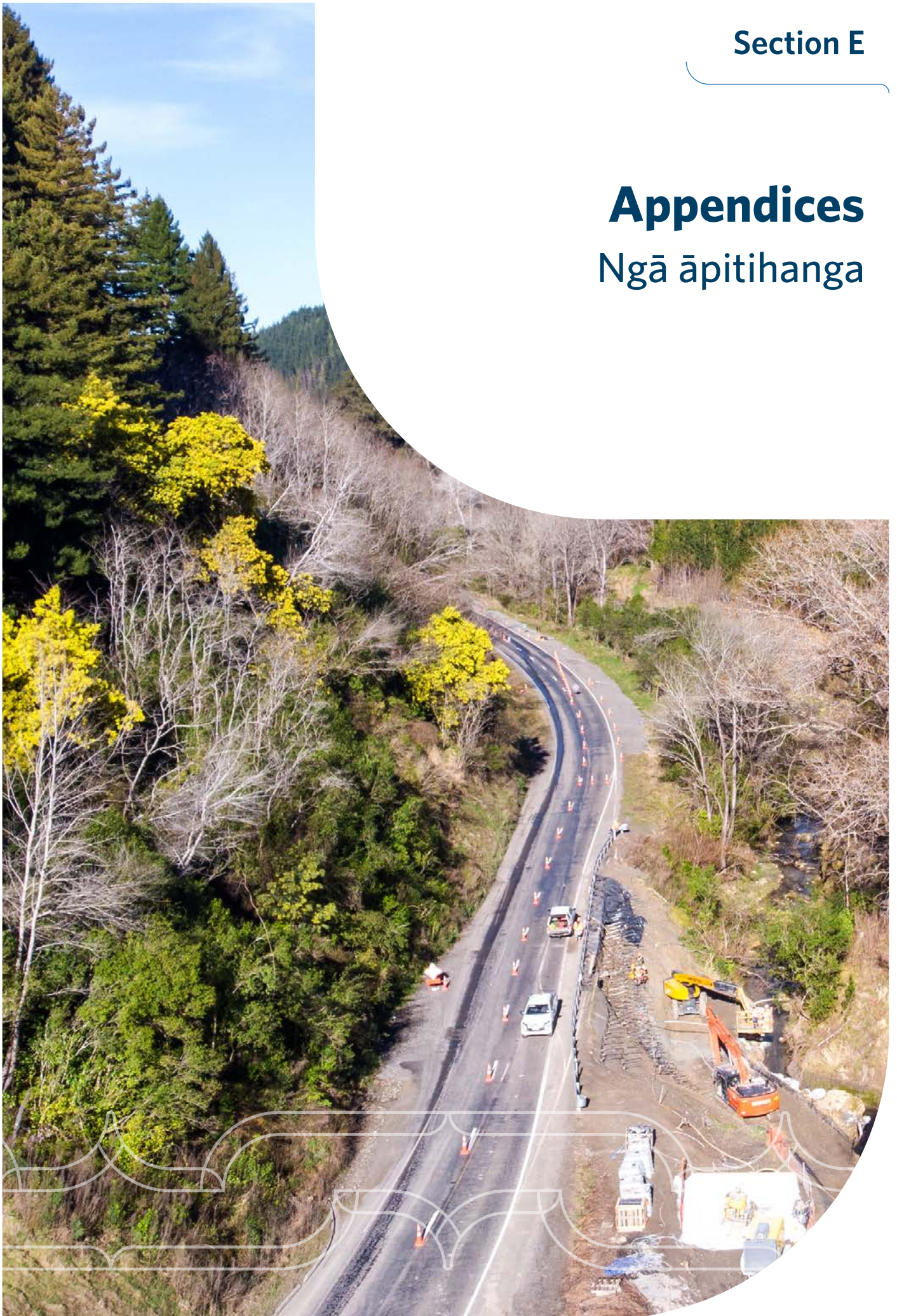


Appendices

Ngā āpitihanga



Appendix 1: Climate reporting (unaudited)

Carbon Neutral Government Programme reporting

Introduction

NZTA is part of the all-of-government Carbon Neutral Government Programme (CNGP), which has been established to accelerate the reduction of greenhouse gas emissions from the public sector. For more information on the programme, see Ministry for the Environment's webpage [About the Carbon Neutral Government Programme](#) (last updated 30 October 2023).

The CNGP divides greenhouse gas emissions into the following three scopes for reporting and consistency with international reporting guidance.

- Scope 1: Direct GHG emissions from sources the organisation owns or controls (ie within the organisational boundary)
- Scope 2: Indirect GHG emissions from the generation of purchased energy (in the form of electricity, heat or steam) that the organisation uses
- Scope 3: Other indirect GHG emissions occurring because of the activities of the organisation but generated from sources it does not own or control.

For our reporting, we group these emissions into corporate emissions (all scope 1 and 2, and some scope 3 emissions) and non-corporate emissions (other material scope 3 emissions)¹³ as set out in figure 19.

In line with the CNGP reporting guidance provided by Ministry for the Environment, the following sections set out:

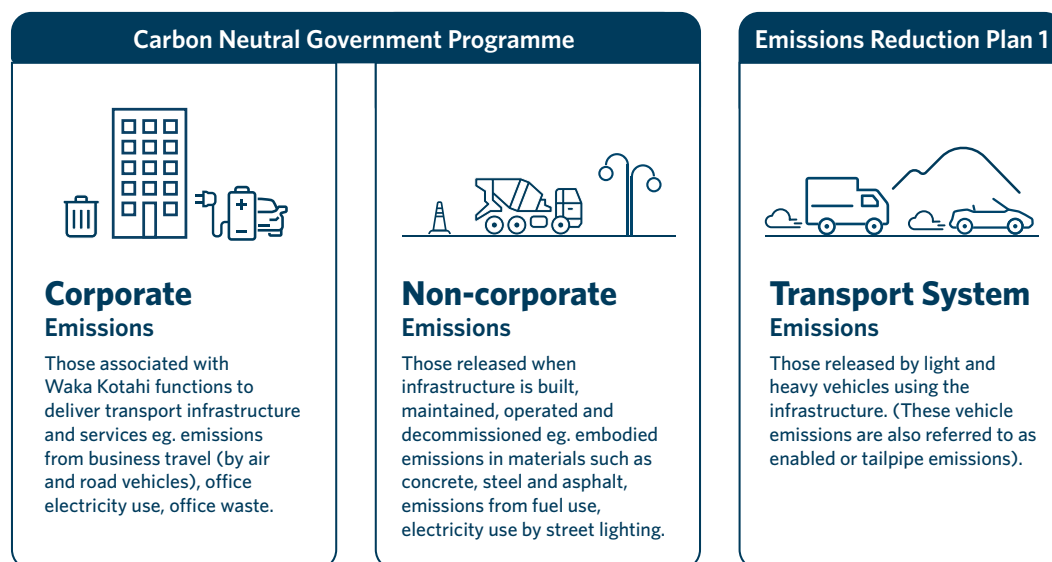
- our corporate and non-corporate emissions profiles for 2023/24
- a summary of progress toward our 2025 and 2030 gross emissions targets.

The CNGP reporting guidance also requires us to report on our FTE and total expenditure for the reporting period¹⁴. Please refer to pages 192 and 92 of the annual report for this information.

¹³ For the purposes of CNGP reporting, NZTA has established an 'operational control' emissions boundary which considers emissions from capital improvements and maintenance and operation activities directly commissioned, funded and delivered by NZTA.

¹⁴ Ministry for the Environment provides detailed guidance on how agencies should report on these emissions in their annual reports (see the link to the guidance here: <https://environment.govt.nz/publications/cngp-measuring-and-reporting-ghg-emissions>, May 2023)

Figure 19 – NZTA CNGP and ERP1 emissions framework



Total greenhouse gas emissions

Our total greenhouse gas emissions are:

- Corporate emissions (mandatory and non-mandatory sources): 3,871 tonnes of carbon dioxide equivalent (tCO₂-e)
- Non-corporate emissions: 362,000 tonnes of carbon dioxide equivalent (tCO₂-e).

The following sections provide further information on our emissions.

Corporate emissions

We started reporting on corporate emissions in our 2018/19 annual report. Initially, these emissions included only emissions from staff travel and our vehicle fleet. In 2021, a new measure and reduction target were developed (IPOE2: NZTA corporate carbon footprint), to capture a broader range of emissions sources in line with CNGP reporting guidance. The measure and target for IPOE2 cover all corporate scope 1, scope 2 and mandatory scope 3 emissions.¹⁵ For more detail on how the results for IPOE2 are calculated, see the explanatory notes¹⁶ on our website.

The 2023/24 target for IPOE2 was to reduce corporate emissions below 2347 tCO₂-e by 30 June 2024 (a 40 percent decrease from the 2019/20 baseline of 3619.17 tCO₂-e). As reported on page 64, the 2023/24 result for IPOE2 was 1876.84 tCO₂-e, and the target was achieved. This reflects our ongoing work to optimise our vehicle fleet through transition to EVs and changes in policy to support a reduction in domestic air travel, along with the use of more sustainable energy options at some of our corporate offices.

Table 5 breaks down our mandatory corporate emissions by source. Additional or non-mandatory scope 3 emissions (not included in IPOE2) are shown in table 6.

¹⁵ Mandatory scope 3 emissions are defined in the CNGP reporting guidance: Ministry for the Environment (2023) Carbon Neutral Government Programme: A guide to managing your greenhouse gas emissions – measuring, reporting, target-setting and reduction planning. <https://environment.govt.nz/publications/cngp-measuring-and-reporting-ghg-emissions>

¹⁶ NZ Transport Agency Waka Kotahi annual report and National Land Transport Fund annual report – main index. nzta.govt.nz/resources/annual-report-nzta

Table 5 - Mandatory corporate emissions

Scope	Source	2023/24 actual	2022/23 actual
Mandatory emissions			
Scope 1: Direct greenhouse gas emissions from sources the organisation owns or controls (ie within the organisational boundary) – for example, emissions from the combustion of fuel in vehicles that the organisation owns or controls	Mobile combustion - Petrol and diesel for NZTA corporate fleet vehicles	249	306
Scope 2: Indirect greenhouse gas emissions from the generation of purchased energy (in the form of electricity, heat or steam) that the organisation uses	Electricity in offices, including EV chargers*	255	463
Scope 3: Other indirect greenhouse gas emissions occurring because of the activities of the organisation but generated from sources it does not own or control (eg air travel) These are broken down into 15 further categories within the Greenhouse Gas Protocol's Corporate Value Chain (Scope 3) Standard (see pages 31-32 of the CNGP reporting guidance).	Business travel – transport (air travel, taxi) *	1226	1294
	Freight transport (postage & courier)	28	18
	Electricity Transmission and distribution losses*	18	43
	Office waste to landfill*	14	12
	Rental vehicles and use of private vehicles	87	104
Total mandatory emissions		1877	2240

*Correction notice: The figures published in our 2022/23 annual report for scope 2 and 3 emissions were incorrect due to a transposition error, although the total figure was correct. The Electricity in offices row should have been 463, Business travel row should have been 1,294, the Freight transport row should have been 18, the Electricity transmission and distribution losses row should have been 43 and the Office waste to landfill row should have been 12. This version has the correct numbers.

Table 6 - Additional/non-mandatory scope 3 corporate emissions

Scope	Source	2023/24 actual	2022/23 actual
Additional/non-mandatory emissions			
Scope 3 non-mandatory emissions: Emissions Waka Kotahi have measured in addition to the mandatory emissions sources	Staff working from home	83	96
	Office water supply	5	4
	Office wastewater services	55	52
	Business travel – accommodation	109	110
	Staff commuting	1737	1347
	Paper recycling	1	2
	Electricity – EV chargers for NZTA fleet vehicles (public chargers)	5	6
Total mandatory emissions		1995	1617

Where a measure has been calculated based on a per capita or full-time equivalent basis, total NZTA permanent headcount has been used, excluding contingent (contractor and temporary) staff.

Non-corporate emissions

The CNGP reporting guidance requires each organisation to identify and report, to the extent possible, other material scope 3 emissions in its inventory. This is the second time we (and other organisations) have reported these emissions.

We collectively refer to these indirect emissions sources as non-corporate emissions. The non-corporate emissions for NZTA are those emissions associated with state highway infrastructure delivery and maintenance activities and operation of the state highway network, including emergency works.

These emissions are considered indirect as NZTA contracts these services through infrastructure delivery contracts and, for maintenance, network outcome contracts with the delivery undertaken by our suppliers, agents and partners.

The emissions associated with these activities are as follows.

- **Capital improvement activities:** These are emissions embodied in construction materials (for example, concrete, steel and bitumen) and those arising from the construction activities (for example, transport of materials, use of machinery for earthworks and waste disposal) involved in delivering improvements to the state highway infrastructure. These are often referred to as the embodied emissions in a piece of infrastructure such as a road or bridge.
- **Maintenance and operational activities:** These are emissions associated with the materials and activities required to maintain and operate the infrastructure over its service life. These include embodied emissions in materials (particularly pavement materials) and emissions from fuel used in maintenance activities (similar to the emissions associated with construction described above), as well as operational emissions (for example, from the use of electricity for lighting).
- **Emergency works:** These are emissions associated with the materials and activities undertaken to re-establish lifelines and access to communities after significant weather events or the impact of a natural hazard on the network. Such works include the removal of debris deposited onto the network from slips or flooding events, repair of underslips and construction of retaining walls.

The non-corporate emissions for CNGP reporting purposes exclude emissions from light and heavy vehicles that use the state highway network. We refer to these vehicle emissions as enabled emissions and they are managed through the first Emissions Reduction Plan¹⁷.

¹⁷ The first Emissions Reduction Plan covers enabled emissions for 2022–2025 and will be replaced by the second plan, which will cover enabled emissions for 2026–2030. The second plan is expected to be published in 2024 and is likely to have a mix of policies and initiatives aimed at achieving the second emissions reduction budget, including the Emissions Trading Scheme, which is the government's main tool to reduce emissions.

Estimated non-corporate emissions in 2023/24

The scale and nature of NZTA non-corporate emissions is complex, with several years of work required before a full and accurate picture of these emissions can be developed. For this year of reporting, we have taken a top-down estimation approach using high-level financial data to estimate emissions from capital improvements and emergency works. Emissions from maintenance and operations have been estimated using a hybrid approach based on asset data combined with average estimates of material use, in addition to supplier provided fuel and electricity data. The results of the estimation are in table 7.

We are establishing processes to collect bottom-up data based on actual materials used and emissions associated with these activities. This is a resource-intensive exercise that requires ongoing investment.

Over time, we propose to develop an appropriate overall measure of non-corporate emissions to enable comparisons across reporting years and to better capture changes in practice aimed at reducing embodied and operational emissions.

Table 7 - Non-corporate emissions for 2023/24 (indicative)

Activity	Estimation basis		Indicative total emissions tCO ₂ -e FY 2023/24 actual	Uncertainty discussion
Capital improvements	Based on inflation adjusted published emissions intensity factors for New Zealand heavy and civil engineering construction (tCO ₂ -e/\$ output), applied to spend	\$1,367m 2023/24 expenditure	217,000	This estimate is considered to have high uncertainty; it is a top-down estimate that is likely to over estimate (particularly emergency works) as it assumes all expenditure on heavy construction.
Emergency works		\$632m 2023/24 expenditure	100,000	
Maintenance & operations (M&O)	Estimation of material quantities from NZTA Road Assessment and Maintenance Management (RAMM plus supplier provided estimates for fuel/energy used		45,000	This estimate is considered to have medium uncertainty as it is based on the RAMM asset data but makes assumptions about individual material quantities.
Estimated total			362,000	

Progress toward 2025 and 2030 targets compared with base year

The 2022/23 financial year was our base year for non-corporate emissions. Further data is needed to better understand the emissions reduction potential associated with our non-corporate activities and for us to set reduction targets for these types of emissions. This is a significant activity for NZTA given the scale of emissions and the limited proven alternative materials available for infrastructure construction and maintenance.

NZTA is committed to environmental sustainability outcomes and the reduction of greenhouse gas emissions across the land transport system. This commitment is outlined in Te kāpehu, our strategic direction, and delivered through our statement of intent. We are implementing internal operational policies to drive continual improvement in efficiency of resources, waste and carbon in our projects, including whole-of-life carbon assessments. These policies include our Sustainability Rating Scheme Policy,¹⁸ Infrastructure Delivery Resource Efficiency Policy¹⁹ and a resource efficiency and waste minimisation key performance indicator measure for existing maintenance contracts.

Climate-related disclosure

The NZ Transport Agency (NZTA) considers climate change a strategic and operational risk that will continue to create significant pressure on asset management, investment decisions and funding requirements.

New Zealand faces risks related to the physical impacts of climate change (for example from specific acute events or impacts of sea-level rise) and risks related to the country's transition to a low-emission, climate-resilient future (such as fuel supply chain issues or increased costs of low carbon construction materials).

Over the past year we have been maturing our approach to understanding and managing climate risk. Although not mandatory for our organisation, we have been guided by the New Zealand External Reporting Board (XRB) Aotearoa New Zealand Climate Standards (NZCS), which are based on the international Task Force on Climate-related Financial Disclosures (TCFD) framework.

The task force's framework was developed to enable organisations to manage risks, identify and seize climate-related business opportunities, and disclose reliable information about the risks and opportunities to investors. Reporting against the framework is guided by four themes: governance, strategy, risk management and metrics and targets.

Under the Climate Change Response Act 2002, the Minister of Climate Change or Climate Change Commission may ask NZTA to provide information on climate change adaptation. We responded to one request from the Minister under this legislation in 2023/24. We also voluntarily disclose our progress, at a high level, towards the four areas covered by the climate standards and the task force's framework, set out in the following sections.

¹⁸ NZ Transport Agency Waka Kotahi (2020) Sustainability Rating Scheme Policy (version 2), www.nzta.govt.nz/assets/resources/state-highway-control-manual/docs/sustainability-rating-scheme-policy-202009.pdf

¹⁹ NZ Transport Agency Waka Kotahi (2022) Resource Efficiency Policy for Infrastructure Delivery & Maintenance (version 1.1), <https://nzta.govt.nz/resources/resource-efficiency-policy-for-infrastructure-delivery-and-maintenance>

Governance

We have made improvements to ensure climate-related considerations are routinely presented to the Board and continue to refine our approach. After completing a detailed review of the climate enterprise top risk in July 2023, we're including an update on top climate risks in our quarterly risk report to our Risk and Assurance Committee and Board, along with our other 13 top enterprise risks.

Our executive leadership team is informed by the Future-focused Executive Subcommittee, which, among broader responsibilities, has oversight of climate related responsibilities and opportunities. The executive is also supported by a group of senior managers who coordinate climate related matters at an enterprise level and across our functions.

The Board and executive also have oversight and responsibility for funded projects that improve transport system resilience to climate impacts and for critical portfolio, project and programme risks which may include climate risks. Climate risks identified in projects must be appropriately mitigated and actively managed.

Strategy

Our statutory objectives require NZTA to undertake its functions in a way that contributes to an effective, efficient and safe land transport system in the public interest. Climate considerations are relevant to how we carry out our statutory functions and how we give effect to our statutory operating principle to demonstrate social and environmental responsibility in our work. What we must or can do depends on the context and the function we are undertaking. Different functions are subject to additional statutory requirements, including but not limited to, the Climate Change Response Act 2002, Resource Management Act 1991, Government Roadway Powers Act 1989, and Civil Defence Emergency Management Act 2002.

Our strategic direction, expressed in our statement of intent for 2024–28, includes a system outcome focused on environmental sustainability. This outcome includes a focus on climate change adaptation and reducing greenhouse gas emissions, including requirements on us set by the Carbon Neutral Government Programme.

Tiro Rangi, our climate adaptation plan, outlines foundational actions we are progressing to adapt the way we plan, invest in, design, deliver, operate and use the land transport system in response to the changing climate. Developing and implementing *Tiro Rangi* is an action for us in Aotearoa New Zealand's First National Adaptation Plan, *Urutau, ka taurikura: Kia tū pakari a Aotearoa i ngā huringa āhuarangi Adapt and thrive: Building a climate-resilient New Zealand* (Wellington: Ministry for the Environment. 2022).

Toitū te Taiao, our sustainability action plan, includes a focus on reducing transport system emissions. The government has indicated, through the Government Policy Statement on land transport 2024–2034 (GPS 2024) and the draft second Emissions Reduction Plan, that it is taking a different approach to reducing emissions, including transport emissions. Our role in reducing transport system emissions is guided by these policy settings and requirements.

Over the past year, we improved our understanding of the impact of climate-related risk on how we undertake our statutory functions. This will enable us to respond to future requirements.

We participated in developing the transport sector climate-related scenarios that were published in June 2024. These sector scenarios have been used to inform our initial work on developing entity-level climate scenarios and as input into the development of a consistent organisation-wide climate risk assessment methodology. The enterprise climate risk assessment will support us to make informed decisions that take account of climate-related risks and opportunities.

We have continued embedding climate adaptation into our strategic settings for system planning, spatial planning and investment. This included developing a strategic recovery framework to provide choices and guide decision-making when there is major, widespread or repeated damage to the transport network due to events such as Cyclone Gabrielle. The framework supports a long-term strategic approach to recovery. We also updated our Monetised Benefits and Costs Manual to account for the benefits of resilience improvements to better inform investment decision-making related to climate change adaptation. Both activities are a step toward integrating climate adaptation into NZTA decision-making.

We have started incorporating climate adaptation in Arataki, our 30-year plan, including by showing current and future extreme resilience issues on the state highway network on interactive maps, based on the National Resilience Assessment Tool. This tool provides a geospatial database of natural hazard risks on the state highway network (including geological, hydrological and other risks). The tool is being used to develop risk controls, identify further assessment needs, develop maintenance and improvement programmes, and inform business cases.

Risk management

We manage aspects of our climate-related risk under our enterprise risk framework and throughout our project and programme risk management. Climate resilience and natural and climate-related hazards are incorporated into decision-making for investment planning, procurement, and delivery of infrastructure and services. Our enterprise risk management framework also allows for the development of climate scenario-based risk assessments.

We are committed, over the longer term, to integrating identification and management of climate risk into our existing risk management approach, in alignment with the best practice guidance for NZCS and international standard ISO 14091.²⁰ In 2023/24, we began developing a good practice methodology for integrating climate risk assessment into our enterprise risk approach.

The Executive Leadership team maintains an enterprise top risk register, which is reviewed and updated quarterly. The top risks, key controls and actions, and risk ratings are reviewed and reported to the Board quarterly, and the 13 top risks are interrelated and create an overall risk profile.

Climate change (adaptation and emissions reduction) is an enterprise top risk rated critical (as at June 2024). This risk is owned by the Group General Manager System Leadership. The climate adaptation risk is articulated as ‘the risk that NZTA fails to evolve and adapt rapidly for a changing climate’. The emissions reduction aspect is expressed as the risk of NZTA not contributing sufficiently to transport emissions reduction targets.

Climate change is also a key driver for two other enterprise top risks:

- Resilience of critical infrastructure – our critical infrastructure and strategic assets²¹ are not resilient to physical threats (for example, natural hazards and malicious human-made activity), limiting their ability to fulfil their intended purpose (rated critical).
- Funding sustainability – our inability to efficiently plan longer-term investment and meet stakeholder expectations due to funding uncertainties (rated high).

This year foundational work was undertaken to develop draft enterprise climate risk scenarios and a proposed methodology to enable an enterprise climate risk assessment programme in the future. The methodology aligns with the best practise guidance for NZCS and ISO 14091²⁰ and ISO 31000.²² When in place, this methodology will enable more consistency in how we identify, assess and treat climate related risks and opportunities.

Risk definition	Key controls/actions	Residual risk rating
<p>Climate</p> <p>Adaptation: The risk that NZTA fails to evolve and adapt rapidly for a changing climate</p> <p>Mitigation: The risk of NZTA not contributing sufficiently to transport emissions reductions</p>	<ul style="list-style-type: none"> ▪ Oversight and governance through NZTA Risk and Assurance Committee and Future Focus Executive Subcommittee ▪ Enterprise Climate Scenarios and Risk Assessment foundations (phase 1) ▪ Climate Assessment of Transport Investment tool (CATI) ▪ Tiro Rangi ▪ Resilience and cyclone recovery programme ▪ Key tools and policies, including the Strategic Recovery Framework and Resilience Framework and National Resilience Assessment Tool. 	<p>Likelihood: Almost certain</p> <p>Consequence: Extreme</p> <p>Rating: Critical</p>

²⁰ ISO (2020) ISO 14091:2021 *Adaptation to climate change: Guidelines on vulnerability, impacts and risk assessment*, International Organization for Standardization.

²¹ Including the state highway network, Auckland Harbour Bridge and tunnels.

²² ISO (2018) *ISO 31000:2018 Risk management* (2nd ed), International Organization for Standardization.

Metrics and targets

Reporting on several measures and targets relevant to climate change is on pages x-x, including transport sector emissions and our corporate emissions. These measures are guided by our strategic direction and provide an indication of sector progress and our own efforts to reduce emissions (in line with the requirements of the Carbon Neutral Government Programme).

Next year we will mature our reporting and monitor our non-corporate carbon footprint, which includes emissions released when infrastructure is built, maintained, operated and decommissioned. Our aim for 2024/25 is to begin gathering data from our infrastructure supply chain to understand our bottom-up baseline before considering targets for future years. We are implementing a new digital carbon measurement tool, which will measure our corporate and non-corporate emissions. This tool is expected to be available by October 2024. Progressing in this area gives us the opportunity to reduce our climate risk impact over time.

More work is needed to ensure we have a comprehensive set of measures to understand the risks and opportunities unique to our organisation. In 2023/24, we focused on laying the foundations for this work by developing enterprise climate risk scenarios and a proposed methodology to enable an enterprise climate risk assessment.

Appendix 2: Asset performance (unaudited)

All government agencies must report on the performance of their assets in their annual reports. Agencies must capture and use in internal management and decision-making processes relevant indicators of past and projected asset performance such as asset utilisation, asset condition and fitness for purpose.

This appendix discusses the performance of our state highway assets and information and communication technology (ICT) assets.

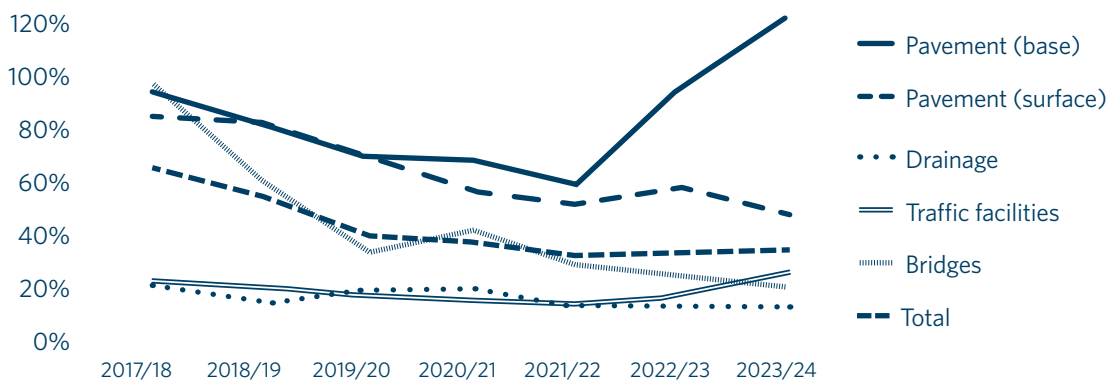
Performance of state highway assets

To monitor the status of our state highway assets we use the following four indicators (discussed below): the asset sustainability ratio, proportion of the state highway network that meets minimum asset condition requirements, number of bridges with restrictions rated as high priority, and proportion of unplanned road closures resolved within standard timeframes. For measure definitions and data sources, see the explanatory notes²³ on our website.

Asset sustainability ratio

The asset sustainability ratio assesses the relationship between expenditure on asset renewals relative to depreciation, where depreciation is considered a measure accounting for a decrease in the asset condition and monetary value of an asset due to use, wear and tear, or obsolescence.²⁴ It captures the extent to which assets are being renewed or replaced as they reach the end of their useful life and eventually wear out. For example, the 2023/24 ratio for pavement surfacing assets broadly implies that, given the rate at which the asset is wearing out (or depreciating), investment is at 48 percent of the level needed to sustain the asset base condition (see figure 20 and table 8). The ratio is an indicator of overinvestment or underinvestment but it does not follow that a low asset sustainability ratio for a fixed period is evidence of underinvestment.

Figure 20 – Asset sustainability ratio



²³ NZ Transport Agency Waka Kotahi annual report and National Land Transport Fund annual report – main index. nzta.govt.nz/resources/annual-report-nzta

²⁴ This excludes expenditure on activities creating new or additional assets and undertaking maintenance that are used by NZTA in the wider management of state highway infrastructure.

Table 8 – Asset sustainability ratio (%)

Scope	Target	2023/24 (provisional)	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
Pavement (base)	Baseline to be set	122%	95%	60%	69%	70%	81%	95%
Pavement (surface)		48%	58%	52%	57%	69%	82%	85%
Drainage		13%	13%	14%	20%	19%	15%	23%
Traffic Facilities		25%	17%	15%	16%	17%	21%	23%
Bridges		20%	26%	30%	42%	35%	61%	95%

The significant increase in the asset sustainability ratio for pavement (base) is partly realised from substantial renewal expenditure on this asset type and a relief realised to the annual depreciation from the pavement lives review undertaken in 2022. This reflects the change in method for calculating pavement depth or value used in the state highway valuation. Ongoing refinement of this method is underway to further enhance the accuracy of the valuation of this asset type.

The past year has seen increased funding expensed on asset renewals (except for bridge assets), which appears to be arresting the declining trends in the asset sustainability ratio observed over the past decade. The declining trend in the ratio is, in part, due to the recent growth in asset stock and value arising from capital improvement programmes and indexation. Newer assets will have depreciation but no replacement spend for a significant period. Assets such as bridges, culverts (drainage), subways, tunnels and other structures can have longer lives and lower annualised renewal demands than the annual depreciation calculated on a straight-line financial profile. For example, for certain assets (such as the Auckland Harbour Bridge) implementing an ongoing maintenance programme can extend the asset’s useful life, delaying the need for renewal or replacement and slowing the rate of depreciation.

This means the asset sustainability ratios may not fully reflect the total investment in these asset types, as the ratios account for investment in only renewal and replacement and don’t account for investment in ongoing maintenance or investment in new or other assets that may reduce the wear on existing assets. For example, the low asset investment ratio for traffic facilities reflects the comparatively lower value of these assets and the lower amount invested in their renewal, without accounting for the comparatively higher investment in ongoing maintenance of this asset type.

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

See the results and commentary for MEET2: Proportion of the state highway network that meets minimum asset condition requirements on page 35.

Number of bridges with restrictions rated as high priority

This measure captures the total number of bridges along state highways that have restrictions for heavy motor vehicles and were assessed during the year as high priority (that is, needs to be addressed). Short- or long-term restrictions are put in place on state highway bridges because of deteriorating condition, because of damage caused by illegal overloading, or where they were originally designed for lower load limits than current general access limits. A notification of weight and/or speed limits on state highway bridges is posted on the NZTA website annually in October, although additional postings may be added during the year. Restrictions include mass (weight) limits, speed limits, or both mass and speed limits for all heavy motor vehicles. Any restrictions that can affect network availability are generally considered as high priority and are dealt with as a priority.

Table 9 - Number of bridges with restrictions rated as high priority

Target: Maintaining or decreasing

2017	2018	2019	2020	2021	2022	2023
0	2	2	2	3	2	3*

Source: NZ Transport Agency Waka Kotahi (2024). Notification of weight and/or speed limits on state highway bridges 2023_24. Details can be found on the NZTA website at: nzta.govt.nz/roads-and-rail/bridges-and-structures/bridge-restrictions

*Includes two restrictions currently being mitigated through the implementation of temporary Bailey Bridges which enable continued network availability with no weight restrictions.

There has been steady progress on removing bridge restrictions in the last year. The replacement State Highway 3 Kopaki Rail Overbridge, which opened in May 2023, removed the previous bridge and associated weight restriction from the network.

The design of mitigation measures to address the weight restriction on the State Highway 50 Ngaruroro River Bridge (Fernhill, Hawke's Bay) is in progress. Physical works, once design is complete, are expected to be carried out in the current NLTP cycle.

Two Bailey bridges are in place to mitigate the loss of network connectivity following Cyclone Gabrielle, at the State Highway 2 Waikare River Bridge and the State Highway 35 Hikuwai #1 River Bridges. No weight restrictions are placed on either bridge and a 10km/h speed restriction is in place. Both Bailey bridges are temporary solutions to enable continued network availability while replacement bridges are progressed at both locations.

Proportion of unplanned road closures resolved within standard timeframes

See the results and commentary for RES1 on page 44.

Performance of information and communication technology assets

This section provides information on the performance of our information asset management systems, including our critical ICT systems.

ICT asset performance measures

We have 5 ICT asset performance measures across the categories of availability, condition and fit for purpose that align with expectations for asset performance assessment as described in Cabinet Office Circular CO (23) 9.²⁵

We use these measures to assess performance of our critical systems.²⁶ The following systems are defined as critical because of the potential impacts on operational and business delivery if they fail:

- ITS Network – telecommunications network infrastructure for our transport operations
- DYNAC – our advanced traffic management system
- Sydney Coordinated Adaptive Traffic System (SCATS)
- Driver Licensing Register (DLR)
- Motor Vehicle Register (MVR)
- FLIR – manages the closed-circuit television cameras used on state highways
- Automated Invoice Processing (AIP)
- National Incident and Event Management System (NIEMS)
- Transport Incident and Event Management System (TRIES).

Over the past year we've reviewed our systems through the Digital Systems Assessment project. This enabled us to identify and review our most critical systems. As a result, the list above may change in 2024/25 to align with the critical systems identified by the Digital Systems Assessment project.

Table 10 shows how we are performing against our ICT asset performance measures for our critical systems. We saw notable improvement in percentage uptime and the total number of high priority incidents (P1 and P2) over the last year, with a small decrease in the number of P1 incidents and a more significant decrease in the number of P2 incidents. This improvement is a result of continued emphasis on accurately analysing the impact of incidents when they are first logged and ensuring they are categorised correctly, as well as a focus on upgrading critical systems to increase availability and stability. We also enhanced release procedures and system testing activities, which means that when systems upgrades are undertaken, they are delivered using more controlled and consistent processes.

²⁵ Cabinet Office (2023) Investment management and asset performance in departments and other entities (Cabinet Circular CO (23) 9), dpmc.govt.nz/sites/default/files/2023-09/co-23-09-investment-management-asset-performance.pdf

²⁶ For further information on our ICT asset performance measures, including a description of each measure, the matrix we use to determine incident priority and a glossary describing these critical ICT systems, see the explanatory notes for our performance measures on our website: nzta.govt.nz/resources/annual-report-nzta

Table 10 – ICT asset performance for critical systems

System name	Availability		Condition					
	Percentage up-time (%) ^A		Priority 1 outage time ^B		Priority 1 incidents		Priority 2 incidents	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
ITS Network	99.95%	99.57%	4:40	37:08	1	5	3	12
DYNAC	100.00%	99.99%	0:00	0:40	0	2	4	9
SCATS	100.00%	99.98%	0:00	2:11	0	2	8	7
DLR and Landata ^C	99.79%	100.00%	4:32	0:00	5	0	10	7
FLIR	100.00%	99.90%	0:00	9:07	0	3	5	11
AIP	99.59%	99.79%	9:06	5:00	5	2	0	0
NIEMS	100.00%	99.99%	0:00	0:40	0	1	0	2
TRIES	99.97%	99.97%	2:27	2:33	2	2	6	11
Total			20h 45m	57h 19m	13	17	36	59

^A The percentage of time the system is available for use.

^B Average time for resolving priority 1 incidents.

^C Includes the motor vehicle register, vehicle inspection service and road user charges.

Technology remediation programme

In the last year, we continued to address additional technology system risks through our Technology Remediation Programme. This programme ensures systems are up to date, supported and secure and have built-in redundancy. Table 11 describes the extent to which our critical systems are fit for purpose and the remediation work under way for each system.

Table 11 – Extent to which critical systems are fit for purpose and remediation work underway

System name	Is the system fit for purpose? ^A
ITS Network	A project is under way to upgrade this network. Go-live started in February 2024.
DYNAC	Fit for purpose.
SCATS	Fit for purpose. An upgrade is scheduled to ensure platform currency.
DLR and Landata ^B	The registers are fit for purpose, being operationally fit and technically robust. An ongoing programme for technology resilience and security improvements is in place.
FLIR Latitude	Fit for purpose. An upgrade has been delivered to Lyttleton Tunnel and the Wellington Transport Operations Centre. Auckland Transport Operations Centre upgrade is currently underway.
AIP	Meets business needs but its functionality is included in a broader review of NZTA's enterprise resource planning platform (ERP).
NIEMS	Meets core requirements for Wellington Transport Operations Centre and Christchurch City Council but is not an integrated national event and incident management solution. A review is planned for 2024/25 to determine future direction, gather requirements and understand what steps need to be taken when funding becomes available.
TRIES	This is a legacy bespoke system for transport incidents. A review is planned for 2024/25 to determine future direction, gather requirements and understand what steps need to be taken when funding becomes available.

^A A Landata business assessment determined whether the system fulfils business requirements.

^B Includes the motor vehicle register, vehicle inspection service and road user charges.

Appendix 3: Significant capital projects performance against milestones (unaudited)

The performance assessments are based on achievements against annual milestones under the 2023/24 statement of performance expectations (SPE). A four-rating scale was used for the assessment:

Achieved	All milestones fully achieved
Good progress made, but not achieved	At least 67% of milestones achieved
Progress made, but not achieved	At least 33% of milestones achieved
Not achieved	No SPE milestones were achieved

Project	2023/24 SPE milestone	2023/24 result	Commentary
SH1 Whangārei to Port Marsden Highway Safety	Community engagement started. 30% of design works completed.	Achieved	Milestones were achieved. The project is being reviewed in the context of broader corridor outcomes and strategic priorities under GPS 2024. As a consequence, the project is currently on hold.
Ara Tūhono: Pūhoi-Warkworth	Road open to traffic. Deferred works to achieve 'Full Works Completion' completed. Public-private partnership (PPP) operating phase started.	Achieved	The road opened in June 2023 and is operating well. Full Works Completion was achieved in May 2024 and the PPP operating phase has started. Our PPP partners, Northern Express Group, financed, designed and constructed the motorway, and will maintain the road for the next 24 years. The road provides a safe and direct route supporting tourism, improving access and freight movement, and reducing travel times. It has improved network resilience as an alternative route to the old SH1.
O Mahurangi Penlink	Consenting for outline plan of works, additional earthworks and wetlands completed. Detailed design completed. Main construction works started.	Achieved	Consenting was completed, with the approval given for the outline plan of works, additional earthworks and wetlands. Detailed design has been completed and main construction works have started.

Project	2023/24 SPE milestone	2023/24 result	Commentary
Auckland Network Optimisation	The Strand [draft detailed design] and north bound Princes Street on-ramps completed. Detailed designs completed for Bombay Interchange, northbound Silverdale Bus Lane and Royal Road active mode improvements. Option identified for Auckland Transport Operations Centre's new real time network monitoring system and new planned events management system.	Achieved	The north bound Princes Street on-ramps were completed in November 2023. The draft detailed design for The Strand has been completed and is under review. The detailed designs for Royal Road active mode improvements, Bombay Interchange and Silverdale Bus Lane were completed. Construction on Royal Road started in June 2024 and construction on Bombay Interchange is scheduled to start in August/September 2024. The solution for Auckland Transport Operations Centre's new real time network monitoring system and new planned events management system have been identified and the solution agreed.
Waitematā Harbour Connections	Indicative business case endorsed by the NZTA Board. Procurement for the detailed business case completed.	Good progress made, but not achieved	The draft indicative business case was completed in October 2023. Guidance was sought from the Government due to an affordability risk related to the emerging preferred option. We are waiting for direction on next steps from Government.
Supporting Growth Alliance (Auckland)	Detailed business case completed. Notice of requirements for Warkworth, Pukekohe, North and Takanini lodged. Route protection designation for Airport to Botany and Northwest confirmed.	Achieved	All detailed business cases were completed. Notice of Requirements for Warkworth, Pukekohe, North and Takanini were lodged. Route protection designation for Airport to Botany and Northwest were both confirmed.
South Auckland Package	Detailed business case approved by Joint Ministers. Stage 2B pre-implementation contract awarded for Waihoehoe Road and SH22 (Drury) upgrades. Waihoehoe Road and SH22 (Drury) upgrades section 18 notices (to commence property purchases) issued to landowners. Consents for Waihoehoe Road upgrade lodged.	Good progress made, but not achieved	Joint Ministers approved the detailed business case for Waihoehoe Road and SH22 (Drury) upgrades. The stage 2B pre-implementation contract was awarded for Waihoehoe Road and SH22 (Drury) upgrades in August 2023. For Waihoehoe Road, all but one Section 18 notice (to start property purchases) has been issued. Section 18 notices are not being issued for SH22 (Drury) as we are acquiring property through a willing buyer-seller process. Lodgement of consents for Waihoehoe Road has been delayed and is now scheduled for October.
Baypark to Bayfair Link Upgrade	Project completed and road open to traffic.	Good progress made, but not achieved	Project completion has not been achieved but is expected in September 2024. SH2 opened to traffic in October 2023 following completion of the SH2/SH29A Te Maunga interchange.
Takitimu North Link Stage 1	Cambridge Road Bridge completed. Wairoa Road Bridge completed.	Achieved	Cambridge Road Bridge and Wairoa Road Bridge were completed and open to traffic in April 2024. The bridges enable the planned 4-lane expressway and shared path to be built underneath.

Project	2023/24 SPE milestone	2023/24 result	Commentary
SH29 Tauriko West Enabling Works	All consents approved. Property acquisition completed. Construction started.	Good progress made, but not achieved	All consents were approved, and enabling works began in March 2024. Property acquisition is well underway and expected to be completed in October 2024.
Te Ara o Te Ata: Mt Messenger Bypass	Cableway to provide access to the site operational. Tunnel construction started. Bulk earthworks started. Pest management enabling activities completed (for example fencing, track cutting, trap installation and ecological preservation).	Good progress made, but not achieved	The cableway was commissioned in April 2023 and is fully operational. Litigation related to property acquisition continues to delay the start of construction in the north. Bulk earthworks started in the south and are now 15% complete. Due to ground conditions encountered at the portal, tunnel construction will now start in quarter 1 of 2024/25. Pest management is fully underway, with opportunities to improve access being negotiated with surrounding landowners.
Te Ahu a Turanga: Manawatū Tararua Highway	Bulk earthworks completed. Pavement basecourse and surfacing works started.	Achieved	Bulk earthworks were completed, with over 6.5 million cubic meters moved. Pavement basecourse and surfacing works started in early 2024. Construction on major structures and pavement continues.
Ōtaki to North of Levin	Consent decisions received. Procurement of alliances started and completed. Interim Project Alliance Agreements signed. Detailed design started.	Good progress made, but not achieved	Two alliances have been procured, and the Interim Project Alliance Agreements started in May 2024. Interim consent decision from the Environment Court was received and we are currently working on the conditions set. Final consent decision is expected before the end of 2024. Detailed design work is now scheduled to start in September 2024.
SH2 Melling Efficiency and Safety Improvements	Detailed design completed. Property acquisition completed. Construction started.	Progress made, but not achieved	Detailed design has not started due to affordability issues delaying the programme. Initiatives to address the funding gap are being worked through. Enabling works started and we expect main works to begin in early 2025. Property acquisition has not been completed but is progressing well.
Te Ara Tupua: Ngā Ūranga ki Pito-One	Offshore habitats for coastal birds completed. Seawall construction started. Design completed. KoroKoro Stream Bridge construction started.	Achieved	Offshore habitats were completed in December 2023. Detailed design was also completed, and seawall construction is underway. KoroKoro Stream Bridge has been removed from the scope and will no longer be delivered as part of the project.
Public Transport Futures Mass Rapid Transit (Christchurch)	Work on the detailed business case started.	Achieved	Work on the detailed business case started with the initiation of the technical scoping.

Significant capital project stopped in response to government direction

Significant capital project	Commentary
Let's Get Wellington Moving Transformational Programme (Mass Rapid Transit, Basin Reserve, Mt Victoria Tunnel) (Business case phase)	The Government directed to dissolve the Let's Get Wellington Moving Transformational Programme. Work on the detailed business case started with options assessment. Work on the Mass Rapid Transit was stopped, and the Basin Reserve and the Mt Victoria Tunnel projects are being progressed as Roads of National Significance.

Appendix 4: Vote Transport appropriation measures

We are required to provide year-end performance information on appropriations NZTA is funded for. This section delivers against our reporting requirements under Vote Transport Estimates of Appropriations 2022/23 – Economic Development and Infrastructure Sector and Vote Transport Supplementary Estimates of Appropriations 2023/24.

Non-departmental output expenses

Ref	Appropriation and measure name	Result status	2023/24 Budget standard	2023/24 Actual	2022/23 Actual
Clean car standard – operation					
CCS1	Proportion of vehicle imports with CO ₂ and importer information, allowing robust measurement against national CO ₂ targets ¹	Achieved	100%	100%	New measure
Clean vehicle discount administration costs PLA					
CVD1	Administration costs incurred in accordance with the funding agreement with the Ministry of Transport	Achieved	Achieved	Achieved	Achieved
Cyclone Gabrielle: National Land Transport Fund operating cost pressure funding					
CG1	Percentage of programme completed in Northland, Coromandel and East Coast (measured annually) ²	Not achieved	100%	70%	100%
Land transport regulatory services					
CAS1	Average number of days taken to enter fatal crash reports into the Crash Analysis System	Achieved	10 working days or less	2.6 working days	2.1 working days
LIC1	Number of drug or alcohol assessments funded	Achieved	700 or less ³	368	347
LIC2	Number of older driver licences subsidised	Achieved	116,889 or less ³	107,750	103,586
MIN1	Proportion of requests completed within specified timeframes – Ministerial correspondence	Achieved	95% or greater	99.9%	100%
MIN2	Proportion of requests completed within specified timeframes – Parliamentary questions	Not achieved	100%	99.1%	100%
MIN3	Proportion of requests completed within specified timeframes – Official Information Act requests	Not achieved	100%	99.5%	99.8%
CPO1	Number of community provider organisations who have accessed a Community Driver Testing Officer (CDTO) or Driver Testing Officer (DTO) for dedicated Class 1 practical tests for students ⁴	Achieved	26 or greater ⁵	33	New for 2023/24

Ref	Appropriation and measure name	Result status	2023/24 Budget standard	2023/24 Actual	2022/23 Actual
CPO2	Number of testing days that community provider organisations have booked for Class 1 practical dedicated student bookings ⁶	Achieved	600 or greater ⁵	1,411	New for 2023/24
REA1	Number of advisors supporting community driver training, education and testing ⁷	Achieved	11 or greater ⁵	11	New for 2023/24
National Land Transport Programme Additional Crown Funding (2021-2024)					
NLTP-AC1	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	100%
Public transport bus decarbonisation					
ZEV1	Increase in the number of zero-emission vehicles deployed into the public transport fleet, measured annually	Achieved	Increasing from prior year	13 buses ⁸	0 buses ⁸
EUB1	Reduction in the number of Euro III and below buses deployed in the public transport fleet	Achieved	Decreasing from prior year	214 buses	307 buses
Retaining and recruiting bus drivers					
RBD1	Proportion of scheduled bus service trips not operated ⁹	Achieved	Less than 13%	3.9%	11.4%
Road user charges investigation and enforcement					
REV1	Proportion of unpaid road user charges identified through investigations and assessments that are collected ¹⁰	Achieved	65% or greater	79%	81%
Road user charges refunds					
RUC1	Average number of days to process road user charges refund applications	Achieved	20 working days or less	5 working days	10 working days
Waka Kotahi regulatory functions PLA					
WRF1	Number of regulatory guidelines and standards (non-legislative) reviewed and/or updated ¹¹	Achieved	20 or greater	30	New for 2023/24
WRF2	The regulatory policy work programme is delivered as agreed with the Ministry of Transport ¹¹	Achieved	Achieved	Achieved	New for 2023/24

Non-departmental other expenses

Ref	Appropriation and measure name	Result status	2023/24 Budget standard	2023/24 Actual	2022/23 Actual
Bad debt provision - Land transport revenue collected by Waka Kotahi New Zealand Transport Agency					
BDP1	Proportion of bad debt for road user charges against forecast revenue	Not achieved	0.45% or less ¹²	0.74%	0.67%
Clean Vehicle Standard - issue of credits					
CVS1	Credits issued in accordance with Clean Vehicle Standard regulations	Achieved	100%	100%	New for 2023/24

Eastern Busway project

EBP1	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet	Achieved	Achieved	Achieved	New for 2023/24
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Non-departmental capital expenditure

Ref	Appropriation and measure name	Result status	2023/24 Budget standard	2023/24 Actual	2022/23 Actual
Capital Investment Package – Funding for Crown assets					
NZUP1*	Proportion of Waka Kotahi NZ Transport Agency NZ Upgrade activities delivered to agreed standards and timeframes	Achieved	90% or greater	93%	86%
Clean car standard – capital					
CCS-C1	Systems and internal capability are implemented to commence policy with importers of vehicles by late 2022	Exempted ¹³	Exempted ¹³	Exempted ¹³	Achieved
Housing Infrastructure Fund loans 2023–2028					
HIF1	The loan will be drawn down for the purposes and on the terms agreed between Waka Kotahi NZ Transport Agency and the Minister of Transport	Achieved	100%	100%	100%
National Land Transport Programme Capital PLA					
SHI1	Proportion of state highway improvement activities funded by the National Land Transport Fund delivered to agreed standards and timeframes ^{14 15}	Achieved	80% or greater	81%	71%
National Land Transport Programme Loan 2021 – 2024					
NLTP-L1	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	100%
Ngauranga to Petone shared pathway project					
NPP1	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet ¹⁶	Achieved	Achieved	Achieved	New for 2023/24
NLTF borrowing facility for short-term advances					
NLTF1	The loan will be drawn down for the purposes and on the terms agreed between Waka Kotahi NZ Transport Agency and the Minister of Transport	Achieved	100%	100%	100%
Regional state highways					
RSH1	Proportion of Waka Kotahi NZ Transport Agency Regional Investment Opportunities (RIO) activities delivered to agreed budget and timeframes ¹⁷	Achieved	80% or greater	92%	53.7%
Waka Kotahi NZ Transport Agency regulatory loans					
REG1	The loan will be drawn down for the purposes and on the terms agreed between Waka Kotahi NZ Transport Agency and the Minister of Transport	Achieved	100%	100%	100%

Multi-category expenses and capital expenditure

Ref	Appropriation and measure name	Result status	2023/24 Budget standard	2023/24 Actual	2022/23 Actual
Capital investment package – operating					
Overarching measure					
CIPO0	Reporting on an annual basis	Achieved	Achieved	Achieved	Achieved
Non-departmental output expenses – operating costs					
CIPO1	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet ¹⁸	Achieved	100%	100%	100%
Non-departmental other expenses – third party projects					
CIPO2	Proportion of NZ Transport Agency projects under the Capital Investment Package that will result in third party asset ownership delivered to agreed budget and timeframes ¹⁹	Achieved	80% or greater	Not applicable ²⁰	Not applicable
Community Connect Programme					
Overarching measure					
CCP0	Reporting on an annual basis	Achieved	Achieved	Achieved	New for 2023/24
Non-departmental output expenses – administration of the Community Connect programme					
CCP1	Community Connect is implemented in at least one major urban area in the short term	Achieved	Achieved	Achieved	Not implemented
Non-departmental other expenses – Community Connect programme – public transport concessions					
CCP2	Number of boardings using Community Connect concessions	Achieved	Increasing	51.3 million	Not implemented
Non-departmental other expenses – Total Mobility scheme local share funding shortfall					
CCP3	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet ¹⁸	Achieved	100%	100%	Achieved
Non-departmental other expenses – Total Mobility services concessions					
CCP4	Number of trips using Total Mobility concessions	Achieved	Greater than baseline (1,564,000 trips)	2,600,000	New for 2023/24
COVID-19 – NLTF funding for cost pressures and revenue shocks					
Overarching measure					
CPRSO	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	New for 2023/24
Non-departmental output expenses – COVID-19 – NLTF operating cost pressure and revenue shortfall funding					
CPRS1	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	100%

Ref	Appropriation and measure name	Result status	2023/24 Budget standard	2023/24 Actual	2022/23 Actual
Non-departmental capital expenditure - COVID-19 - NLTF capital cost pressure funding					
CPF1	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	100%
Improving resilience of the roading network					
Overarching measure					
IRO	Reporting on an annual basis	Achieved	Achieved	Achieved	New for 2023/24
Non-departmental output expenses - improving resilience of the roading network - operating costs					
IR1	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	New for 2023/24
Non-departmental other expenses - improving resilience of the roading network - local roads					
IR2	Local Road Project Pipeline Established for 24/25 ²¹	Not achieved	Achieved	Not achieved	New for 2023/24
Non-departmental capital expenditure - improving resilience of the roading network - state highways					
IR3	Percentage of programme completed for state highways (measured annually) ²¹	Achieved	80%	80%	New for 2023/24
Modeshift - planning, infrastructure, services, and activities					
Overarching measure					
MSOC0	Reporting on an annual basis	Achieved	Achieved	Achieved	New for 2023/24
Non-departmental output expenses - mode shift - operating costs					
MSOC1	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	100%
MSOC2	National light Vehicle Kilometres Travelled (VKT) reduction plan and programme that is aligned to the national VKT reduction target for light vehicles in the Emissions Reduction Plan and the sub-national VKT reduction targets to be set is approved and published by 30 June 2024	Not achieved ²²	Achieved	Not achieved	New for 2023/24
Non-departmental other expenses - mode shift -third-party projects and activities					
MSTP1	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet	Achieved ²³	100%	100%	100%
MSTP2	Light VKT reduction programmes for Tier 1 urban environments that are aligned to relevant sub-national light VKT reduction targets are on track to be approved and published by 31 December 2023	Not achieved ²²	Achieved	Not achieved	New for 2023/24
MSTP3	Kilometres of cycle ways delivered ²⁴	Not achieved	50 kilometres	19 kilometres	New for 2023/24
MSTP4	Number of new or upgraded bus stops ²⁴	Not achieved	500	76	New for 2023/24

Ref	Appropriation and measure name	Result status	2023/24 Budget standard	2023/24 Actual	2022/23 Actual
MSTP5	Kilometres of bus priority lanes ²⁴	Not achieved	5 kilometres	1.5 kilometres	New for 2023/24
MSTP6	Number of suburbs that received walking and improvement projects ²⁴	Not achieved	30 suburbs	20 suburbs	New for 2023/24
MSTP7	Number of schools benefiting from safety improvements ²⁴	Not achieved	50 schools	34 schools	New for 2023/24
Non-departmental capital expenditure - mode shift - funding for crown assets					
MSTP8	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet ²⁵	Achieved	100%	100%	New for 2023/24
North Island Weather Events - Road Response and Reinstatement²⁵					
Overarching measure					
NIWE0	Reporting on an annual basis	Achieved	Achieved	Achieved	New for 2023/24
Non-departmental output Expenses - local road recovery costs					
NIWE1	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	New for 2023/24
Non-departmental output expenses - local road response costs					
NIWE2	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet ²⁷	Achieved	100%	100%	New for 2023/24
Non-departmental capital expenditure - equity injection to NZTA					
NIWE4	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	New for 2023/24
Non-departmental capital expenditure - minor resilience works					
NIWE7	Transactions are carried out in line with agreed outcomes (Bailey Bridges)	Achieved	100%	100%	New for 2023/24
NIWE5	Percentage of minor resilience works completed (measured annually)	Not achieved	100%	60%	New for 2023/24
Non-departmental capital expenditure - state highway recovery costs - capital					
NIWE6	Percentage of programme completed for state highways (measured annually)	Achieved	100%	100%	New for 2023/24
Reinstatement of the South Island transport corridors²⁸					
Overarching measure					
KAIK0	Reporting on an annual basis	Achieved	Achieved	Achieved	New for 2023/24
Non-departmental output expenses - restoration of State Highway 1 between Picton and Christchurch					
KAIK2	Proportion of restoration projects of State Highway 1 between Picton and Christchurch with defects liability period completed to plan	Achieved	100%	100%	100%

Ref	Appropriation and measure name	Result status	2023/24 Budget standard	2023/24 Actual	2022/23 Actual
SuperGold Card enhanced public transport concessions scheme					
Overarching measure					
SG0	Reporting on an annual basis	Achieved	Achieved	Achieved	New for 2023/24
Non-departmental output expenses - administration of the public transport concessions scheme					
SG1	Proportion of payments made by Waka Kotahi, from the date the claims were submitted by approved organisations within 20 working days ¹⁴	Achieved	100%	100%	100%
Non-departmental other expenses - public transport concessions for cardholders					
SG2	Number of boardings using SuperGold concessions	Achieved	12-15 million	12.9 million	11.5 million
Tuawhenua Provincial Growth Fund - transport projects					
Non-departmental output expenses - supporting regional and infrastructure projects					
PGF1	Average number of days to release Provincial Growth Fund funding to support regional and infrastructure projects once approved	Not applicable	20 working days or less	No claims made	No claims made
Non-departmental other expenses - enabling infrastructure projects					
PGF2	Average number of days to release Provincial Growth Fund infrastructure funding once approved	Achieved	20 working days or less	9 working days	7 working days
Non-departmental capital expenditure - infrastructure projects					
PGF7	Proportion of Waka Kotahi NZ Transport Agency projects funded by the Provincial Growth Fund (PGF) delivered to budget and timeframes ²²	Achieved	80% or greater ⁵	86%	60%

- ¹ The budget standard was increased in the 2023/24 Supplementary Estimates to reflect the expected performance for the year.
 - ² Measure updated to more accurately reflect and capture the outputs intended to be achieved by the appropriation.
 - ³ The result is dependent on the number of applications received by Waka Kotahi.
 - ⁴ Results are dependent on the number of applications received. Measure description has been updated from the previous 'Number of community provider organisations who can make group bookings for Class 1 practical tests on the same day'. Standard increased from 7 to 26 to reflect the change in calculation.
 - ⁵ 'or greater' has been added to make the required direction clearer
 - ⁶ These are new performance indicators that intend to set a baseline for the new initiative to increase equitable access to driver licences to improve employment and safety outcomes. Measure description has been updated from the previous 'Number of testing days that community provider organisations can book for Class 1 practical tests on the same day'. Standard has increased from 30 to 600 to reflect the change in calculation.
 - ⁷ Measure description has been updated from the previous 'Number of regional expert advisors supporting community driver training, and mentoring programmes (expected to be consistent across years)'. The target has been updated from 7 to now include three educational advisors and a Testing admin.
 - ⁸ As of 30 June 2024, there were 399 zero-emissions (ZEB) buses in the national fleet. In the 2023/24 financial year, the actual number of zero-emissions (ZEB) buses delivered was 159, with 13 funded by this appropriation. The rest were funded by 'regular' revenue streams (NLTF and local share). Previously, we reported the "total" zero-emissions (ZEB) buses in the national fleet, but we have now updated the 2023/24 figure to reflect the "actual" number of buses delivered and funded by this appropriation. In 2022/23, no buses were delivered under this appropriation and funds were used for set-up and admin costs related to Bus Decarbonisation. The corrections to our impact data provides a more accurate representation of the total number of zero emission buses funded by this appropriation.
 - ⁹ This budget standard was updated to reflect the 2022/23 year end result.
 - ¹⁰ The budget standard has changed from 65% to "65% or greater" to make the required direction clearer.
 - ¹¹ The budget standard for this should be setting the baseline. Changes to the performance measure were confirmed after Estimates and the target has now been set to reflect the intended output in this area.
 - ¹² During 2023/24, there was unappropriated expenditure of \$0.9 million in the bad debts provision appropriation. This was as a result of a change in measurement approach for this appropriation from bad debts written off to a movement in the provision for doubtful debts.
 - ¹³ An exemption was granted as the appropriation is one from which resources will be provided to a person or entity other than a department, a functional chief executive, an Office of Parliament, or a Crown entity under s15D(2)(b)(iii) of the Public Finance Act, and the amount of this annual appropriation for non-departmental capital expenditure is less than \$15 million.
 - ¹⁴ This measure is also a performance measure for the National Land Transport Programme PLA appropriation (State Highway Improvements).
 - ¹⁵ The scope, budget standard, and methodology for this measure were changed and approved in the Supplementary Estimates of Appropriations 2023/24 for Vote Transport.
 - ¹⁶ This measure is consistent with the measure used in previous years and has been added as funding was provided during the year.
 - ¹⁷ The measure wording has been changed to be clearer on what projects we are reporting on. The target was reduced from 90% to 80%. Unprecedented severe weather events have negatively affected delivery of our projects. Projects, especially smaller ones, have been impacted by reprioritisation of limited resources to more urgent activities. The 80% target is similar to the standards set for local road improvement activities and walking and cycling improvements.
 - ¹⁸ The budget standard has been changed to align with similar measures and to be a more accurate representation.
 - ¹⁹ The new measure description reflects the expectations in the new Delegation Letter to the NZTA Board on NZUP and responds to the planned NZUP branding change. The new target reflects the changed programme approach and that some projects will be slowed or paused, new measurement methodology and over-programming.
 - ²⁰ No asset was scheduled for transfer to third parties this year.
 - ²¹ New measure is developed to accurately reflect and capture the outputs intended by this appropriation.
 - ²² In December 2023, the new government instructed all work on the VKT programme to conclude, and the programme has been closed.
 - ²³ During 2023/24, there was unappropriated expenditure of \$9.2 million in the Mode-shift Transport Choices Programme appropriation. This is a three-year appropriation, ending in 2024/25. Across the three years, the forecast expenditure is expected to be under the appropriation limit in total.
 - ²⁴ This measure has been created to report against Transport Choices activities funded under this appropriation.
 - ²⁵ This new measure was developed to accurately reflect and capture the outputs intended by this appropriation.
 - ²⁶ These measures are new as this is a new appropriation in 2023/24.
 - ²⁷ The total Local Roads NIWE response appropriation available for 2023/24 was \$224.6 million and \$220.6 million was claimed by councils for response works. Although not all of the appropriation was drawn down, but all the funding was utilised for its purposes as stated on the terms and conditions agreed with Cabinet.
 - ²⁸ New funding in 2023/24 was provided so a new performance measure has been set.
- * NZUP was known as NZ Upgrade Programme in the SPE 23/24 but is now known as Major Crown Investment Projects

The following results are also reported under the output class section of the annual report on pages 65–86.

Non-departmental output expenses

Ref	Appropriation and measure name	Result status	2023/24 Budget standard	2023/24 Actual	2022/23 Actual
National Land Transport Programme PLA					
Investment management					
IM1	Proportion of total cost of managing the investment funding allocation system to National Land Transport Programme expenditure	Achieved	1.1% or less	0.86%	0.83%
Local road improvements					
LRI1	Proportion of local road improvement activities funded by the National Land Transport Fund delivered to agreed standards and timeframes	Not achieved	80% or greater	30%	66%
State highway improvements					
SHI1	Proportion of state highway improvement activities funded by the National Land Transport Fund delivered to agreed standards and timeframes ¹	Achieved	80% or greater ²	81%	71%
Local road maintenance					
LRM3	Local road maintenance cost per lane kilometre delivered ²	Not achieved	\$3,800–\$4,700	\$5,020	\$4,627
State highway maintenance					
SHM3	State highway maintenance cost per lane kilometre delivered	Not achieved	\$28,000–\$36,000	\$39,894	\$31,505
Public transport services and public transport infrastructure					
PTS1	Number of boardings on public transport services (bus, train and ferry)	Achieved	Greater than 129 million	154 million	129 million
PTI1	Punctuality of metro rail services that depart no more than 1 minute early or 5 minutes late ³	Not achieved	95%	85%	82%
Walking and cycling improvements					
WCI1	Proportion of cycleways, pathways and shared paths delivered against plan ⁴	Achieved	80%	65%	Result not available
Rail network					
RN2	Freight travel time reliability	Not achieved	90%	89%	83%
RN1	Amount of freight carried by rail ²	Not achieved	4,050 million or greater net tonne kilometres of freight	3,482 million net tonne kms	3,928 million net tonne kms

Ref	Appropriation and measure name	Result status	2023/24 Budget standard	2023/24 Actual	2022/23 Actual
Coastal shipping					
CS1	Coastal shipping activities delivered and funded in accordance with contractual terms ⁵	Not achieved	Achieved	Not achieved	Not achieved
Road to Zero					
RTZ7	Kilometres of high-risk roads addressed through speed management	Not achieved	3,500 km or greater	1,983 km	New for 2023/24
RTZ8	Kilometres of the network treated with new median barriers	Not achieved	400 km or greater	181 km	New for 2023/24

Non-departmental capital expenditure

Ref	Appropriation and measure name	Result status	2023/24 Budget standard	2023/24 Actual	2022/23 Actual
National Land Transport Programme Capital PLA					
SHI1	Proportion of state highway improvement activities funded by the National Land Transport Fund delivered to agreed standards and timeframes ⁶	Achieved	80% or greater ²	81%	71%

¹ This is also a performance measure for the National Land Transport Programme Capital PLA appropriation.

² The scope, budget standard, and methodology for this measure were changed and approved in the Supplementary Estimates of Appropriations 2023/24 for Vote Transport.

³ Baseline data gathering has been completed and with the evidence, the performance indicator has been set as 95%.

⁴ Baseline data gathering has been completed and with the evidence, the performance indicator has been set as 80%.

⁵ This replaces a previous indicator on the development of an investment plan for Coastal Shipping and reflects the next phase which is the procurement process.

⁶ This is also a performance measure for the National Land Transport Programme PLA appropriation (State Highway Improvements).

Appendix 5: Our people (unaudited)

This section summarises our workforce at the end of 2023/24 (that is, at 30 June 2024) and describes the actions we took in 2023/24 to continue to meet our commitment to be a good employer.

Our workforce

As at 30 June 2024, we had 2769 permanent employees (5.2 percent more than the previous year) and 2720.5 full-time equivalents (FTEs). The increase reflects the additional capacity and capability needed to meet growth in our expanded delivery programme.

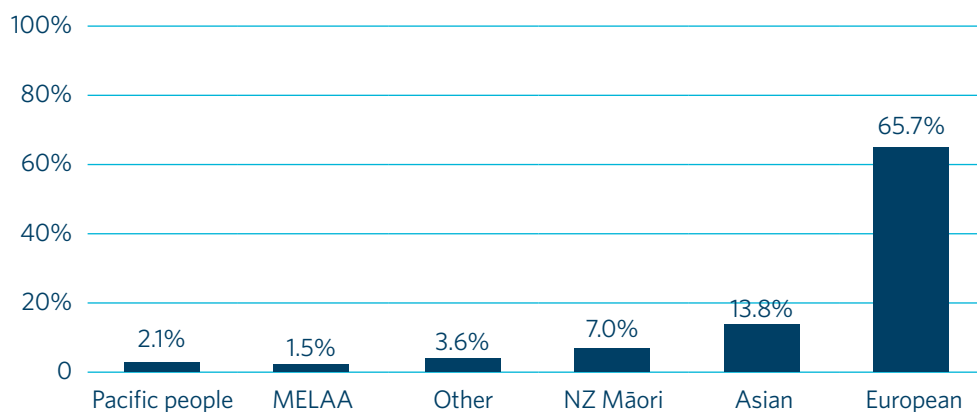
Annual voluntary turnover of permanent employees decreased 4.2 percentage points (from 14.2 percent as at 30 June 2023 to 10.0 percent as at 30 June 2024).

As at 30 June 2024, we employed 108 people on fixed-term agreements (3.8 percent of our employees). Our use of fixed-term agreements varies throughout the year depending on the programmes underway.

Ethnicity profile

As at 30 June 2024, almost two-thirds of our permanent employees identified as European and 7.0 percent as Māori (see figure 21).

Figure 21 – Ethnic groups with which permanent staff identify (self-identified, staff can self-identify with more than one group), as at 30 June 2024



Note: MELAA = Middle Eastern, Latin American and African.

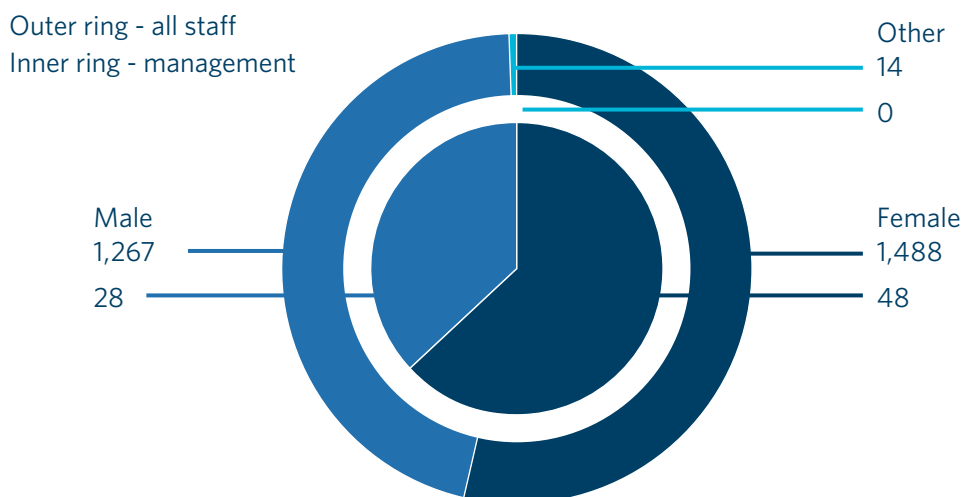
Gender profile

We have more female (1488; 54 percent) than male (1267; 46 percent) permanent employees. Fourteen people identified as gender diverse or did not declare a gender. See figure 22.

More of our permanent senior managers (tiers 1 to 3) were female (48) than male (28).

Part-time employees (people employed less than 40 hours per week) made up 6.8 percent of our permanent workforce. More females (9.4 percent) in our permanent workforce work part time than males (3.6 percent). Part-time arrangements are one of the flexible working options available under our flexible working policy.

Figure 22 - Gender profile of permanent staff, as at 30 June 2024



Closing the gender pay gap

We have a pay equity policy: women and men receive the same pay for jobs that are different but of equal value. The gap between average pay for male and female employees decreased 0.8 percentage points from 30 June 2023 to 18.2 percent as at 30 June 2024. The gap reflects female employees being over-represented in lower job bands and under-represented in higher job bands. For example, 59 percent of people identifying as female are in band 16 or higher, compared with 85 percent of people identifying as male. The gender pay gap by band is shown in table 12.

Table 12 - Gender pay gap by band, as at date

Band	Average gender pay gap (%)
Band 11	-1.7
Band 12	-1.5
Band 13	-2.1
Band 14	-2.4
Band 15	-0.7
Band 16	0.6
Band 17	1.5
Band 18	1.2
Band 19	0.2
Band 20	-4.6

* A negative value means the average pay for female employees is higher than the average pay for male employees

Promoting diversity and inclusion

We continue to progress the 6 elements Te Kawa Mataaho has identified to promote diversity, equity and inclusion: cultural competence, addressing bias, inclusive leadership, building relationships and employee-led networks, and kia toipoto – addressing gender, Māori, Pacific and ethnic pay gaps.

Our work has included:

- improving our cultural competence through a variety of opportunities such as Te Ao Māori and Te Reo Māori learning, the Wall Walk, welcoming new starters with mihi whakatau (welcome ceremony), ensuring our meeting rooms have karakia clearly displayed and introducing a role of Chief Advisor Te Ao Māori and Tikanga
- continuing to eliminate bias in all aspects of our employee experience through education and guidance
- publishing our Second Kia Toipoto Pay Gap Action Plan (available at nzta.govt.nz/resources/kia-toipoto-pay-gaps-action-plan/)
- supporting employee led networks – Wāhine, Te Rangitāmiro Māori, Lālanga Moana Pasifika, Neurodiversity and Pride
- providing a variety of learning experiences
- continuing to build our capability to deliver accessible communication and ensuring we meet our requirements under the Plain Language Act 2022
- promoting the use of pronouns in email signatures to help build respectful and inclusive relationships for everyone and help normalise the use of preferred pronouns.

Our diversity and inclusion score reflects how our people view our efforts to create a diverse and inclusive workplace. It decreased over the last year from 8.0 to 7.9 out of a possible 10 reflecting that there is more we need to do more to ensure all our people feel valued, heard, and empowered.

Our commitments to being a good employer

We are creating a strategy-led, fit-for-the-future, people-centred organisation. We are committed to being fair and transparent and having a workplace where our people are energised and able to perform at their best. Our values and behaviours define what's important to us and help us deliver our best work, every day. They influence how we work in our organisation and how we engage externally with iwi, partners, stakeholders and communities.

We recognise, respect and value differences and are committed to providing equal employment opportunities for all because this creates better outcomes for our people and New Zealand. We strive to address barriers to diversity and inclusion and actively engage with our people and their unions when we develop people policies and initiate change.

The following showcases some of the broad range of policies, programmes and activities that demonstrate our continued commitment to being a good employer as defined by Te Kāhui Tika Tangata Human Rights Commission

Functional element: Leadership, accountability and culture

Our main people policies and practices

Culture and leadership is one of our 4 kāhui whetū – strategic priorities. Developing our culture and leadership is an ongoing activity and we know that leadership capability is a significant lever as leaders have the most impact on employee’s day-to-day experience.

As part of our ongoing commitment, we:

- have set clear leadership expectations
- have strengthened accountability through a shared people leader goal, goal-setting performance cycles and development planning alongside coaching and feedback
- are supporting our leaders to grow through resources and opportunities such as:
 - Pā Harakeke which articulates the capability areas our leaders must have and build on.
 - The Accelerate Leadership Programme which explores 6 facets of leadership; courageous, strategic, people, team, adaptive and inclusive leadership
 - a leadership suite with essential knowledge, processes, mind sets and conversations and facilitated peer-learning
 - a 360-degree feedback tool so leaders can better understand their impact and identify strengths and development opportunities
 - opportunities to connect with senior leaders.

Our employee engagement and satisfaction survey tells us we are going in the right direction. Our people feeling supported by their leaders. The 3 key elements contributing to this driver are:

- my manager provides me with the support I need to complete my work
- my manager cares about me as a person
- my manager communicates openly and honestly with me.

Functional element: Recruitment, selection and induction

Our main people policies and practices

Our recruitment and selection processes, merit-based progression and active succession planning enable us to provide equal employment opportunities, eliminate bias, address barriers and support our people’s growth. We grow our people through merit-based progression, active succession planning, identifying talent and identifying and addressing barriers to participation and progression.

We use creative solutions to search for and source talent, ensuring our recruitment collateral uses inclusive language and features employees from diverse backgrounds. We are also an accredited employer with Immigration New Zealand.

We ensure our people feel engaged, included and supported from day one through our induction programme Whiria te Ngākau (weave the heart). This programme speaks to the importance of binding our work to our hearts and infusing our actions with purpose, meaning and passion.

Programmes such as our Emerging Professionals graduate programme, our Project Management Academy and our work with TupuToa and TupuTai help us identify and engage with emerging talent, increase the diversity of our graduate pipelines and build a more inclusive workforce with the right skills.

Functional element: Employee development, promotion and exit

Our main people policies and practices

We promote a culture of learning and continued development at all levels. Our work includes:

- being an accredited Institute of Professional Engineers New Zealand professional development partner
- providing opportunities such as project work, acting in other roles, secondments, mentoring and coaching, and online and face-to-face learning
- continuing to develop insights to support capability mapping, talent management, succession planning and progression and developing frameworks to support this work
- encouraging regular employee-people leader development conversations throughout the year and offering user-choice exit interview options.

Functional element: Flexibility and work design

Our main people policies and practices

Our flexible working guidelines highlight the scope of flexible options available to our people beyond a hybrid office-work from home arrangement. Examples include part-time work, variable start and finish times, remote working, job-sharing, condensed working weeks and various leave options. These options help create a more diverse, equitable and inclusive workplace and enable our people and leaders to discuss and agree on the best working arrangement for the person, team and organisation. Our Tapatahi engagement result aligned to flexible working is 8.7. We remain in the top 25 percent of the government sector.

Strengthening our ways of working (behaviours and practices) is ongoing to ensure flexible working supports individual, team and organisation performance and wellbeing. We encourage our people to maintain their wellbeing by taking annual leave in the year it is accrued and managing their hours.

Functional element: Remuneration, recognition and conditions

Our main people policies and practices

We base our remuneration policies and frameworks on the principle that pay reflects the market and performance. We conduct an annual remuneration review, including comparing our remuneration ranges to public sector and other organisations' market data. We endeavour to make our job evaluation and remuneration practices transparent, equitable and gender neutral.

We encourage recognition and use a variety of ways to celebrate success and recognise people publicly and privately.

In April 2024, with the support of our union partners, we successfully moved to communicating remuneration based on Total Base Pay. It makes things less confusing, easier to understand, and easier to explain and brought us in line with how other organisations reflect pay.

Remuneration paid to the NZTA Leadership team increased \$590,000 compared with 2022/23. The increased remuneration reflects the 0.62 FTE increase in the Leadership team as well as Leadership team turnover and the associated temporary arrangements.

Functional element: Harassment and bullying prevention

Our main people policies and practices

We are committed to maintaining a safe working environment for all our people by fostering a culture of mutual respect, trust, dignity and security. Ensuring the psychological safety of our people is paramount to this. We offer free counselling support in partnership with EAP Services and encourage staff to speak up using confidential reporting channels such as Kōrero Mai.

Our sensitive events reporting tool makes it easier for people to report concerns early and confidentially, enabling earlier intervention and a case management approach to ensure appropriate and consistent approaches to staff welfare.

We work collaboratively with unions to better understand workplace issues and provide tools and support for our people dealing with, or affected by, unacceptable behaviour.

We have bullying and harassment and sexual harassment policies and an online learning module to support employee understanding of these policies.

Every year we celebrate Pink Shirt Day, an antibullying campaign that celebrates diversity and promotes environments where everyone can feel safe, valued and respected.

Functional element: Safe and healthy environment

Our main people policies and practices

We continue to implement our Health, Safety and Wellbeing Strategy, maturing and simplifying our approach and systems to move beyond compliance to a culture that shows we care. Our work is supported by an outside in perspective from a SafePlus assessment, which started late in the year.

Specific work included addressing our 5 critical Health, Safety and Wellbeing risks (harmful interactions, roadside work, construction work, driving, and mental health or psychological harm) and working closely with our construction industry partners to improve health and safety practices and outcomes for contractors and traffic management providers.

Regular webinars are facilitated by motivational speakers, coaches and doctors who specialise in employee mental health and wellbeing.

Appendix 6: Governance report (unaudited)

Functions and operations

The NZTA Board is the governing body of NZTA with authority to exercise its powers and perform its functions. All decisions relating to NZTA operations must be made by or under the Board's authority.

The Board is appointed by and accountable to the Minister of Transport and responsible for NZTA:

- acting consistently with its objectives and functions
- carrying out its functions efficiently and effectively
- operating in a financially responsible manner.

Our objective is to undertake our functions in a way that contributes to an effective, efficient and safe land transport system in the public interest.

The Board operates according to its charter, which sets out its governance arrangements and responsibilities, including:

1. government and ministerial relationships
2. health and safety
3. people and culture
4. strategy and performance
5. significant decisions
6. financial oversight and risk management.

Membership

The Minister of Transport may appoint up to nine members to the Board. Board members are appointed for a period of up to three years, which may be extended. The Board appoints members to its four standing committees (listed below).

Disclosure of interests

Before being appointed to the Board, potential members must disclose all interests to the Minister of Transport. Following their appointment, Board members must disclose all interests as soon as practicable. A register of interests is kept and provided to the Board at each scheduled Board meeting.

Delegations

The Board operates through delegation to the Chief Executive. The Chief Executive and the Executive Leadership team are charged with the day-to-day leadership and management of NZTA. Our Chief Executive sub-delegates authority to the Executive Leadership team and others within specified financial and non-financial limits. Formal policies and procedures govern the parameters and operation of these delegations.

Board performance

The Board regularly reviews its overall performance and the performance of its committees and individual Board members.

Insurance and indemnities

NZTA has indemnified Board members in accordance with the Crown Entities Act 2004 for liabilities and costs they may incur for their acts or omissions as Board members (including costs and expenses of defending actions for actual or alleged liability). A deed of indemnity on similar terms has also been entered into with the chief executive and chief of staff.

Risk management

We are committed to managing our risks and ensuring effective risk management in everything we do. This is to enable better coordinated and better informed planning and decisions, enabling performance, improvement and resilience.

In accordance with the International Organization for Standardization's standard 31000:2018 effective risk management is achieved through a structured and consistent approach and activities outlined in the risk management framework and applied across the organisation to assess, treat, monitor, review, record and report risk.

Everyone has a role in managing risk so critical risks are appropriately managed and enable the organisation's continuous improvement.

We are committed to a culture of transparency, openness and inclusivity that encourages everyone to identify risks and treat them appropriately.

Fourteen key strategic financial and non-financial risks are owned by executive and senior leadership and fall into 3 categories (delivery, enabler, and external risks) - see table 13

Table 13 - Strategic financial and non-financial risks by category

Risk category	Strategic financial and non-financial risks
Delivery	<ul style="list-style-type: none">▪ Resilience of critical infrastructure▪ Programmes - complex capex infrastructure▪ Road safety outcomes▪ Programmes of change▪ Regulatory
Enabler	<ul style="list-style-type: none">▪ People safety▪ People▪ Funding sustainability▪ Fraud▪ Technological systems▪ Strategic stakeholder and partner relationships
External	<ul style="list-style-type: none">▪ Cyber and information security▪ Climate change▪ Trust and confidence

Board committees

The board has four standing committees: the Risk and Assurance, Investment and Delivery, Regulatory, and People, Culture and Safety Committees. Their membership is shown in table 14.

Table 14 – Board and committee attendance for the year to 30 June 2024

	Members (as at 30 June 2024)
Risk and Assurance Committee	<ul style="list-style-type: none">▪ Cassandra Crowley (Chair)▪ Victoria Carter
Regulatory Committee	<ul style="list-style-type: none">▪ Catherine Taylor (Chair)▪ David Smol▪ Ngarimu Blair
Investment and Delivery Committee	<ul style="list-style-type: none">▪ John Bridgman (Chair)▪ Cassandra Crowley
People, Culture and Safety Committee	<ul style="list-style-type: none">▪ Victoria Carter (Chair)▪ Catherine Taylor▪ Ngarimu Blair

The committees are governed by Board-approved terms of reference and assist the Board by focusing on specific matters in greater detail than is possible for the Board as a whole.

The Board may establish other standing or ad hoc committees to assist it in carrying out its powers and functions. During the year, the Board utilised two ad-hoc committees: the Public-Private Partnership Sub-committee and the Efficiency and Effectiveness Board Sub-committee.

Attendance at Board and Committee meetings

Table 15 shows attendances at scheduled and special board meetings and standing board committee meetings. Committee attendances identify attendance by committee members. Board members who are not committee members also attend committee meetings (those attendances are not shown in the table).

During the year, 3 Board members resigned and the Hon Simon Bridges was appointed as Board chair. The table shows attendance relative to the number of meetings held while a Board member.

In addition to the meetings noted in table 15, the Board held 9 workshops on various topics throughout the year and a Board strategy day.

Table 15 - Board and committee attendance for the year to 30 June 2024

	Board meetings	Special Board meetings	Risk and Assurance Committee meetings	Regulatory Committee meetings	Investment and Delivery Committee meetings	People, Culture and Safety Committee meetings
Total meetings held	10	2	5	8	7	5
Hon. Simon Bridges ^A	4/4*	1/1				
Cassandra Crowley ^B	10/10*	2/2	5/5*		7/7	
Catherine Taylor	9/10	2/2		7/8*		4/5
David Smol ^C	7/10	2/2	1/1*	7/8		
John Bridgman	10/10	2/2			7/7*	
Ngarimu Blair	8/10	0/2		8/8		4/5
Victoria Carter	10/10	2/2	5/5			5/5*
Hon. Tracey Martin ^D	7/8	1/2	4/4		5/6	
Dr Paul Reynolds ^E	4/4*	1/1				
Patrick Reynolds ^F	4/4	1/1		4/4	3/3	

* Indicates Board or committee chair.

^A Appointed Board chair from 11 March 2024.

^B Appointed Acting Board chair from December 2023 to March 2024.

^C Appointed Acting Risk and Assurance Committee chair from December 2023 to March 2024.

^D Resigned with effect from 30 April 2024.

^E Board chair until resigned with effect from 6 December 2023.

^F Resigned with effect from 6 December 2023.

