

# Tirohanga whānui o te tau 2021/22

Overview  
of 2021/22



# He tirohanga whānui nā te heamana me te pou whakahaere

## Chair and chief executive overview

Ko te uaratanga o Te Kāpehu, tā mātau ahunga rautaki, mō tētahi pūnaha tūnuku whenua e tūhono ana i te tangata, ngā wāhi me ngā hua kia momoho ai a Aotearoa.

He uaua tonu te whakatutuki i taua ahunga rautaki. He nui ngā mea i taea i roto i te tau, ā, he maha ngā wāhi mahinga i anga whakamua. E ai ki tērā i kōrerohia e mātau i mua, nā ngā pēhitanga tuku pūtea kei runga i a Waka Kotahi me ō mātau hoa haumitanga i rō kaunihera kua kore e tutuki tēnei uaratanga ki te kore ngā huringa nui ki te tauira tuku pūtea tūnuku whenua.

E ai ki ngā whakaritenga onāiane mō Te Tahua Tūnuku Whenua ā-Motu (NLTF) me arotake hei whakarite kei te hāngai ki te kaupapa kia iti ai te tukunga waro ā tōna wā me te whakarato i ngā tūmomo mahinga whānui e hiahiatia ana e Te Tauākī Kaupapa Here (GPS) a te Kāwanatanga mō ngā waka whenua 2021 me te Mahere Whakaiti Tukunga Waro (ERP).

Kua tāpirihia i te tukutanga o te GPS 2021 me te ERP ki ngā tūmanako me te whānuitanga o ngā mahi me oti i a mātau ko ō mātau hoa, me te kore e whakapiki pūtea mō ēnei. Nā te mate urutā KOWHEORI-19 kua tino hē kē atu ngā uauatanga kua pā ki a mātau me ō mātau hoa. Kei te pā tonu ngā pānga o te mate urutā ki ngā moni whiwhi o te NLTF i te tau 2021/22, otirā i ngā wā o te noho rāhui me ngā whakatiki hāereere. I heke anō ngā moni whiwhi waeture mai i ngā raihana taraiwa me te whakamātautau.

Pērā anō i ētahi atu whakahaere, kua pā mai ki ā mātau me ō mātau pātui ngā raru ōhanga mai i te KOWHEORI-19, ā, he nui te whakararu ki te ara ratonga me te whakapikinga utu. I whai pānga ēnei raru ki ngā utu me te whakararanga o te maha o ā mātau kaupapa pūrawa, tae atu ki te pikitanga o ngā utu o te tautiaki me ētahi atu mahinga ā-whakahaere. Tāpiri anō ki ēnei ko te āhuatanga o te tokoiti me te whakataetae hoki o te rāngai mahi.

He kaha tā mātau tautoko i te hiahia ki te whakatutuki i ngā whakahekenga whaikiko o ngā taumata tukunga waro mai i te rāngai tūnuku. Engari, me whai pūtea atu anō hei whakaū i ngā huringa hangarau me te whanonga e hiahiatia ana hei whakatutuki i ēnei whakahekenga me te whakakore i te waro mai i te pūnaha tūnuku whenua.

Ka āwhina te whakarewatanga o te Tahua Urupare Ohotata Āhuarangi ki te tautoko i a Waka Kotahi me ō mātau hoa ki te whakatinana i te ERP. Kua tautokona anō e te kāwanatanga te rāngai mā tētahi pūtea taurewa atu ki te \$2 piriona ki a Waka Kotahi mō te whakarato i te NLTP, ngā pūtea tāpiri mō ngā utu o ngā ratonga tūnuku tūmatanui, me te whakakī i te NLTF hei whakatautika i ngā pānga o ngā whakahekenga tāke kora o ngā moni whiwhi i tēnei tau. Nā tēnei i taea e mātau te whakanui ake i te whakararanga mā te Kaupapa Tūnuku Whenua ā-Motu 2021-2024 me te haumi tonu i te tūnuku tūmatanui, ahakoa te heke o te tautokonga me ngā moni whiwhi mai i te tūnuku tūmatanui.

Kei te tino tautoko mātau i te Arotake Moni Whiwhi a Tūnuku Whenua i whakahautia e te kāwanatanga i te Ākuhata 2021, e whai ana ki te whakarite me pēhea, ā, e hia te roa e pūmau ai te ara pūtea. Ahakoa i āwhina ngā tautoko ā-pūtea mai i te kāwanatanga i te 2021/22 ki te whakamāmā i ētahi o ngā

pēhitanga ā-pūtea i roto i te wā poto, kāore e whakaritea e tērā ngā whakaritenga pūtea haere ake nei.

He wāhanga taketake te arotake o te urupare a te kāwanatanga ki ngā pēhitanga pūtea e tipu haere ana i te whakatinanatanga o ngā whāinga whakaheke tukunga waro a te kāwanatanga. E tautoko ana a Waka Kotahi i te whakaheke i te tukunga waro o te pūnaha tūnuku whenua hei kaupapa matua mō Aotearoa me te mōhio ki tō mātau wāhanga mō te whakatutuki i te whakahekenga tukunga waro āpōpō. Engari, nā te heke o te whakawhirinaki ki ngā waka tūmataiti me ngā koranehe ka pā mai i te whakahekenga tukunga waro ka heke ngā moni whiwhi mai i ngā tāke koranehe me ngā nama kaiwhakamahiri rori, ka ahu mai i konei te nuinga o te Te Tahua Tūnuku Whenua ā-Motu.

I taua wā anō, ko te rerekē me te maha o ngā haumitanga kia tutuki ai ngā whāinga huringa, tae atu ki ngā haumitanga ki ngā āhuratanga hou, me tino nui ake ēnei.

Kei mua anō i a Waka Kotahi me tō mātau hoa ko ngā uauatanga o te tautiaki i te kōtuinga tūnuku whenua me te urupare ki te nui haere ake me te auau haere ake o te kino o Tāwhirimātea. Nā te maha o ngā marangai i te tau 2021/22, i hīkina ētahi o ngā mahi tautiaki kia pai ai te tuku i ngā pūtea me ngā rawa hei whakaoti i ngā tapitapi ohotata. I te mea kei te nui haere ake te pā mai o ngā marangai me ngā aituā ao tūroa me nui ake ngā pūtea hei whakarite ka whaitake tā tātau urupare ki ngā whakararu ki te kōtuinga, me te tautiaki i te āhua o te kōtuinga.

He whakautu poto noa iho ngā mahinga ohotata. I te roanga o te wā, me nui ake ngā haumitanga tāpiri ki te kōtuinga tūnuku whenua kia pakari ake te kōtuinga i roto i te kino o Tāwhirimātea, me te pikitanga o te moana. I te nuinga o te wā he kaha ake te pānga o ēnei āhuratanga ki te hunga tino whakaraerae me rātau kei ngā hapori taratahi i Aotearoa.

Ko ngā mahi tapitapi ohotata, i te taha o ngā mahi tautiaki pūmau o te kōtuinga onāiane, me āta whakahaere. E mōhio ana mātau ki ngā raru e ara ake ana mō te āhua o ngā huarahi matua, ā, kei te pūmau mātau ki te whakarite i ērā.

Mā te mōhio me pēhea, ā, me te wā e taea ai te whakapūmau i te ara pūtea, he mahi taketake te Arotake Moni Whiwhi a Tūnuku Whenua mō te whakarite ka hāngai te pūtea mō te pūnaha tūnuku whenua ki ngā manako o te GPS me ngā mahinga urupare huringa āhuarangi a te kāwanatanga.

Ahakoā ēnei uauatanga rautaki nui, he pai te anga whakamua i taea i te tau 2021/22 i ngā wāhi maha. I haere tonu ā mātau mahi ki te uaratanga te Ara ki te Kore o te whakaiti i ngā matenga tūnuku whenua me ngā wharanga kino mā te 40 ōrau i mua o te tau 2030 (mai i ngā taumata o te tau 2018), te whakarewa i te kaupapa whakahau tūmatanui mō te Ara ki te Kore me te whakarato i ngā whakapaitanga tūāhanga haumaruru rori. I haere tonu ā mātau mahi ki te whakatika i ngā hapa waeture o mua, te whakahou i a Tū Ake, Tū Māia, tā mātau rautaki waeture, me te kauneke i tētahi tauira whakahaere waeture hou. I whakapaihia e mātau te waeture rāngai rēra, ka whakatū i te rōpū Rēra Haumaruru Ake. Ko te whakatutuki pai i te arotake i ngā utu waeture me ngā nama me ea hei te tīmatanga o te tau 2022/23 tētahi mahi whai ake taketake hei whakarite i tauira pūtea waeture toitū ki ngā rā anamata.

I tīmata tā mātau hanga i a Tiro Rangi, tā mātau mahere urutaunga āhuarangi, ā, ka whakahiato mai i tā mātau tirohanga mō te urutau i te pūnaha tūnuku whenua i runga i te mōhio tūturu ki te huringa āhuarangi. He mahi hira a Tiro Rangi i roto i te Mahere Urutaunga a Te Kāwanatanga. I hāpai mātau i te ERP, ā, kei runga i a mātau mō te whakatinana i te maha o ngā kaupapa o te mahere, me te maha mā te Tahua Urupare Ohotata Āhuarangi e utu.

Ka whakawhānui haere atu ngā mahinga o te Mahere Whakaheke Tukunga Waro i ngā mahi kua tīmata kē i roto i ā mātau mahi whakahekenga waro tukunga, tae atu ki te whakapiki i te haumitanga ki ngā mahinga hīkoi me te eke pahikara o te Kaupapa Tūnuku Whenua ā-Motu 2021–24. Kei te whai anō mātau ki te ine me te pūrongo i ā mātau tukunga waro i runga i te āhuratanga takohanga. I whakahoutia e mātau tā mātau paerewa taiao me te herenga pāpori, ā, kei te mahi mātau ki te pūrongo me te whakaheke i ngā tukunga waro rangatōpū hei wāhanga o te Kaupapa Kāwanatanga Waro Ōrite.

I taea ngā tohu nui hira mō te whakatutuki i ngā kaupapa nui, tae atu ki te whakatuwheratanga o Te Aranui o Te Rangihaeata me te whakaroa ake i te Ara Pahi o te Raki. I pai te anga whakamua o te maha o ngā kaupapa tūnuku o te Kaupapa Whakarākei o Aotearoa. Kei te tino whakatinana mātau i te kaupapa Hekeutu Waka Mā (tukunga waro iti).

E ngākau whakahī ana mātau ki te anga whakamua kua oti i a mātau mō te whakatutuki i ō mātau paiherenga o Te Tiriti o Waitangi. I whakahautia e mātau he rangahau kia mārama pai ake mātau ki ngā hiahia o te Māori, kia mōhio ai kei te pēhea tā mātau whakatutuki i aua hiahia, me te tautuhi i ngā whai wāhitanga kia pai ake. I kōrerorero tahi tonu mātau me ngā iwi, ā, i taea e mātau he tohu nui matua i te marama o Mei 2022 i te huratanga o ngā tohu tūnuku kura reorua tuatahi i Ahuriri. I mahi tahi mātau me te mana whenua ki te whakauru mai i ngā kōrero ā-iwi, ā-ahurea ki te hoahoa o ngā kaupapa tūāhanga pērā i Ngā Whakapaitanga ki te Ara o te Raki i Tāmaki Makaurau me Te Aranui o Te Rangihaeata.

Ka taea e te haumi ki te pūnaha tūnuku tētahi wāhanga hira mō te hāpai i te mana ōrite. I a mātau e whakatinana ana i te Mahere Whakahekenga Tukunga Waro, kei te hiahia mātau ki te tautoko i tētahi whakawhitinga tōtika kia kore ai e mahue he tangata ki muri. Koinei tētahi mea i whakapau kaha ai mātau i te tau 2021/22, mā te whakamātautau i te kaupapa rīhi-waka hapori a Waka Aronui i Tāmaki Makaurau, ā, i utu i ngā whānau moni whiwhi iti ki te rīhi waka momorua.

I arotahi tonu mātau ki te oranga o tō tātau iwi. I hiahia tautoko atu anō ā mātau kaimahi i te wā o te mate KOWHEORI-19, otirā rātau i te rohe o Tāmaki Makaurau neke atu i te 100 rā rātau e noho rāhui ana i te tau 2021. I ārahi mātau i ngā kamahi i roto i ngā huringa o te urupare ki te KOWHEORI-19 me te hanga ārai kanohi me te whakawātea mai i ngā whakamātautau ākipaturopi tere. He tikanga noa ināianei te mahi haora ngāwari o ā mātau mahi, ā, kei te mahi ngātahi tonu mātau me ā mātau tāngata kia haumarua a Waka Kotahi me tētahi wāhi tautoko ki te mahi e noho ana i ō mātau uara o te kotahitanga me te ngākau aroha.

I tautoko tonu mātau i ō mātau pātui o te rohe, ā, kei te pērā anō ngā uauatanga tuku pūtea me te haumitanga, ā, kei te tino whakapau kaha rātau ki te tuku whakatau e tautoko ana i te oranga o ō rātau hapori.

I a mātau e mahi ana ki tētahi tauira tuku pūtea toitū, he mea hira ō mātau kaiārahi me te mahi ngātahi me Te Manatū Waka. He whai wāhitanga hira te urupare ki ngā whakapātaritari o te huringa āhuarangi hei ahuhahu me te haumi ki tētahi pūnaha tūnuku whenua pai ake, he haumarua ake, he mā ake, ā, e tuwhera ana ki te katoa.



**Tā Brian Roche** KNZM  
Haemana



**Nicole Rosie**  
Tumuaki

# He tirohanga whānui nā te heamana me te pou whakahaere

## Chair and chief executive overview

The vision of Te Kāpehu, our strategic direction, is for a land transport system that connects people, places and products for a thriving Aotearoa New Zealand.

Delivering on that strategic direction continues to be challenging. Much has been achieved over the last year, with progress made across multiple areas of activity. As we have signalled previously, the growing funding pressures faced by Waka Kotahi and our investment partners in local government mean that this vision will not be realised without significant changes to the land transport funding model.

The current arrangements for the National Land Transport Fund (NLTF) require review to ensure they are fit for purpose for achieving a low carbon future and delivering the broad range of activities required by Te Tauākī Kaupapa Here a te Kāwanatanga mō ngā waka whenua 2021, the Government Policy Statement (GPS) on land transport 2021 and the first Emissions Reduction Plan (ERP).

The release of GPS 2021 and the ERP have added to the expectations and scope of what we and our partners are tasked to deliver, without a corresponding increase in funding. The COVID-19 pandemic has exacerbated some of the challenges we and our partners have faced. The impacts of the pandemic continued to affect NLTF revenue in 2021/22, especially during periods of lockdown and travel restrictions. Regulatory revenue from driver licensing and testing also decreased.

Like many other organisations, we and our partners have been affected by the economic fall-out from COVID-19, which has seen significant supply chain disruption and price inflation. These issues have affected the costs and delivery of many of our capital projects, as well as increased the costs of maintenance and other operational activities. A tight and increasingly competitive labour market is a compounding factor.

We strongly support the need to achieve tangible reductions in the level of emissions from the transport sector. However, additional funding will be required to make the technological and behavioural changes needed to achieve these reductions and decarbonise the land transport system.

The launch of the Climate Emergency Response Fund will help support Waka Kotahi and our partners to implement the ERP. The government has also supported the sector with a loan to Waka Kotahi of up to \$2 billion for delivery of the NLTP, additional funding for the costs of public transport services, and a top up of the NLTF to offset impacts of this year's fuel tax cuts on revenue. This enabled us and our partners to increase delivery via the 2021-2024 National Land Transport Programme and to continue to invest in public transport, despite reduced public transport patronage and revenue.

We are in full support of the Land Transport Revenue Review commissioned by the government in August 2021, which aims to determine how and over what time the funding path can be stabilised. While the financial support received from the government over 2021/22 has helped to ease some of the funding pressures in the short-term, it will not address our ongoing funding requirements.

The review will be a critical part of the government's response to growing funding pressures as the government's decarbonisation objectives are implemented.

Waka Kotahi supports decarbonising the land transport system as a priority for Aotearoa and recognises our role in achieving a decarbonised future. However, the reduction in reliance on private vehicles and fossil fuels that will occur due to decarbonisation will reduce the revenue from fuel taxes and road user charges, which make up the bulk of the National Land Transport Fund.

At the same time, the variety and number of investments to meet climate change objectives, including investments in mode-shift, will be required to increase dramatically.

Waka Kotahi and our partners are also facing the dual challenge of maintaining the condition of the land transport network while also responding to increasingly frequent and more extreme weather events. Due to the number of severe weather events in 2021/22, some planned maintenance activities were deferred so that funding and resources could be diverted to complete emergency repairs. As severe weather events and natural disasters become more frequent, increased funding will be needed to ensure we can respond to network disruptions effectively, as well as maintain network condition.

Emergency works are the short-term response. Over time, the land transport network will need substantial additional investment to increase the resilience of the network in the face of extreme weather, as well as sea level rise. These factors tend to have the greatest impact on the most vulnerable and isolated communities in Aotearoa.

Emergency repair works, together with ongoing maintenance of the existing network, are requiring careful management. We acknowledge the emerging issues around the state of the highway network and are committed to addressing them.

By determining how and over what time the funding path can be stabilised, the Land Transport Revenue Review will be a critical step in ensuring that funding for the land transport system aligns with the ambitions of the GPS and government's climate change response activities.

Despite these significant strategic challenges, good progress has been made in 2021/22 in several areas. We continued to work toward the Road to Zero vision of reducing land transport deaths and serious injuries by 40 percent by 2030 (from 2018 levels), launching the Road to Zero public awareness campaign and delivering important road safety infrastructure improvements. We also continued our work to address past regulatory failure, updating Tū Ake, Tū Māia, our regulatory strategy, and progressing a new regulatory operating model. We improved rail sector regulation, establishing the Safer Rail team. Successful conclusion of the review of regulatory fees and charges due in early 2022/23 is a critical next step to ensure a sustainable regulatory funding model into the future.

We began developing Tiro Rangi, our climate adaptation plan, which will bring together our view for adapting the land transport system with the reality of the changing climate. Tiro Rangi is a critical action in the government's National Adaptation Plan. We contributed to the ERP and will be responsible for implementing many of the plan's initiatives, which will be funded by the Climate Emergency Response Fund.

The Emissions Reduction Plan activities will build on the mahi already underway as part of our decarbonisation activities, including increased investment in walking and cycling initiatives as part of the 2021-24 National Land Transport Programme. We are also taking responsible steps to measure and report on our own emissions. We updated our environmental and social responsibility standard and we are working toward reporting on and reducing our corporate emissions as part of the Carbon Neutral Government Programme.

Key milestones were achieved in delivery of significant capital projects, including the opening of Te Aranui o Te Rangihaeata Transmission Gully and the Northern Busway extension. Good progress was also made on many of the New Zealand Upgrade Programme transport projects. We also fully implementing the Clean Car (low emission) Discount scheme.

We are proud of the progress we have made toward better meeting our Tiriti o Waitangi commitments. We commissioned research to better understand the needs of Māori, determine how well we are meeting those needs, and identify opportunities for improvement. We continued to collaborate with iwi, reaching a major milestone in May 2022 when the first bilingual kura traffic signs were unveiled in Napier. We partnered with mana whenua to incorporate the stories of people and culture into the design of infrastructure projects such as the Northern Corridor Improvements in Auckland and Te Aranui o Te Rangihaeata Transmission Gully.

Investment in the transport system can play an important role in promoting equity. As we implement the Emissions Reduction Plan, we want to support a fair transition where no one gets left behind. This is something we worked on in 2021/22, by piloting Waka Aronui community car-leasing scheme in Auckland, which subsidised low-income families to lease a hybrid vehicle.

We continued to focus on the wellbeing our people. Our staff required extra support during the COVID-19 pandemic, particularly those in the Auckland region who spent more than 100 days in lockdown during 2021. We guided staff through COVID-19 response changes and made masks and rapid antigen tests readily available. Flexible working has become a standard part of how we operate, and we will continue to work closely with our people to make Waka Kotahi a safe and supportive place to work that lives our values of kotahitanga and ngākau aroha.

We continued to support our local partners, who are facing similar funding and investment challenges and are doing their best to make decisions that support the wellbeing of their communities.

As we work towards a sustainable funding model, our leadership and collaboration with Te Manatū Waka will be vital. Responding to the challenges of climate change is an important opportunity to shape and invest in a better land transport system that is safe, cleaner and more accessible for everyone.



**Sir Brian Roche** KNZM  
Chair



**Nicole Rosie**  
Chief Executive

# Kupu whakataki

## Our highlights for 2021/22

### We're using our new performance framework to track our journey toward the vision of Te Kāpehu - Our Compass

This year we used our new performance framework to measure our progress toward achieving the vision of Te Kāpehu, our new strategic direction (see figure 3). Our new performance framework can be found on pages 18 and 19 of this report.

Te Kāpehu sets out the long-term system outcomes we need to achieve to realise our vision: safe, environmentally sustainable, effectively and efficiently moving people and freight, and meeting current and future needs.

### We're moving in the right direction

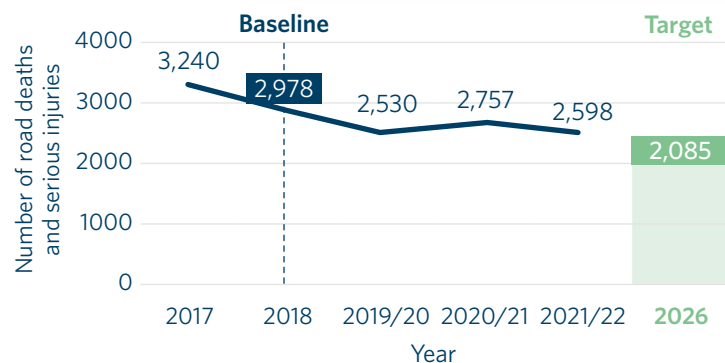
Using our performance framework, we can tell that we've worked with our partners to invest in and deliver activities that will make a difference.

Over time, we expect these will contribute to positive changes to our long-term system outcomes.



## Safe

Progress has been made toward **reducing the number of people killed or seriously injured** on the land transport system. To sustain the decreasing trend and achieve the 40% Road to Zero reduction target, we'll need to work with our partners to lift our delivery performance across several areas.



We've also launched the **Road to Zero public awareness campaign**, aimed at changing the conversation about road safety in Aotearoa.





# Environmentally sustainable

We played a lead role in shaping the government's first **Emissions Reduction Plan**, which will help us work toward our target of reducing greenhouse gas emissions from the land transport system.

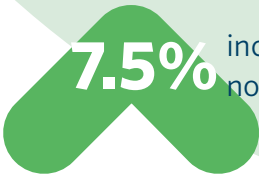


**41%** reduction in emissions from Waka Kotahi corporate travel compared to the previous year

We also reduced our corporate emissions from staff travel for the second year in a row.



Following the implementation of the Clean Car Discount and other clean car initiatives, **more low and no carbon vehicles were registered in Aotearoa.**



7.5% increase in the number of low and no carbon light vehicles since 2020



# Effectively and efficiently moving people and freight

We also...

...started implementing our **freight action plan**, and began updating the plan to reflect industry feedback and the Emissions Reduction Plan.

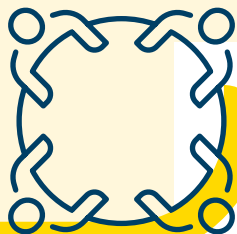


We began developing **Tiro Rangi**, our first climate change adaptation plan. Implementing Tiro Rangi will help keep communities connected and safe by improving the climate resilience of the network.

...achieved important significant capital project milestones, including opening of Te Aranui o Te Rangihaeata Transmission Gully and the Northern Busway extension, despite the significant challenges faced due to the impacts of COVID-19.

# Meeting current and future needs

We've worked with our partners to develop a better understanding of the skills, funding and systems we need to keep working effectively toward our vision.



The findings of our survey of how we can improve responsiveness to Māori will help us build on the work we've already done to become an effective Te Tiriti o Waitangi partner.

We made good progress on **strengthening our regulatory performance**, but still have more work ahead of us to embed the changes we want to make.



We developed a clearer view of what we need to ensure we're **funded sustainably** but need to do more work on measuring this robustly.

## We've continued to live our values and behaviours

Ngā mātāpono (our values) and our behaviours shape our culture and influence how we work and how we engage with iwi, partners, stakeholders and communities.

In 2021/22 we provided extra support to our people during the COVID-19 pandemic and extended Auckland lockdown. We ensured staff were supported to work from home, offered guidance on COVID-19 response changes as they happened, and made masks and rapid antigen tests available. Flexible working has also become a standard part of how we operate.

## We will live our value of kotahitanga as we work with our partners to make the important changes needed to help us achieve our vision

Creating a safe, sustainable and resilient transport system to support a thriving Aotearoa remains at the heart of what we do. To achieve this vision, we will need to work closely with Te Manatū Waka and our other partners to ensure a sustainable funding model for the land transport system.



**Ngākau aroha**  
*Have heart*



**Kia māia**  
*Be brave*



**Kotahitanga**  
*Better together*



**Mahia**  
*Nail it*