

Pūrongo ā-tau a Waka Kotahi NZ Transport Agency annual report

Provided to the Minister of Transport and presented to the House of Representatives pursuant to section 150 of the Crown Entities Act 2004

For the year ended **30 June 2021**



Section A

Tirohanga whānui o te tau 2020/21

Overview of 2020/21 5

He tirohanga whānui nā te heamana me te pou whakahaere

Chair and chief
executive overview 10
Highlights from this year 13

Section B

Ahunga o te kāwanatanga mō te ikiiki whenua

Government direction
for land transport 17

Transport Outcomes
Framework 18

Government Policy
Statement on land transport 19

Section C

Tā mātau rautaki

Our strategy 21

New strategic direction 22

Section D

Ngā otinga āmiki

Detailed results 27

Safe 28

Environmentally sustainable 34

Efficiently and effectively
moving people and freight 38

Meeting current and
future needs 47

Meeting current and
future needs 47

Output class performance 53

Section E

Ngā tauākī pūtea me ngā pūrongo ōtita

Financial statements
and audit reports 77

Statement of responsibility 78

Highlights from our financial
statements (unaudited) 79

Financial statements 81

Notes to the financial
statements 86

Supplementary information
(unaudited) 117

Output class income and
expenditure (unaudited) 126

Independent auditor's
report 141

Putting the scrutiny
principle into practice 144

Independent limited
assurance report 146

Section F

Mō mātau

About us 149

Who we are 150

Our organisation 157

Section G

Ngā tāpiritanga

Appendices 171

Climate-related disclosures 172

Asset performance 178

Significant capital projects
performance against
milestones 181

Explanatory notes for
non-financial performance
measures 190

Vote transport
appropriation measures 198

Tirohanga whānui o te tau 2020/21

Overview of
2020/21



He tirohanga whānui nā te heamana me te pou whakahaere

E kōrero ana tō mātau ingoa a Waka Kotahi mō te āhuatanga o te haere ngātahi me te whakaatu i tā mātau kaupapa ā-whakahaere nei. Ko te tau 2020/21 he tau whakawhiti. He tere, he nui te hurihuri o ō mātau horopaki rautaki me te whakahaere. Me kaha te ahunga me te ārahi i te rāngai kia puta ai ngā tino putanga mō te iwi o Aotearoa.

Kia tutuki ai tēnei kua hangaia e mātau Te kāpehu, e whakatakoto ana i te ahunga me ngā wawata i roto i te pūnaha ikiiki whenua whānui. He whakamārama i ngā mea e hiahia mātau ki te whakatutuki ā-whakahaere nei, ka pēhea tā mātau mahi i tēnei, me te take kei konei mātau. Mā te whakatakoto i tēnei tūāpapa ka whai kaha mātau ki te whakarato i ngā kaupapa mahi haonui mō te ikiiki whenua.

I puta i te Kaupapa Road to Zero Speed me te Kaupapa Hanganga ngā whakapaitanga haumaru neke atu i te \$1 piriona i roto i te Kaupapa Ikiiki Whenua ā-Motu 2018-21

Kei te taha o ā mātau kaupapa matua ko ngā hiahia hou, kanorau i a mātau e whakahaere ana i ngā tūmanako nui ake o te kāwanatanga, ngā paiherenga hou, onāiane hoki, tae atu ki ngā pānga haere tonu o te KOWHEORI-19. Hei whakarite ka tōtika tā mātau urupare ki ēnei hiahia, ka āwhina tā mātau pou tarāwaho mahinga hou a Te kāpehu i a mātau ki te tātari i te anga whakamua e ai ki ēnei putanga e whai ana mātau kia neke haere tonu a Aotearoa. E hāngai ana ki te Tauākī Kaupapahere a te Kāwanatanga mō te ikiiki whenua 2021 (GPS 2021) me te Pou Tarāwaho o Ngā Putanga Ikiiki, he urupare a Te kāpehu ki tō tātau taiao whakahaere nekeneke me te whakauru mai i ō tātau tūranga maha hei kaitiaki o te rawa huarahi matua, hei kaihaumi, hei kaiwhakarite ture hoki. I angitu tā mātau urupare ki ngā hapanga maha me

ngā āhuatanga i tūpono pā mai i tēnei tau. Ka whai pānga tonu te KOWHEORI-19 ki ā mātau pūtea me te whakaratonga, engari e ū tonu ana mātau ki te anga whakamua o ā mātau kaupapa mahi me ngā rārangi mahi i roto i ā mātau ratonga waeture me ngā wāhi matihiko. Nā te nekeneke haere i waenga i ngā taumata whakatūpato i heke ngā moni whiwhi tūmatanui. I mate mātau ki te urupare ā-whakahaere ki ngā whakararutanga nui maha. I whaitake tā mātau urupare ki te maiki i tūkinō i te hanganga o te Piriti Nui o Tāmaki Makaurau me ētahi atu mahinga huarere nui, tae atu ki ngā waipuke i Ahuriri me Hakatere. I pātui mātau me ngā kaunihera me ngā haporī, ngā iwi me ētahi atu kia kaunēke haere tonu i muri i ēnei āhuatanga.

Ahakoā ēnei whakapātari i tēnei tau, he nui anō ngā whakatutukitanga i taea e mātau. I oti i te tau whakamutunga o te Kaupapa Ikiiki Whenua ā-Motu 2018-21 (NLTP) ētahi kaupapa mahi hira, tae atu ki te otinga o ngā mahi katoa ki te hāpai i te whakarauoranga mai o Kaikōura mai i te rū. I tino anga whakamua mātau i roto i te Kaupapa Whakarākei o Aotearoa (NZUP), ā, 10 ngā rawa nunui i eke ki ngā tohu nui mutunga tau, ā, he maha atu kei te wāhanga hoahoa, whakamahi rānei. I pātui anō mātau ki ngā kaunihera ki te whakarato i ngā kaupapa mahi neke atu i te 100 puta noa i Aotearoa, me ērā i oti i raro i ngā kaupapa Whakaaauaha Tiriti mō te Iwi me te Eke Pahikara Tapatāone.

I haumi mātau ki te 83km o ngā whakaurunga hīkoi me te eke pahikara i te 2020/21, me te 13.5km mā te Kaupapa Eke Pahikara Tapatāone

He tino hira ngā pātuitanga rawe ki tō mātau angitu, whakaratonga hoki. E paihera ana mātau e Te kāpehu ki ngā uara me ngā whanonga hou ka waihanga i tō mātau ahurea me te ārahi i te āhua o ā mātau mahi i

roto o Waka Kotahi me te āhua o tā mātau torotoro i ngā iwi, ngā pātui, te hunga whai pānga me ngā hapori. I kite mātau i tērā tau i piki ake te pono me te ngākau titikaha i roto i tā mātau whakahaere whānui, ā, ko te Waka Kotahi te tari tuarua mō te whakapai ake e ai ki te taupū ingoapai rāngai tūmatanui a Colmar Brunton.

E mōhio ana mātau e hiahiatia ana tētahi aronga rerekē hei ine i tō tātau whaitake mō te mahi me te urupare ki te Māori hei pātui nō te Karauna i raro i Te Tiriti o Waitangi. E whai ana tā mātau pou tarāwaho hou ki te tautuhi i ngā mahi tauwhāiti hei whakapai ake me te āwhina i a mātau kia tutuki te matakitenga o Te Ara Kotahi, tā mātau rautaki Māori. E āhei ana a Waka Kotahi ināianei ki ngā pakihi neke atu i te 650 a te Māori me te Pasifika mā tō mātau pātui kanorau kaiwhakarato a Amotai. Mā te mahi me Amotai ka āwhina kia puta ō mātau ihu i roto i ngā rārangi putanga whānui a te kāwanatanga, e whakaaroarohia ana e mātau ngā painga tuarua (ā-taiao, pāpori, ōhanga me te ahurea) ina hoko ana i ngā rawa, ngā ratonga, mahi rānei. Ka āwhina tēnei ki te whakatinana mai i Te Ara Kotahi.

E rua miriona ngā tipu māori kua whakatōhia puta noa i te huanui matua hou o Transmission Gully, ka whakaiti haere i te whakahoro whenua me te uru atu o ngā para ki ngā kōawa tūtata me te Whanga o Porirua

I mahi tahi tonu mātau me te hunga whai pānga me ngā pātui ahumahi me te tautoko i ō mātau pātui e ai ki ngā pānga o te KOWHEORI-19. I kaunekhia ngātāhitia e mātau ngā kaupapa huringa āhuarangi i raro i a Toitū te taiao, tā mātau mahere mahi toitūtanga. I whakaratoa e mātau ngā kaupapa haumaruru i raro i te Rori ki te Kore (Road to Zero) te

rautaki haumaruru rori ā-motu. E whakawhirinaki ana ngā kaunihera me te kāwanatanga ki a mātau ki te ārahi i ngā mahi hanga mahere, ngā haumitanga me te whakaratonga, tae atu ki ngā tautoko mō ngā kaupapa kāwanatanga whānui. I mahi mātau me ngā tūmomo tari tūmatanui kia mārama ai mātau ki ngā āheinga o te ikiiki ka taea e hua ake ai ngā putanga whānui ake.

I te Teihana o Waterloo i Te Awakairangi, i Te Whanganui-a-Tara, nā tētahi takotoranga rori hou i heke ai te tere whānui, atu ki te 30 ōrau te heke o ngā āhuratanga i tata te pā mā o ngā tukinga ki te hunga e whakamahi ana i tēnei rori me te 75 ōrau te heke ki te hunga haere ai mā raro

I te taumata ā-rohe, ka mahi tonu mātau me ngā kaunihera, ngā hapori me ngā pakihi ki te tautoko i ngā tūmomo kaupapa whakatipu ōhanga ā-rohe e taea ai e te ikiiki tētahi wāhanga nui tonu. Kua whakatūria e mātau he tauira ā-rohe hou, ka whakakaha i tō mātau whai wāhi atu me te whakapai ake i ō mātau whanaungatanga i roto i ngā rohe. I mahi tahi ō mātau rōpū ā-rohe me tēnā rohe, me tēnā rohe ki te tautoko i te whanaketanga o ā rātau Mahere Ikiiki Whenua ā-Rohe (RLTP), te arotahi ki ngā putanga ā-rohe me te whakaata i ngā kaupapa matua a te kāwanatanga mō tētahi pūnaha ikiiki whenua haumaruru atu e nui ake ngā kōwhiringa haerenga me te whakarato i ngā putanga taiao pai ake. He hira ngā RLTP i roto i te waihanga i te NLTP – tā mātau kaupapa toru tau kia mana ai ngā kaupapa matua a te kāwanatanga. I tēnei tau i katia e mātau te 2018–21 NLTP ka tīmata ki te waihanga i te NLTP 2021–24 kia hāngai ki te GPS 2021.

Ehara ko te NLTP anake te puna pūtea mō te pūnaha ikiiki whenua. He mea hira anō ngā haumitanga a ērā

ō mātau pātui o ngā kaunihera. Kei te tuku mai anō te Karauna i tētahi wāhanga nui kia eke ai ngā hiahia o te pūnaha. I tēnei tau, i puta i a mātau tētahi whakaaro mō tētahi kaupapa whai pūtea ā-ture hou me tētahi pūnaha hou mō ngā utu kaiwhakamahi, ka heria kia whakawhitiwhiti kōrero mō tēnei hei te 2021/22. He mea waiwai tēnei arotake hei whakarite ka toitū, ka tōtika te kaupapa whai pūtea me te whakarato i tētahi ratonga waeture hou, tiketike hoki.

I tēnei tau i whakaurua mai ngā tere haumarua me te tika puta noa i te 465 km o te kōtuinga huarahi matua

Kei te whakahaere tonu mātau i te tūranga hurihuri me ngā tūmanako o Waka Kotahi, tae atu ki ngā wāhi o te huringa āhuarangi, rēra me te utanga. I roto i tēnei horopaki me mātua whakamahere mātau me te whakarato i ngā mahinga tautiaki kia taea ai e te tangata te toro ki ngā whai wāhitanga pāpori me te ohanga me te whakarite i te haumarua me te manahautanga o te kōtuinga. Kei reira anō ngā whakapātari mō ngā mahi tautiaki, whakahōu me tā mātau arotahi ki te tiaki me te whakarei ake i te kōtuinga. Kei te tipu haere te kōtuinga, me te nui haere o ngā mahinga me āhuetanga whakamanahau me urupare mātau. Ka uaua haere te tautiaki me te whakahou haere i te kōtuinga i roto i tēnei āhuetanga.

Kua rerekē haere te āhua o te mahi me te nekeneke haere a te tangata. Kāore anō kia hoki te āhua o te whakamahi a te iwi whānui i ngā ratonga ikiiki tūmatanui ki ngā taumata i mua o te KOWHEORI. He nui ake ngā tāngata kei te mahi mai i te kāinga, ā, kua iti haere atu te hāereere. Ka whai pānga ēnei huringa ki ara moni whiwhi, tae atu ki te tāke penehini me ngā nama kaiwhakamahi rori, me te whakaiti i te moni whiwhi o te Tahua Ikiiki Wheua ā-Motu (NLTF). Ka whakapātari hoki tō mātau tūranga e whānui haere nei me te kaupapa āhuarangi ki tā mātau taura pūtea. Kia tino ū ai ki ngā hiahia me ngā manako nui mō ngā momo haerenga hou, te whakaiti i ngā tukunga me te urutau ki te huringa āhuarangi me whakauru mai ngā rerekētanga ki ngā whakaritenga tuku pūtea onāiane.

I kite mātau i te 11 ōrau o ngā matenga me ngā wharanga nui i tērā tau - me te 2491 i tēnei tau e ai ki te 2803 i tērā tau

I tuku tohutohu a Waka Kotahi ki a He Pou a Rangi mō ngā tūtohutanga ikiiki. I whakaaturia e mātau hiranga o te āhua tapatāone mā te whakarite i te urunga toitū ki ngā kōtuinga ikiiki me te neke i ngā āhuetanga waro iti o te ikiiki hei whakaiti tukunga. I mahi haere tonu mātau me ngā kaunihera me ngā tari kāwanatanga hei hāpai i te komitimitanga o te whakamahi whenua me te whakamahere ikiiki. I te taha o ō mātau hunga whai pānga i haumi anō mātau me te whakarato i ngā putanga toitū i roto i te ikiiki tūmatanui, hīkoi me te eke pahikara.

I te tau 2020/21 \$29 miriona i haumitia i roto i ngā kaupapa Whakaaauaha Tiriti - me tētahi ara pahikara whakaara noa i Kemureti neke atu i te 56 ōrau te piki ake o te eke pahikara ki te kura tuatahi

E ngākau whakahī ana mātau kei te tika ā mātau tikanga taiao onāiane i Waka Kotahi, ā, i ētahi wāhi ko mātau i te ārahi i te rāngai. I tēnei tau i neke mātau ki te kaupapa whakatauranga a te Kaunihera Toitūtanga Hanganga hei tātari i ngā putanga toitū o ā mātau kaupapa uara nui. Kei roto anō i tā mātau pou tarāwaho mahinga hou tētahi arotahi taiao kaha, me te whai whakaaro ki ngā whāinga huringa āhuarangi a te kāwanatanga.

I anga whakamua mātau i roto i ētahi atu wāhi arotahi hira i tēnei tau. Kei te tutuki ngā putanga whānui ake i te huarahi matua o Te Huanui o Manawatū-Tararua - e tino mōhiotia ana tēnei kaupapa mō tōna aronga pai e pā ana ki te hauora, haumarua me te oranga, ka mutu

i whakawhiwhia ki tētahi tohu hanga mahere ā-motu. Kei te whakatipu tonu mātau i tō mātau hauora me te āheinga ā-whakahaere me te arotahi ki ā mātau kaimahi. I kitea tēnei i roto i ā mātau otinga kaimahi me te 75 ōrau o ngā kaiurupare e kī he wāhi rawe a Waka Kotahi ki te mahi, kua piki ake tēnei mai i te 68 ōrau i tērā tau.

I te 2020/21 i whakatakotoria e mātau ngā tūāpapa mō tō mātau ahunga rautaki hou, ā, e hiahia ana mātau kia koke whakamua haere ā te tau e heke mai. E kōrero ana a Te kāpehu mō tā mātau mahi kia noho tūhono tonu ngā tāone, ngā tāonenui me ngā rohe tētahi ki tētahi mō ngā utanga me te ao tāpoi. He whakanui i tā mātau mahi i māmā ake ai te nekeneke haere a te iwi o Aotearoa ki te mahi me te pārekareka i ngā wāhi paetata, pae tawhiti hoki.



Brian Roche

Sir Brian Roche
Heamana



Nicole Rosie

Nicole Rosie
Pou Whakahaere

Chair and chief executive overview

Our name Waka Kotahi conveys the concept of moving together as one and expresses our purpose as an organisation. 2020/21 has been a year of transition. Our strategic and operating contexts are changing quickly and significantly. We need a strong direction and to provide leadership to the sector to deliver the best outcomes for New Zealanders.

To do this we developed Te kāpehu | Our compass, which sets out our direction and aspirations within the wider land transport system. It articulates what we want to achieve as an organisation, how we will go about this, and why we are here. Laying this solid foundation sets us up to deliver our ambitious work programme for land transport.

The Road to Zero Speed and Infrastructure Programme delivered over \$1 billion of safety improvements during the 2018–21 National Land Transport Programme

Our priorities come with new and diverse demands as we manage greater government expectations, new and existing commitments, as well as the ongoing impacts of COVID-19. To ensure we can respond to these demands effectively, our new Te kāpehu performance framework will help us to measure progress against the outcomes we want to achieve to keep Aotearoa moving. Aligning with the Government Policy Statement on land transport 2021 (GPS 2021) and the Transport Outcomes Framework, Te kāpehu is responsive to our changing operating environment and inclusive of our multiple roles as a steward of the state highway asset, investor, and regulator.

We've responded successfully to several setbacks and unexpected events this year. COVID-19 continues to impact on our funding and delivery, but we've managed to maintain momentum with our projects

and programmes of work, including in our regulatory services and digital areas. Ongoing movement between alert levels caused a loss in public transport revenue. Several significant disruptions also required our swift operational response. We effectively responded to the incident that structurally damaged Auckland Harbour Bridge and major weather events, including the Napier and Ashburton floods. We partnered with local councils and communities, iwi and others to keep things moving after these events.

Despite the challenges this year, we also had great achievements. The final year of the 2018–21 National Land Transport Programme (NLTP) concluded some major programmes of work, including the physical completion of all projects contributing to the Kaikōura earthquake recovery. We made good progress on the New Zealand Upgrade Programme, with 10 significant capital projects having met year-end milestones and and more in either the design or execution stages. We also partnered with local government to deliver over 100 projects across Aotearoa, including those completed under the Innovating Streets for People and Urban Cycleways programmes.

Great partnerships are crucial to our success and delivery. Te kāpehu commits us to new values and behaviours that will shape our culture and guide the way we work within Waka Kotahi and how we engage with iwi, partners, stakeholders and communities. We saw wider trust and confidence in our organisation improve this year, with Waka Kotahi being the second most-improved agency in the Colmar Brunton public sector reputation index.

We invested in 83 km of walking and cycling facilities over 2020/21, including 13.5km through the Urban Cycleways Programme

We recognise that a distinct approach is needed to measure our effectiveness in working with and responding to Māori as the Crown's partner under Te Tiriti o Waitangi. Our new performance framework aims to identify specific actions to improve and help us achieve the vision of Te Ara Kotahi our Māori strategy. Waka Kotahi now has access to over 650 Māori and Pasifika owned businesses through our supplier diversity partner Amotai. Working with Amotai will help us achieve success in the government's broader outcomes programme, where we'll be considering secondary (environmental, social, economic and cultural) benefits when purchasing goods, services or works. This initiative will also help bring Te Ara Kotahi to life.

Two million native plants have been planted around the new Transmission Gully motorway, which will reduce erosion and sediment entering nearby streams and the Porirua Harbour

We continued to work closely with stakeholders and industry partners and supported our delivery partners in response to the impacts of COVID-19. Together we progressed climate change initiatives under Toitū te taiao, our sustainability action plan. We delivered safety initiatives under Road to Zero, the national road safety strategy. Local and central government are also looking to us for leadership in planning, investment and delivery, as well as support for whole-of-government initiatives. We have worked with a range of public agencies to understand transport's potential to unlock wider outcomes.

At a regional level, we continue to work with local government, communities and businesses to support a variety of regional economic growth initiatives where transport can make a significant contribution. We have established a new regional model, which will strengthen our presence and improve our relationships in the regions. Our regional teams have worked closely with each region to support the development of their Regional Land Transport Plans (RLTPs), focusing on regional outcomes and reflecting the government's priorities for a safer land transport system that offers greater travel choice and delivers better environmental

outcomes. RLTPs are key in developing the NLTP - our three-year programme to give effect to the government's priorities. This year we closed out the 2018-21 NLTP and began work to develop the NLTP 2021-24 in line with the GPS 2021.

At Waterloo Station in Lower Hutt, Wellington, a new road layout resulted in an overall reduction in speed, up to 30 percent reduction in near misses for everyone who uses this road and a 75 per cent reduction in near misses for people walking in the area

The National Land Transport Fund (NLTF) is not the only funding source for the land transport system. The local share investments from our partners in local government are equally important. The Crown is also providing an increased direct contribution to meeting system needs. During the year, we developed a proposal for a new regulatory funding regime and a new system of user charges, which will be consulted on in 2021/22. This review is essential to ensure a sustainable and efficient basis for funding and delivering a modern, first-class regulatory service.

We continue to manage the changing role and expectations of Waka Kotahi, including in the areas of climate change, rail and freight. Within this context we must plan and deliver maintenance works so people can reliably access social and economic opportunities while ensuring the safety and resilience of the network. Maintenance, renewals and our focus on retaining and enhancing the network come with challenges. The network is growing, with increasing activity and resilience events that we need to respond to. Maintaining and renewing the network in this construct will become increasingly challenging.

This year safe and appropriate speeds were implemented across 465 km of the state highway network

People are changing the way they work and move around. Use of public transport services still hasn't returned to pre-COVID levels. More people are working from home and travelling less. These changes impact our revenue streams, including fuel excise duty and road user charges, and reduce the revenue into the National Land Transport Fund (NLTF). Our expanding role and climate imperative also challenge our funding model. To fully meet the needs and ambitions for mode, shift reducing emissions and adapting to climate change will require changes to current funding arrangements.

We saw an 11 percent reduction in deaths and serious injuries - with 2491 this year compared to 2803 last year

Waka Kotahi provided advice on the He Pou a Rangi Climate Change Commission transport recommendations. We highlighted the importance of urban form by ensuring sustainable access to transport networks and shifting to lower carbon modes of transport to reduce emissions. We continued working with local and central government agencies to promote integrated land use and transport planning. Together with our stakeholders we also invested in and delivered sustainable outcomes in public transport, walking and cycling.

In 2020/21 \$29 million was invested in Innovating Streets projects - with a pop-up cycleway in Cambridge resulting in a 56 percent increase in bike trips to the primary school

We're proud that our current environmental practices are sound at Waka Kotahi and in some areas lead the way in the sector. This year we moved to the Infrastructure Sustainability Council's of rating scheme to assess the sustainability outcomes of our high-value projects. Our new performance framework also has a strong environmental focus, with the government's climate change objectives in mind.

We made good progress in other key areas of focus this year. Broader outcomes are being achieved in Te Ahu a Turanga Manawatū Tararua highway - this project is well known for its positive approach to health, safety and wellbeing, and also won a national planning award. We continued to grow our organisational health and capability with a strong focus on our people. This was shown in our employee survey results with 75 percent of respondents describing Waka Kotahi as a great place to work, an increase from 68 percent last year.

In 2020/21, we laid the foundations for our new strategic direction, and we want to keep up our momentum in the year ahead. Te kāpehu speaks to our role in keeping towns, cities and regions connected to each other for freight and tourism. It celebrates our role in enabling New Zealanders to get around more easily to do business and to enjoy places that are both local to them and further away.



Brian Roche

Sir Brian Roche
Chair



Nicole Rosie

Nicole Rosie
Chief Executive

Highlights from this year

Moving towards our future state

This year we launched our new strategic direction Te kāpehu and a new vision of connecting people, products and places for a thriving Aotearoa. Our new performance framework will guide us toward achieving this vision and ensure we can report evidence-based progress against our system outcomes. We've reset our priorities and ourselves as an organisation so we can better navigate our changing operating context. This will help to build a strong foundation for our future state, as we prepare for the key challenges and exciting opportunities in the year ahead.

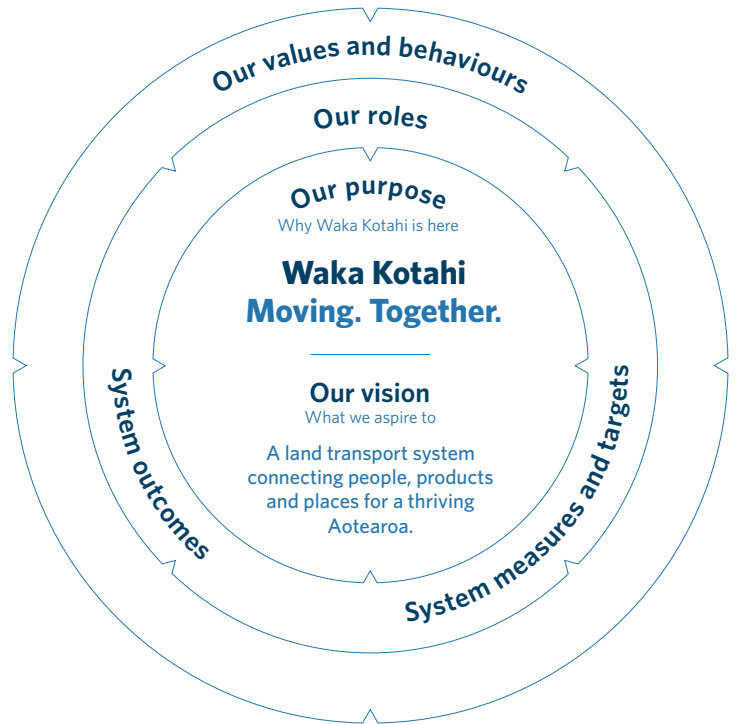


Figure 1: Our strategic direction Te kāpehu

One year on from the launch of Road to Zero

In the 2018-21 NLTP period we made 3123 km of state highways safer through installing 50 km of median barrier, 260 km of side barrier, and 3471 km of rumble strips. We made infrastructure improvements to 12 high-risk intersections and delivered safer speeds on 584 km of roads. These changes are expected to save 168 deaths and serious injuries a year. We also stood up our Tackling Unsafe Speeds programme team, who will focus on the new regulatory framework for speed management planning, the move to safer speeds around schools, and adopting a new approach to safety cameras to reduce excessive speeds on our highest risk roads.



Partnership with Māori

A dawn blessing in Papakura with our mana whenua partners was held ahead of construction beginning on the first New Zealand Upgrade Programme project in Auckland. Ngāti Te Ata, Ngāti Whanaunga, Ngāti Tamaoho and Ngāti Maru blessed the construction site for SH1 Papakura to Drury South stage 1a with Waka Kotahi, contractors Fulton Hogan and Axell Consultants. Te Akitai, also a mana whenua partner for the project, worked closely with the project but couldn't attend the blessing.

Te Ara Tupua Alliance is the team that will deliver the Ngā Ūranga ki Pito-one (Ngauranga to Petone) section of Te Ara Tupua, the harbour-side walking and cycling route connecting Wellington and Lower Hutt. Iwi mana whenua gifted the name Te Ara Tupua to the project. We also worked with Taranaki Whānui ki te Upoko o te Ika and Ngāti Toa Rangatira during the project consenting phase, and this partnership will continue during the delivery phase

Trusted, positive partnerships with mana whenua reflect our Waka Kotahi value of kotahitanga and contributes to us realising the vision of Te Ara Kotahi.



Encouraging mode shift

Increasing the uptake of public transport and active modes ('mode shift') is one of our most important levers for reducing greenhouse gas emissions, air and noise pollution, and traffic congestion. This year the mode shift plans for Christchurch, Hamilton, Queenstown, Tauranga and Wellington were completed and are now being implemented by our council partners. The Innovating Streets for People Programme will also support mode shift. We've awarded funding for 74 innovating streets projects across 30 councils and 65 projects were delivered by the end of 2020/21.



Clean and safe cars for sustainability

More New Zealanders are making the switch to safe and clean vehicles, with over 27,000 electric vehicles registered by 31 May 2021. We delivered early rebates as part of the Clean Car Rebate, which was announced by the government in June 2021. We're also in the process of transitioning petrol and diesel vehicles in our Waka Kotahi vehicle fleet to electric vehicles, and at 31 July 2021 more than a third of our fleet was electric.

Strengthening our regulatory capability

We made good progress on implementing Tū ake, tū māia, our regulatory strategy. We appointed a Director of Land Transport, who has clear and independent accountabilities for delivering regulatory services. We're also undertaking the regulatory fees and funding review to help ensure we have sustainable funding to continue delivering this important function.



Keeping things moving

We worked with local councils and communities, iwi and others to quickly re-open roads following the Napier and Canterbury floods this year. Resilience of the network is becoming increasingly important as we can expect to see more weather events and disruptions with the effects of climate change. To ensure we are prepared to respond to these risks, we have started development of a climate change adaptation plan.



Building awareness of safe vehicles

We raised awareness on the importance of vehicle safety ratings through the Safe Vehicles Programme. In July 2020, Waka Kotahi and the New Zealand Police Serious Crash Unit showed shoppers in Sylvia Park how poorly a 1-star car might perform in a crash. More than 3000 people stopped to check out the display. We also updated the Rightcar website with more information to help people choose safe and clean cars.

Achieving broader outcomes

We've seen broader outcomes being achieved through Te Aha a Turanga, the Manawatū Tararua Highway project. Positive impacts were achieved through:

- recruiting locally, including partnering with the Universal College of Learning (UCOL) to upskill local graduates with practical experience
- working with mana whenua, with five iwi partners represented at the governance level and operationally throughout the project
- procuring locally where possible to engage, support and train small and medium-sized businesses
- developing an app, Te Whare Tapa Whā, to support the mental health of people working on the project and provide them with help if needed.



Making sustainability a reality

We continued to make good progress on *Toitū te taiao*, our sustainability action plan, and completed *Tiakina te taiao*, our sustainability monitoring report, for 2021.

The latest achievement in our corporate sustainability journey has been receiving our Toitū Envirocare carbon reduce certification.

Closing out the 2018-2021 NLTP

This year we closed out the 2018-21 NLTP with several great successes. We met the year-end milestones for 10 New Zealand Upgrade Programme significant capital projects and progressed several others. Physical completion of all Kaikōura earthquake recovery projects was also achieved in June 2021. We were awarded two Spirit of Service Awards by the Public Services Commission for our role in the restoration and recovery of the transport networks in Kaikōura, including the Prime Minister’s Award.

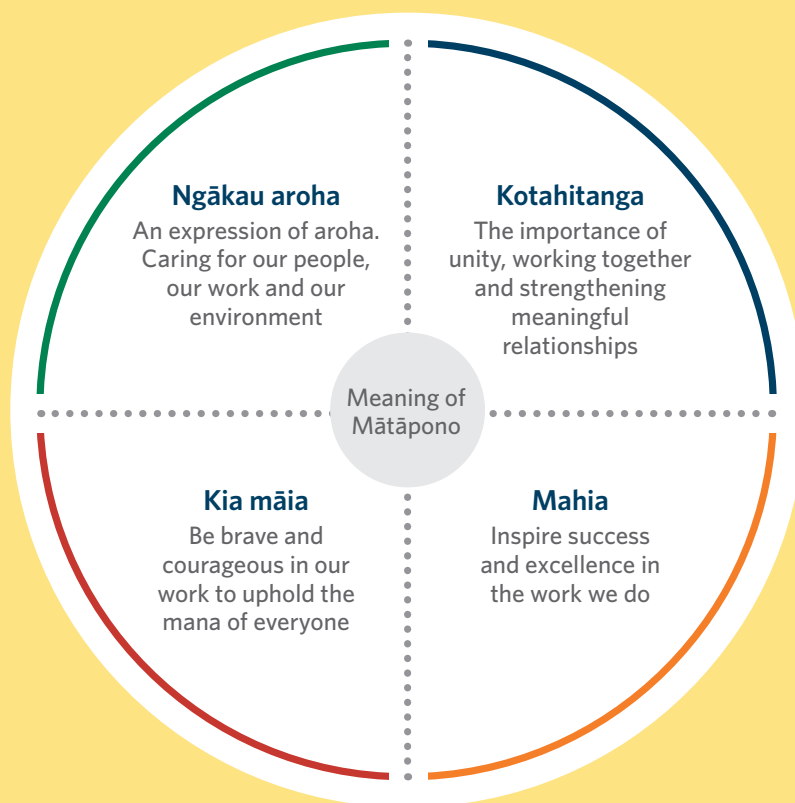


Figure 2: Ngā mātāpono | Our values



Our people

We worked with our people to develop new values and behaviours, which were launched as part of our new strategic direction, Te kāpehu. These values and behaviours are becoming part of what it means to be an employee of Waka Kotahi. We continue to build on our organisational foundations and focus on our people.

This year, 75 percent of respondents to our annual employee survey described Waka Kotahi as a great place to work, up from 68 percent in 2019/20 and 59 percent in 2018/19. We also launched a new system, Kōrero Mai - Tell Us, for the reporting of health, safety or security incidents, hazards or near misses that involve our people.