-rail integration across the sector. This involved aligning freight planning settings and regional transport plans to include planning and investment for road-rail integration and establishing joint governance work programmes with KiwiRail.



This collaborative framework is part of an overall strategic work programme that aims to develop the wider concept and value of road-rail integration. This programme is complemented by a tactical work programme to advance immediate opportunities that can inform our broader thinking and build partnerships through example projects.

Under the strategic programme, we improved our understanding of how moving freight on the rail network benefits the wider transport system (separate from the direct commercial benefits that users of the rail network derive from moving freight). We identified four initial themes where moving freight by rail provides tangible benefits to the wider transport system and economic benefits. These themes are:

- managing freight volumes across high-demand parts of the wider system
- providing additional national and interregional connectivity, option value and resilience
- reducing the negative effects of moving freight
- enabling freight productivity opportunities (which provides direct benefits to those moving freight by rail as well to the wider economy).

These themes will be developed further during 2016/17 in consultation with stakeholders to better quantify the public value of rail in moving freight. We will also develop a monitoring system to track and quantify the value of integrating road and rail. From there, we can apply our understanding to where investment in the road and rail networks will provide the greatest benefits across the wider transport system, provide commercial opportunities for KiwiRail (the cost of which can be recovered from rail users), and provide New Zealanders with an increased return on their investment in the land transport system.

### **Integrating road and rail – the Tokoroa intermodal freight terminal**

An example of what this new integrated approach can achieve is the intermodal freight terminal in Tokoroa, which opened in October 2015. The terminal was developed to handle the growing volumes of freight moving to and from south Waikato, particularly containerised imports and exports for dairying that suit movement by rail. Through an innovative and collaborative approach, the publicly owned terminal was planned and built with support from a local road transport company, the South Waikato District Council, KiwiRail and the Transport Agency.

The intermodal terminal provides commercial benefits of greater freight volumes for KiwiRail along with freight efficiencies for businesses in south Waikato. The road-rail freight hub also offers regional economic development potential for the district and helps manage the growing freight volumes moving to and from the Port of Tauranga, which travel on high-volume parts of the wider transport system.

### **Moving freight efficiently and safely**

Part of developing a more productive transport system for moving freight is also ensuring it is safe. As part of our road-rail integration priority, we worked with KiwiRail and other sector partners to look at how we could reduce the safety risk at level crossings.

We sought to include new perspectives from different disciplines (such as regulation, education and engineering) to determine how we could significantly reduce the risk on the country's 1320 public level crossings. This approach recognises that level-crossing safety is a shared rail and road challenge and that by taking a customer-centred approach we can develop new ways to reduce the risk that level crossings present.

Working with New Zealand Police, local government and TrackSAFE NZ, we helped to initiate a new campaign, 'Always expect trains', featuring a large train-like billboard that moved around rural level crossings from the Wairarapa to Hawke's Bay to Whanganui. This low-cost initiative reminds our customers not to be complacent at crossings in rural areas, which, unlike many crossings in urban areas, do not have warning bells and barriers.




Our work on level-crossing safety will continue in 2016/17 with opportunities to trial solutions at crossings where increasing train and road traffic may require a different approach.

### PRIORITY SUCCESS INDICATORS TO 2019

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

We have worked with KiwiRail to develop a success indicator. Endorsement of this indicator will be sought in 2016/17.

## MILESTONES FOR 2015/16

MILESTONES FOR 2015/16	RESULT
<p>PR 3.1 <b>RESULT BY 2019</b> The road and rail networks are planned and managed in a more complementary way that maximises overall freight network productivity.</p> <p>A measurement system to monitor the benefits of integrating road and rail has been developed.</p> <p><i>A draft performance measure has been developed that recognises and quantifies the public and commercial values the rail network provides within the wider transport system. Endorsement of the measure from key stakeholders and decision-makers will be sought in 2016/17.</i></p>	<p> SUBSTANTIALLY ACHIEVED</p>
<p>A collaborative framework for working across the sector is established.</p> <p><i>We have identified and begun discussions with key sector stakeholders on what road-rail integration is and is not trying to achieve. The development of this framework will continue into 2016/17 through a collaborative, consensus-building approach.</i></p>	<p> ACHIEVED</p>
<p>A multidisciplinary safety action plan is complete and priority actions are being implemented.</p> <p><i>The TrackSAFE Board has asked for a wider rail safety strategy that will incorporate the work we have completed on level crossings. An initial programme has been delivered to reduce the risk of crashes on high-volume sections of the road network, particularly those catering for longer freight vehicles. This work will be progressed in 2016/17.</i></p>	<p> SUBSTANTIALLY ACHIEVED</p>

### PRIORITY

## SAFER SPEEDS THAT ARE RIGHT FOR THE ROAD

### SUPPORTS

Smart choices  
(objectives 4 & 5)

Highway solutions  
(objectives 7 & 8)

Maximise returns  
(objectives 10 & 11)

We need to work with other agencies to reduce deaths and serious injuries on our roads. We are working with local authorities to implement the *Speed management guide* and align speeds to road function and design. We are working with others to shift attitudes to speed and road safety risks, and build support for safer speeds that are right for the road. We will pinpoint our highest risk urban arterials and target them for treatments to improve safety while seeking to maintain efficient travel times.

Our priority of safer speeds that are right for the road is an important part of delivering the Government's Safer Journeys Strategy 2010–20. It also makes a direct contribution to the Government's aims in the Government Policy Statement on Land Transport to improve road safety, embed the Safe System approach, and reduce deaths and serious injuries.

This year we focused on:

- **demonstrating the national speed management guide** – helping road controlling authorities to align speed and speed limits with road function, design, safety and use while maintaining economic productivity
- **making highest risk urban arterial roads safer** – considering safe roads and roadsides as well as speed
- **growing community understanding of speed risks in road crashes** – working with others to build public acceptance of speed management practices.

## OUR PROGRESS THIS YEAR

We made very good progress with safer speeds that are right for the road this year, achieving all four of our annual milestones. The Waikato demonstration project, led by Waikato Regional Council in close partnership with the Transport Agency and other regional road safety partners, allowed us to test two critical elements of our work programme. We also trialled a new approach to managing speed in the region. This approach included a national programme to change the conversation on speed that aims to reduce deaths and serious injuries while supporting economic productivity. Through this work, we gained valuable insight into how to engage with communities on proposed changes and deliver mutually acceptable outcomes. We have gained support from other districts to use the *Speed management guide* once it is finalised. This work is part of our ongoing focus to reduce the number of deaths and serious injuries on high-risk roads, which unfortunately increased 2 percent this year.

### Demonstrating the national speed management guide

Our aim is to work with road controlling authorities to increasingly align speed and speed limits with road function, design, safety and use, recognising the need to maintain economic productivity as well as improve road safety.

This year our work focused on demonstrating the practices in the national draft *Speed management guide* (published in September 2015). The road safety sector developed the guide, which offers a toolbox of different ways to manage speeds on roads, including changing speed limits, road markings, signage or roadsides.

As part of the Waikato demonstration project, several locations in the region were chosen to demonstrate the speed management tools in the guide. Waikato continues to have one of the highest year-to-date road fatality tolls in the country – 69 deaths in 2015. One finding of this ongoing project is that public support is central to the success of any new approach to speed management.

We also developed a geospatial tool for road controlling authorities to implement the Safer Speeds Programme and develop their speed management plans. The resulting speed management maps show the best corridors for speed management reviews based on risk and other factors. A speed management map was used in the Waikato demonstration project, and similar maps are now available for all road controlling authorities.

### Making highest risk urban arterial roads safer

In the Safe System approach, if we are to reduce deaths and serious injuries from road crashes, speed cannot be considered on its own. Safe roads and roadsides are equally important. To work towards reducing deaths and serious injuries on our highest risk urban networks, we will support Auckland Transport to develop a business case for treatments for its highest risk urban arterial routes. This work will be incorporated into the safe roads and roadsides actions that we are leading under the Safer Journeys Action Plan 2016–20.

### Growing community understanding of speed risks in road crashes

This year we continued to work with others to build public acceptance of speed management practices through a better understanding of road safety risks. We developed a business case for a programme of initiatives to change the public conversation on speed. These initiatives aim to actively grow public and community understanding of the risk of speed in road crashes and seek solutions that have broad public or community support. The approach was also trialled in the Waikato demonstration project, and learnings from the trial have been incorporated into the *Speed management guide*.





As part of the business case, we developed a baseline measure for community understanding of speed risk and attitudes to speed management. This measure will be used to determine the success of this initiative.

PRIORITY SUCCESS INDICATORS TO 2019	2014 BASELINE	2019 TARGET	2014/15 ACTUAL	2015/16 ACTUAL	
Number of deaths and serious injuries on high-risk roads	1345	Not more than 1,210	1312	1338	1

1 A 2 percent increase in the number of deaths and serious injuries on high-risk roads for the year ending March 2016 (compared with the corresponding period in the previous year) reflects an increase in exposure risk associated with a 4.4 percent rise in traffic volumes over the period.\*

\* Refer to operating assumptions, page 174.

## MILESTONES FOR 2015/16

MILESTONES FOR 2015/16	RESULT
PR 4.1 <b>RESULT BY 2019</b> All road controlling authorities are working to one network speed management plans, applying the tools and methodologies in the <i>Speed management guide</i> , including routes identified in the state highway speed business case.	
A baseline of mean speed data (eg the proportion of the network within the safer speeds framework) is established to determine the evidence base for speed management plans and prioritise 2016-19 actions.	 ACHIEVED
A geospatial tool is developed to assist road controlling authorities to implement the Safer Speeds Programme and develop their speed management plans.	 ACHIEVED
PR 4.2 <b>RESULT BY 2019</b> Reduced deaths and serious injuries by 10% on the highest risk urban arterials.	
A business case has been developed for treatments for a prioritised list of the highest risk urban arterial routes.	 ACHIEVED
PR 4.3 <b>RESULT BY 2019</b> Demonstrated improvement in community understanding of speed risk and attitudes to speed management.	
A baseline measure for community understanding of speed risk and attitudes to speed management is developed.	 ACHIEVED



## DRIVING VALUE THROUGH SMART ROAD MAINTENANCE

### SUPPORTS

Highway solutions  
(objectives 7 & 8)

Maximise returns  
(objectives 10 & 11)

We need to give our customers the best value and service from our significant investment in road maintenance. We have defined different types of national and local roads using the One Network Road Classification. We can now work with our partners to put in place better management and procurement of road maintenance services. We will keep checking in with our customers to make sure they are experiencing the levels of service they expect for the types of road they are using.

Driving value through smart road maintenance makes a direct contribution to the Government’s aim in the Government Policy Statement on Land Transport of achieving value for money through improved returns from road maintenance and ensuring the right infrastructure and services are delivered at the right level.

This year we focused on:

- **improving road controlling authorities’ capability to make maintenance decisions that drive efficiencies** – improving the quality of data to inform such decisions, developing customer levels of service and benchmarking performance measures
- **improving customer understanding of service levels and associated costs** – explaining the link between investment and the One Network Road Classification levels of service
- **increasing road controlling authorities’ activity management planning and procurement capability** – using case studies to share the benefits of collaborative working arrangements.

### OUR PROGRESS THIS YEAR

We made very good progress in driving value through smart road maintenance, achieving all five of our milestones this year.

With our support, the Road Efficiency Group delivered an online reporting tool, so road controlling authorities can report against the One Network Road Classification customer levels of service. This tool captures information for 15 performance measures and work is under way to add more measures and enhance the tool’s reporting function. The information gathered will help to improve maintenance decisions and planning by providing benchmarking information relevant to different road classifications for road controlling authorities.

We made further progress on implementing the new customer-focused network outcome contracts for state highways with 10 contracts starting during the year.

As part of delivering consistent customer levels of service, we have stepped up our collaborative work with our partners with a focus this year on improving maintenance capability in the sector.

#### Improving road controlling authorities’ capability to make maintenance decisions that drive efficiencies

Through the Road Efficiency Group, we contracted the Road Transport Unit of Equip (Local Government New Zealand’s centre for governance and management excellence) to develop road controlling authorities’ capability to implement the new approach to maintenance. This new approach involves applying the business case principles and embedding the One Network Road Classification framework (including customer levels of service) into activity management plans for transport. Good progress was made with regional workshops based around 10 geographic clusters. In each cluster, the level of attendance and engagement from road controlling authorities increased as the value of collaborative learning became more widely recognised.

Through the work of the Road Efficiency Group we have seen an improvement in the quality of data road controlling authorities are using. This includes regional capability-building workshops, the development of customer levels of service and data being made available to the wider sector through benchmarking of performance measures.

### Improving customer understanding of levels of service and associated costs

We have improved customer understanding of levels of service and costs, building off our investment signals for the 2015–18 National Land Transport Programme. In particular, we clearly articulated to approved organisations the link between investment and the One Network Road Classification levels of service in their development of transition plans. We have also communicated the importance of embedding the levels of service activity management plans before the next National Land Transport Programme.

We released a draft investment policy (which will apply to the next National Land Transport Programme) to fully embed the One Network Road Classification (including customer levels of service) into the assessment framework for maintenance activities. The release of this material along with background material is the next step in developing the sector's understanding of how the levels of service delivered to customers will be linked to investment levels.

We also developed a mechanism for gathering state highway customer feedback using three primary sources: a public survey of state highway users, a customer relationship management system that captures customer queries, and customer insight that we use to inform our programme business cases. The insights that this information provides will help us to shape how we deliver consistent customer levels of service across the state highway network.

### Increasing road controlling authorities' activity management planning and procurement capability

We have made progress towards improving the capability of road controlling authorities in activity management planning and procurement by sharing the benefits of collaborative working arrangements through case studies.

The Road Efficiency Group has published 16 case studies covering all aspects of activity management good practice, including collaborative working arrangements such as the Road Asset Technical Accord, the Tairāwhiti Roads collaboration and the Northern Transport Alliance.






In the Waikato–Bay of Plenty area, the Waikato Roding Authority Technical Accord has generated more than \$350,000 of savings (efficiencies). This accord has nine local authorities working together to improve how they procure and gather asset management data by introducing a technical peer review process and aligning levels of service. The participating local authorities have confirmed funding for the accord for the next two years.

Local authorities across the country are now seeking advice from the Road Asset Technical Accord as they seek to establish their own partnership initiatives.

PRIORITY SUCCESS INDICATORS TO 2019	2014/15 BASELINE	2019 TARGET	2015/16 ACTUAL
% of the network that meets One Network Road Classification level of service	New measure	70–75%	Indicator under development and will be reported on in 2016/17.



## MILESTONES FOR 2015/16

MILESTONES FOR 2015/16		RESULT
PR 5.1	<b>RESULT BY 2019</b> Road controlling authorities have improved capability to make maintenance decisions that deliver efficiencies through improved data and collaborative working arrangements.	
	Road controlling authorities' capability development is facilitated by the services that local government and New Zealand Equip are contracted to provide for the Transport Agency.	 <b>ACHIEVED</b>
	The final Transport Agency audit for 2015/16 demonstrates a significant improvement in data quality.	 <b>ACHIEVED</b>
PR 5.2	<b>RESULT BY 2019</b> Customer understanding and experience of levels of service and costs shapes our delivery of consistent customer levels of service.	
	A mechanism for gathering state highway customer feedback is developed to shape the delivery of consistent customer levels of service.	 <b>ACHIEVED</b>
	The relationships between investment and One Network Road Classification levels of service are clearly understood and have been communicated with partners and customers.	 <b>ACHIEVED</b>
PR 5.3	<b>RESULT BY 2019</b> Road controlling authorities increasingly demonstrate advanced activity management planning and procurement capability through collaborative working arrangements to deliver maintenance efficiencies.	
	The benefits of collaborative working arrangements are shared through case studies such as the Road Asset Technical Accord.	 <b>ACHIEVED</b>



## MAKE URBAN CYCLING A SAFER AND MORE ATTRACTIVE TRANSPORT CHOICE

### SUPPORTS

One network (objectives 1 & 2)
Smart choices (objectives 4 & 5)
Maximise returns (objectives 10 & 11)

We want to support and encourage cycling as a viable transport choice in main urban areas. We are working with our local government partners to prioritise strategic cycling networks when they are planning urban transport networks. This is a challenge – providing safe, efficient and attractive cycling choices in urban environments and on busy multimodal urban networks is complex and sometimes controversial.

Our work is directly linked to the Government’s aim in the Government Policy Statement on Land Transport of achieving a land transport system that provides appropriate and safe transport choices. This work is also an important

element in the delivery of the Government’s \$100 million supplementary funding for the Urban Cycleways Programme.

This year we focused on:

- **delivering the Urban Cycleways Programme** – investing in new urban cycling infrastructure
- **increasing safety for cyclists** – embedding recommendations from the Cycling Safety Panel into the Urban Cycleways Programme
- **delivering a national cycling behavioural change programme** – providing investment to encourage more people to ride bicycles more often and all road users to share the road.

## OUR PROGRESS THIS YEAR

This year we made very good progress on making urban cycling a safer and more attractive transport choice, achieving or substantially achieving all five of our annual milestones. A significant focus was on ensuring delivery of the Urban Cycleways Programme projects that remained to be completed, embedding key recommendations from the Cycling Safety Panel into the national cycling programme, and developing a national cycling behavioural change programme to enable significantly more activity. An independent evaluation of the establishment and implementation of the National Cycling Programme found evidence to suggest the programme was highly influential, effective and on track to deliver meaningful outcomes.

### Delivering the Urban Cycleways Programme

The Urban Cycleways Programme is an investment programme dedicated to building new urban cycling infrastructure between 2014/15 and 2017/18. The programme has driven the identification of strategic cycleway networks in Auckland, Wellington and Christchurch. Further refinement of this investment focus will continue as we work to support the network planning and business cases in Auckland, Wellington and Christchurch, particularly in Wellington where a review of Wellington City Council's delivery of its package of Urban Cycleways Programme projects has resulted in a refresh of its cycling programme.

At the end of 2015/16, nine Urban Cycleways Programme projects were complete, 13 were under construction, and the remaining 32 were all in the investigation or design stages. We worked collaboratively with local authorities to complete Te Ara I Whiti (the Lightpath) and the Quay Street cycleways in Auckland, start construction on the Manawatū River Bridge and shared path and the Tauranga central business district connections, and develop a business case to confirm funding requirements for the Ōmokoroa to Tauranga cycleway.

We also improved our framework to measure cycling benefits. All local authorities provided us with monitoring plans that met the requirements of the framework and undertook baseline network surveys. This information will help us to understand the benefits derived from our investments in cycleways.

Several projects are experiencing delays because of issues associated with consultation, consenting, KiwiRail negotiations, funding approvals, interdependencies with other projects and unexpected cost escalations. While most local authorities report being confident of delivery within the three-year timeframe of the Urban Cycleways Programme, a risk exists that some projects in the major cities are delivered after that timeframe. We are working with these councils to try to achieve faster delivery, and, in Wellington and Dunedin, we are directly supporting their programmes to ensure progress does not stop due to negative community reaction to a particular project spilling over to other proposed cycling projects in these cities.

### Increasing safety for cyclists





We have focused on increasing safety for cyclists by embedding key recommendations from the Cycling Safety Panel into the Urban Cycleways Programme national cycling programme. These recommendations include a comprehensive set of actions to enhance the policy framework for cycling and improve the quality of the transport network for people on bicycles. The most significant progress has been made in developing cycling network guidance, developing and delivering urban cycling networks through the Urban Cycleways Programme, and increasing the prioritisation of cycling in government policy.

### Delivering a national cycling behavioural change programme

Local authorities in all main urban areas from Whangarei to Dunedin have a cycling programme aimed at increasing uptake and safety. This year we identified critical transport actions to support local authorities' cycling programmes and funded them through our cycling behavioural change programme business case. These actions are all being delivered or developed. Actions include providing significant new investment to encourage more people to ride bicycles more often and all road users to share the road. An initial evaluation shows that the 'Share the Road' advertising campaign has had a positive impact, so we plan to refresh and extend the campaign in 2016/17.

PRIORITY SUCCESS INDICATORS TO 2019	2014/15 BASELINE	2019 TARGET	2015/16 ACTUAL
Increase total annual cycling trips (Sum of Auckland, Wellington and Christchurch)	32 million	42 million	Due to changes in the Household Travel Survey results are not available this year.

### MILESTONES FOR 2015/16

MILESTONES FOR 2015/16	RESULT
<p>PR 6.1 <b>RESULT BY 2019</b> Degree of development of the planned urban cycleway networks across Auckland, Wellington and Christchurch.</p> <p>Strategic cycleway networks have been identified in Auckland, Wellington and Christchurch.</p>	 ACHIEVED
<p>PR 6.2 <b>RESULT BY 2019</b> Lower rate of fatal and injury crashes involving cyclists on the road network.</p> <p>Key recommendations from the Cycling Safety Panel are embedded into the Transport Agency's cycling programme.</p>	 ACHIEVED
<p>PR 6.3 <b>RESULT BY 2019</b> Cycling is given appropriate priority in the planning and management of urban transport networks and urban systems.</p> <p>Councils in main urban areas have a cycling programme aimed at increasing uptake and safety and their funding commitments to cycling programmes are included in their regional long-term plans.</p> <p>An improved measurement and monitoring framework to measure cycling benefits has been developed.</p>	 ACHIEVED   ACHIEVED

MILESTONES FOR 2015/16	RESULT
PR 6.4 <b>RESULT BY 2019</b> Complete Urban Cycleways Programme.	 SUBSTANTIALLY ACHIEVED
Auckland	
<ul style="list-style-type: none"> <li>▪ Nelson Street Cycleway</li> <li>▪ Glen Innes to Tamaki Drive Cycleway design</li> <li>▪ Glen Innes to Meadowbank Cycleway</li> <li>▪ Airport to Central Business District National Cycle Trail</li> <li>▪ Central Park Drive Cycleway</li> <li>▪ Don Buck Road Cycleway</li> </ul>	
Waikato	
<ul style="list-style-type: none"> <li>▪ Te Awa Cycleway (Hamilton to Ngāruawāhia)</li> </ul>	
Palmerston North	
<ul style="list-style-type: none"> <li>▪ Longburn Cycleway</li> </ul>	
Wellington	
<ul style="list-style-type: none"> <li>▪ Wainuiomata Hill Cycleway</li> </ul>	
Christchurch	
<ul style="list-style-type: none"> <li>▪ Mātai Street East Cycleway</li> <li>▪ Papanui Parallel Cycleway</li> <li>▪ Rolleston to Lincoln Cycleway</li> </ul>	
Dunedin	
<ul style="list-style-type: none"> <li>▪ South Dunedin Cycleway enhancements</li> </ul>	
<p><i>The following projects were not complete by the end of 2015/16 because of design, consenting or tendering issues:</i></p>	
<ul style="list-style-type: none"> <li>▪ Glen Innes to Meadowbank Cycleway (due to be completed October 2016)</li> <li>▪ Te Awa Cycleway (due to be completed March 2017)</li> <li>▪ Wainuiomata Hill Cycleway (due to be completed June 2017)</li> <li>▪ South Dunedin Cycleway enhancements (due to be completed September 2017).</li> </ul>	