

# Tā mātau horopaki me te ahunga rautaki

Our  
context  
and  
strategic  
direction



# Government direction

## Transport Outcomes Framework

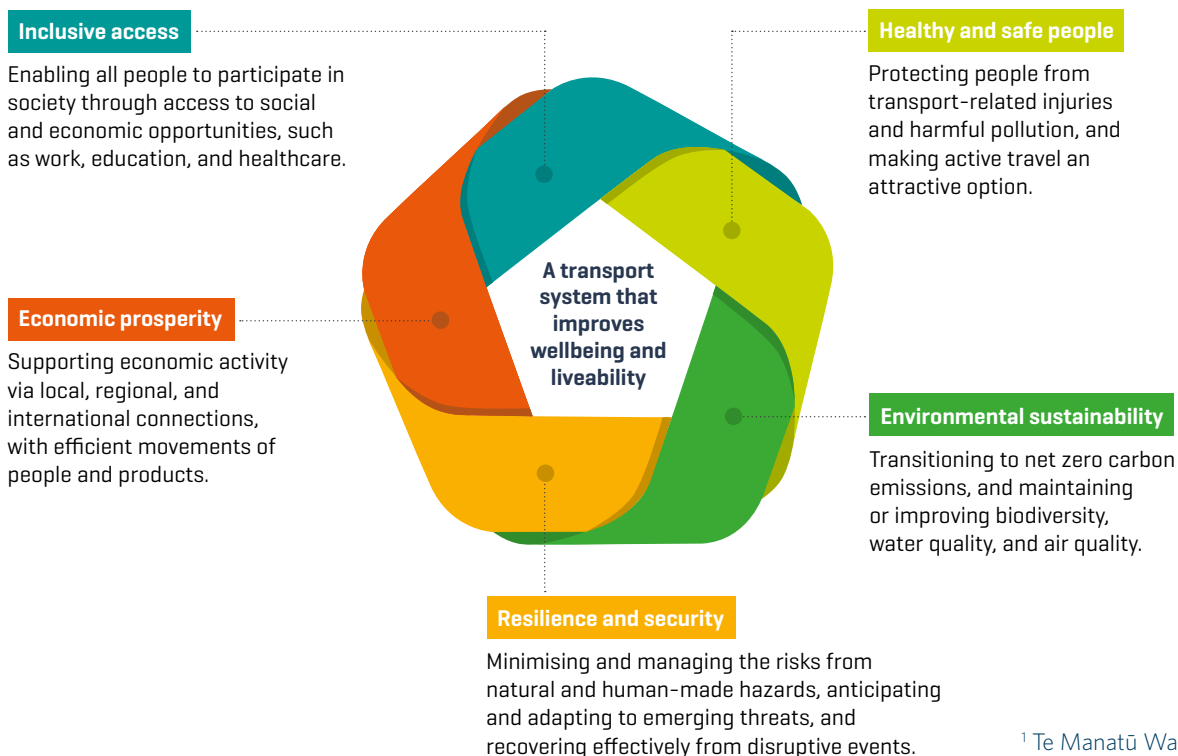
Te Manatū Waka Ministry of Transport Transport Outcomes Framework defines the government's long-term strategic outcomes for the transport system. The framework sets the purpose of the transport system as improving people's wellbeing and the liveability of places. It describes five long-term outcomes for the Aotearoa New Zealand transport system (see figure 1):

- healthy and safe people
- environmental sustainability
- resilience and security
- economic prosperity
- inclusive access.

These outcomes are interrelated so must be achieved together to improve intergenerational wellbeing and the quality of life in the cities, towns and provinces of Aotearoa.

They are also reflected in Government Policy Statement on land transport (GPS) priorities and our strategic direction Te Kāpehu | Our Compass.

Figure 1 Te Manatū Waka Transport Outcomes Framework



<sup>1</sup> Te Manatū Waka Ministry of Transport (2021) Te Anga Whakatakoto Hua mō ngā Waka: Transport Outcomes Framework (webpage). [www.transport.govt.nz/area-of-interest/strategy-and-direction/transport-outcomes-framework](http://www.transport.govt.nz/area-of-interest/strategy-and-direction/transport-outcomes-framework)

## Government Policy Statement on land transport

The GPS sets out the government’s strategic direction for the land transport system over the next 10 years and is updated every three years. It guides how we invest the National Land Transport Fund (NLTF), and how we prioritise activities in regional land transport plans for inclusion in the National Land Transport Programme (NLTP).

The GPS for 2021/22 to 2030/31 (GPS 2021) has four strategic priorities to guide investment: safety, better travel options, improving freight connections, and climate change (see figure 2). GPS 2021 also introduced new functions and responsibilities for Waka Kotahi, including in rail and coastal shipping.

GPS 2021 priorities often overlap and can contribute to each other’s benefits. For example, if purposefully designed, many investments in a low carbon transport system also give people better, safer choices to walk, cycle or take public transport.

Figure 2 GPS 2021 strategic priorities



While we are responding to the government’s emerging priorities, we must also continue to maintain and renew the existing transport network. The NLTF annual report (pages 207-281) summarises how the NLTF was invested over 2021/22 to contribute to GPS 2021 priorities.

# Te Kāpehu

## Our Compass

### Our strategic direction

In 2021 we updated our strategic direction in response to our changing strategic and operating context, as set out in our 2021-26 statement of intent and 2021/22 statement of performance expectations.<sup>2 3</sup>

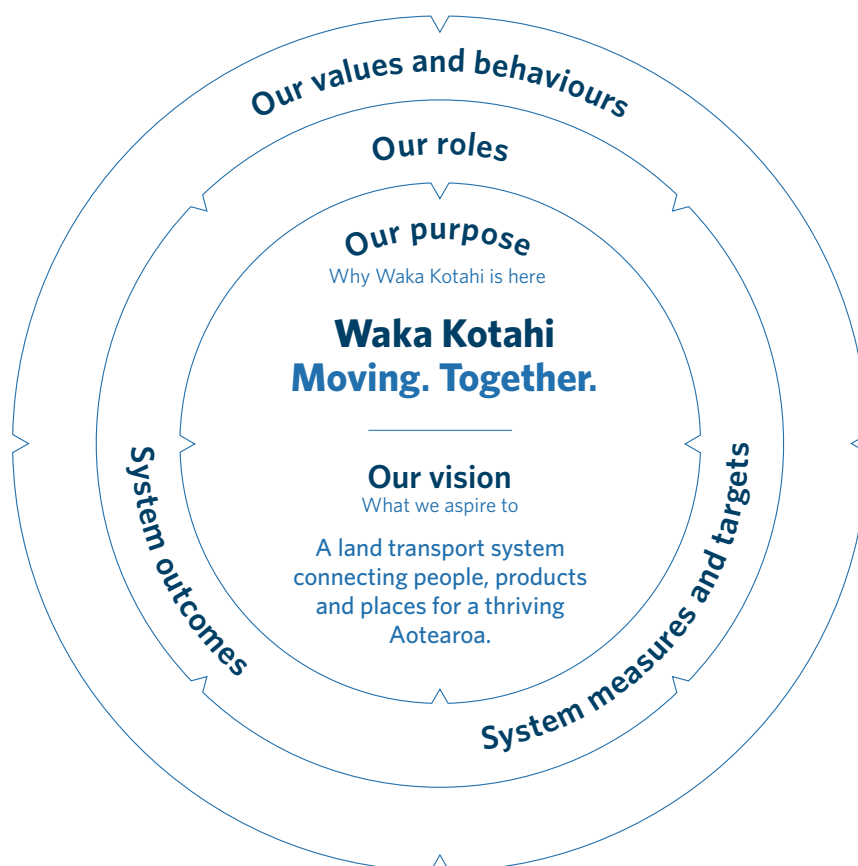
Our new strategic direction Te Kāpehu describes our place and aspirations within the land transport system, what we want to achieve as an organisation, and how we will go about achieving this (see figure 3).

Our system outcomes are the long-term changes to the transport system we will focus on to realise our vision. We want Aotearoa to have a land transport system that is:

- safe
- environmentally sustainable
- effectively and efficiently moving people and freight
- meeting current and future needs.

We've also identified medium-term results reflecting the interim changes we need to see to achieve these outcomes. For details on our system outcomes and results, including the relationships between them, see our 2021-26 statement of intent.

Figure 3 Te Kāpehu | Our Compass



<sup>2</sup> Waka Kotahi (2021) Waka Kotahi tauāki whakamaunga atu: Waka Kotahi NZ Transport Agency statement of intent 2021-26. [www.nzta.govt.nz/resources/nz-transport-agency-statement-of-intent-main-index/soi-2021-2026](http://www.nzta.govt.nz/resources/nz-transport-agency-statement-of-intent-main-index/soi-2021-2026)

<sup>3</sup> Waka Kotahi (2021) Waka Kotahi tauāki o nga tūmanako whakatutukinga: Waka Kotahi NZ Transport Agency statement of performance expectations 2021/22. [www.nzta.govt.nz/resources/nz-transport-agency-statement-of-performance-expectations-main-index/spe-2021-2022](http://www.nzta.govt.nz/resources/nz-transport-agency-statement-of-performance-expectations-main-index/spe-2021-2022)

## Opportunities and challenges

Te Kāpehu has guided our response to the various demands placed on the transport system.

We've managed new government expectations alongside existing delivery commitments. The scope of our activities further expanded with the government's first Emissions Reduction Plan (ERP) and announcement of the Climate Emergency Response Fund.

Several legislative changes gave us new and enhanced responsibilities: the low emission vehicle scheme and standard; an advisory role on rail investment; and national oversight of public transport planning, operation and delivery. As the scope of our work grows, we will have to prioritise carefully so we can resource key projects.

The COVID-19 pandemic continues to affect how we work, including through increased costs of project delivery, increased funding requirements for public transport services, reduced land transport and regulatory transactions, and reduced NLTF revenue. We expect the impact of the pandemic to continue in 2022/23 and beyond.

Inflationary pressures have also increased the costs of most of our activities and affected project budgets. Temporary reductions in fuel excise duty and road user charges announced in March 2022 in response to inflation further affected NLTF revenue.

Workforce sickness and absences, along with shipping and supply chain costs and competing demand for materials have affected productivity and project delivery. Workforce resourcing in the construction sector continues to be a longer-term issue.

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# Waka Kotahi performance framework

Our vision: A land transport system that connects people, products and places for a thriving Aotearoa

## System outcomes and measures <sup>A</sup>

Are we achieving the long-term outcomes we need to achieve to realise our vision?

### Safe

Number of road deaths and serious injuries (DSIs)  
 ✓ 30%  
 Sector target: 40% reduction in DSIs (from 2018 levels) by 2030  
 Significant incident frequency rate  
 ✓ Decrease

### Environmentally sustainable

Greenhouse gas emissions from the land transport system  
 ✓ Decrease by December 2026  
 Proportion of the light vehicle fleet that are low/no carbon vehicles  
 ⬆ Increase  
 Sector target(s) to be added when available

### Effectively and efficiently moving people and freight

User experience of transport network by mode  
 ⬆ Improving for public transport and active modes  
 Freight mode share of road and rail  
 ✓ Decrease for road  
 ⬆ Increase for rail

### Meeting current and future needs

Funding sustainability (Measure being finalised)  
 Proportion of the state highway network that meets minimum asset condition requirements  
 ⬆ ⬆ Maintain or increase

Light vehicle kilometres travelled in major urban areas  
 ✓ Decreasing  
 ● ● ●

## Results and measures <sup>A</sup>

Are we seeing the changes we need to achieve our system outcomes?

Are we influencing the right external changes?

### Safer travel and infrastructure ● ●

Number of DSIs where the speed limit does not align with the safe and appropriate speed  
 ✓ 40%  
 Number of head-on, run-off-road and intersection DSIs  
 ✓ 30%

### Safer vehicles ● ●

Number of DSIs involving a vehicle with a low safety rating  
 ✓ 20%

### Improved resilience to disruptive events ● ●

Proportion of unplanned road closures resolved within standard timeframes  
 Ⓧ Weather event ≥50%  
 Ⓧ Other events ≥90%

### Increased share of travel by public transport, walking and cycling ● ● ●

Mode share of public transport and active modes in urban areas  
 ⬆ Increase

Are we making the right internal changes?

### Effective delivery ● ● ● ●

Staff engagement  
 ⬆ ⬆ Maintain or increase  
 Investment performance  
 ⬆ Improve investor confidence rating  
 Service quality (ease of transacting with us)  
 ⬆ ⬆ Maintain or increase  
 Regulatory performance  
 Progress in delivering the regulatory strategy

### Safer road user choices ●●

Number of DSIs associated with behavioural risk factors  
 ✓ 20%

### Increased protection of the environment ●

Forecast Infrastructure Sustainability Council – Infrastructure Sustainability rating scheme points for applicable projects  
 ➔➔ Maintain or increase Waka Kotahi corporate carbon footprint  
 ✓ 44% by 2025

### More reliable freight network ●●●

Interpeak predictability of travel times on priority freight routes  
 ➔➔ Maintain or increase

### Improved connections to key destinations ●●●

Access to social and economic opportunities by mode  
 ➔ Increase for public transport and active modes  
 Proportion of recently built residential dwellings in major urban areas with access to frequent public transport services  
 ➔ Increase

### Effective collaboration ●●●●

Partnership and engagement with Māori  
 ➔ Improve  
 Partnership and engagement with stakeholders  
 ➔ Improve

## Delivery and measures

### Are we delivering what we need to deliver to support these changes?

Are our **key programmes, strategies and initiatives** being delivered as intended?

#### Significant activities

Our significant activities capture the milestones we want to achieve to help us progress towards our system outcomes and respond to government priorities for the land transport system. These are detailed in the Output class performance section (pages 53-76).

How are we delivering and investing in our **products and services (output classes)** in terms of quantity, quality, timeliness and cost?

#### Significant capital projects as part of:

- National Land Transport Programme
- New Zealand Upgrade Programme

#### Output classes:

- Road to Zero
- State highway improvements
- State highway maintenance
- Local road improvements
- Local road maintenance
- Walking & cycling improvements
- Public transport services & infrastructure
- Rail network
- Coastal shipping
- Investment management
- Driver licensing and testing
- Vehicle safety and certification
- Regulation of commercial transport operators
- Regulation of the rail transport system
- Revenue collection and administration (including tolling)

<sup>A</sup> Unless otherwise stated, the timeframe for achieving our system outcome and result measure targets is 30 June 2026.