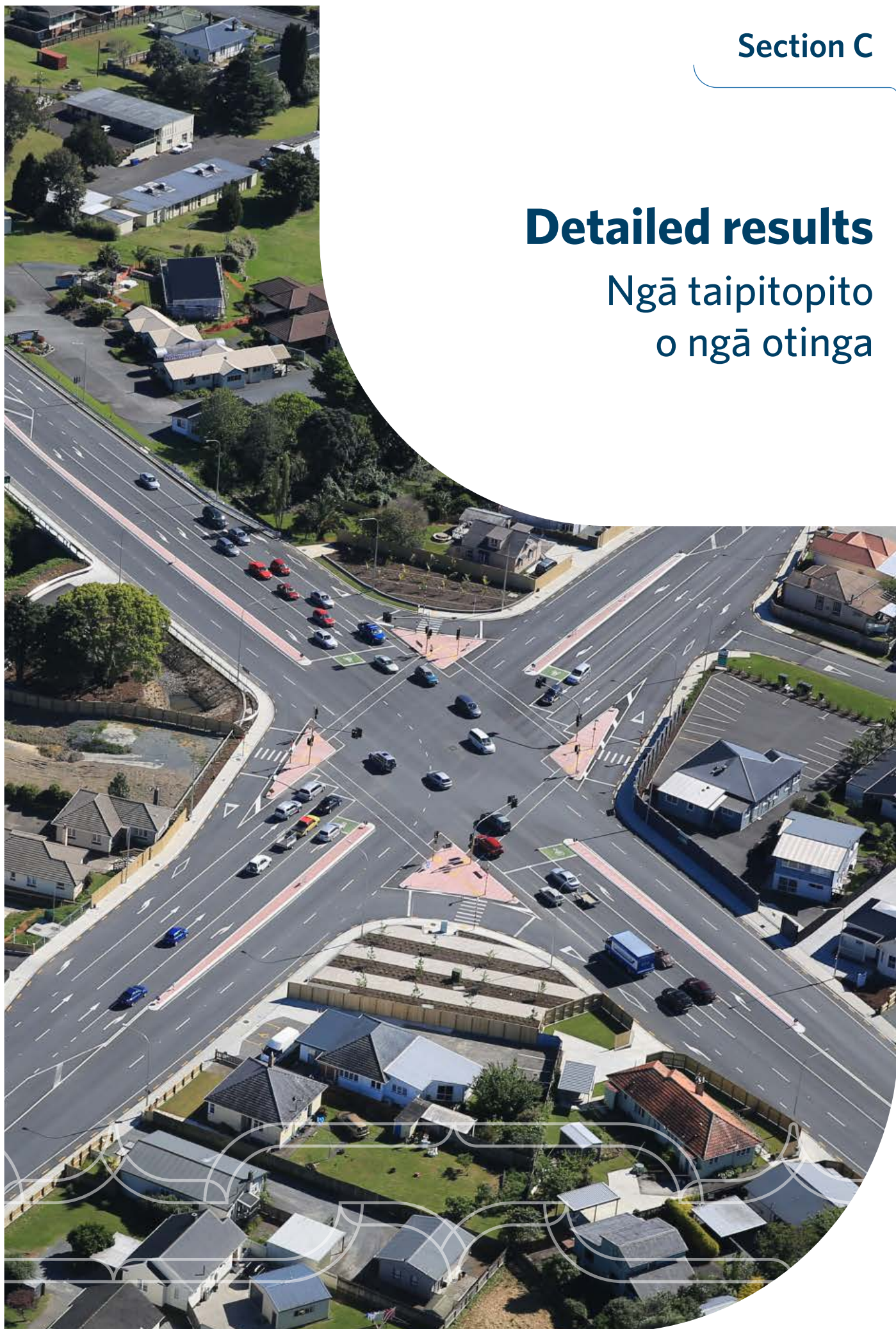


Detailed results

Ngā taipitopito
o ngā otinga



Summary of 2023/24

We worked at pace to respond to changes in government direction

The coalition government's 100-day plan, coalition agreements and the GPS 2024 have set a different direction for land transport. GPS 2024 reintroduces economic growth and productivity as a GPS strategic priority, alongside maintenance and resilience, safety and value for money.

We moved swiftly to align to this new direction and meet the government's expectations. We delivered all the transport-related priorities in the government's 100-day plan, which included stopping or reducing certain programmes of work. This included Let's Get Wellington Moving, Auckland Light Rail, the Clean Car Discount, Public Transport Bus Decarbonisation, Retaining and Recruiting Bus Drivers, Community Connect Programme Administration, work on national and local light vehicle kilometre reduction programmes, and speed limit reductions.

We also worked at pace with our local government partners to develop the NLTP for 2024-27 in alignment with GPS 2024 and ministerial expectations.

We worked to achieve value for money and a sustainable funding model

The land transport system is under increased pressure with more and heavier vehicles using the network, past under-investment in maintenance, and the frequency and severity of extreme weather events significantly increasing. In addition to this, we need increased revenue to deliver the forecast capital improvements in GPS 2024. A sustainable funding model would give us confidence about future funding and help us make long-term investment and land use decisions that support economic growth and prosperity for the benefit of all New Zealanders.

Establishing a sustainable funding model was an important focus in 2023/24. GPS 2024 outlines a combination of funding sources that provide funding certainty over the next 3 years, while also setting the expectation that we will look at alternative funding arrangements and delivery models and focus on driving performance and efficiency through our investments. While the issue of funding and financial sustainability is ongoing, we continued to work with the Ministry of Transport, The Treasury and other agencies to progress the findings of the Land Transport Revenue Review and look at alternative funding arrangements and delivery models.

The cost escalations we've experienced over several years slowed in the second half of 2023/24, but we remain under pressure to demonstrate we are achieving value for money and a good return on investments. We've established an internal efficiency and effectiveness programme to make savings across the organisation, delivering on the government's expectations for cost savings.

We delivered improved customer services

We're working to provide a better customer experience for people using the land transport system, with a focus on ensuring our systems and processes make it easy to use our services. It's important that transacting with us is as easy as possible, as this supports improved regulatory compliance and access to information.

In 2023/24, we released a test version of our mobile app to the public, allowing customers to access their information and carry out various interactions from their phone. The high levels of public engagement with the app demonstrate strong public demand for online services that are quick and easy to access, and we're working to meet that demand.

Practical driving test wait times increased following the removal of resit fees in October 2023. We took steps to address this by changing driver testing fees and increasing the availability of testing officers. We also changed the recruitment approach in our contact centre, filling vacancies and significantly reducing call wait times and email backlogs.

We kept people and products moving and communities connected

As stewards of the land transport system, our role is to maintain the state highway network for all New Zealanders, keeping people and products moving and communities connected. Last year, we carried out preventive work to improve safety and reduce the impacts of natural hazards, continued to respond to and recover from severe weather events, and worked to ensure we can quickly reopen roads after unplanned closures caused by weather-related events and other events such as road crashes.

We delivered initiatives focused on increasing the uptake of efficient, cost-effective, low carbon transport options that reduce congestion and increase patronage on public transport. We worked with our partners to progress rapid transit projects in Auckland and Christchurch that will support city growth, enable effective urban development, and make it easier and safer for people to move around. We also continued to roll out the National Ticketing Solution, which will provide for a broader range of payment methods for all public transport across the country, encouraging greater use of public transport.

Our work to recover and rebuild from the severe weather events of recent years continues. Budget 2024 allocated significant Crown funding to respond to the North Island weather events, aiding the recovery and rebuild required for local roads and state highways in Northland, Coromandel and the East Coast. Throughout 2023/24, ongoing issues such as active slips and new weather events made recovery challenging and delayed some works.

Despite these ongoing challenges, we responded effectively to recover from severe weather events. We established the Transport Rebuild East Coast alliance which continues to deliver an ongoing recovery programme, remediating hundreds of slips, underslips, retaining walls and bridges. We reopened all state highway routes affected by Cyclone Gabrielle. This work included building a new bridge on State Highway 25A in Coromandel, using an approach that allowed us to deliver quickly and reopen the road in time for Christmas 2023. We also completed repairs to State Highway 1 at Brynderwyn Hills and reopened this important route in time for the Matariki long weekend.

We started realigning our safety work programmes with changes in government direction

Deaths and injuries on roads have serious and wide-reaching impacts on people and communities. Road safety is a responsibility we all share, and improving road safety in an efficient manner is a priority for us.

Deaths and serious injuries on the roads decreased in 2023/24, continuing an overall downward trend since 2019. Despite this decrease, the number of deaths and serious injuries remains unacceptably high and there is more work to do to improve road safety.

Our safety programme remains aligned to the Safe System approach, with a focus on making roads, drivers and vehicles safer. Last year, we worked with New Zealand Police and our local partners to deliver safety initiatives, including installing safety treatments on the road network, raising awareness of safer vehicles, delivering communication and engagement campaigns, and enhancing driver safety through road policing, enforcement and education.

In 2023/24, we installed the first NZTA-run safety cameras, and our work to install more cameras around the country will continue in 2024/25. We're also taking over the operation of permanent safety cameras from New Zealand Police, and we will be responsible for operating and regulating all safety cameras from 1 July 2025.

We've continued to support the delivery of safety outcomes through our funding of road policing. This year, New Zealand Police conducted over 3.58 million breath tests, exceeding the target of at least 3.0 million tests. This is the highest number of breath tests in a decade and the first time the target has been met since this measure was introduced in 2019/20. New Zealand Police also operated mobile safe speed cameras for a total of 63,054 hours in 2023/24. Although this is below target, the number of hours cameras have been deployed has increased steadily since 2021.

As the country's lead regulator for land transport, it's our role to improve safety and reduce the risk of harm across the land transport system. Our regulatory function plays a significant role in achieving the government's road safety objectives, and we made changes last year to strengthen our delivery of regulatory services. Last year, we exceeded our target for the percentage of regulatory activity that conforms to key decision-making criteria, achieved all but 2 of our performance targets, and successfully prosecuted commercial operators and KiwiRail for safety and compliance breaches.



Progress against Budget initiatives and significant activities

Significant Budget initiatives

Through the Budget process, the government allocates funding to deliver its strategic objectives and priorities. Table 1 identifies where reporting on progress for significant Budget initiatives we delivered or deliver can be found. Some of these initiatives were stopped in 2023/24 as indicated below.

Table 1 - Location of reporting on Significant Budget initiatives progress

Initiative	Budget year funded	Location
Implementing a Clean Car Standard ^A	Budgets 2021, 2022, 2023	Pages 22, 61, 184
Community Connect – Public Transport concessions for Community Services Cardholders ^A	Budgets 2022, 2023	Pages 22, 61, 185
Decarbonising the Public Transport bus fleet ^A	Budgets 2022, 2023	Pages 22, 61, 183
Establishment of the Clean Car Discount ^{AB}	Budgets 2021, 2022, 2023	Pages 22, 61, 182
Mode shift and reducing Light Vehicle Kilometres Travelled – investments, planning and enabling congestion charging ^{AB}	Budgets 2022, 2023	Pages 22, 42, 186
Retaining and Recruiting Bus Drivers – Improving Terms and Conditions ^A	Budget 2023	Pages 22, 61, 183
Initial Response to Cyclone Gabrielle and the January floods	Budget 2023	Pages 23, 60, 182
Road Improvements to Support Resilience to Climate-Related Weather Events ^A	Budget 2023	Pages 39, 60, 186
National Resilience Plan: Phase 1 – transport package	Budget 2024	Pages 60, 186
North Island Weather Events - Road Response, Recovery and Rebuild	Budget 2024	Pages 23, 38, 187
National Resilience Plan: Phase 2 – transport package	Budget 2024	Pages 60, 186

^A We returned some previously allocated funding for projects that were stopped or reduced in scope. Refer to the financial statements from page 92 for further details.

^B These initiatives were stopped during 2023/24 in response to government direction.

Significant activities

Our significant activities, identified in our statement of performance expectations for 2023/24,³ capture what we planned to achieve through our major programmes, strategies and initiatives. Table 2 identifies where reporting on progress for each activity can be found.

Table 2 - Location of reporting on significant activity progress

Significant activity	Location
● Meeting current and future needs	
Work with the Treasury and Ministry of Transport on follow-up actions that build on the recommendations of the 2022/23 Land Transport Revenue Review	Page 30
Implement a Board approved programme to provide assurance that value for money is being delivered across NZTA activities	Page 29
Continue to implement measures to increase capability and capacity in compliance monitoring, debt collection and recovery for road user charges	Page 30
Develop life cycle asset management plans for all infrastructure types and release the pavement and drainage plans in 2023/24	Page 29
Release a state highway strategy and an associated action plan that sets out those activities required to achieve a safe, sustainable and resilient network	Page 28
Continue to support road controlling authorities' implementation of the Asset Management Data Standard by completing tranches 2 and 3 of the implementation plan	Page 29
Deliver the Consumer Hub application, which will provide customers with all their information and interactions in one place, and allow them to carry out simple but common transactions through a secure application	Page 33
Improve our use of people information and intelligence by leveraging our new technology, including simplifying core people-related and systems-related processes and developing a people and safety reporting framework	Page 31
Define the culture and leadership we want at NZTA, that aligns with our kāhui whetū	Page 32
Install the first package of bilingual traffic signs on the roading network.	Page 30
● Effectively and efficiently moving people and freight	
Reassess and update land transport corridor plans to ensure longer term corridor planning is consistent with emissions reduction objectives and ensure projects, landholdings and other asset planning processes are managed consistently with the updated plans	Page 39
Work with our partners to progress delivery of rapid transit, which includes projects and initiatives needed to enable rapid transit such as rapid transit network plans and extending our requiring authority status to rapid transit networks and projects	Page 40
Mobilise the design, build, implementation and support activities for the National Ticketing Solution Programme to deliver the pilot and full launch in Environment Canterbury, and plan for Greater Wellington Regional Council and Auckland Transport	Page 40
Continue to implement our freight action plan to improve connections and movement of freight across the land transport system, while reducing emissions in line with ERP targets	Page 39
Deliver state highway response and recovery works associated with severe weather events to ensure accessibility and connectivity of the road network and improve resilience of the land transport system, including the repair, reinstatement and rebuild in Northland, Waikato, Hawke's Bay, Gisborne and Marlborough	Page 38

³ Waka Kotahi NZ Transport Agency Statement of performance expectations 2023/24. Wellington: Waka Kotahi NZ Transport Agency. nzta.govt.nz/resources/nz-transport-agency-statement-of-performance-expectations-main-index/spe-2023-2024

● Safe	
Continue to deliver the Speed and Infrastructure Programme, with local road controlling authorities, including investing in safety treatments and infrastructure improvements, and making targeted speed changes	Page 48
Investigate a harm prevention approach to target known road safety and compliance risks and support best practice for work-related safety on the road	Page 51
Continue to deliver communication and engagement campaigns to support behavioural change and increase awareness of the importance of key Road to Zero initiatives such as safe vehicles	Page 49
Work with the Ministry of Transport and New Zealand Police to partner with Māori and implement initiatives that improve road safety outcomes for Māori	Page 50
Progress expansion of the safety camera network and conclude preparations to transfer existing safety cameras from New Zealand Police	Page 49
● Environmentally sustainable	
Partner with councils to deliver the Transport Choices package, focused on rapid roll out of urban cycle networks; walkable neighbourhoods; safer, greener and healthier school travel; and more reliable and user-friendly public transport	Page 61
Publish a national light vehicle kilometres travelled (VKT) reduction plan that aligns with the national light VKT reduction target in the ERP	Page 13
Partner with councils, iwi and Māori, and community representatives on publishing the light VKT reduction programmes for tier 1 urban environments that align with relevant sub-national light VKT reduction targets	Page 13
Identify plausible light and heavy vehicle fleet transition pathways to meet the challenging 2035 targets in ERP focus areas 2 and 3 and inform actions for future ERPs	Page 61
Fulfil non-corporate emissions commitments under the memorandum of understanding with the Ministry for the Environment on Carbon Neutral Government Programme activities	Page 164
Embed climate adaptation into our strategic settings for system planning, spatial planning and investment	Page 60
Update the database of risks to the state highway network from climate change and other natural hazard impacts	Page 60

Applying the PBE FRS 48 reporting standard

The PBE FRS 48 standard, which forms part of generally accepted accounting practice, establishes requirements for reporting non-financial performance information.

Our performance framework, set in our statement of intent for 2021–2026, includes the measures and targets we are working to achieve. We regularly review and refine our system outcome, result, output class and appropriation measures to ensure they remain meaningful and relevant, including considering the qualitative characteristics and constraints of performance information set in PBE FRS 48.

In selecting and reporting measures, we have made some judgements and assumptions. Information on the judgements with the most significant effect on the selection, measurement and presentation of performance measures are included alongside reported results and in the technical notes for non-financial performance measures (available at nzta.govt.nz/resources/annualreport-nzta).

● Meeting current and future needs

Meeting current and future needs is about ensuring we have access to the people, funding and systems we need.

Summary

Delivering a well-maintained, reliable, resilient and safe network

The state highway network is one of the country's most important assets, playing an important role in linking main population centres to industrial hubs and tourism destinations, and delivering public transport solutions. As asset manager for the network, we need to ensure this network is well maintained, reliable, resilient and safe. We need to do this in the most efficient way possible to achieve maximum value for money.

During the year, we responded to government expectations for improving our delivery of maintenance and renewals on the network, including pothole prevention. As part of developing the Performance and Efficiency Plan required under GPS 2024, we set out projects and actions to lift performance and efficiency in road maintenance and capital project delivery. We also implemented the New Zealand Guide to Temporary Traffic Management, which supports reduced spending on temporary traffic management and increased efficiency of our spending on road maintenance.

Delivering on this objective remains a challenge. Longer wet seasons and more severe weather events mean the network deteriorates faster than our maintenance could historically keep up with. The gap between projected funding and the investment required for a well-maintained, reliable and resilient network, coupled with cost inflation, have made it difficult to increase maintenance frequency and coverage substantively to keep pace with this deterioration.

GPS 2024 sets clear expectations that we increase our focus on performance and efficiency, including improving asset management practices across sector investments. We're developing an improvement approach to asset management that will help us to deliver on this expectation.

Better management and understanding of information about our land transport assets help us to focus our investment on efficient changes that improve the roading network, achieving greater value for the money we invest. We're working to improve our strategic asset management and increase the capability and capacity of the transport sector through the Integrated Delivery Model, our new approach to network contract management.

In the past year, we have completed key activities that support development of the tactical plan for the Integrated Delivery Model. We drafted a state highway strategy and associated action plan that sets out what we need to do to achieve a safe, sustainable and resilient network. This included drafting a policy and objectives for our asset management. The planned release of these documents has been delayed, but we are using the asset management policy and objectives to help develop a tactical plan for the Integrated Delivery Model.

Effective planning around how we invest in and deliver infrastructure improvements and maintenance, including asset management plans and a strategy for state highways, is crucial. Last year, we released all our lifecycle asset management plans internally, and these were used to inform the development of the state highway maintenance bid in the 2024–27 NLTP. We continue to refine and improve our pavement and drainage plans so that we can estimate future repair and replacement needs more reliably.

We've also introduced the Asset Management Data Standard, which creates a common language and structure so data we collect about land transport assets around the country is consistent and well managed. This will enable road controlling authorities, including NZTA, and the wider transport sector to collect better quality data, helping them meet their asset management goals and their roles in the Integrated Delivery Model. Last year, we successfully implemented the standard with Masterton District, Upper Hutt City, Wellington City, Kapiti Coast District, Porirua City, Queenstown Lakes District, Carterton District, and South Wairarapa District Councils.

Delivering value for money

We continue to work towards delivering our services more efficiently and effectively, showing value for money and providing a better customer experience for people using the land transport system. We've worked to rapidly align our business and commercial arrangements with government direction for value for money. This work included stopping non-funded and non-prioritised work, reassessing and seeking savings on core costs, reducing the amount we spend on contractors and consultants we use, and building value-for-money considerations into all aspects of our work.

We also established an internal programme with 5 major change areas that will allow us to do more and better for less: organisational structure changes, personnel cost controls, operational cost reduction, technology-enabled change and procurement changes.

Due to these changes, we're on track to deliver \$25 million of NLTF overhead savings and a 7.5 percent reduction in our 2024/25 operating budget. We developed a Performance and Efficiency Plan as required under GPS 2024 and will use this to report on our progress in driving performance and efficiency across all transport investments.

Partnering and engaging with Māori

Te Tiriti o Waitangi provides for the exercise of kāwanatanga (the right of the Crown to govern) while actively protecting tino rangatiratanga (self-determination) of Māori with respect to their natural, physical and spiritual resources. The Land Transport Management Act 2003, Land Transport Rules, the Marine and Coastal Area (Takutai Moana) Act 2011 and the Resource Management Act 1991 are key pieces of legislation that outline our responsibilities in relation to te Tiriti.

The Land Transport Management Act 2003 sets out specific requirements to facilitate contribution of Māori to land transport decision-making processes, as well as to separately consult and engage with Māori. The Resource Management Act 1991 requires the principles of te Tiriti to be taken into account when exercising powers under the Act, as well as specific provisions relating to Māori that must be considered in the Act's processes. Te Ara Kotahi, our Māori strategy, provides strategic direction on how NZTA works with and responds to Māori, and what this means for how we do business.

Over the last year, we improved how we engage Māori in national-level decisions relating to funding from the NLTF, building a relationship with the National Iwi Chairs Forum, and developing an agreement to frame our relationship. Alongside the Ministry of Transport and New Zealand Police, we've worked to partner with Māori in implementing initiatives that improve road safety outcomes for Māori.

We continued to monitor our relationship with Māori to understand whether we are realising the vision of Te Ara Kotahi. We've seen improvements to most of the strategic relationship drivers we ask our Māori partners about as part of our Māori partnerships engagement survey.

Our relationship with Māori has seen positive movement on most of our relationship drivers in 2023/24, resulting in this measure increasing by 8 percentage points over the last year from 49 percent to 57 percent. Driving this improvement are significant increases in reliability, fostering relationships, and cultural awareness and competency. Since this survey began in 2021/22, the result has improved from 45 percent to 57 percent. Despite citing current improvements, Māori partners have clearly raised that they are uncertain about what our future relationship will look like. Their optimism in 2023/24 decreased to 43 percent last year from 60 percent. Continuing to focus on the main relationship drivers for our Māori partners will reinforce NZTA's commitment to Māori and meeting our statutory obligations.

Early last year, we continued our partnership with Te Mātāwai to install the first package of bilingual traffic signs on the roading network as part of He Tohu Huarahi Māori Bilingual Traffic Signs Programme.

Developing sustainable funding

Arriving at a sustainable funding model is critical to ensuring New Zealand has a well-maintained, reliable and resilient transport network and is meeting the government's expectations. New and different funding sources are needed to support the level of change underway as existing funding sources are no longer able to fund the demands of the current and future land transport system.

The government expects us to increase our focus on performance and efficiency and to hold to account the organisations we work with to do the same. We need to drive greater accountability, delivery and value for money from our transport investments from both ourselves and the organisations we invest in. We must also consider alternative ways to fund and deliver projects to ensure greater funding sustainability in the future.

Ensuring sustainable funding through the response to the 2022/23 Land Transport Revenue Review, led by the Ministry of Transport and The Treasury, remains an ongoing and overriding concern, and was an important focus in 2023/24. We worked with the Ministry of Transport on follow-up actions that build on the review's recommendations. We established a revenue review policy team and continued working with the Ministries of Transport and Housing and Urban Development and The Treasury to look at alternative funding arrangements and delivery models for the future.

Road user charges (RUC) are a significant contributor to the NLTF, and we must collect this revenue fairly and in accordance with the law for investment in a safe, resilient and accessible transport system. Over several years, we have focused on increasing our capability and capacity for RUC compliance monitoring, debt collection and recovery.

In 2023/24, we received an additional \$3.5 million in funding to increase our debt recovery activities. As part of this increase in activity, we trialled sending notification and reminder texts to several groups of people who owed RUC. Over the course of the trial, we collected 13 percent to 20 percent more debt from those groups who received the text reminders than from those who did not. This meant we could recover more RUC, more quickly.

We also launched communication campaigns to ensure non-compliant vehicles were on the appropriate RUC rate and achieved a significant increase in operator audits that identified additional unpaid RUC. We were recently permitted to revoke the transport service licences of non-compliant companies. When faced with potential revocation, a third of companies became compliant. The investment in debt recovery activities resulted in \$12 million of outstanding RUC being returned to the NLTF.

We also need a fair and equitable approach to funding regulatory activity so that we are properly resourced to regulate the land transport system into the future. In 2023/24, we continued implementing a new regulatory funding, fees and charges regime, with new fees and charges taking effect from 1 October 2023.

Delivering better experiences for our customers and our people

We're providing better experiences for our customers by modernising the way we do things and making it easier for customers to use our services. Using digital solutions more often and in different ways allows us respond to increasing customer demand for more accessible services and improve our operating processes. We're looking at ways to be more customer-focused, deliver more value for money, and be more efficient and effective in how we deliver our services.

Providing more of our services digitally makes it easier for customers to interact with us in a way that is more cost effective for NZTA. In April 2024, we launched our new mobile app for public testing and feedback (see case study on page 33). The app provides customers with driver licence, warrant of fitness and vehicle licence details and RUC end-distance information. About 12,000 people signed up to use the app in its first 2 months, demonstrating a high level of public engagement. The final version was launched in August 2024 and we will continue to add more features over coming years.

We're developing and delivering a Customer Strategy which will improve customer experience by being more customer-focussed and emphasising continuous improvement. Along with our channel management strategy, this will ensure we meet customers' expectations around accessing our services and significantly improve our contact centre and operational performance. Customers had been experiencing long call wait times and delays in receiving replies to emails. We changed our recruitment processes to ensure we could fill vacancies and saw our speed to answer calls decrease from 23 minutes to 3 minutes and our time to reply to emails decrease from 18 days to 3 days.

Investing in our digital capability

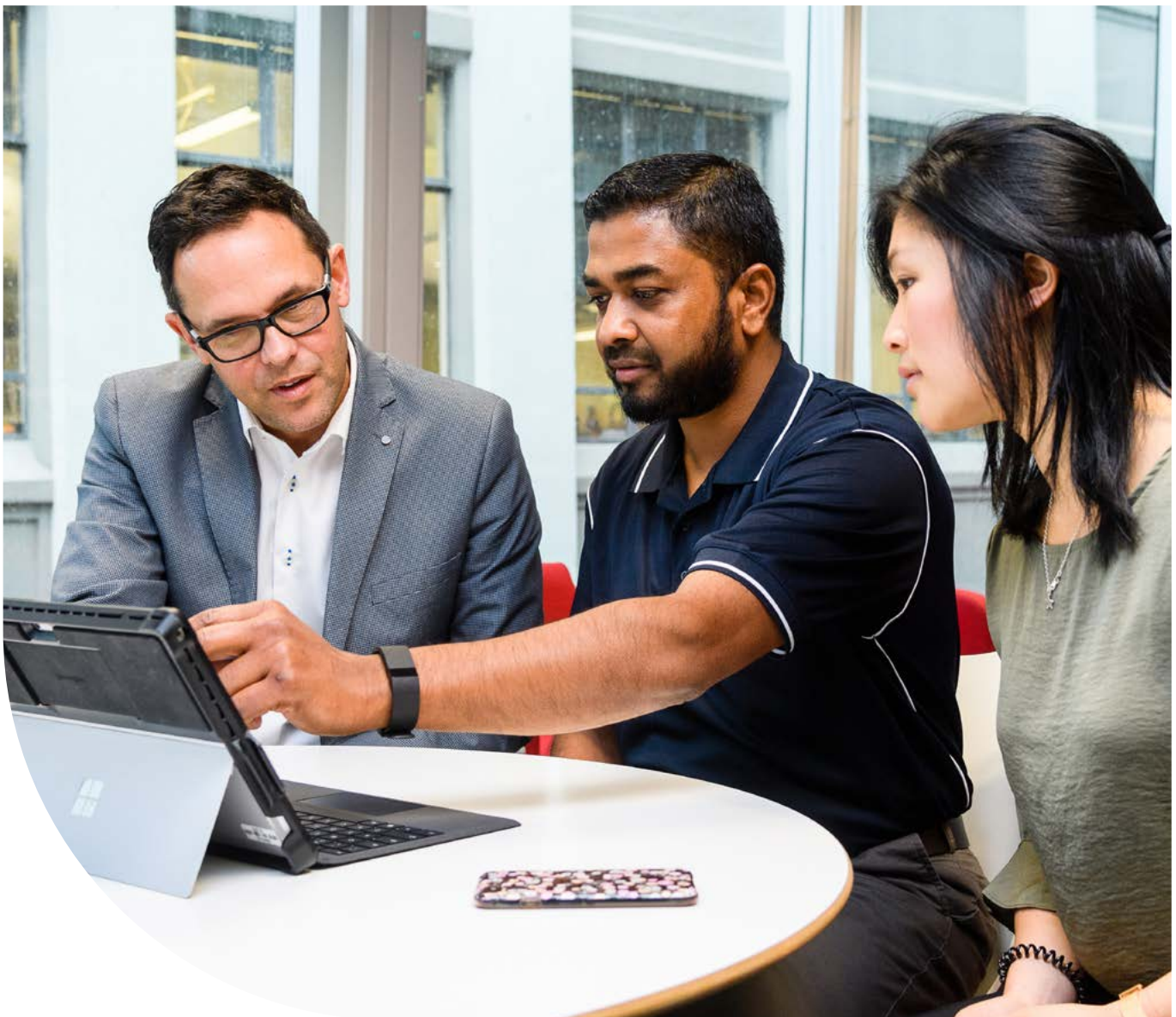
Digital transformation provides opportunities to improve our operations and provide better experiences for our people. Last year, we implemented new technology to simplify our core people-related and systems-related processes. We improved our human resource information system by making it easier for people to document goals and review performance reviews and improved how we manage headcount and organisational change.

Investment in our internal digital capability remains necessary to upgrade ageing platforms, better integrate our systems, expand our digital services, and allow our people to work more efficiently. This year, we continued our Technology Remediation Programme to review our digital capability and assess whether critical systems are fit for purpose. We still have more work to do to identify systems that require updating to ensure they are current, supported and secure and have built-in redundancy. For more information on the performance of our information and communication technology assets, see appendix 2.

Strengthening our organisational foundations

We want a highly engaged organisational culture built on great leadership and great teams, shared values and effective partnerships. We are focused on improving our ability to collaborate and partner with others, improving our project delivery, improving the quality of our services and strengthening our regulatory performance.

To give effect to Te kāpehu and our kāhui whetū, we have defined the culture we want at NZTA as 'performance delivered with care'. Developing our culture is an ongoing activity, and across the year we delivered a variety of activities to embed this way of working. We regularly monitor our progress through Tapatahi, our staff engagement survey. This year, we achieved our target for engagement, maintaining last year's score of 7.5 despite an environment of significant organisational change. The results showed that autonomy, management support and goal setting were areas of strength, with opportunities to improve engagement in the areas of development, career and communication. We also introduced the RAPID® framework to improve decision-making, collaboration and accountability, and implemented a shared leader goal and development to drive leadership accountability and effectiveness. We continued to progress diversity, equity and inclusive initiatives such as embedding our diversity and inclusion roadmap and pay equity action plan.



Developing our mobile app

Our customers increasingly expect us to provide more modern and accessible services. In response, we've developed our own mobile app to change how users interact with us.

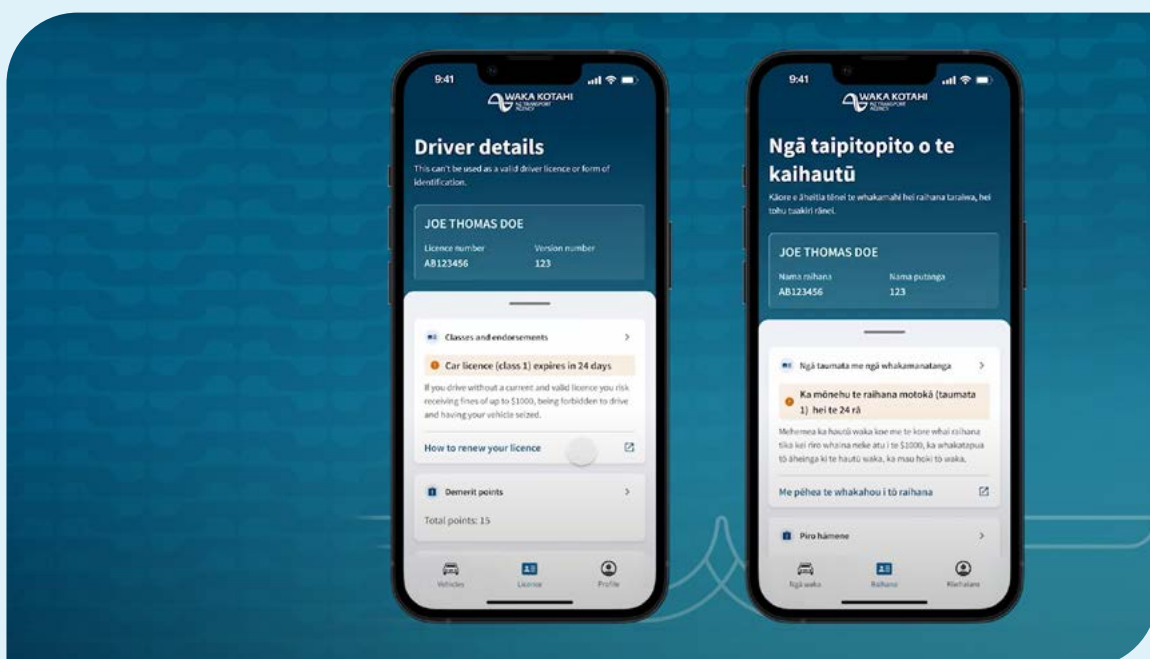
The app is a secure one-stop shop that provides all a customer's information and interactions in one place - a consumer hub. Because it's an app, we can proactively deliver notifications and targeted communication and educational messaging to customers in a low cost, highly effective way. This means the app will not only provide a modern and convenient way for our customers to interact with us, but will help us to deliver more value for money in how we provide services.

Enabling customers to self-serve rather than phone us for simple queries will reduce calls to our contact centre for 6 of the top 12 reasons to call. This will make it easier to reach our team for more complex queries and allow us to provide our services more efficiently and cost-effectively. We expect the app to result in savings on administration costs for processing transactions and responding to contact centre queries of over \$5 million each year for the next 5 years.

To make it easier for customers to make payments, the app has a function to save payment details. Making it more convenient for customers to pay will improve compliance and reduce collection costs and the amount of road user charges we write off. This will ensure everyone pays their fair share and contribute to more sustainable funding for the land transport system. Proactive prompts for customers to update their contact details will improve the accuracy of the data we hold and enhance our overall service by getting it right first time. We're also working to make sure the app meets digital accessibility standards, so it can be used easily by people with a diverse range of abilities.

During testing, the app was accessed over 75,000 times and 12,000 payments were initiated. Feedback from test users was positive and shows that transport users value having digital access to our services. We received many great suggestions for improvements, some of which we've already made.

Future updates will allow users to easily pay tolls and view their vehicles' safety ratings, as well as pave the way for digital driver licences.



Measuring our performance

System outcome measures

Ref	Measure	Status	Target	2023/24 actual	2022/23 actual
MEET1	Funding sustainability – Proportion of net revenue forecast to be spent on continuous programmes and public-private partnerships ^{AB}	Not achieved	≤75%	77% (2024/25 forecast)	66%

MEET1 is the proportion of current and future NLTF revenue required to be spent to maintain existing assets and services (referred to as continuous programmes), and meet debt obligations. It indicates the minimum amount of revenue required to cover continuous programmes and debt and does not account for committed or forecast improvement activities.

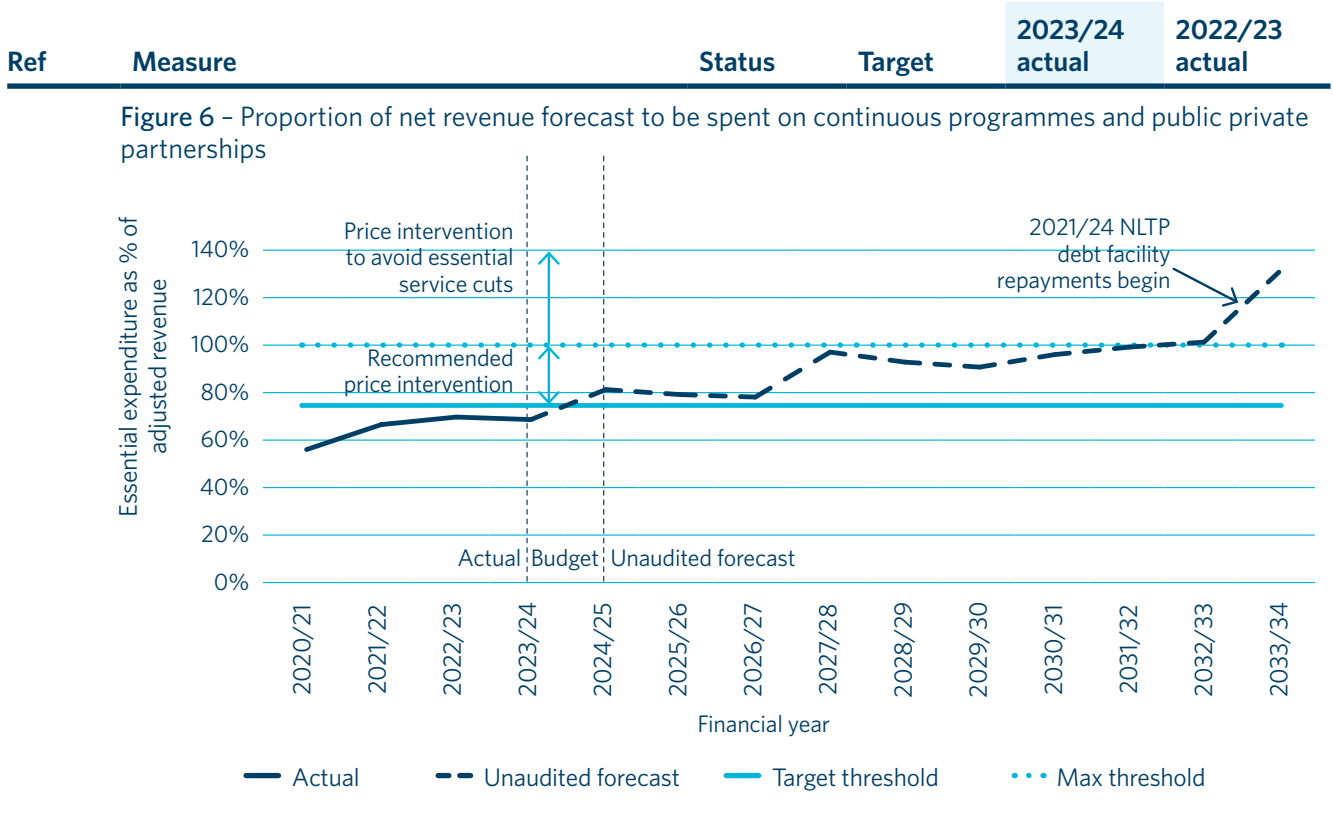
A result over 75% and approaching 100%, in the absence of any additional funding, significantly constrains the ability of NZTA and our co-investment partners to deliver the NLTP. Under this scenario, revenue would be largely consumed by expenditure to maintain existing assets, services and debt obligations with little or no scope for investment in new infrastructure and system improvements. A result approaching 100% should be a trigger for increases to fuel excise duty (FED) and road user charges (RUC) as this would indicate that all revenue would be consumed by continuous programmes, with no scope for continuing capital improvement programmes.

Figure 6 shows how this proportion of expenditure as a percentage of NLTF revenue has changed over time since 2020/21, and how it is forecast to change from 2024/25 to 2033/34. 'NLTF revenue' includes revenue from FED and RUC, as well as current and forecasted Crown contributions and debt financing movements. The figures for 2020/21–2023/24 have been calculated primarily from revenue, expenditure and borrowing actuals published in prior year NZTA and NLTF annual reports. The forecast from 2024/25 comes from unaudited models and estimates developed by Ministry of Transport and NZTA. These forecasts assume that the majority of NLTF revenue will continue to come from FED and RUC. For detailed information on the data sources used to inform these forecasts, see the technical notes⁴ on our website.

Figure 6 shows that over the 2024–27 NLTP period, forecast expenditure is expected to average approximately 70% of revenue, but will jump materially over the remaining 7 years of the forecast period of GPS 2024, averaging 96%. The main cost driver of this increase is an increase in continuous programme costs (+37%), due to more frequent weather events, more lane kilometres of roads to maintain and increased asset complexity (for example the addition of wire barriers). The main revenue driver is the first 3 years include a net debt draw down supplements revenue while the later years include reflect net debt repayment.

Across the duration of the 10 years covered by GPS 2024, approximately \$6.8 billion is available for capital improvements after covering continuous programmes and debt obligations. The funding ranges indicated in the GPS for improvement activity classes for this period are approximately \$21 billion to \$39 billion. To only meet the lower range of the improvement activity classes would require an additional \$14.3 billion of funding. This shortfall is the equivalent of an increase in FED and RUC equivalent, of about 4.5 cents per litre per annum for the 10-years, in addition to the increases already planned.

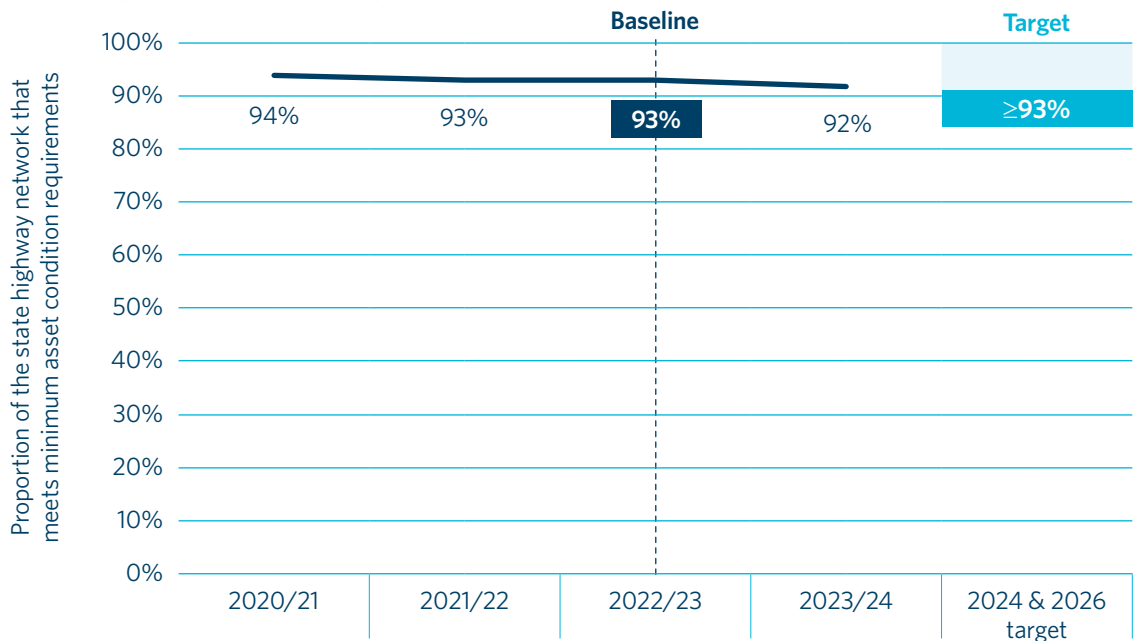
⁴ NZ Transport Agency Waka Kotahi annual report and National Land Transport Fund annual report – main index. www.nzta.govt.nz/resources/annual-report-nzta



MEET2 (SHM2)	Proportion of the state highway network that meets minimum asset condition requirements ^B	Not achieved	≥93%	92%	93%
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The overall state highway condition has been declining in recent years, and there is variation in condition between regions. In particular, the Central Waikato, Taranaki, Northland and Tairāwhiti Gisborne regions have a high proportion of 100-metre sections of highway that are in very poor condition, collectively making up 10% of the national total of all very poor segments. To manage the decline in state highway condition, we need to maintain roads that are in better condition while fixing those in poor condition. We've developed a 10-year programme that will gradually increase the level of rehabilitation, alongside other renewal activities, to achieve an acceptable level of service across the entire state highway network by 2033.

Figure 7 – Proportion of the state highway network that meets minimum asset condition requirements



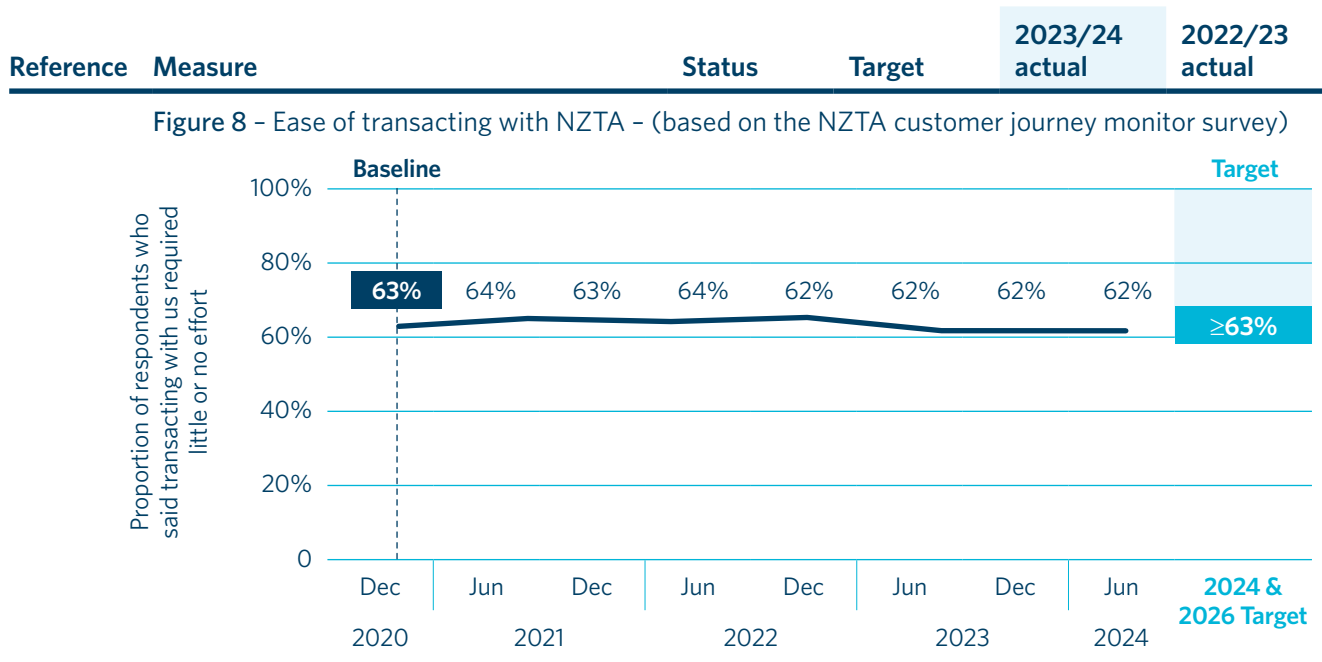
Ref	Measure	Status	Target	2023/24 actual	2022/23 actual
MEET3	Expenditure on state highway renewals as a proportion of depreciation (asset sustainability ratio)	Achieved	Set a baseline	Baseline and target set	Pavement (base): 94% Pavement (surface): 57% Drainage: 13% Traffic facilities: 18% Bridges: 25%

^A We have limited ability to influence this result. While it provides useful information about the transport system and our operating environment, it is not an indicator of NZTA performance and has been removed from our performance framework from 2024/25 onwards.

^B Following the 2022/23 annual report, we reviewed the methodology for this measure. The previous methodology used the average result of 3 separate aspects - surface skid resistance, rutting in the surface underneath wheel paths and roughness. The new methodology, set in our SPE 2024/25, looks at the 3 areas separately. Where one area is below threshold, that part of the network is considered as not meeting minimum asset condition requirements. This change aligns with the information included in the State Highway Asset Management Plan, GPS 2024 and network forward work programmes. The revised methodology helps us to identify areas of concern or higher risk on the network and supports long-term state highway strategic planning. The updated methodology and targets have been applied for 2023/24 reporting and retrospectively for previous years' results.

Results measures

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
DEL1	Staff survey engagement score - based on the overall engagement score, out of a maximum of 10	Achieved	≥7.4	7.5 ^{A B}	7.6 ^B
DEL2	NZTA investor confidence rating (ICR) - (rating scale from A to E, with an A signalling high performance)	Unable to report	Increasing trend (from a "C" rating in 2018)	Unable to report	Unable to report
In August 2023, Cabinet approved discontinuation of the Investor Confidence Rating. Investment assurance mechanisms now include the quarterly investment report and The Treasury's risk profile assessment process.					
DEL3	Ease of transacting with NZTA - (based on the NZTA customer journey monitor survey)	Not achieved	≥63%	62%	62%
<p>The overall user experience score was slightly below target, and the same result as 2022/23. Some individual scores increased, including booking a driver's licence practical test (42%, up by 2 percentage points) and renewing a driver's licence (40%, up by 2 percentage points). The score for contacting someone about a problem or question (33%) declined by 3 percentage points.</p> <p>Driver licensing wait times were a key contributing factor to not meeting the target. We reintroduced resit fees and are actively managing the hiring of more driver testing officers to help relieve test wait times and workload pressures at our driver testing agents. The introduction of road user charges (RUC) for electric vehicles may have influenced a negative response from customers when buying RUC (declined by 1% compared to last year). Pothole repair is likely to be an important factor affecting the low score for contacting someone about a problem or question (33%). This work is a priority for us under GPS 2024.</p>					



DEL4	Quality of regulatory activity – Percentage of regulatory activity that conforms to key decision-making criteria	Achieved	>85%	97%	New measure
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^A The methodology for the 2023/24 result uses the engagement score from the survey conducted and completed on or immediately before the end of the financial year.

^B The 2022/23 actual has been revised to match this methodology. The result previously reported in the 2022/23 annual report (7.5) was calculated using the average engagement score of all surveys conducted and completed in 2022/23.

Effective collaboration

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
COL1	Average performance score of key strategic relationship drivers of Māori partnerships	Achieved	>45%	57%	49%
COL2	Stakeholder satisfaction	Achieved	>54%	60%	53%

Stakeholders’ satisfaction with their relationship with NZTA in 2024 has increased to 60%. This is the highest level in recent years and is up from 53% in 2023, with a margin of error of +/- 6.4%. Dissatisfaction has decreased to 17%, down from 25% in 2023, and being last at this level in 2020 (at 18%).

Our analysis of the underlying drivers of satisfaction indicates that satisfaction levels for aspects of stakeholders’ working relationships with NZTA continue to lift year on year for taking time to understand their organisation’s needs and prioritising the needs of their organisation appropriately. NZTA staff remain an area of strength with relatively stable satisfaction levels, with some improvement for being responsive to problems or queries following a decrease in this aspect in 2023. Following an increase last year for a range of communication attributes, views have slipped back downwards for two-way dialogue on important matters to the stakeholder, being open and transparent about key funding influences, and engaging about emerging trends and opportunities.

● Effectively and efficiently moving people and freight

Effectively and efficiently moving people and freight is about ensuring networks are available and reliable with a focus on increasing the uptake of efficient, cost-effective, low carbon transport options.

Summary

Keeping communities connected

As stewards of the land transport system, we are responsible for partnering with others to keep people and products moving and communities connected. An important part of this role is improving the resilience of the land transport network. This means undertaking preventive work to improve safety and reduce the impacts of natural hazards, as well as enabling effective recovery from sudden disruptions with a return to normal levels of service as quickly as possible.

Responding to and recovering from the severe weather events that affected large parts of the country during 2022/23 remained a priority throughout 2023/24. We continued to work in affected regions on recovery programmes for local roads and state highways, including significant works such as on State Highway 1 at Brynderwyn Hills, where damage in multiple locations required us to cut into the hillside, removing unstable slopes and making space for future works.

Significant recovery projects are ongoing on the East Coast, including replacement of the Hikuwai River bridge and large-scale repairs in Mangamuka Gorge, as well as culvert replacements and repairs to drop-outs (damage to the road's surface cause by underslips or other erosion) on several state highways. The recovery and rebuild from severe weather events take time, and ongoing weather events and deterioration in the road condition have made this work particularly challenging. Budget 2024 included additional recovery funding, which will allow us to complete recovery works in these regions.

An important part of keeping communities connected is quickly reopening roads after unplanned closures caused by weather-related events and non-weather-related events such as road crashes. Last year, we met our target for reopening roads after weather-related events but not for after other events. The total number of non-weather-related events increased in 2023/24 compared with previous years, which contributed to us missing this target. Road crashes are the main cause of non-weather-related closures, and people's injury status, and the number and type of vehicles involved influence our ability to resolve road closures.

Emergency services requirements are also a factor in our ability to resolve road closures. Last year, we updated our memorandum of understanding on incident management with New Zealand Police, Fire and Emergency New Zealand, Hato Hone St John and Wellington Free Ambulance. The memorandum aims to ensure non-weather-related incidents are well-managed and roads are not closed or restricted for any longer than is necessary for each party to carry out its functions.

Planning our future investment in the state highway network

The State Highway Investment Proposal is NZTA's bid for funding through the NLTP. It is a key part of our long-term planning for the state highway network. It identifies the proposed programme of work for the state highway network to both deliver on the government's strategic objectives and meet the needs of New Zealanders. As part of developing our proposal for 2024–34, we carried out detailed planning work in 2023/24 on specific land transport corridors, such as State Highway 14 in Northland and State Highway 5 between Napier and Taupō. The proposal also includes proposed funding to update system plans for various corridors around the country, which indicate potential investments over the longer term.

Improving freight networks

The government expects us to focus investment on connecting people and freight quickly and safely, supporting economic growth, creating social and economic opportunities, and actively looking for ways to minimise inefficiencies and maximise opportunities for New Zealanders. An important aspect of this is ensuring the country has an efficient, reliable and resilient freight network. We're continuing to implement our freight action plan to improve connections and movement of freight across the land transport system.

In 2023/24, we completed state highway improvement projects to increase reliability and safety for freight journeys on several key routes. This included completing the Waikato Expressway, which will mean quicker and safer freight journeys between Hamilton, Auckland, Tauranga and lower North Island. We supported regional growth by enabling more high-productivity motor vehicles to use State Highway 2 between Ōpōtiki and Gisborne.

In addition, we carried out state highways improvements that will enhance network resilience, including to coastal erosion and flood hazards, to maintain reliable road freight journeys in Wellington, Napier to Gisborne, and Dunedin to Christchurch. We also continued to roll out commercial vehicle safety centre sites through the Weigh Right programme (see case study on page 52). These sites improve freight safety by screening for overweight heavy commercial vehicles, as well as helping protect key infrastructure from damage by loads that are too heavy.

We are finalising a new freight action plan for 2024–27 to align with GPS 2024 and the freight and supply chain strategy.

We also continued to monitor the predictability of travel times on priority freight routes. This measure compares journey times with a typical experience in the previous financial year to determine whether interpeak journey times on priority freight routes are predictable. While we did not meet our target, reliability improved to 89.5 percent, up from 80.2 percent last year. Weather events and road closures, such as on State Highway 1 at Brynderwyn Hills and on the East Coast of the North Island, affected freight travel time predictability again in 2023/24.

Making public transport more accessible

Public transport improves travel choices, increases access to employment, education and social opportunities, eases congestion, and supports vibrant and liveable urban communities and effective land use. Reducing congestion and increasing patronage on public transport is a focus for the government.

We're making public transport more accessible by working in partnership with 13 public transport authorities to progress the National Ticketing Solution. The new national system will be called Motu Move and will provide easy-to-use payment methods such as contactless credit and debit cards and digital payment methods for all public transport across the country. In 2023/24, we started developing and testing the solution and are now establishing the transport ticketing and payments function. We're also working with Auckland Transport on its solution, which will allow travellers in Auckland to make contactless payments using the 'Open Loop' system from late 2024, before its full transition to Motu Move in 2026. While the programme is expected to be delivered within the approved budget and timeline, changes to plans for the transitioning of public transport authorities to Motu Move are putting some pressure on delivery.

We continued to work with our partners to progress rapid transit projects in Auckland and Christchurch. These projects will support city growth, enable effective urban development, and make it easier and safer for people to move around. Last year, we made significant progress on the Auckland Rapid Transit Pathway, forming a working group with key parties and revising the Auckland Rapid Transit Pathway document to reflect changes in direction for rapid transit. We also refreshed the investment framework for the Northwest Rapid Transit project to reflect the focus on delivering value for money in line with government expectations. Christchurch Mass Rapid Transit faces funding challenges, so is not currently progressing to its next stage.



Case study

Accelerating the reopening of State Highway 25A

In the Coromandel Peninsula, severe weather in early 2023 caused multiple slips on State Highway 25A, causing a large section of the road to collapse and slip away into the gully.

State Highway 25A is a critical thoroughfare, and we needed to restore it in a way that ensures resilience and long-term confidence for local communities. We considered 3 options for rebuilding: build a bypass, replace the lost section of road with a bridge, or rebuild the highway from the bottom up using retaining walls.

A bridge was chosen, as it was the quickest, safest and most resilient option and work could continue in winter. We selected a joint venture between McConnell Dowell and Fulton Hogan, with support from Beca and Tonkin+Taylor, to design and build the bridge and reinstate this major tourist route.

While the type of bridge proposed would usually take 12 to 14 months to construct, the work was completed in just 7 months and under budget. To achieve this, the team adopted a transformational process that, with the benefit of acting under emergency provisions, reduced timeframes, risk and cost.

NZTA and the joint venture were committed to a process that was innovative and pragmatic, rapid and accurate. This included efficiencies such as reusing and adapting an existing bridge design and accessing existing components, prefabricating steel and precast concrete bridge components off-site, and repurposing some materials from other projects, as well as accelerating procurement, utilising existing supply relationships and embedding a contract structure that ensured rapid decision-making.

This highly successful and flexible approach led to both local and international recognition. The project won the Āpōpō Award for Innovation in June 2024 and was named Bridge Project Team of the Year at the New Civil Engineer Conference Awards in London in July 2024. The project is also a finalist in Civil Contractors New Zealand's National Construction Excellence Awards 2024 and Infrastructure New Zealand's Building Nations Impact Awards 2024.

Our innovative delivery approach meant the road was reopened 3 months ahead of schedule, allowing us to reconnect Coromandel communities in time for Christmas 2023. We'll look for ways to apply this experience to other major roading projects in the future.



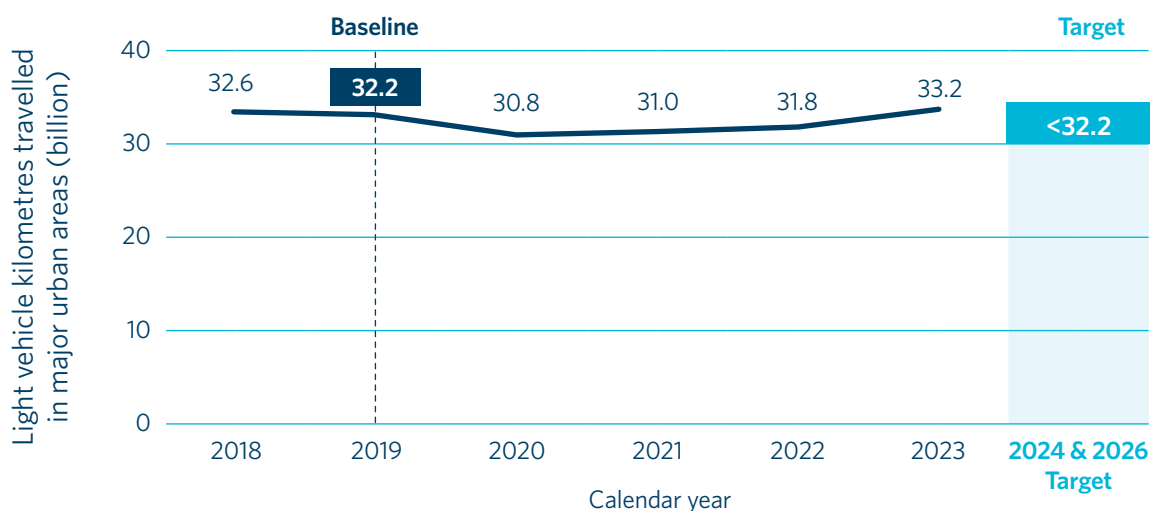
Measuring our performance

System outcome measures

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
MOVE1	Light vehicle kilometres travelled in main urban areas ^{AB}	Not achieved	<32.2 billion kilometres by 2026 ^C	33.2 billion kilometres	31.8 billion kilometres

Light vehicle kilometres travelled in main urban areas has been increasing since 2020, and in 2023/24 remained higher than the 2019 baseline. The result of this measure relies on numerous transport systems and broader land-use levers. The main transport system actions to improve performance will be undertaken through the GPS 2024, for example through funding the rapid transit network in Auckland and upgrades to rail in the lower North Island. The National Ticketing Solution will improve the efficiency of public transport.

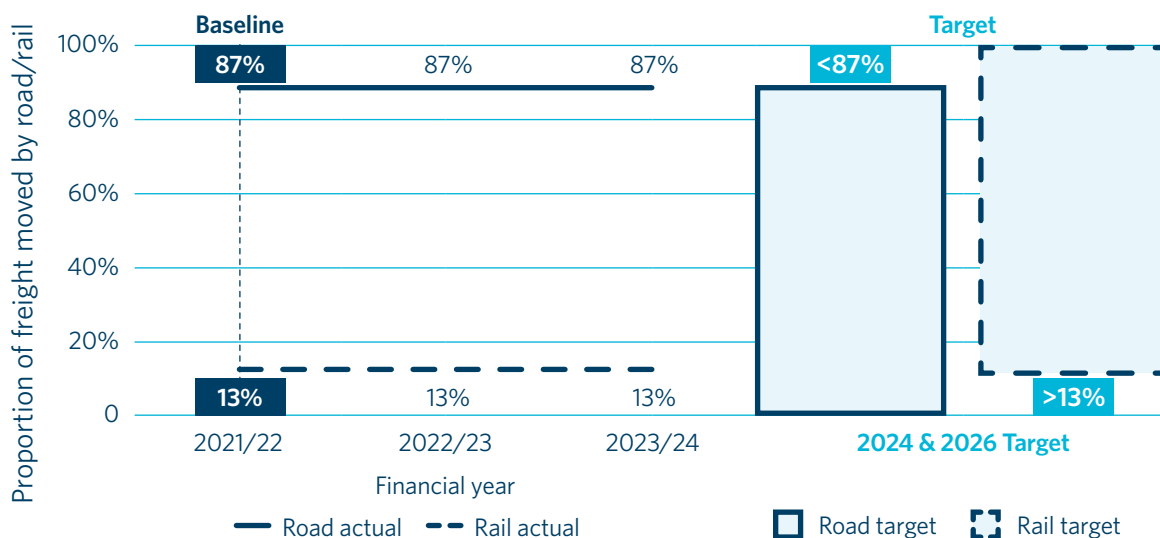
Figure 9 - Light vehicle kilometres travelled in major urban areas (billion)



MOVE2	User experience of transport network by mode ^D	Achieved	Public transport >54%; Active modes >62%	Public transport: 59%; Active modes 69%	Public transport 59%; Active modes 67%
MOVE3	Freight mode share of road and rail ^A	Not achieved	Road <87%; Rail >13%	Road 87% Rail 13%	Road: 87% Rail: 13%

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
	The proportion of freight carried by road and rail remained the same as last year. Since 2021/22, the total tonnage of road and rail freight has declined. This has been driven by recessionary factors and noted across the road and rail sector, port import volumes and the ANZ Truckometer (a set of two economic indicators derived using traffic volume data from around the country). Rail volumes have declined at a faster rate than road freight volumes. This is due to a number of factors including the relative changes in volumes of commodity types that are carried by road and rail, and the fact that rail is often used to 'top-up' road volumes. When overall volumes are down, rail tends to decline more sharply. We supported KiwiRail to deliver the first Rail Network Investment Programme ⁵ , which set out rail activities to be funded from the NLTF to improve the resilience, reliability and safety of the rail network and support freight movement.				

Figure 10 – Freight mode share of road and rail



^A We have limited ability to influence this result. While it provides useful information about the transport system and our operating environment, it is not an indicator of NZTA performance and has been removed from our performance framework from 2024/25 onwards.

^B Major urban areas refer to tier 1 (Auckland, Christchurch, Hamilton, Tauranga, Wellington) and tier 2 (Dunedin, Napier-Hastings, Nelson Tasman, New Plymouth, Palmerston North, Queenstown, Rotorua, Whangarei) council areas.

^C The 2023/24 target was changed from 32.3 billion kilometres to 32.2 billion kilometres, following the methodology change explained in our 2022/23 annual report.

^D Overall experience (based on our customer journey monitor survey), with recent journeys by main transport mode scored from 1 (lowest) to 10 (highest). Active modes are walking and cycling.

⁵ Rail Network Investment Programme 2021. Wellington: KiwiRail. kiwirail.co.nz/our-network/funding-our-network/rail-network-investment-programme/

Results measures

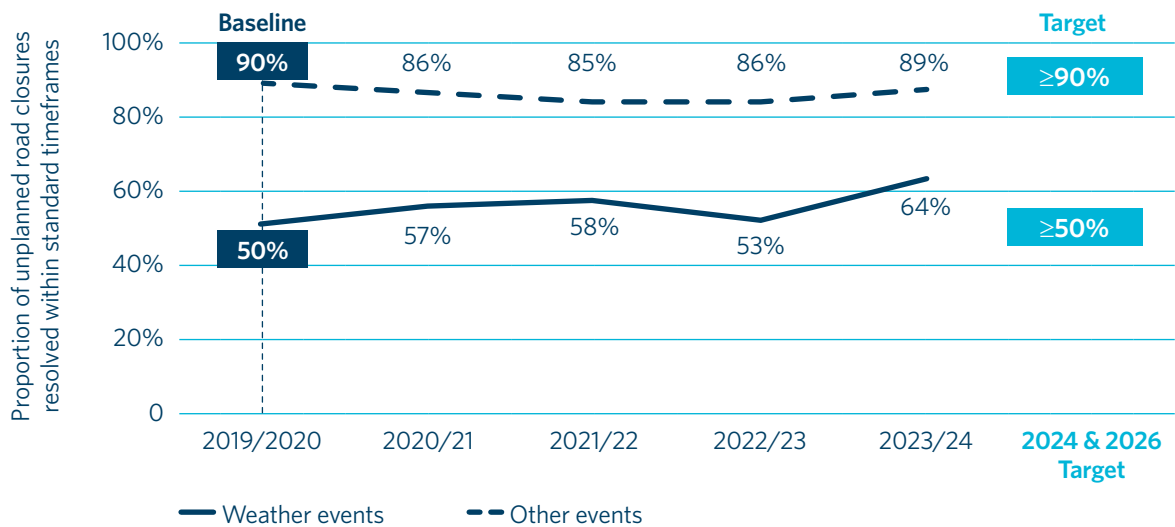
Improved resilience to disruptive events

Improving the ability of the land transport system to withstand, absorb, adapt, respond and recover from unplanned disruptive events

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
RES1 (SHM4)	Proportion of unplanned road closures resolved within standard timeframes	Not achieved	Weather events: $\geq 50\%$ Other events: $\geq 90\%$	Weather events: 64% Other events: 89%	Weather events: 53% Other events: 86%

The target was met for weather-related events but not for other events. Road crashes remain the predominant cause of the closures for other events. Delays in resolving road closures caused by crashes can be due to weather conditions, people’s injury status, emergency services’ requirements, and the number and type of vehicles involved. To improve this performance, work has started across the regions to embed understanding of the updated Memorandum of Understanding on incident management into processes for emergency services and network outcomes contracts contractors. This work will continue in 2024/25.

Figure 11 – Proportion of unplanned road closures resolved within standard timeframes



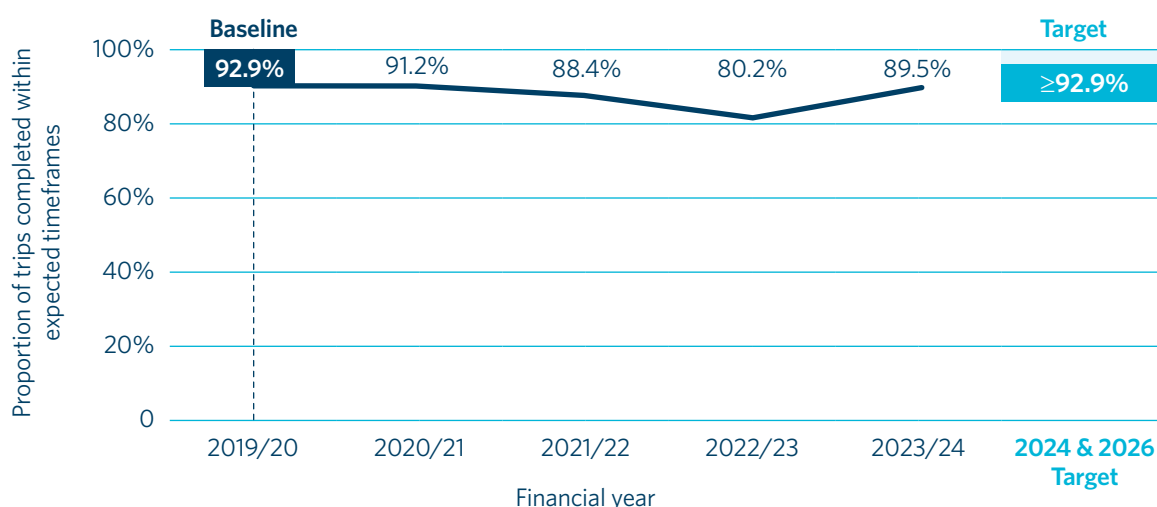
More reliable freight network

Improving network predictability

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
MRFN1	Interpeak predictability of travel times on priority freight routes	Not achieved	≥92.9%	89.5%	80.2% ^A

The measure compares the 12-month rolling average of journey times at specific freight locations against the prior year. Although the target was not met, predictability has improved compared to last year. We continued to see impacts of weather events and road closures (such as the closure of the Brynderwyn Hills in Northland in 2024 and ongoing impacts of weather events on the East Coast of the North Island).

Figure 12 – Interpeak predictability of travel times on priority freight routes



^A Prior year results as presented in this table and graph differ to the prior year actuals published in the 2022/23 annual report. This is because prior year results have been updated to reflect the latest TomTom data.

Increased share of travel by public transport, walking and cycling

More people are choosing active and/or shared modes as their preferred method of travel

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
SHARE1 ^A	Mode share of public transport and active modes in urban areas	Achieved	>19%	20%	20%

^A We have limited ability to influence this result. While it provides useful information about the transport system and our operating environment, it is not an indicator of NZTA performance and has been removed from our performance framework from 2024/25 onwards

Improved connections to key destinations

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
ACCESS1	Access to social and economic opportunities by mode (opportunities: jobs, general practitioners, supermarkets and schools) ^A	Not achieved	Increasing for public transport and active modes (from 2019/20 baseline)	Maintaining	Maintaining

Compared to the 2019/20 baseline, the proportion of the population within 15 minutes by cycling to primary schools (89%), secondary schools (71%), general practitioners (83%) and supermarkets (83%) all increased by about 1 percentage point.

Access by public transport was down by approximately 1% from 2019/20, while access by walking was relatively unchanged.

The proportion of jobs accessible in 45 minutes increased by approximately 2 percentage points for public transport (15% to 17%) and 1 percentage point for cycling (23% to 24%).

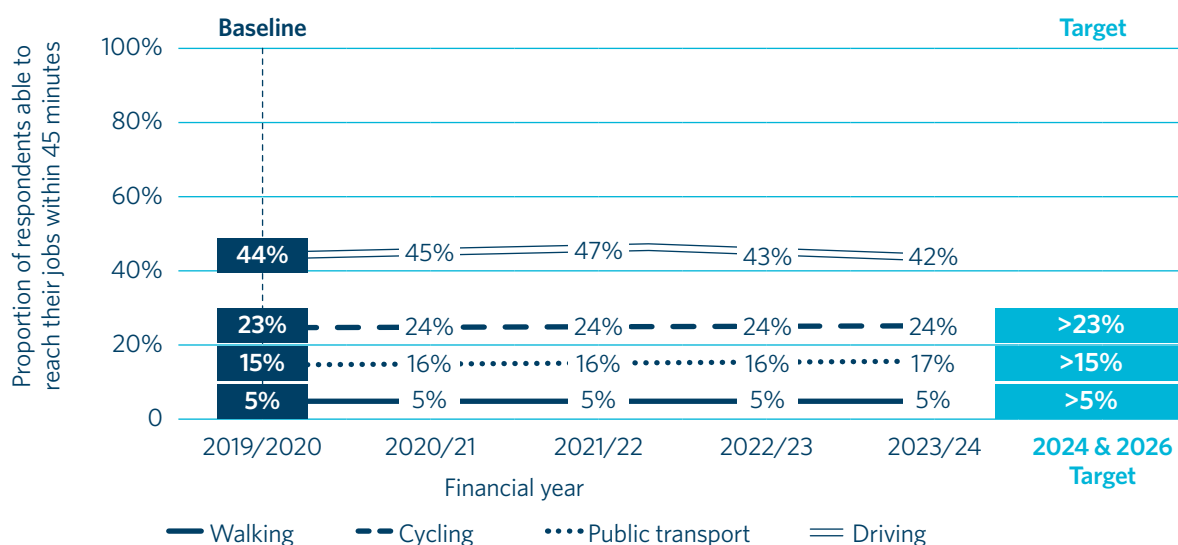
Table 3 - Proportion of population within 15 minutes of the nearest school, general practitioner and supermarket by mode ^A

Mode	Financial year	Primary schools	Secondary schools	General practitioners	Supermarkets
Walking	2019/20	62%	21%	51%	40%
	2020/21	62%	21%	52%	39%
	2021/22	62%	21%	52%	39%
	2022/23	62%	21%	52%	40%
	2023/24	62%	21%	52%	40%
Cycling	2019/20	89%	70%	82%	82%
	2020/21	89%	71%	83%	82%
	2021/22	89%	71%	83%	82%
	2022/23	89%	71%	83%	82%
	2023/24	89%	71%	83%	83%
Public transport	2019/20	70%	28%	62%	51%
	2020/21	70%	28%	63%	51%
	2021/22	70%	28%	63%	51%
	2022/23	70%	27%	62%	51%
	2023/24	70%	27%	62%	50%
Driving	2019/20	99%	92%	95%	95%
	2020/21	98%	92%	95%	95%
	2021/22	98%	92%	95%	95%
	2022/23	98%	92%	95%	95%
	2023/24	98%	92%	95%	95%

^A Previous years' results have been updated to reflect the latest data.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
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Figure 13 – Proportion of population within 45 minutes of jobs by mode



ACCESS2	Proportion of recently consented residential units in major urban areas with access to frequent public transport services ^{BCD}	Achieved	≥20.0%	20.0%	19.6%
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^B We have limited ability to influence this result. While it provides useful information about the transport system and our operating environment, it is not an indicator of NZTA performance and has been removed from our performance framework from 2024/25 onwards.

^C This is based on morning peak frequent public transport services and building consents issued in major urban areas.

^D Network accessibility data is updated in the first week of March each year.

● Safe

Safe is about ensuring no one is killed or seriously injured when using or working on the transport system.

Summary

Making the transport system safer

Deaths and serious injuries on the roads place a substantial burden on families, society, the economy, and the health sector each year. The Safe System approach, which is recognised internationally as best practice in road safety, is our foundation for reducing deaths and serious injuries on the network. It recognises that people make mistakes, and the system should be forgiving and reduce the likelihood of death and serious injury when crashes occur.

There were 2670 deaths and serious injuries on the roads over the last year, with 226 fewer fatalities than in the previous year. While this continues an overall downward trend in deaths and serious injuries since 2019, the number of deaths and serious injuries remains unacceptably high, and we need to continue to work together with New Zealand Police, the Ministry of Transport and local government to improve the safety of roads, drivers and vehicles.

Over the last year, we collaborated with local road controlling authorities to deliver safety treatments and infrastructure improvements on the road network, such as installing median barriers and improving intersections. Over time, these interventions are expected to reduce deaths and serious injuries caused by the most common crash types.

Deaths and serious injuries in head-on, run-off-road and intersection crashes remain above the targets set in our statement of performance expectations. Median barriers are a critical tool for reducing head-on crashes, and last year we delivered 181km of median barriers on state highways. Many councils faced financial challenges over the past year and have been unable to contribute the local share towards installing median barriers on local roads, which meant we were unable to deliver any median barriers on the local road network last year. Going forward, our focus on safe roads will see NZTA deliver safe roading infrastructure via the Roads of National Significance and Roads of Regional Significance, while providing enhanced maintenance, increased support for Police enforcement and continued road safety education and promotion targeted at high-risk behaviours. In addition, value for money safety improvements will receive targeted investment through the National Land Transport Programme 2024-27.

We've seen a decline in deaths and serious injuries from crashes associated with behavioural risk factors (such as the use of alcohol and other drugs and the impact of driver fatigue and distraction) since December 2022. Progress has been steady across many key road safety actions and interventions, including significant improvements in road policing activity targeting high risk behaviours. Despite this, the overall scale and pace of delivery has not been enough to achieve the level of reductions we need to in this area.

Road policing and enforcement are key tools in supporting and encouraging safe driving behaviour, and we've continued to work with and fund New Zealand Police on this. One focus for road policing is on drug and alcohol impairment, and in 2023/24 New Zealand Police conducted over 3.58 million breath tests, exceeding the target of at least 3.0 million. This is the highest number of breath tests in a decade and the first time the target has been met since this measure was introduced in 2019/20.

We continued to deliver communication and engagement campaigns to support behavioural change and increase awareness of the importance of safety initiatives. These campaigns included support for our summer road safety and safe motorcycling campaigns, and events such as the Northland and National Field Days and Road Safety Week. We provided communication and engagement input into safety camera systems, safety treatments and infrastructure improvements projects.

We play a pivotal role in increasing public understanding of vehicle safety. We raised awareness of vehicle safety ratings and crash avoidance features through integrated communication, marketing, education and partnerships activity, and we supported the update of Rightcar safety ratings, which resulted in a significant increase in traffic to the Rightcar website. Deaths and serious injuries from crashes involving vehicles with low safety ratings have declined, as older and less safe vehicles are retired from the vehicle fleet and replaced by newer vehicles with more safety features.

We know safety cameras discourage excessive speeds, improve compliance with speed limits, and reduce deaths and serious injuries. In 2023/24, we continued expanding the safety camera network, with 24 new safety camera sites constructed or in the process of being constructed, and we started safety camera enforcement in July 2024. We completed preparations for the transfer of existing safety cameras from New Zealand Police to NZTA, with the first New Zealand Police safety camera on track to transfer to us in August 2024. We've adjusted the rate and pace of the safety camera network expansion to reflect GPS 2024.

New Zealand Police continues to deploy mobile safe speed cameras while the transition of safety cameras to NZTA is ongoing. In 2023/24, New Zealand Police operated mobile safe speed cameras for 63,054 hours. While this remains below the target of 80,000 hours set under the Road Safety Partnership Programme 2021-24, the number of hours that mobile cameras were operated has increased each year, increasing from 58,406 in 2021/22. The transition of existing safety cameras to NZTA created challenges around retention and recruitment of traffic camera operators, which affected the number of hours New Zealand Police could operate cameras.

Deaths and serious injuries occurring where the speed limit does not align with the safe and appropriate speed for the road remain above the targets set in our statement of performance expectations. Changing government direction means we are no longer delivering speed management in line with the targets in our statement of performance expectations and did not deliver the full speed and infrastructure programme as planned. We are aligning with the government's new approach to speed limits, including the proposed new Setting of Speed Limits Rule.

The government has signalled that a new set of road safety objectives will be developed that will guide our investment and delivery approach in the future, and we will work to align our safety programmes with this direction once it is known.

Improving road safety outcomes for Māori

We recognise and respect our Tiriti o Waitangi obligations and continue to work with Māori to achieve mutually beneficial outcomes and better respond to Māori needs and aspirations, including those for road safety.

In 2021, He Pūrongo Whakahaumarū Huarahi Mō Ngā Iwi Māori, the Māori road safety outcomes report, contained a review of literature, research and data to improve our understanding of road safety outcomes for Māori and identify Safe System failures for Māori. It found Māori experience substantially higher rates of death and serious injury on our roads than people of other ethnic groups. We're working with the Ministry of Transport and New Zealand Police to explore the risks identified in the report and partner with Māori to implement initiatives to improve road safety outcomes for Māori.

Last year, we participated in regular hui with the National Road Policing Centre and collaborated with the Ministry of Transport on developing safety objectives to improve road safety outcomes for Māori. We also joined with local councils, iwi, New Zealand Police, ambulance services, the Accident Compensation Commission, road safety providers and wider communities to share safety education messages with Māori through events such as Road Safety week, the Northland Field Days and Matariki. We supported Te Rōpū, the Safety Camera Systems Māori Advisory Group, to enable Māori input into the programme to guide engagement with iwi, hapū and whānau, contribute to improving Māori road safety outcomes, and give effect to te Tiriti o Waitangi and the 3 principles of partnership, protection and participation. Building strong relationships with Māori through these engagements helps iwi to deliver information and support to their communities to increase good road safety practices, ensures our road safety education encompasses a te ao Māori (Māori world) view, and helps to embed our commitment to te Tiriti into our road safety objectives.

We again contributed to the Road Safety Partnership quarterly ministerial report in 2023/24, and continued to refresh He Pūrongo Whakahaumarū Huarahi Mō Ngā Iwi Māori, with additional data incorporated from the Study of Road Trauma Evidence and Data report.

Providing high quality regulatory services

We are the country's lead regulator for land transport. One of our roles is to improve safety and reduce the risk of harm across the land transport system, and our regulatory function plays a significant role in achieving the government's road safety objectives.

Crucial to achieving these improvements is that we must be properly resourced to regulate the land transport system effectively. Last year, we implemented changes to regulatory funding, fees and charges that Cabinet agreed to in March 2023, and focused on further strengthening our regulatory performance as we implemented a refreshed Tū Ake, Tū Māia, our regulatory strategy.

Since 2020, when Tū Ake, Tū Māia was initially developed, our delivery of regulatory services has stabilised, and we're becoming more effective and consistent in our approach. Last year, 97 percent of our activities conformed to our key decision-making criteria. This increase from our baseline of 85 percent reflects an improvement in our documentation, consistency, decision-making and follow-up.

The progress we've made in delivering our regulatory role, from vehicle safety to regulation of the rail transport system, is reflected in our output class measure results (see pages 65–86). In 2023/24, we achieved nearly all our regulatory targets. We missed our target for the proportion of non-compliance actions for rail participants that are progressed within acceptable timeframes. Five cases fell outside the acceptable timeframe by 1 to 6 days, because licence holders inadvertently failed to inform us that the actions had been completed.

Wait times for driver licence tests were a challenge for us last year, and we did not achieve our target in this area. The removal of resit fees for theory and practical tests in October 2023 significantly increased demand for driver licence test bookings, which led to unacceptable increases in test wait times, test failure rates and no-shows. We implemented new changes to driver licensing fees, which re-introduced a resit fee for the third and every subsequent test for a class 1 car licence. We also took steps to recruit more driver testing officers, expand the available hours for theory and practical driving tests, and increase the number of courses we run to train new driver testing officers. These changes, alongside the revised fee regime, will take effect in 2024/25 and we expect them to significantly improve test wait times.

Keeping our people safe

The health, safety and wellbeing of our people, both staff and contractors, is a priority for us and an important part of our safety role.

In 2023/24, we investigated harm prevention approaches to target known road safety and compliance risks and support best practice for work-related safety on the road. We continued to grow membership of the Road Freight Safety Group, which has worked with us to streamline and prioritise regulatory change around work-related safety on the road. We funded the acceleration of an industry-led heavy vehicle accreditation scheme (TruckSafe), which will give industry more ownership of its safety. We also began work across the public and private sectors to develop road safety investment decision tools to ensure future road safety interventions are effective and efficient.

Our significant incident frequency rate increased in the second half of the financial year. More than 90% of the significant incidents related to contractors working on NZTA projects or contracts, and most of these incidents were significant near misses rather than injuries, which is to be expected with more transparent reporting. The top 3 incident types related to working in and around live traffic, driving, and mobile plant and equipment.

Improved incident reporting reflects our efforts to promote and communicate revised contractor reporting guidance to our project and contract managers, partners and contractors. The target of this measure was adjusted for 2024/25 to better reflect performance data from the last decade. Our focus will be on contractor safety management, such as sessions to identify improvements and share lessons within the industry. These sessions will build on our more detailed assurance and audit activities, more health, safety and wellbeing involvement in procurement and performance review, and revision of our health, safety and wellbeing minimum expectations material for the transport sector.

Case study

New Commercial Vehicle Safety Centre at Ohakea

A new commercial vehicle safety centre being built at Ohakea is expected to improve travel efficiency for heavy vehicle operators, while carrying out crucial safety and compliance checks on heavy vehicles. It's part of our commitment to improving road safety by making sure heavy vehicles and their drivers are safe and compliant. It also aims to ensure fairness and consistency for industry and keep compliant vehicles moving.

This facility is one of 12 planned as part of the national Commercial Vehicle Safety Centre programme. The programme is developing an integrated network of cameras, weigh-in-motion sites and safety centres covering strategic routes across the country.

The new safety centre (formerly called a weigh station) is on State Highway 1 and 3 at Pukenui Road, outside Royal New Zealand Air Force Base Ohakea and near the recently constructed roundabout. This is a high-volume freight route and heavy vehicles can use the roundabout to pull into the safety centre from both directions.

As part of this project, 2 sets of in-road scales (weigh-in-motion plates) will be installed in the northbound and southbound lanes between Bulls and Sanson. Automatic licence plate recognition cameras and digital signage boards will also be

installed on the side of the state highway. If a heavy vehicle is flagged as potentially unsafe or non-compliant during screening, the digital sign will instruct the driver to pull into the centre by showing the vehicle's licence plate number.

Once at the safety centre, Commercial Vehicle Safety Team officers from New Zealand Police will ask the driver to drive over the weigh bridge. Further compliance checks may also take place, such as checking RUC or logbooks or completing a vehicle inspection. The team will also check logbooks to make sure drivers have been taking the breaks they need to prevent fatigue, as well as checking for any driver impairment, before they get back on the road.

This technology will help to streamline travel for operators, because those not flagged during screening won't need to pull into the safety centre. The data we collect will give us insight into the behaviour of heavy vehicle drivers on the network. We can use this insight to target our education and compliance work towards safety issues in the industry, while also protecting our roads from damage and bringing down road maintenance costs.

Construction on the safety centre began in late 2023 and is on track for completion in early 2025.



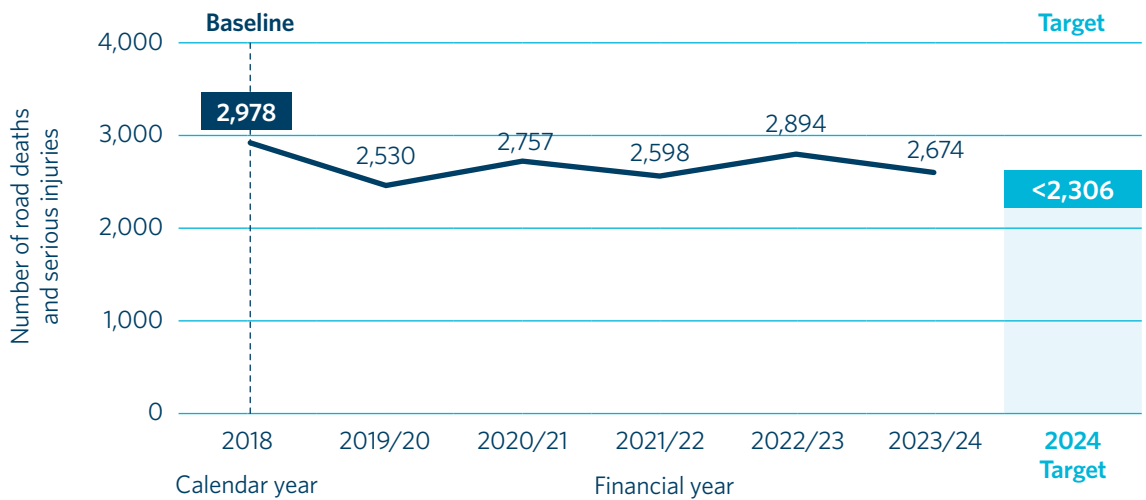
Measuring our performance

System outcome measures

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
SAFE1	Deaths and serious injuries ^{A B}	Not achieved	<2,306	2,674	2,894

Deaths and serious injuries in 2023/24 reduced by 10% from the 2018 baseline and were down 8% from the previous year. While there has been steady progress across several key road safety actions and interventions, the overall scale and pace of delivery wasn't sufficient to meet the target. New road safety objectives and actions are expected to be released in 2024/25 and, alongside GPS 2024, will set the direction for our road safety work programme going forward.

Figure 14 - Deaths and serious injuries (12-month rolling total)

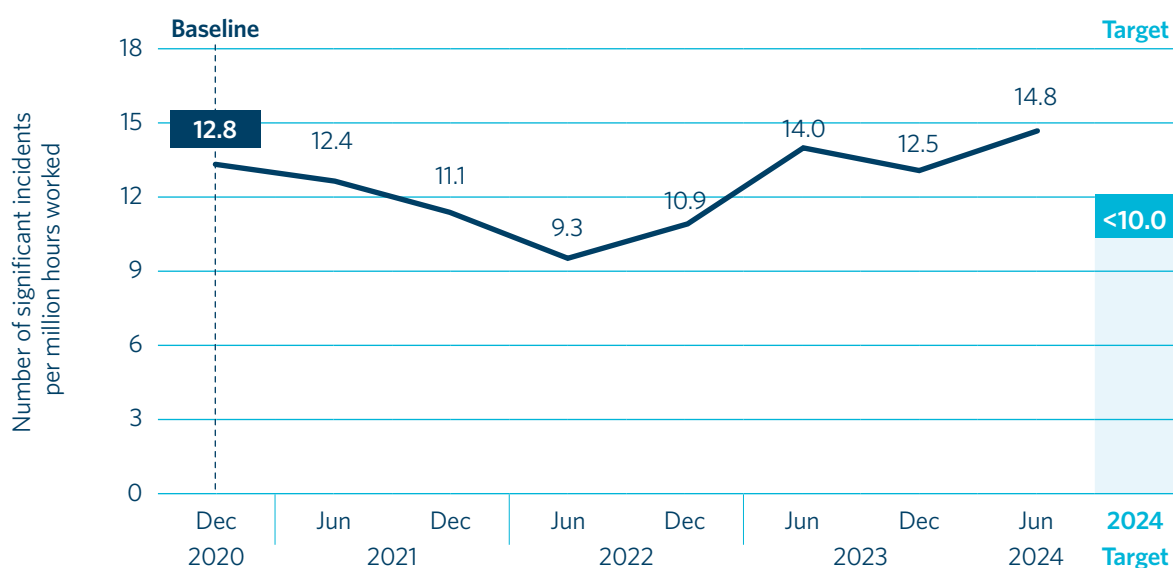


Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
SAFE2	Significant incident frequency rate ^B	Not achieved	<10.0 per million hours worked	14.8 per million hours worked	14.0 per million hours worked

The significant incident frequency rate increased in the second half of the year. More than 90% of significant incidents related to contractor work on NZTA projects or contracts. Most of these incidents were significant near misses, consistent with more transparent reporting. The top 3 incident types were related to working in and around live traffic, driving and mobile plant and equipment. Improved incident reporting reflects our efforts to promote and communicate revised contractor reporting guidance to our project and contract managers, partners and contractors.

The target for this measure will be adjusted in 2024/25 to better reflect performance data from the last decade. Our focus will be on contractor safety management, such as lessons learned sessions to identify improvements and share lessons within the industry. These will build on our more detailed assurance and audit activities, more health, safety and wellbeing involvement in procurement and performance review, and revision of our health, safety and wellbeing minimum expectations material for the transport sector.

Figure 15 - Significant incident frequency rate



^A From 2019/20 onwards, results are a 12-month rolling total to 30 June of each year. Before 2019/20, data was available to only 31 December of each year at the time of annual report preparation.

^B Information received after publication may mean deaths and serious injuries figures need to be adjusted. For example, New Zealand Police may receive fatal crash notifications for a period after the data has been extracted for this table, and some deaths may occur after the reporting period. Additionally, the data for serious injuries sometimes changes as we reconcile hospitalisation data with Crash Analysis System records. While we have retrospectively updated data from previous years in our systems, we have not changed the prior year actuals presented in this report.

Results measures

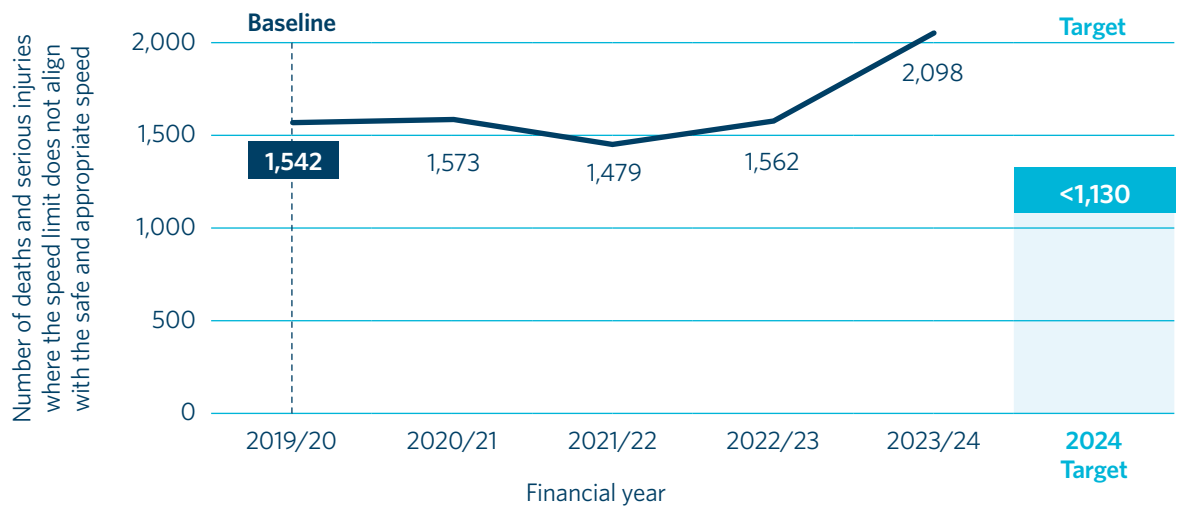
Safer travel and infrastructure

Improving the safety of transport infrastructure and setting safe speed limits to improve the safety of travel across all modes

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
STI1	Number of deaths and serious injuries where the speed limit does not align with the safe and appropriate speed ^A	Not achieved	<1,130	2,098	1,562

Although the target was not achieved, substantial progress has been made in aligning the road network to safe and appropriate speed limits through significant changes implemented across the network. Despite this, most of the road network still has a speed limit that is above the safe and appropriate speed. It is important to note that the significant increase for 2023/24 is due to changes to the definition of safe and appropriate speed limit for various road categories released with the current Speed Rule. These changes resulted in more of the network having a lower safe and appropriate speed limit than before and therefore greater exposure to DSIs.

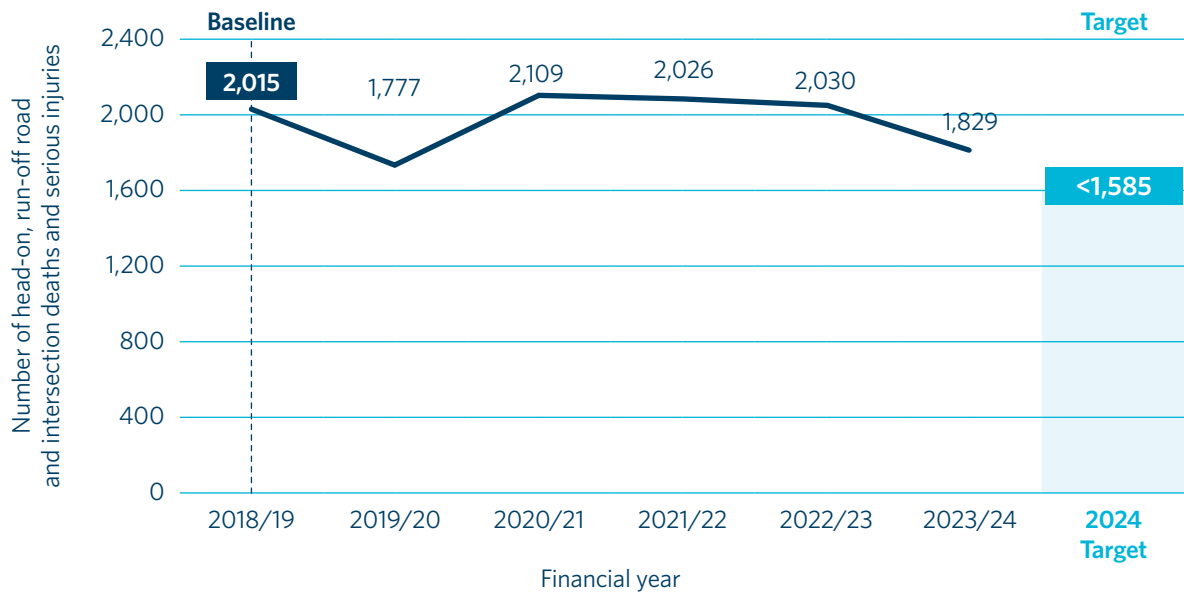
Figure 16 – Deaths and serious injuries where the speed limit does not align with safe and appropriate speed



Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
STI2	Number of head-on, run-off road and intersection deaths and serious injuries ^A	Not achieved	<1,585	1,829	2,030

We had some success in the delivery of median barriers, safe intersection treatments, and reduced speed limits at targeted locations, but the overall scale and pace of delivery across the system wasn't sufficient to meet the target.

Figure 17 - Deaths and serious injuries from head-on, run-off and intersection crashes



^A Information received after publication may mean deaths and serious injuries figures need to be adjusted. For example, New Zealand Police may receive fatal crash notifications for a period after the data has been extracted for this report, and some deaths may occur after the reporting period. Additionally, the data for serious injuries sometimes changes as we reconcile hospitalisation data with Crash Analysis System records. While we have retrospectively updated data from previous years in our systems, we have not changed the prior year actuals presented in this report.

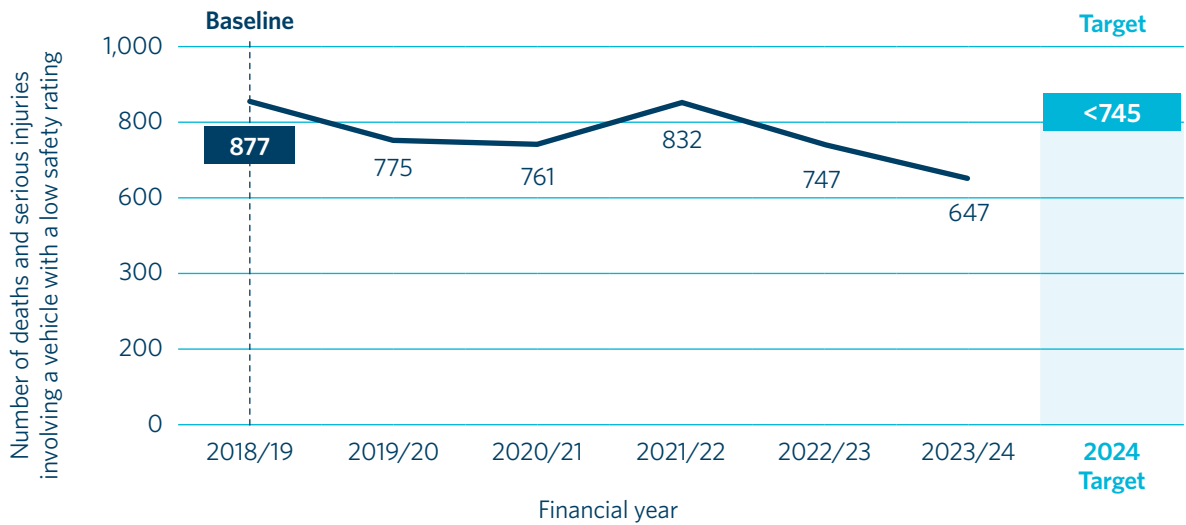
Safer vehicles

Encouraging more people to buy safe vehicles

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
SV1	Number of deaths and serious injuries involving a vehicle with a low safety rating ^A	Achieved	<745	647	747

NZTA plays a pivotal role in increasing public understanding of vehicle safety to help influence safer vehicle purchases. We have also seen attrition of older and less safe vehicles from the fleet over recent years. This target being achieved signals positive advancements in vehicle safety. However, the planned regulatory changes to further improve the supply of safer vehicles into the fleet have not progressed, which would further and substantially improve vehicle safety.

Figure 18 - Deaths and serious injuries involving a vehicle with a low safety rating



^A Information received after publication may mean deaths and serious injuries figures need to be adjusted. For example, New Zealand Police may receive fatal crash notifications for a period after the data has been extracted for this report, and some deaths may occur after the reporting period. Additionally, the data for serious injuries sometimes changes as we reconcile hospitalisation data with Crash Analysis System records. While we have retrospectively updated data from previous years in our systems, we have not changed the prior year actuals presented in this report.

Safer road user choices

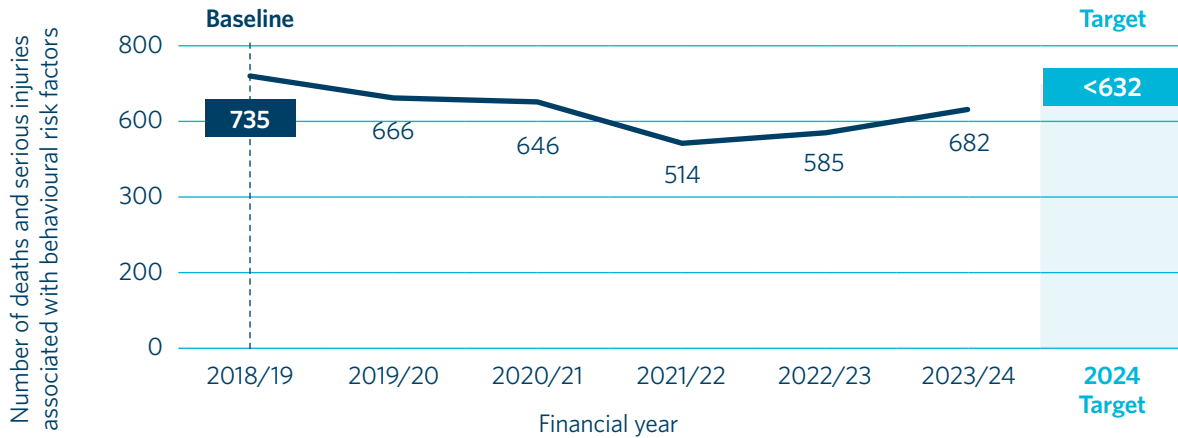
Encouraging safer road user choices and behaviours

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
SRUC1	Number of death and serious injuries associated with behavioural risk factors ^A	Not achieved	<632	682	585

There have been significant improvements in road policing activity targeting high risk behaviours. However, other components of the Safe System approach, such as safer vehicles and safer roads, affect whether a crash caused by behavioural risk factors leads to a death or serious injury. For example, a median barrier is designed to prevent an impaired driver from crossing the centreline, thus preventing a high speed head-on crash that would be more likely to lead to death or serious injury. Similarly, people travelling in a safer car, regardless of crash causation, are more likely to be protected and sustain less severe injuries.

Improvements to all parts of the system and not just road policing and enforcement therefore play a role in reducing DSI from behavioural risk factors. New objectives and actions for road safety are expected to be released later in the year to build on the GPS 2024 which signals a focus on safer roads, safer drivers and safer vehicles. The road safety objectives alongside the GPS will set the direction for road safety activity in future.

Figure 19 - Deaths and serious injuries associated with behavioural risk factors



^A Information received after publication may mean deaths and serious injuries figures need to be adjusted. For example, New Zealand Police may receive fatal crash notifications for a period after the data has been extracted for this report, and some deaths may occur after the reporting period. Additionally, the data for serious injuries sometimes changes as we reconcile hospitalisation data with Crash Analysis System records. While we have retrospectively updated data from previous years in our systems, we have not changed the prior year actuals presented in this report.

● Environmentally sustainable

Environmentally sustainable means reducing harm to and improving the environment with a focus on reducing greenhouse gas emissions and climate change adaptation, including reflecting expectations on us set by the Carbon Neutral Government Programme.

Summary

NZTA is subject to environmental requirements under a variety of statutes and policy statements. The Land Transport Management Act 2003 requires that we exhibit a sense of environmental and social responsibility when undertaking our functions. This section incorporates reporting against Toitu te Taiao – our sustainability action plan that demonstrates our commitment to environmental and social responsibility.

Reducing our environmental impact

We reduce the environmental impact of our activities by reducing our corporate and non-corporate infrastructure carbon emissions and by focusing on resource efficiency and waste minimisation across our infrastructure delivery and maintenance activities. This reduces costs and environmental impacts at the same time.

NZTA activities come under a variety of planning and environmental requirements through the Resource Management Act 1991 and other environmental legislation. NZTA uses a cloud-based environmental compliance management system (CS-VUE) to capture and manage information about our compliance. We actively manage environmental compliance with these requirements to meet our statutory obligations and the recent upgrade to the system has helped us improve our overview of consent requirements across projects. We maintained compliance of 96%⁶ with environmental consent conditions.

As a Crown entity, we are subject to the Carbon Neutral Government Programme, which aims to accelerate the reduction of emissions in the public sector. We're committed to reducing both our corporate emissions and our non-corporate emissions. Non-corporate carbon emissions come from the construction, maintenance, operation and end-of-life processes of our physical assets, including the state highway network. Last year, we reduced our corporate emissions in line with our corporate carbon reduction targets. We signed a contract with the preferred supplier for our digital carbon measurement tool and will launch it over the coming months.

We've made progress in establishing a baseline for our non-corporate emissions and developed a carbon reduction plan. We've also started reporting to the Ministry for the Environment on our progress.

We've continued to focus on reducing the environmental impact of our infrastructure delivery and maintenance activities. Our Resource Efficiency Strategy and related resource

⁶ The percentage includes both compliant conditions and conditions that have not yet been actioned. It excludes administrative permit conditions. This data represents a point of time rather than an average of a year.

efficiency and waste minimisation policies guide how we use, re-use and dispose of resources across our infrastructure delivery and maintenance activities. We embed these requirements into the contracts for our supply chain as part of our procurement process, helping to ensure our infrastructure and maintenance projects deliver good environmental and social outcomes. We achieved our 2023/24 target of having more than 75 percent of our eligible projects on track to attain an Infrastructure Sustainability Council rating (see page 64), which drives, measures and verifies sustainability outcomes. Eligible projects are improvement projects over \$100 million.

Understanding and managing natural hazards and climate risk

We continue to mature our approach to understanding and managing natural hazards and climate risk to create a more productive and resilient land transport network, and organisation.

We are deepening our understanding of the current and future climate risks that affect resilience. We face risks related to the physical impacts of climate change, such as from acute events or sea-level rise, as well as risks related to the country's transition to a climate-resilient, low-emission future. These transitional risks include fuel supply chain problems and increased costs of low-carbon construction materials. Last year, guided by the standards of the External Reporting Board, we improved on how we assess climate risks and opportunities in our business (see appendix 1). This aligns with the strategic direction of Tiro Rangī, our climate adaptation plan.

We've improved and added more data to our National Resilience Assessment Tool. This tool is a geospatial database of natural hazard risks on the state highway network and is a key information source when we are identifying, planning and managing critical infrastructure risks. It captures data related to damage to the network from natural hazards and assesses resilience risks, including hydrological and geological risks, and risks associated with climate change. This tool supports more effective and proactive decision-making to improve resilience, including being better prepared for the impact of severe weather events and to support recovery. We've taken further steps towards embedding climate adaptation into our strategic settings. We undertook this work to help meet our requirements, and those of other parts of government, under the National Adaptation Plan. In 2023/24, we developed a strategic recovery framework that guides decision-making when there is major, widespread or repeated damage to the transport network due to events such as Cyclone Gabrielle (see case study on page 62). The framework supports a strategic approach to recovery and helps integrate climate adaptation into our decision-making.

We have started incorporating a climate adaptation lens into Arataki, our 30-year plan, and contributed to the development of transport sector climate-related scenarios. Additionally, we updated our Monetised Benefits and Costs Manual to include a new process that accounts for the benefits of resilience improvements, which will better inform adaptation investment decision-making.

Reducing transport system emissions

During 2023/24, we continued to work with local government and other stakeholders to deliver on requirements in the first Emissions Reduction Plan, including leading and collaborating across a variety of actions that contribute to reducing emissions from the land transport system.

We administered the Clean Car Discount until the end of December 2023 when the programme was ceased, in line with the government's 100-day plan. Over the last year, 26,441 EVs and plug-in hybrid vehicles were added to the national fleet, taking the proportion of the light vehicle fleet that are low or no emissions vehicles from 1.9 percent in 2022/23 to 2.4 percent in 2023/24 (see ENV2 on page 63).

We also administered the Clean Car Standard through our low emission vehicles output class. The Clean Car Standard regulates importers to reduce carbon dioxide (CO₂) emissions by encouraging a greater supply of low and zero emission vehicle imports into New Zealand. The Clean Car Standard system supports this aim by allowing us to measure the New Zealand vehicle fleet against national CO₂ targets. It ensures vehicles do not proceed to entry certification and registration unless they have a CO₂ value assigned. In 2023/24, all vehicles imported had CO₂ information recorded in the system.

We also delivered a variety of emissions reduction activities funded through the Climate Emergency Response Fund, before the fund was discontinued with the government decision to stop ring-fenced revenue raised through the NZ Emissions Trading Scheme. This included \$61 million of funding to public transport authorities to improve the employment terms and conditions for New Zealand bus drivers (reducing both the national shortage of bus drivers from 900 to almost zero, and the volume of service cancellations from 15 percent to almost zero). The programme committed \$18.6 million in funding agreements with councils to contribute to the decarbonisation of their bus fleets. Funding was also provided to public transport authorities towards the cost of 14.4 million public transport service boardings out of 37 million boardings in total during the first quarter of 2023/24 through the Community Connect initiative. As part of this, we administered funding to support half-price public transport concessions for Community Services Card holders and 75 percent discounts for Total Mobility services, with free fares for people aged 5 to 12 and half-price fares for people aged 13 to 24 on public transport until 30 April 2024.

The Climate Emergency Response Fund also provided \$164.5 million of investment in public transport, walking and cycling improvements, safety enhancements to local community school routes and other initiatives through the Transport Choices programme. We delivered more than one-third of the Transport Choices programme by the end of 2023/24 and are on track to deliver the agreed output targets.

Although the target set in our statement of performance expectations was met, land transport emissions increased in 2023/24 from the previous year. The government has signalled in both GPS 2024 and the public consultation document on the second Emissions Reduction Plan that it intends to take a different approach to reducing emissions, including reducing transport emissions. During 2024/25, we will support the Ministry of Transport and Ministry for the Environment as they finalise the parts of the second Emissions Reduction Plan relevant to land transport.

Case study

Strategic recovery framework

Climate change is increasing the severity and frequency of weather events that disrupt the transport network. Combined with other hazards such as earthquakes, volcanic eruptions and tsunamis, the challenge of keeping transport networks open will only grow. While most network disruptions and outages can be addressed relatively quickly and at low cost, an increasing number are either highly significant or part of an ongoing systemic issue creating repeated outages.

To help us respond better to hazards and severe weather events, we developed a strategic recovery framework that guides decision-making when the transport network experiences major, widespread or repeated damage. The framework supports a more sustainable, long-term strategic approach to recovery, provides greater certainty for affected communities, and helps us to make consistent and appropriate decisions on how best to recover from major disruptions.

The framework recognises various pathways to recovery after a disruption to the transport network. These range from not restoring part of a network to restoring it with greater levels of

service and resilience. Used alongside resilience programme business cases and other planning activities, this framework supports us to rebuild with greater long-term resilience after major disruptions.

We applied the framework with great success when we developed the resilience strategic response for Tairāwhiti Gisborne, Wairoa and Hawke's Bay following the North Island weather events in early 2023. Working across NZTA, the framework helped us make consistent decisions about the most appropriate ways to respond to and recover from the impacts of the weather events. It guided our decisions about whether connections should be 'patched up', improved and made more resilient, or whether we needed to build entirely new stretches of road to support long-term resilience.

The framework has also been applied to other responses across the country, including Coromandel-Hauraki and Northland. We're continuing to embed the recovery framework in Arataki, our 30-year plan for the land transport network, and will use it to inform strategic transport planning.



Measuring our performance

System outcome measures

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
ENV1	Greenhouse gas emissions from the land transport system	Achieved	<13,258 kilotonnes of CO ₂ -e	12,934 kilotonnes of CO ₂ -e	12,784 kilotonnes of CO ₂ -e

Method

The methodology for calculating ENV1 is aligned to the NZ Greenhouse gas (GHG) Inventory methodology for measuring land transport emissions.

The NZ GHG Inventory is the official national reporting required under the UN Framework Convention on Climate Change and the Kyoto Protocol. The GHG Inventory results tend to be published with a 15-month delay in April each year. NZTA has applied the same calculation and input assumptions as the GHG Inventory methodology to calculate GHG for 12-month periods ending on 31 December.

The calculation is done by calendar year results directly align to the GHG Inventory results over time. The calculation of 2022 emissions uses MBIE annual fuel data for land transport for the 12 months to 31 December 2022: mbie.govt.nz/assets/Data-Files/Energy/nz-energy-quarterly-and-energy-in-nz/oil.xlsx

Assumptions

Road transport data relates only to on road vehicle use. Findings of the EECA report on off-road liquid fuel insights have been used by MBIE to remove off-road fuel consumption from the MBIE annual fuel data⁷. The most robust approach for national level reporting is considered to be a top-down approach using MBIE fuel data that aligns with and effectively replicates the Ministry for the Environment's GHG Inventory methodology.

Limitations

The use of findings from the EECA report on off-road liquid fuel insights has limitations, as the off-road fuel calculation relies on one-off survey data and the survey of recreational boat owners required self-reporting. MBIE fuel data is based on supplier and distributor reports. This means the data may not account for delays between when fuel is supplied to a retailer and the time the fuel is consumed.

ENV2	Proportion of the light vehicle fleet that are low or no carbon vehicles	Achieved	Increasing (from 2020 baseline of 0.59%)	2.44%	1.9%
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⁷ The report can be found at www.eeca.govt.nz/assets/EECA-Resources/Research-papers-guides/Off-road-liquid-fuel-insights

Results measures

Increased protection of the environment

Investing in the land transport system in a way that is sustainable and reduces harm

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
IPOE1	The percentage of projects that are undergoing an Infrastructure Sustainability Council (ISC) rating are progressing on track to achieve an Infrastructure Sustainability (IS) rating	Achieved	≥75%	100%	100%
IPOE2	NZTA corporate carbon footprint ^A	Achieved	<2,347 tonnes CO ₂ -e	1,877 tonnes CO ₂ -e	2,247 tonnes CO ₂ -e

Method

Our corporate carbon footprint calculates our emissions from our corporate activities. This includes business use of rental cars and leased fleet, business travel (flights), business taxi transport, freight/couriers, waste to landfill, purchased electricity and reimbursed staff business travel in personal vehicles, working from home and staff commuting. The methodology for calculation of IPOE2 is aligned to the GHG Protocol and ISO 14064-1:2018 standards and is verified independently each year by Toitū Envirocare. The GHG emissions sources included are those required for Toitū Carbon Reduce programme certification, GHG Protocol and ISO 14064-1:2018 standards, and the Toitū Carbon Reduce programme technical requirements. This included a review of operational expenditure for corporate activities from financial reports, personal communication with relevant staff, and communication with the Carbon Neutral Government Programme networks.

Assumptions

We assume source data provided by suppliers represents a complete and accurate account. Where full source data has not been available, the use of default and average emissions factors have been applied.

Limitations

Our corporate emissions data is limited to our organisation and its functions and facilities. It does not include project site offices and alliance offices, where we do not have operational control. We have excluded any 'transitional' properties – properties that may be purchased in the process of roading construction, for example, and excluded is lighting on our roading network. Our corporate emissions data also excludes property purchased to ensure ground stability, and deforestation associated with roading projects.

More information is provided in appendix 1.

^A Our corporate emissions figures are verified independently each year by Toitū Envirocare. Our targets are projected emissions to reflect what NZTA endeavours to achieve each year. They align with the reduction target needed for a global emissions pathway that limits warming to no more than 1.5°C, required by the Carbon Neutral Government Programme: A guide to measuring and reporting greenhouse gas emissions.

Output class performance

Overview

We are funded to deliver and invest in a variety of goods and services across categories known as output classes. These categories reflect the types of activities (activity classes) the government expects us to deliver and invest in to realise the objectives of GPS 2021 and effectively perform our regulatory function.

In 2023/24, we had 17 output classes. Under each system outcome we list the output classes we'll deliver and invest in to complete our significant activities. Table 4 summarises the contribution of each output class to our four Te kāpehu system outcomes.

Table 4 - Contribution of each output class to our system outcomes

Output class	Meeting current and future needs	Effectively and efficiently moving people and freight	Safe	Environmentally sustainable
State highway improvements			●	●
Local road improvements			●	●
Walking and cycling improvements		●	●	●
State highway maintenance	●		●	●
Local road maintenance	●		●	●
Public transport services		●	●	●
Public transport infrastructure		●	●	●
Road to Zero			●	
Rail network		●	●	●
Coastal shipping		●	●	●
Investment management	●			
Driver licensing and testing			●	
Vehicle safety and certification			●	
Low emission vehicles		●	●	●
Regulation of commercial transport operators			●	
Regulation of the rail transport system			●	
Revenue collection and administration	●			

Output class results

Our output class measures tell us whether we are effective in undertaking the activities the government expects us to deliver and invest in. The relationships between these measures and the Te kāpehu outcomes aren't linear – the results influence each other and will work together to help us achieve our system outcomes. The following key shows the outcomes each result contributes to:

- Meeting current and future needs
- Environmentally sustainable
- Effectively and efficiently moving people and freight
- Safe

For measure definitions and data sources, see the technical notes on our website:

nzta.govt.nz/resources/annual-report-nzta

For full details on output class funding and expenditure see from page 251.

State highway improvements ● ●

Delivered by NZTA and funded from the National Land Transport Fund and the Crown

What we do

We plan, invest in and deliver infrastructure (including roads, roadsides and all supporting infrastructure and technology) by working collaboratively with council partners to co-create integrated, community-wide solutions.

Difference this output class makes

State highway improvements primarily contribute to a safer, more resilient transport system, improved access to social and economic opportunities, better travel options and improved freight connections. We also aim to improve levels of service and value for money for more sustainable transport outcomes. Investing in state highway improvements plays a critical role in reducing safety- and resilience-related risks across the land transport system.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
SHI1	Proportion of state highway improvement activities funded by the National Land Transport Fund delivered to agreed standards and timeframes ^{A B}	Achieved	≥80% ^C	81%	71%
SHI2	Proportion of state highway improvement activities funded by the Crown delivered to agreed standards and timeframes ^{A B}	Achieved	≥80% ^D	92%	69%

^A This is also an appropriation measure in Vote Transport (see appendix 4).

^B The scope, target, and methodology for this measure were changed and approved in the Supplementary Estimates of Appropriations 2023/24 for Vote Transport. Further detail on how performance against these measures is calculated is in the technical notes on our website.⁸

⁸ NZ Transport Agency Waka Kotahi annual report and National Land Transport Fund annual report – main index nzta.govt.nz/resources/annual-report-nzta

^c The target, scope and methodology for this measure was changed this year to align with the change made in the appropriation measure in the Vote Transport Estimates of Appropriation Supplementary 2023/24. The change significantly increased the number of activities and projects assessed and included progress delivery, which provided a more accurate reflection of delivery performance. Without the change, result would have been 58%.

^d The target, scope and methodology for this measure was changed this year to align with the change made in the appropriation measures in the Vote Transport Estimates of Appropriation Supplementary 2023/24. The change significantly increased the number of activities and projects assessed and included progress delivery, which provided a more accurate reflection of delivery performance. Without the change, result would have been 91%.

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	1,637	1,978	(341)	1,446
Expenditure	1,826	1,978	(152)	1,446
Net surplus/(deficit)	(189)	0	(189)	0

Excludes repayment of borrowing.

Note: expenditure includes all funding sources and is net of developers' contributions, so reflects increases in NZTA assets. Some non-cash capital and operating expenses presented in the financial statements are not included in these figures. They are expenditure for:

- depreciation and state highway write-offs of \$511 million (2023/24: \$524 million)
- public-private partnerships of \$7 million (2023/24: \$14 million).

State highway improvements was \$152 million (8 percent) below budget mainly due to underspends and delays across a number of Crown funded projects caused by rescoping of activities and extreme weather events.

See pages 251-252 for full details on output class funding and expenditure.

Local road improvements ●●

Invested in by NZTA, delivered by approved organisations and funded from the National Land Transport Fund and the Crown

What we do

We co-invest in infrastructure (including roads, roadsides and all supporting infrastructure and technology) by planning collaboratively to co-create integrated, resilient, multimodal and community-wide transport solutions.

Difference this output class makes

Local road improvements primarily contribute to a safer, more resilient transport system, improved access to social and economic opportunities, and better travel options. We also aim to improve levels of service and value for money for more sustainable transport outcomes. Investing in local road improvements plays a critical role in reducing safety and resilience-related risks across the land transport system.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
LRI1	Proportion of local road improvement activities funded by the National Land Transport Fund delivered to agreed standards and timeframes ^A	Not achieved	≥80%	30%	60% ^B
<p>Phases of projects not being completed as planned was mainly due to the availability of funding from local government. Spend was reprioritised to respond to weather events and changing government direction also impacted on delivery. However, not all councils were affected in the same way. Several phases of the projects also required cost and scope adjustments, which led to delays in delivery while options were evaluated.</p> <p>There will be an increased focus on monitoring of projects to ensure early identification and resolution of issues, to support delivery to plan.</p>					

^A This is also an appropriation measure in Vote Transport (see appendix 4). In our statement of performance expectations for 2024/25, we removed 'standards' from the measure description to better reflect what is being measured. The measure description and methodology were updated accordingly to match the change, and the results for both 2023/24 and 2022/23 have been recalculated using the new measure description and methodology.

^B This result published in 2022/23 report was 66%, using the old measure description and methodology.

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	208	280	(72)	182
Expenditure	208	278	(70)	182
Net surplus/(deficit)	0	2	0	0

Excludes repayment of borrowing.

Local road improvements were \$72 million (25 percent) below budget mainly due to delays in and reprioritisation of council roading projects, partly caused by extreme weather events and changing government direction. See pages 251-252 for full details on output class funding and expenditure.

Walking and cycling improvements ●●●

Delivered by NZTA and approved organisations and funded from the National Land Transport Fund and the Crown

What we do

We plan and co-invest in new and improved walking and cycling facilities, as well as in community education and promotion activities, to increase the uptake of walking and cycling. We deliver walking and cycling facilities in state highway corridors, and local and regional councils primarily deliver local walking and cycling facilities.

Difference this output class makes

Walking and cycling improvements encourage more people to change mode (or 'mode shift') by:

- creating safer and more accessible walking and cycling infrastructure
- creating transport networks that give people more transport choices
- supporting access to social and economic opportunities, including education, employment and tourism, using environmentally friendly and sustainable transport modes.

As active travel modes, walking and cycling also promote health and wellbeing.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
WCI1	Proportion of cycleways, pathways and shared paths delivered against funded ^A	Not achieved	80%	65%	Not available
<p>A total of 55.5km of cycleways, pathways and shared paths were planned to be delivered this year. Seventeen out of 27 projects were delivered during 2023/24 representing 36.2km (65%) delivered and opened to the public. These included the shared path in Bunnythorpe, Richmond cycle lanes, Mangawhai shared path, and Petone to Melling walking cycling link. Project delivery was impacted for a variety of reasons. Weather events and redesigns caused delays in construction. Some projects were paused due to changing priorities for councils.</p>					
WCI2	Average national change in cyclist counts ^{B C}	Achieved	Increasing	5.4% growth	Not available
<p>Nationally, on average, we counted 5.4% more cyclists passing our count sites than in 2022/23. Growth in cyclists counted is due to a range of factors including increased investment in safe cycling infrastructure and speed environments that are more attractive for safer cycling. Tasman region (14%) and Nelson region (13%) had the highest growth, followed by Wellington region (9%), Auckland region (7%), and Canterbury region (6%). Regions with declines in cycling counts were Marlborough region (-10%), Manawatū-Whanganui region (-1%), Northland region (-1%), and Southland region (-1%).</p>					
WCI3	Average national change in pedestrian counts ^{B C}	Achieved	Increasing	18.5% growth	Not available
<p>Nationally, on average, we counted 18.5% more pedestrians passing our count sites than in 2022/23. Growth in pedestrians counted is due to a range of factors including increased investment in safer and more attractive urban environments including slower speed areas. The regions with highest growth rate were Nelson region (36%), Auckland region (28%), and Manawatū-Whanganui region (26%). Only two regions' saw declines from last year, Northland region (-9%) and Southland region (-3%).</p>					

^A This is also an appropriation measure in Vote Transport (see appendix 4).

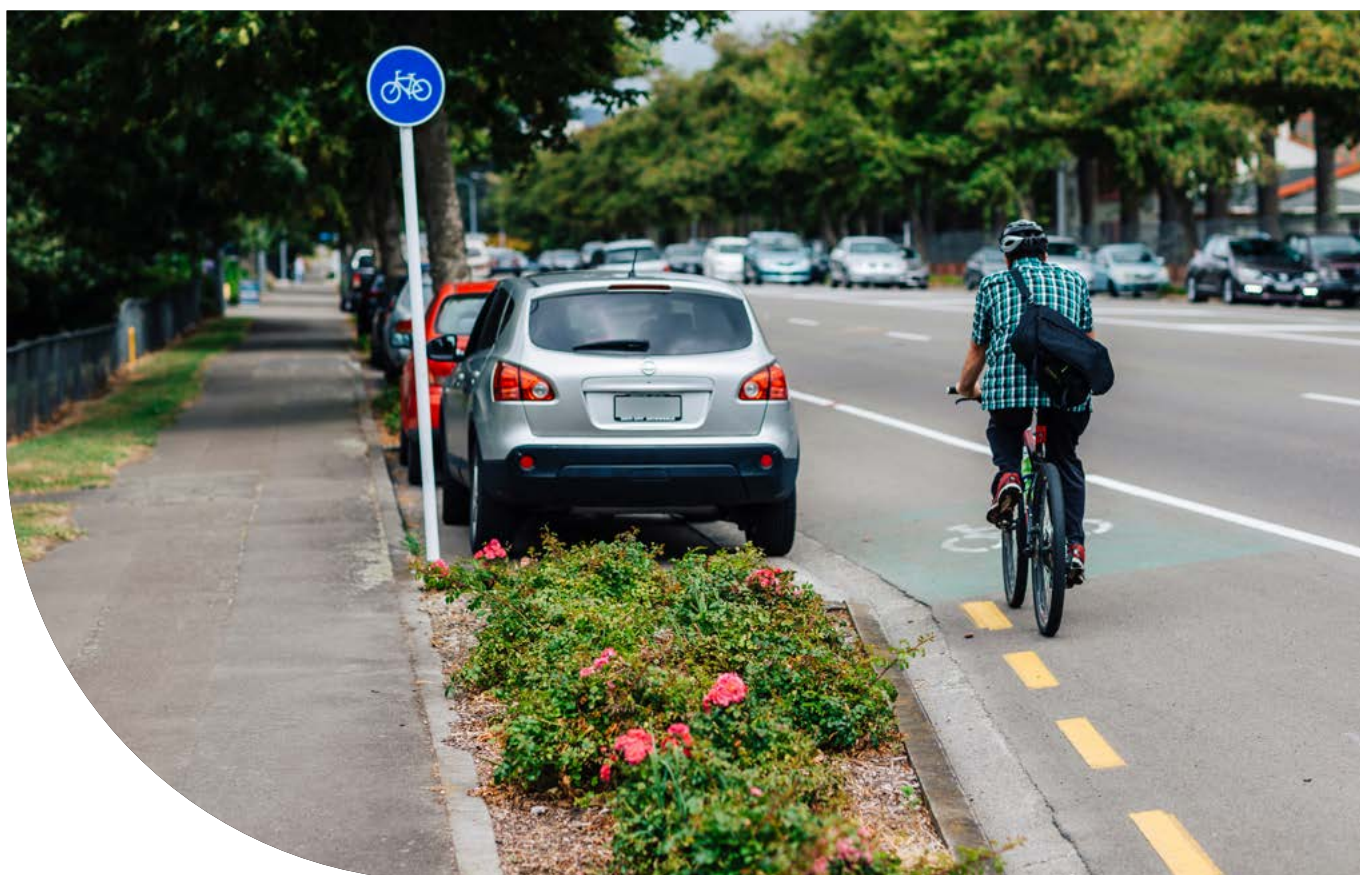
^B The methodology and descriptions for WCI2 and WCI3 have been updated and the measure names differ from what was published in our statement of performance expectations for 2023/24. This is the first year we've been able to reliably ingest this large dataset from councils. We are measuring changes in walking and cycling using automated counters spread across 15 regions, using data from those sites where we have had counters in place for at least 2 consecutive years. We use these counts to assess the impact our activity is having on uptake of walking and cycling. Because regions have varying numbers of sites with counters, on both higher and lower volume routes, the number of cyclists and pedestrians counted does not reflect the number of cyclists or pedestrians in that region. We calculated the change in pedestrian and cyclist count between 2022/23 and 2023/24 for each region. The rate of change from each region was averaged, weighted by population, to give the average national change in pedestrian and cyclist counts. The result is heavily influenced by the regions containing cities with large populations.

^C Several count sites have not been used to provide data for the measure as a result of large spikes in data that appeared inconsistent with the underlying trend, or where gaps in the data meant the results were not directly comparable. The count sites disaggregate the road users into cyclists and pedestrians. E-scooters are included in the pedestrian count, except a few sites which can count e-scooters separately. This isn't considered to influence the results significantly because of the low numbers of e-scooters relative to pedestrians and the relatively stable numbers of e-scooters.

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	287	537	(250)	209
Expenditure	287	537	(250)	209
Net surplus/(deficit)	(0)	0	(0)	0

Excludes repayment of borrowing.

Walking and cycling expenditure was \$250 million (47 percent) below budget mainly following a change in response to government direction to stop a number of Climate Emergency Response Fund (CERF) activities, and some councils reprioritising spend to maintenance. See pages 251-252 for full details on output class funding and expenditure.



State highway maintenance ● ● ●

Delivered by NZTA and funded from the National Land Transport Fund and the Crown

What we do

We maintain and operate the state highway network (including roads, roadsides, supporting infrastructure, technology and emergency works) to agreed levels of service.

Difference this output class makes

State highway maintenance provides reliable access for people to social and economic opportunities, while maintaining the safety and resilience of the state highway network.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
SHM1	Proportion of state highway maintenance activities delivered to agreed programme	Not achieved	≥90%	76%	72%
	We successfully delivered our resurfacing programmes with 95% delivered to the agreed programme, but didn't achieve targets for other programme activities. Emergency works-related projects (excluding those associated with the North Island weather events in 2023) didn't meet forecast end dates. The inclusion of emergency works in this measure continues to impact our ability to achieve the target.				
SHM2	REFER TO MEET2 ^A				
SHM3	State highway maintenance cost per lane kilometre delivered ^B	Not achieved	\$25,000 - \$36,000	\$39,894	\$31,505
	The increase of state highway maintenance cost per lane kilometre delivered reflects industry cost increases. During the renegotiation and contract extension work with our suppliers, cost across all activities increased. We're transitioning to a Portfolio, Programme and Project Management (P3M) best practice model for project delivery and moving into the Integrated Delivery Model ^C . This is designed to improve how we monitor, report, and manage costs.				
SHM4	REFER TO RES1				

^A This is also a measure for our system outcome meeting current and future needs (see page 35).

^B This is also an appropriation measure in Vote Transport (see appendix 4).

^C The Integrated Delivery Model (IDM) is the new delivery model for road maintenance on our state highway network. The model aims to drive better value for money outcomes across the country, while also improving network condition. The IDM ensures NZTA gives effect to the State Highway Asset Management Plan (SHAMP), which outlines how maintenance, operations, and improvements together provide services to road users, so they have safe and accessible roads to travel on. The IDM will replace the Network Outcomes Contracts (NOC) that have been in place since 2014.

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	1,858	1,145	713	1,228
Expenditure	1,858	1,145	713	1,228
Net surplus/(deficit)	0	0	0	0

Excludes repayment of borrowing.

State highway maintenance expenditure was \$713 million (62 percent) above budget. This was mainly due to emergency works spend mainly as a result of the North Island weather events and higher spend on the planned maintenance programme. See pages 251–252 for full details on output class funding and expenditure.

Local road maintenance ● ● ●

Invested in by NZTA, delivered by approved organisations and funded from the National Land Transport Fund

What we do

We co-invest in the planning and maintenance of the local road network (including roads, roadsides and all supporting infrastructure and technology) to the appropriate levels of service.

Difference this output class makes

Local road maintenance provides reliable access for people to social and economic opportunities while maintaining the safety and resilience of the local road network.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
LRM1	Proportion of the local road maintenance activities funded by the National Land Transport Fund delivered to plan ^A	Not achieved	≥90%	82%	82%
<p>Councils' delivery of maintenance and renewal activities continued to be adversely affected by the redirection of resources to emergency works, resource shortages and rising costs. The North Island weather events in early 2023 had a huge and continued impact to the Northland, Auckland, Gisborne, and Hawke's Bay regions. The response and recovery works associated with these events carried on into 2023/24, diverting resources away from planned renewals. Additionally, resource shortages affected councils' delivery in terms of both timelines and costs.</p> <p>Unfinished activities have been deferred to 2024/25, which is also the start of the 2024–2027 NLTP. Allowance has been made in the local road pothole prevention activity class to facilitate the deferred works and the overall cost increase.</p>					
LRM2	Proportion of travel on smooth roads	Not achieved	≥86%	85%	86%
<p>The year's result was slightly lower than the target, reflecting the reduced delivery of road resurfacing and rehabilitation works across the network. This was due to the redirection of resources to emergency works, resource shortages and rising costs.</p> <p>Increased maintenance and resilience is a strategic priority in GPS 2024. Through the local road pothole prevention activity class, road resealing, road rehabilitation and drainage maintenance have been prioritised</p>					
LRM3	Local road maintenance cost per lane kilometre delivered ^B	Not achieved	\$3,800- \$4,700	\$5,020	\$4,627
<p>The cost of delivering maintenance and renewals activities was adversely affected by higher than forecast inflation over recent years, industry cost increases, resource shortages and extreme weather events.</p> <p>Unfinished activities have been deferred to 2024/25, which is also the start of the 2024–2027 NLTP. We've made allowance in the local road pothole prevention activity class to facilitate the deferred works and the overall cost increase.</p>					

^A This measure compares the delivery of sealed pavement and resurfacing and rehabilitation, unsealed road metalling and rehabilitation and drainage renewals by approved organisations against forecast works and budget. See the performance measure technical notes for further detail (NZ Transport Agency Waka Kotahi annual report and National Land Transport Fund annual report – main index. nzta.govt.nz/resources/annual-report-nzta).

^B This is also an appropriation measure in Vote Transport (see appendix 4).

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	1,241	980	261	1,047
Expenditure	1,241	980	261	1,047
Net surplus/(deficit)	0	0	0	0

Excludes repayment of borrowing.

Local road maintenance was \$261 million (27 per cent) over budget mainly due to higher emergency works spend, mainly due to the North Island weather events. See pages 251–252 for full details on output class funding and expenditure.

Public transport services ●●●

Invested in by NZTA, delivered by approved organisations and funded from the National Land Transport Fund and the Crown

What we do

We co-invest with approved organisations in bus, ferry and rail public transport services, customer information, technology, facilities operations and maintenance. We also subsidise door-to-door transport for people with mobility impairments and administer the Crown-funded SuperGold card concession scheme.

Difference this output class makes

Public transport improves travel choices; increases people's access to employment, educational and social opportunities; eases congestion; and makes better use of the existing transport system. It also reduces the impact of transport on the environment and contributes to reducing the number of deaths and serious injuries from road crashes. Public transport supports vibrant and liveable urban communities and effective land use. The Total Mobility scheme increases equity of access for mobility-impaired people, and the SuperGold scheme improves access to social and health opportunities for older people.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
PTS1	Number of boardings on urban public transport services (bus, train and ferry) ^{A B}	Achieved	>129 million	154 million	129 million
PTS2	Reliability of urban rail, bus and ferry services ^C	Achieved	>83%	89%	83%

^A This is also an appropriation measure in Vote Transport (see appendix 4).

^B This is also a performance measure for the public transport infrastructure output class.

^C Service trips are considered 'completed in full' when the trips departed the origin on time and arrived at the destination. 'On time' is between 59 seconds before and 4 minutes and 59 seconds after the scheduled departure time.

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	653	734	(81)	673
Expenditure	653	734	(81)	673
Net surplus/(deficit)	0	0	0	0

Excludes repayment of borrowing.

Public transport services expenditure was \$81 million (11 percent) below budget mainly following a change in response to government direction to stop a number of Climate Emergency Response Fund (CERF) activities. See pages 251–252 for full details on output class funding and expenditure.

Public transport infrastructure

Delivered by NZTA and approved organisations and funded from the National Land Transport Fund

What we do

We co-invest with approved organisations in bus, ferry and rail public transport infrastructure improvements to deliver safe and effective public transport services.

Difference this output class makes

Public transport improves travel choices; increases people's access to employment, educational and social opportunities; eases congestion; and makes better use of the existing transport system. It also reduces the impact of transport on the environment and contributes to reducing the number of deaths and serious injuries from road crashes. Public transport supports vibrant and liveable urban communities and effective land use. Investing in infrastructure improvements for public transport increases the safety, reliability, resilience and effectiveness of services, as well as increasing public transport's attractiveness to users.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
PT11	Punctuality of metro rail services	Not achieved	≥95% ^A	85%	82%

^A The target was updated after the SPE was published. The 2023/24 SPE target was maintaining or increasing.

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	703	756	(53)	627
Expenditure	703	756	(53)	627
Net surplus/(deficit)	0	0	0	0

Excludes repayment of borrowing.

Public transport infrastructure expenditure was \$53 million (7 percent) below budget primarily due to work ceasing on Let's Get Wellington Moving projects following a change in Government priorities, and lower than budgeted spend by Kiwirail on the metro network programme. See pages 251–252 for full details on output class funding and expenditure.

Road to Zero ●

Delivered by NZTA and approved organisations with funding from the National Land Transport Fund

What we do

In the last year, we worked with approved organisations to:

- deliver the Speed and Infrastructure Programme, which provided safety treatments and speed management changes on state highways and local roads, targeting roads and roadsides that offered the greatest potential for reducing deaths and serious injuries
- invest in the Road Safety Partnership Programme (Road Policing), taking a risk-based approach that targeted activity at behaviours likely to create the highest safety risks, alongside highly visible patrols to support and encourage safe driving behaviour
- deliver road safety promotion activities, including the Vehicle Safety Programme, national, regional and local road safety education and advertising campaigns and initiatives
- prepare for the delivery of the Tackling Unsafe Speeds Programme that supported effective speed management
- support the court-imposed alcohol interlocks subsidy scheme
- deliver system leadership, research, monitoring and coordination to support Road to Zero.

Difference this output class makes

This output class contributes to the Road to Zero target of a 40 percent reduction in deaths and serious injuries by 2030 (from 2018 levels). This would mean 750 fewer people killed and 5,600 fewer seriously injured by 2030. It also embedded the Safe System approach in our safety interventions and investment.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
RTZ3	Number of intersections treated with Primary Safe System treatments ^A	Not achieved	≥500	132	New measure
	We treated 132 intersections with Primary Safe System treatments in the Speed and Infrastructure Programme, including a mix of roundabouts, raised safety platforms, and left in left out treatments. Multiple factors affected our ability to treat more intersections, including the North Island weather events in 2023, which required resources to be reallocated to response and recovery. Changes in government direction saw us move away from delivering raised safety platforms.				
RTZ4	Number of passive breath tests conducted	Achieved	≥3 million	3.6 million	2.6 million
	Reflects New Zealand Police delivery				

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
RTZ5 Reflects New Zealand Police delivery	Number of hours mobile cameras are deployed	Not achieved	≥80,000	63,054	61,028
	<p>Mobile safe speed cameras operated 63,054 hours in 2023/24, which was below the target of 80,000 hours set under the Road Safety Partnership Programme (RSPP). New Zealand Police gradually increased the total number of mobile camera operating hours during the Road Safety Partnership Programme 2021–24 from 58,406 in 2021/22 to 63,054 in 2023/24.</p> <p>The transition of mobile cameras from New Zealand Police to NZTA affected the delivery of hours, due to, for example, difficulty in retaining and recruiting traffic camera operators during the transition.</p>				
RTZ6	Proportion of road safety advertising campaigns that meet or exceed their agreed success criteria	Achieved	≥86%	94%	88%
RTZ7	Kilometres of high-risk roads addressed through speed management	Not achieved	≥3,500	1,983	New measure
	<p>We delivered 951km of speed change on local roads by June 2024, which are 28% of the top 10% high risk roads. On state highways we delivered 1,032km of speed change, equating to 15% of the top 10% high risk roads. Changes in government direction have required this work to be re-aligned, including to appropriately consider the proposed changes in the draft Setting of Speed Limits Rule 2024.</p>				
RTZ8	Kilometres of the network treated with new median barriers	Not achieved	≥400	181	New measure
	<p>The overall target for state highway and local road delivery was not achieved due to lower state highway delivery than initially planned and local government funding constraints. On the state highway network, it took longer than anticipated over the two years to gain the necessary momentum to achieve the original target. This was largely due to the time necessary to fully appreciate local site conditions, working with communities to gain local insights and then to prepare final design solutions ready for implementation. Upon realising that the original target was unlikely to be achieved, a dedicated median barrier acceleration programme was developed with a reduced forecast and a focus on efficient delivery. Efforts to accelerate delivery ultimately resulted in state highways exceeding the revised forecast. While the local roads component was comparatively much smaller, local government could not contribute funding due to financial constraints and the lack of local share meant almost no median barriers were delivered on the local road network in 2023/24.</p>				

^A The measure and target have been updated in the SPE 2023/24 to align with its counterpart in the Road to Zero annual monitoring report.

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	983	1,027	(44)	792
Expenditure	980	1,027	(47)	789
Net surplus/(deficit)	3	0	3	3

Excludes repayment of borrowing.

Road to Zero was \$47 million (5 percent) under budget. This was mainly driven by slower delivery than expected across the speed and infrastructure programme and delays in safety camera system implementation. Road to Zero includes spend on road safety promotion and speed and safety infrastructure works for both approved organisations and state highways. See pages 251-252 for full details on output class funding and expenditure.

Road policing

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	433	426	7	415
Expenditure	433	426	7	415
Net surplus/(deficit)	0	0	0	0

The road policing output class is reported in the annual report for the National Land Transport Fund, pages 251-252. Road policing was materially on budget. See pages 251-252 for full details on output class funding and expenditure.

Rail network

Invested in by NZTA, delivered by KiwiRail and funded from the National Land Transport Fund and the Crown

What we do

We support KiwiRail to deliver the first Rail Network Investment Programme, which sets out all rail activities that will be funded from the NLTF over the next three years. With KiwiRail, we monitor the delivery of this programme and report to the Minister of Transport on progress.

Difference this output class makes

Rail network activities enable the development of a resilient and reliable rail network, which improves safety and supports freight movements in a mode-neutral system by enabling choices to be made (by companies and customers) about the most efficient way to move freight. Improving the rail network also contributes to reducing congestion and emissions.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
RN1 Delivered by KiwiRail	Amount of freight carried by rail ^A ^B	Not achieved	≥4,050 million net tonne kilometres	3,482 million net tonne kilometres	3,928 million net tonne kilometres
	The total tonnage of rail freight declined by 16.7%. This decline was largely driven by recessionary factors and noted across the road and rail sectors and port import volumes and commented on by the ANZ Truckometer. We continue to work with KiwiRail as it delivers its infrastructure programme and improves the reliability and condition of the freight network.				
RN2 Delivered by KiwiRail	Freight travel time reliability ^B	Not achieved	≥90%	89%	83%
	The volume of current maintenance and renewal work had a impact on network availability and freight travel time reliability. We continued to monitor this indicator through KiwiRail quarterly reporting.				

^A The scope, budget standard, and methodology for this measure were changed and approved in the Supplementary Estimates of Appropriations 2023/24 for Vote Transport

^B This is also an appropriation measure in Vote Transport (see appendix 4).

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	560	447	113	434
Expenditure	560	447	113	434
Net surplus/(deficit)	0	0	0	0

The rail network activity class was \$113 million (25 percent) above budget, which reflects additional expenditure to reinstate the rail network following the North Island Weather Events. Additional Crown funding was provided for weather events recovery following the setting of Budget 2024. KiwiRail was materially on budget for the Crown and 2021-24 rail network element of the National Land Transport Programme. See pages 251-252 for full details on output class funding and expenditure.

Coastal shipping ●●●

| Delivered by NZTA and funded from the National Land Transport Fund

What we do

We assess the type of assistance and investments that would best achieve the government's coastal shipping outcomes. This involves supporting research and other activities to identify how the domestic coastal shipping sector could be best supported to grow and more freight could be moved on the 'blue highway'. Through activities in other output classes, we also invest in infrastructure feasibility work and improvements to help support moving freight by coastal shipping.

Difference this output class makes

Coastal shipping activities enable growth in the domestic coastal shipping sector that generates a variety of benefits. These benefits include reduced emissions and air pollution, reduced safety risks of freight travel, improved mode choice for freight transporters, and New Zealand-flagged coastal shipping that can operate on a more level playing field with other freight operators, enhancing the sustainability and competitiveness of the domestic sector.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
CS1	Coastal shipping activities delivered and funded in accordance with contractual terms ^A	Not achieved	Achieved	Not achieved	Not achieved
<p>Three of the 4 coastal shipping suppliers have new vessels in operation. One supplier is no longer proceeding with its proposal due to the complexities of the detailed design for its new vessel. As a result, not all activities were delivered in accordance with contractual terms.</p>					

^A This is also an appropriation measure in Vote Transport (see appendix 4).

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	3	13	(10)	23
Expenditure	3	13	(10)	23
Net surplus/(deficit)	0	0	0	0

Coastal shipping was \$10 million (75 percent) below budget. This was the result of expenditure being above budgeted levels in the prior year and one supplier being unable to deliver its agreed work programme. See pages 251–252 for full details on output class funding and expenditure.

Investment management ●

Delivered by NZTA and funded from the National Land Transport Fund and the Crown

What we do

We develop and manage the NLTP, including managing the NLTF; advising the government on investment and funding, including development of the GPS; developing the NLTP and NZTA Investment Plan; and providing risk-based targeted assurance over outcome delivery. We plan the transport system, including supporting the development of statutory, regional, long-term and spatial transport plans. We also develop transport models and business cases and plan activity management. We deliver sector research, including engaging with the sector, and developing, delivering and promoting research projects.

Difference this output class makes

Investment management allows us to shape the land transport system in accordance with government direction. Minimising the cost of managing the investment funding allocation system will help ensure we're reducing expenditure on unnecessary or inefficient processes.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
IM1	Proportion of total cost of managing the investment funding allocation system to National Land Transport Programme expenditure ^A	Achieved	≤1.1%	0.86%	0.83%

^A This is also an appropriation measure in Vote Transport (see appendix 4).

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	83	123	(40)	73
Expenditure	83	123	(40)	73
Net surplus/(deficit)	0	0	0	0

Investment management expenditure was \$40 million (33 percent) below budget mainly due to operational cost savings in the programme management of the National Land Transport Programme and lower transport planning spend. See pages 251–252 for full details on output class funding and expenditure.

Driver licensing and testing ●

Delivered by NZTA and funded from fees and charges and the Crown

What we do

We improve the safety of the land transport system by helping drivers to meet and maintain required safety standards. We develop and manage the driver licensing system, including by providing approved driver licensing courses and developing licensing and testing rules. We also run public education campaigns and develop and maintain resources, including road codes, theory and practical test requirements, and testing and provider manuals. We work with our partners to audit systems and implement other regulatory activities. Our partners include driver licensing and testing course providers, testing officers, alcohol interlock providers and our driver licensing agent network.

Difference this output class makes

Driver licensing and testing contributes to safe, competent and legal drivers, builds public confidence in the licensing system, and enhances access to the social and economic opportunities associated with being able to drive.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
DLT1	Proportion of non-compliance actions for driver licence course providers and testing officers that are progressed within acceptable timeframes	Achieved	≥95%	96%	98%
DLT2	Proportion of practical tests taken within 30 working days of booking	Not achieved ^A	90%	65%	84%
<p>We received 329,525 practical tests bookings this year, an increase of 12% on 2022/23. The removal of re-sit fees for driver licence tests in October 2023 and more overseas driver licence conversions (potentially caused by the high migrant arrivals this year) have contributed to this increase, which has impacted driver licence wait times. We've initiated a dedicated project to implement policy and operational changes aimed at reducing wait times.</p>					
DLT3	Number of compliance monitoring activities for driver licensing and testing course providers	Achieved	≥50	157	New measure

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	83	80	3	76
Expenditure	86	73	13	67
Net surplus/(deficit)	(3)	7	(10)	9

Drivers licensing and testing recorded a deficit of \$3 million significantly adverse to budget. The introduction of the no-resit fee policy led to a surge in theory and practical testing demand, driving an unexpected deficit for the first year of the new fees regime. See pages 251–252 for full details on output class funding and expenditure.

Vehicle safety and certification ●

Delivered by NZTA and funded from fees and charges and the Crown

What we do

We use vehicle registration, licensing, standards and certification to help ensure vehicles on the country's roads are compliant and safe. We do this by developing rules, standards and guidelines for vehicle inspection and certification, appointing vehicle inspectors and inspecting organisations, and revoking certification of vehicles when we find they are unsafe or illegal. We monitor performance of inspectors and inspecting organisations, investigating complaints and taking appropriate action against inspectors and organisations that do not meet required standards. We also manage the delivery of motor vehicle registration and licensing services to the public. These services include maintaining the integrity of the motor vehicle register and related systems, authorising and managing third-party access to registry information, and informing the public of vehicle standards, registration and licensing regulatory requirements.

Difference this output class makes

Vehicle safety and certification (including registration, licensing, standards and certification activities) helps ensure vehicles on our roads are safe and maintains the integrity of vehicle registration and certification systems.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
VSC1	Proportion of non-compliance actions for vehicle inspecting organisations, vehicle certifiers and vehicle inspectors that are progressed within acceptable timeframes	Achieved	≥95%	100%	99%
VSC2	Number of compliance monitoring activities completed for inspecting organisations and vehicle inspectors	Achieved	≥3,500	5,222	New measure

Due to a strategic redeployment of resources to address overdue reviews in the Upper North Island, we surpassed the target by 49%. The target did not account for these overdue reviews but in future, targets will be set considering both overdue and projected reviews to better reflect our workload and goals.

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	106	111	(5)	75
Expenditure	102	105	(3)	81
Net surplus/(deficit)	4	6	(2)	(6)

Vehicle safety and certification recorded a surplus of \$4 million which was less than budget. This was partly due to receiving section revenue under section 9(1)(a) of the Land Transport Management Act 2023 to support our regulatory function and more revenue from motor vehicle licensing than was budgeted for. See pages 251–252 for full details on output class funding and expenditure.

Low emission vehicles ●●●

| Delivered by NZTA and funded from the Crown

What we do

We administer and operate the Clean Car Standard and Clean Car Discount that support the decarbonisation of the light vehicle fleet.

Our work to support the decarbonisation of the bus fleet is reflected in the public transport services output class.

Difference this output class makes

Decarbonising the light vehicle fleet is critical for reducing transport emissions in line with the government's emissions reductions plan. We contribute to this by encouraging the rapid uptake of low and zero-emissions light vehicles and supporting an equitable transition, making them accessible for more New Zealanders.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
CCS1	Proportion of vehicle imports with CO ₂ and importer information, allowing robust measurement against national CO ₂ targets ^A	Achieved	≥99%	100%	100%

^A This measure is also an appropriation measure in Vote Transport (see appendix 4)

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	173	176	(3)	371
Expenditure	173	176	(3)	371
Net surplus/(deficit)	0	0	0	0

Low emission vehicles expenditure was materially on budget. See pages 251-252 for full details on output class funding and expenditure.

Regulation of commercial transport operators ●

Delivered by NZTA and funded from fees and charges and the Crown

What we do

We improve the safety of the land transport system by helping to ensure commercial operators and drivers meet the required safety standards. This includes developing land transport rules relating to commercial transport operation, setting regulatory standards and requirements for the industry, and educating operators and the public on commercial transport obligations. We also administer permits for overweight, overdimension and high-productivity vehicles and manage commercial transport operator licensing. We monitor compliance with commercial operator obligations, and investigate and prosecute operators and drivers who do not meet required standards.

Difference this output class makes

Effective regulation of commercial transport operators helps to ensure commercial operators and drivers are safe and legal, so people and goods can be moved safely.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
CTO1	Proportion of non-compliance actions for commercial operators that are progressed within acceptable timeframes	Achieved	≥95%	100%	100%
CTO2	Number of compliance monitoring activities completed for commercial transport service licence holders and commercial drivers (classes 2–5)	Achieved	≥3,400	5,711	New measure
	We made changes to our regulatory operating model that resulted in exceeding the target. The changes included the shift to evaluating transport service licence operators' compliance and moving compliance monitoring of drivers to a centralised commercial drivers function.				
CTO3	Proportion of transport service licences and permitting applications completed within the specified timeframes	Achieved	≥95%	97%	New measure

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	21	22	(1)	13
Expenditure	18	21	(3)	12
Net surplus/(deficit)	3	1	2	1

Regulation of commercial transport operators recorded a surplus of \$3 million which was slightly better than budget. This was mainly due to receiving revenue under section 9(1)(a) of the Land Transport Management Act 2023 to support our regulatory function as well as an increase in charges collected since the implementation of new fees on 1 October 2023. See pages 251–252 for full details on output class funding and expenditure.

Regulation of the rail transport system ●

Delivered by NZTA and funded from fees and charges and the Crown

What we do

We regulate the rail transport system to assure stakeholders and the public that rail participants effectively manage rail safety risks. We manage entry to and exit from the rail system by licensing and restricting operations, approving 'safety cases' (documents that describe a licensee's safety approach) and guiding the development of safety standards. We also assess compliance, investigate safety accidents, and direct improvements or restrictions in response to safety breaches. We prosecute breaches of the Railways Act 2005, monitor risks and the overall level of safety in the rail system, and provide advice and information on rail system safety.

Difference this output class makes

Effective regulation of rail participants helps New Zealand have safe rail networks that can be used with confidence to move people and goods.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
RTS1	Proportion of non-compliance actions for rail participants that are progressed within acceptable timeframes	Not achieved	≥95%	84%	96%
	<p>We undertook 38 cases of non-compliance actions for rail participants, with 6 instances not progressed within acceptable timeframes. Five of these cases experienced a slight delay, falling outside the acceptable timeframe by less than one week. This delay primarily resulted from licence holders' administrative oversight where we weren't informed of the completion.</p> <p>We've redefined the licence manager function to include structured, regular catch ups with licence holders for monitoring issues such as remedial actions more closely. Additionally, the introduction of a new regulatory workflow tool will resolve manual tracking of deadlines.</p>				
RTS2	Number of compliance monitoring activities completed for rail licence holders	Achieved	≥50	66	New measure
RTS3	Proportion of ordinary safety assessments completed for rail licence holders within specified timeframes	Achieved	≥95%	95%	New measure

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	3	4	(1)	3
Expenditure	3	4	(1)	3
Net surplus/(deficit)	0	0	0	0

Regulation of the rail transport system recorded a nil surplus/(deficit) as budgeted. See pages 251-252 for full details on output class funding and expenditure

Revenue collection and administration ●

Delivered by NZTA and funded from fees and charges and the Crown

What we do

We collect and refund road user charges revenue (to be paid to the NLTF) by selling RUC licences, investigating evasion and enforcing payment, and refunding customers' charges paid for off-road travel. We collect road tolling revenue to fund or repay the cost of building, maintaining and operating toll roads, investigating evasion and enforcing payment, and managing associated systems, customer interfaces and payment channels. We collect and rebate regional fuel tax to fund regional projects, including collecting fuel tax from distributors, providing rebates for off-road use, auditing compliance with the requirements, and reporting fuel prices and volumes. We refund and account for fuel excise duty claims so customers are refunded for offroad fuel use. We also inform and advise the public about revenue collection and administration, including RUC and road tolling.

Difference this output class makes

Revenue collection and administration allows us to collect the amount of revenue prescribed fairly and in accordance with the law to invest in a safe, resilient and accessible transport system. Revenue collected through motor vehicle registration is also invested in the transport system.

Reference	Measure	Status	Target	2023/24 actual	2022/23 actual
REV2	Proportion of refunds processed within 20 days	Achieved	≥85%	99%	New measure
REV3	Number of road user charges compliance monitoring activities completed for all road users	Achieved	≥90	174	New measure

We implemented improvements including data enhancements, timely operator responses, assessment automation, and process documentation refinements. This led to a more effective and efficient compliance monitoring process and a result almost double the set target.

	Actual 2023/24 \$M	Budget 2023/24 \$M	Variance 2023/24 \$M	Actual 2022/23 \$M
Revenue	63	61	2	49
Expenditure	70	70	0	53
Net surplus/(deficit)	(7)	(9)	2	(4)

Revenue collection and administration recorded a deficit of \$7 million which is slightly favourable to budget due to additional costs arising from upgrading the tolling back office system. See pages 251-252 for full details on output class funding and expenditure.