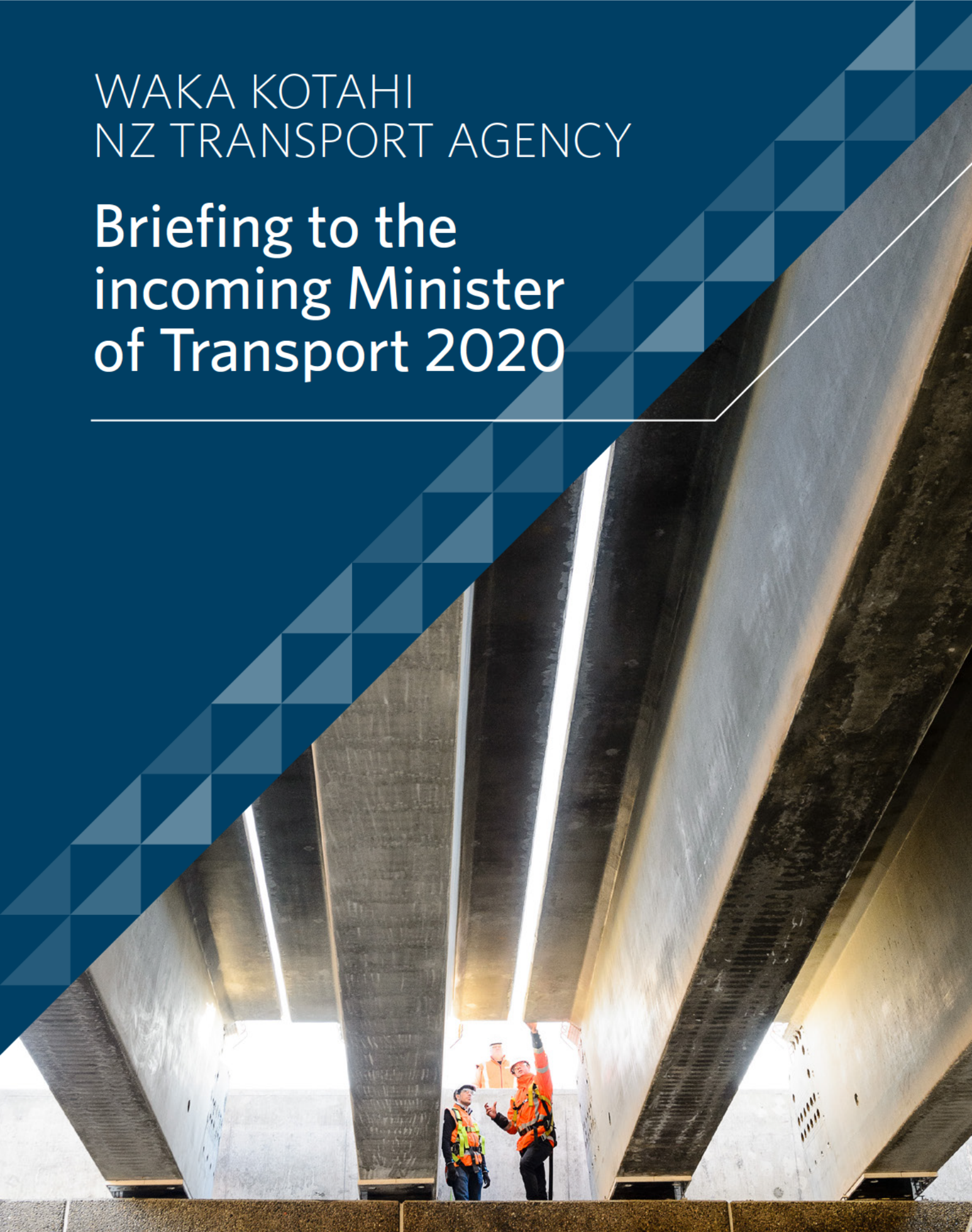


WAKA KOTAHI
NZ TRANSPORT AGENCY

Briefing to the incoming Minister of Transport 2020





Foreword

Dear Minister Wood,

Congratulations on your appointment as Minister of Transport.

Waka Kotahi NZ Transport Agency is the government's land transport delivery agency. Our role is to provide a safe and efficient land transport system that delivers value for money and improved transport services for the benefit of New Zealand.

Waka Kotahi understands the vital impact of the transport network on New Zealand's economy.

Our work contributes directly to the long-term transport sector outcomes set by the Ministry of Transport. This includes our work to encourage sustainable travel. Waka Kotahi has a vision for a sustainable, multimodal land transport system where public transport, active or shared modes are the first choice for most daily transport needs. The vision is that towns and cities are re-shaped to reduce reliance on cars and support active, healthy and shared transport choices, and where people and business require motorised travel, it is low carbon, safe and efficient.

Sustainability is also key factor behind our expanding role in the New Zealand Rail Plan, where Waka Kotahi will be responsible for advising the Minister on how rail network activities align with the Government Policy Statement on land transport and whether they represent value for money. Waka Kotahi continues to be the regulator of rail safety in New Zealand.

This briefing is designed to provide you with the information that you need to be aware of for your first 100 days as Minister. We have prepared a series of pro-active briefings that will provide you with more detail on specific areas. We will work with your office to confirm when you would like to receive each of these briefings and confirm any additional briefings that you require.

In the past, the Chief Executive and I have had regular meetings with the Ministers of Transport, supplemented by weekly reports. Once you are settled into your new role, we would welcome meeting with you to understand how you would like to work together in the future.



Sir Brian Roche
Chair



Nicole Rosie
Chief Executive

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Who we are

Waka Kotahi NZ Transport Agency is a Crown entity and its functions are set out in the Land Transport Management Act. These functions include investing in, managing and regulating most aspects of the land transport network, and give Waka Kotahi an important role in supporting New Zealand to achieve social, economic and environmental outcomes now and into the future.

Waka Kotahi has a key role in the development and management of the transport system. Waka Kotahi has approximately 1950 staff based in 13 offices throughout New Zealand.

We work with over 70 council partners to invest in public transport, and road and rail network infrastructure on behalf of ratepayers. Waka Kotahi has a near fully outsourced operating model with respect to the design and delivery of transport infrastructure projects. There are approximately 20,000 people in this supply chain.

OUR PURPOSE

We are refreshing our strategic direction to reflect our operating environment. This will include the development of our desired values and behaviours as an organisation, that will set out how we will deliver on our strategic direction. We will provide an update on this work to you in the new year.

OUR RESPONSIBILITIES

The responsibilities of Waka Kotahi are derived from a suite of legislation, regulations and land transport rules. There are 6 acts of Parliament, 14 sets of regulations and 30 land transport rules.

Waka Kotahi has regulatory compliance and enforcement responsibilities relating to aspects of rail safety, driver licensing, vehicle testing and certification, and revenue collection.

Waka Kotahi will also be playing a leadership and stewardship role in relation to aspects of public transport, reviewing proposed rail planning and funding proposals and the Climate Change Response (Zero Carbon) Amendment Act 2019.

The primary legislative responsibilities of Waka Kotahi are derived from six acts of Parliament.

- The Land Transport Management Act 2003
- Land Transport Act 1998
- Railways Act 2005
- Government Roding Powers Act 1989
- Road User Charges Act 2012
- Crown Entities Act 2004

The substantive legislation that governs the responsibilities of Waka Kotahi is the Land Transport Management Act 2003. The core responsibilities included in this act include:

- Contribute to an effective, efficient and safe land transport system in the public interest.
- Manage the state highway system, including planning, funding, design, supervision, construction and maintenance operations.
- Manage funding of the land transport system, including auditing the performance of organisations receiving land transport funding.
- Manage regulatory requirements for transport on land.

Other legislation determines our roles and provides the authority for us to act. Regulations and rules set out our powers for a range of activities, from establishing toll roads to implementing driver and vehicle requirements.

MĀORI PARTNERSHIPS

Waka Kotahi recognises Māori as partners of Waka Kotahi and our legal obligations to Māori. Both Treaty of Waitangi partners benefit from working closely together, focusing on long-term outcomes and building lasting relationships.

Waka Kotahi is committed to fostering strong and enduring relationships with Māori. This commitment is guided by Te Ara Kotahi - our Māori Strategy.

We engage with hapū and iwi wherever possible on activities that are likely to affect them or their interests.

MANAGING THE EXPANDING MANDATE AND DELIVERY OF EXISTING COMMITMENTS

The mandate of Waka Kotahi is expanding which means that we will be contributing to more government outcomes than we have before.

Our planning, investment, regulatory and digital frameworks are changing fast. We hold key levers in responding to complex cross-agency challenges like road safety, urban development and climate change.

Our responsibilities have expanded to include a wider range of functions for regulating access to the land transport system, public transport (including rapid transit) and the heavy rail network. Staff levels have increased to meet these changes in our responsibility. We are stepping up to take a more deliberate approach to considering the needs of a truly multimodal land transport system for moving people and freight – and ensuring that each mode plays its part in the land transport system. We are ambitious about the future we want to see for all New Zealanders and the role we can play in this.

We acknowledge that both the NLTF and our delivery partners are under financial pressures. All of this means that value for money is a key driver in everything we do. More than ever, we need to be sure our investment decisions deliver the best outcomes possible for our partners and for New Zealand. The Waka Kotahi Board will be considering the challenging decisions that will need to be made about how to balance the funding available and achieve the government's priorities and desired outcomes for the land transport system. We are well-placed to support the Ministry of Transport to advise you in these areas.

Our 2020/21 priorities

COVID-19 has had, and will continue to have, important impacts on everyone's priorities and on the way we work. The impacts on transport demand and transport revenue are still playing out. We know we have a critical role in supporting New Zealand's social and economic recovery from the pandemic. We also know that many of our partners are needing to re-prioritise to meet their communities' changing needs.

To meet these challenges and ensure we continue to deliver our commitments, the Waka Kotahi priorities for 2020/21 are:

Aligning the development of the 2021-24 National Land Transport Programme (NLTP) to the Government Policy Statement on land transport (GPS)

The GPS 2021-31 was finalised and announced by the Minister of Transport in September 2020.

Following this, we have started consultation on the draft Investment Prioritisation Method (IPM) for the 2021-24 NLTP. The IPM is a tool that is used to give effect to the GPS 2021-31 in the 2021-24 NLTP. We have adjusted timelines to reduce pressure on our co-investment partners to prepare their Regional Land Transport Plans.



Regulatory performance

While significant progress was made in 2019/20, the 2020/21 year is still focused on bedding in the fundamentals of core regulatory delivery. We are improving how we proactively monitor, detect and enforce safety compliance and we are committed to engaging with industry to make the system work better for everyone.

Ensuring there is sustainable funding for the regulatory function is critical. We are working with the Ministry of Transport to progress the fees and funding review, and we will be looking to Ministerial support for the final proposal for public consultation.

NZ Upgrade Programme - transport

In February 2020, the government announced details of the \$6.8 billion NZ Upgrade Programme for land transport to be delivered over the next decade, with investment across road, rail, public transport, and walking and cycling infrastructure. Waka Kotahi is responsible for the delivery of a series of projects. Waka Kotahi will be upgrading the transport infrastructure in seven main growth areas - Northland, Auckland, Waikato, Bay of Plenty, Wellington, Canterbury and Queenstown. The programme also includes a regional package that addresses key challenges and regional improvement opportunities through 13 regional state highway projects.

Road to Zero

Our relationship with our road safety partners will play a significant role in ensuring the success of Road to Zero, New Zealand's road safety strategy. Waka Kotahi will work with the Ministry of Transport, NZ Police, Accident Compensation Corporation, WorkSafe and regional and local government, to successfully implement the Road to Zero strategy and action plan.

Under the *Road to Zero: Action Plan 2020-2022*, we have 15 priority road safety actions to deliver for the next three years. Each of these 15 actions has been broken down to about 95 individual tasks. This is the start of our 10-year journey towards a 40 percent reduction of deaths and serious injuries on our roads by 2030.

Partnerships to deliver

Waka Kotahi has a critical national role. It is responsible for addressing the big transport and transport-related issues facing the country. This role involves working effectively with others to create an integrated land transport system that delivers better access and great places to live, work and play into the future.

Sustainability

We are using planning, investment and regulatory levers to ensure the land transport system plays its part in reducing environmental harm and improving public health. Our *Toitū Te Taiao: sustainability action plan* and Sustainability Monitoring Framework focus on mitigating climate change, improving public health and reducing environmental harm.

Snapshot: Waka Kotahi functions and services

OUR PARTNERS

- Iwi
- 79 councils
- Government
- Ministry of Transport
- Suppliers and industry
- Service agents
- 9% increase in stakeholder satisfaction levels

MAJOR PROGRAMMES

- National Land Transport Programme
- NZ Upgrade Programme
- Road to Zero
- Sustainability action plan
- Public private partnerships
- Provincial Growth Fund
- Auckland Transport Alignment Project
- Let's Get Wellington Moving

WAKA KOTAHI

- 1935 people
- 21 locations around New Zealand

MAINTAINING AND OPERATING THE SYSTEM

- 2695 bridges
- 1617 large culverts
- 27 tunnels
- Highway emergency management
- 286 traffic monitoring cameras
- 530 events resulting in a road closure
- 95% of state highway maintenance activity delivered to agreed standard and timeline

LOCAL ROADS

- \$617m spent on maintenance
- \$258m spent on improvements

PUBLIC TRANSPORT

138,803,111 boardings on public transport services

SUPER GOLD CARD

12.6 million boardings

REGULATORY REQUIREMENTS FOR TRANSPORT

- 503,510 driver licences issued
- 339,142 vehicles registered

WALKING AND CYCLING

- 63.2km walking and cycling facilities delivered
- \$98m spend on the Urban Cycleways Programme
- 13,701 children took part in the Bikes in Schools programme

CONTACT CENTRE

- 1.48m customer calls answered
- Responded to over 145,000 emails

MANAGING THE STATE HIGHWAY SYSTEM

11,800km of state highways managed and maintained

343 state highway bulletins issued

81% of unplanned road closures resolved within the standard timeframes

SAFETY

- 206km of side and median barriers installed
- 3162km of rumble strips installed
- 190km of state highway network modified to align with a safe and appropriate speed
- 17 completed safe level crossing sites



GOVERNMENT OBJECTIVES FOR WAKA KOTAHI

The investment activities and priorities of Waka Kotahi are primarily guided by government through the Government Policy Statement on land transport 2021/22–2030/31 (GPS).

The GPS provides a long-term strategic view of the government's priorities for investment in the land transport network.

Government objectives are also reflected in the annual Ministerial letter of expectations (LoE) to Waka Kotahi, which outlines your expectations for Waka Kotahi.

The GPS and the LoE inform our *Statement of Performance Expectations* (SPE). The current SPE describes what we will deliver in 2020/21 and how we will measure our progress.

The current *Statement of Intent 2018–22* (SOI) is a document that sets out our long-term strategic direction and naturally is also shaped by the GPS and LoE. It covers a four-year period but can be updated or receive an amendment in light of changes in our operating environment, including the release of a new GPS.

In addition to the direction provided in the GPS, Waka Kotahi also receives direct or additional Crown funding to accelerate the delivery of significant capital projects.

GOVERNANCE

The Waka Kotahi Board

The Waka Kotahi Board is our independent governing body. The Chief Executive of Waka Kotahi reports to the Board and Board members are accountable to the Minister of Transport, for performing their duties as members.

The Minister appoints up to eight independent non-executive members to the Board (based on advice from the Ministry of Transport). These appointments are typically for a two or three-year period that may be extended.

The Board is responsible for making independent decisions on allocating and investing funds from the National Land Transport Fund. It publishes its planned programme of investment every three years in the National Land Transport Programme (NLTP).

The Board has four standing committees:

- Risk and Assurance Committee (meets quarterly)
- Investment and Delivery Committee (meets monthly)
- People and Culture Committee (meets quarterly but can meet more frequently)
- Regulatory Committee (meets quarterly but can meet more frequently)

Risk overview

The Risk and Assurance sub-committee of the Waka Kotahi Board has responsibility for overseeing the Waka Kotahi risk management processes to assist the Board in the monitoring and review of significant risks and their mitigation.

This role includes:

- reviewing and advising on key risks to protect Waka Kotahi credibility and reputation
- receiving reports, as appropriate, on key risks that affect Waka Kotahi operations and treatment plans to reduce risk, including the risks over Waka Kotahi financial control, environment and internal controls
- overseeing the operation of the insurance programme and monitoring its ability to address significant insurable risks.

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advice

Waka Kotahi is led by the Executive Leadership Team (ELT). The ELT is comprised of the Chief Executive and the general managers of each business group within Waka Kotahi.

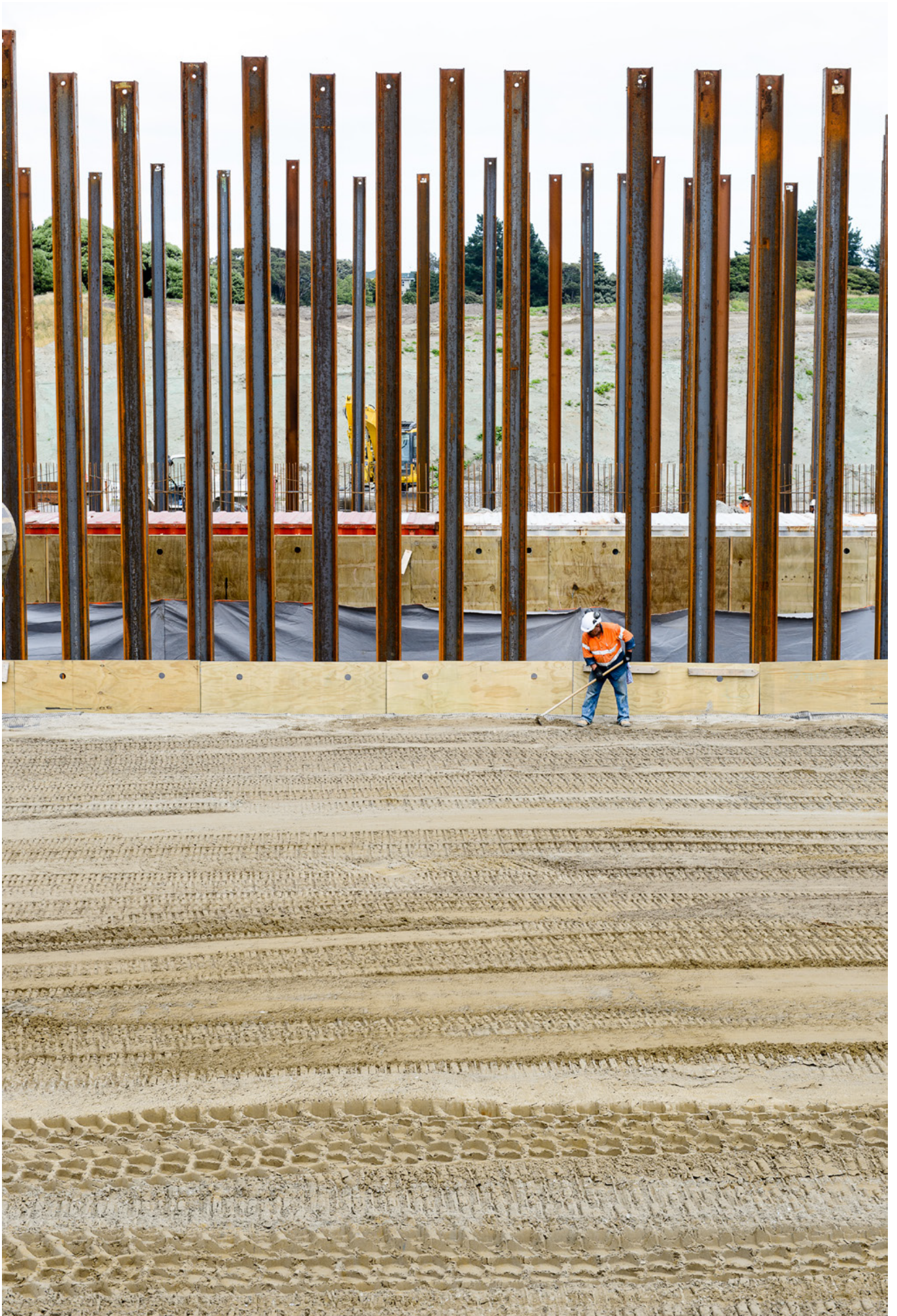
The business groups are:

OPERATIONAL

Transport Services
Rail and Mass Transit Services
Regulatory
Health, Safety and Environment

SUPPORT

Office of Chief Executive
Digital and Workspace
Corporate Support
People
Engagement and Partnerships



Working with the Minister

As Minister, you will set the working style, including how we build and maintain our relationship with you. In the past, frequent meetings between the Minister, Board Chair and Chief Executive have enabled good information flows.

We provide your office with a weekly report on a range of matters, although any significant matters are raised directly at the meetings you have with the Chair and Chief Executive. We would also encourage and welcome you to meet with the Board at a convenient time.

Waka Kotahi provides regular reporting to the Minister's Office. These include:

- weekly reports
- quarterly performance reports
- quarterly reports on borrowing facilities and public private partnerships (PPP)
- regional fuel tax (RFT) quarterly reports
- Waka Kotahi annual report and NLTF annual report.



COVID-19 impact and response

The ongoing impact of COVID-19 presents Waka Kotahi with some significant challenges, as we strive to complete the successful delivery of the 2018–21 National Land Transport Programme (NLTP) and work closely with our co-investment partners in local government to develop the 2021–24 NLTP.

Despite the impacts of changing alert levels, Waka Kotahi and our partners continued with an extensive works programme, managing a significant number of large walking and cycling pathways and roading projects over the year as well as supporting public transport and regulatory services to safely maintain operations for users.

SECTOR RESPONSE

Waka Kotahi contributed to the sector response to COVID-19. Looking ahead, Waka Kotahi will continue to contribute to the overall health, economic and social outcomes being sought through the recovery phase and will be an active participant in the coordination of the transport sector response.

The COVID-19 pandemic and its impact reinforced the value and importance of the Construction Sector Accord which is a joint commitment from government and industry to work together to create a high performing construction sector for a better New Zealand. Waka Kotahi is a full partner in the accord, and the Waka Kotahi Chief Executive is a member of the Accord Steering Group

The strong accord partnership between government and private sector leaders enabled a swift and coordinated response to the COVID-19 lockdown in March 2020. The accord became trusted advisors and a credible, unified channel that enabled Ministers to access information on what the construction recovery should look like.

ORGANISATIONAL RESPONSE

Through the successful deployment of our business continuity plans during the alert level 4 lockdown, we continued our emergency services for state highways. Most Waka Kotahi employees were able to work effectively from home during the lockdown and into alert levels 3 and 2, with essential employees working from the office where required.

Our people's wellbeing has remained a key focus, with active support programmes in place to respond to our people's needs.

FISCAL IMPACTS

The economic consequences of the pandemic are significant. During alert levels 4 and 3, transport volumes fell significantly. Traffic counts in the major urban centres (Auckland, Hamilton, Wellington, Dunedin and Christchurch) fell 72 percent on average during alert level 4 compared with the previous year, and 48 percent during alert level 3. As a result, fuel excise duties and road user charges, the main revenue sources for the National Land Transport Fund (NLTF), were commensurately reduced.

The financial impact in 2019/20 was to reduce NLTF revenue by around seven percent (\$300 million). NLTF revenue reduction will continue in 2020/21 – the extent of which will depend on the enduring impacts of COVID-19 on travel behaviour and the recurrence of elevated alert levels.

COVID-19 similarly affected the regulatory revenue of Waka Kotahi due to fewer regulatory transactions, such as motor vehicle registrations and driver licences. As a result, regulatory revenue was approximately five percent (or \$8 million) below budget for 2019/20.

WARRANT OF FITNESS/CERTIFICATE OF FITNESS EXTENSION UPDATE

On 10 October 2020, all warrant of fitness/certificate of fitness (WoF/CoF) extensions granted due to COVID-19 were due for renewal. At any point in time, around 18% of vehicles in the fleet do not have a current WoF or CoF, which means that not all vehicles that are due will likely present for inspection.

With a current trend of numbers declining by 2% per week, normal levels are likely to be achieved in early November 2020. However, our goal is to reduce the 'normal' 18% outstanding inspections further over the coming months to further reduce risk in line with Road to Zero.

DELIVERY AND SERVICES

During the alert level 4 lockdown, Waka Kotahi stopped work on its capital projects with only emergency works being undertaken. As work restarted post-lockdown, additional measures to manage COVID-19 risks added to contractors' costs and had some impact on productivity. It will take several more months to fully assess and settle the resulting contractual claims from contractors and suppliers to meet the additional direct costs as well as to assess impacts on project timelines.

Lockdown had an immediate impact on our roading contractors' and suppliers' cashflow. In anticipation, Waka Kotahi developed an Advanced Entitlement Payment (AEP) scheme. AEP offered advance payments, offset against subsequent contractual claims, to provide cash flow support and help our contractors and suppliers maintain their workforce during lockdown. AEP payments totalled \$14 million to 30 June 2020.

Public transport continued throughout all COVID-19 alert levels, recognising its role as an essential service for the community and allowing critical workers, such as those in the health sector, to get to their place of work. Waka Kotahi agreed to meet, from the NLTF, the shortfall in public transport fares as patronage fell, as well as the costs for such things as additional cleaning and personal protective equipment. The extra funding supported a 'fare free' policy designed to reduce the risk of infection by reducing personal interactions between passengers and public transport employees.

Funding of \$90 million was provided under the scheme to 30 June 2020. Waka Kotahi has subsequently agreed to a further extension of the scheme to 31 December 2020.

FISCAL RESPONSE

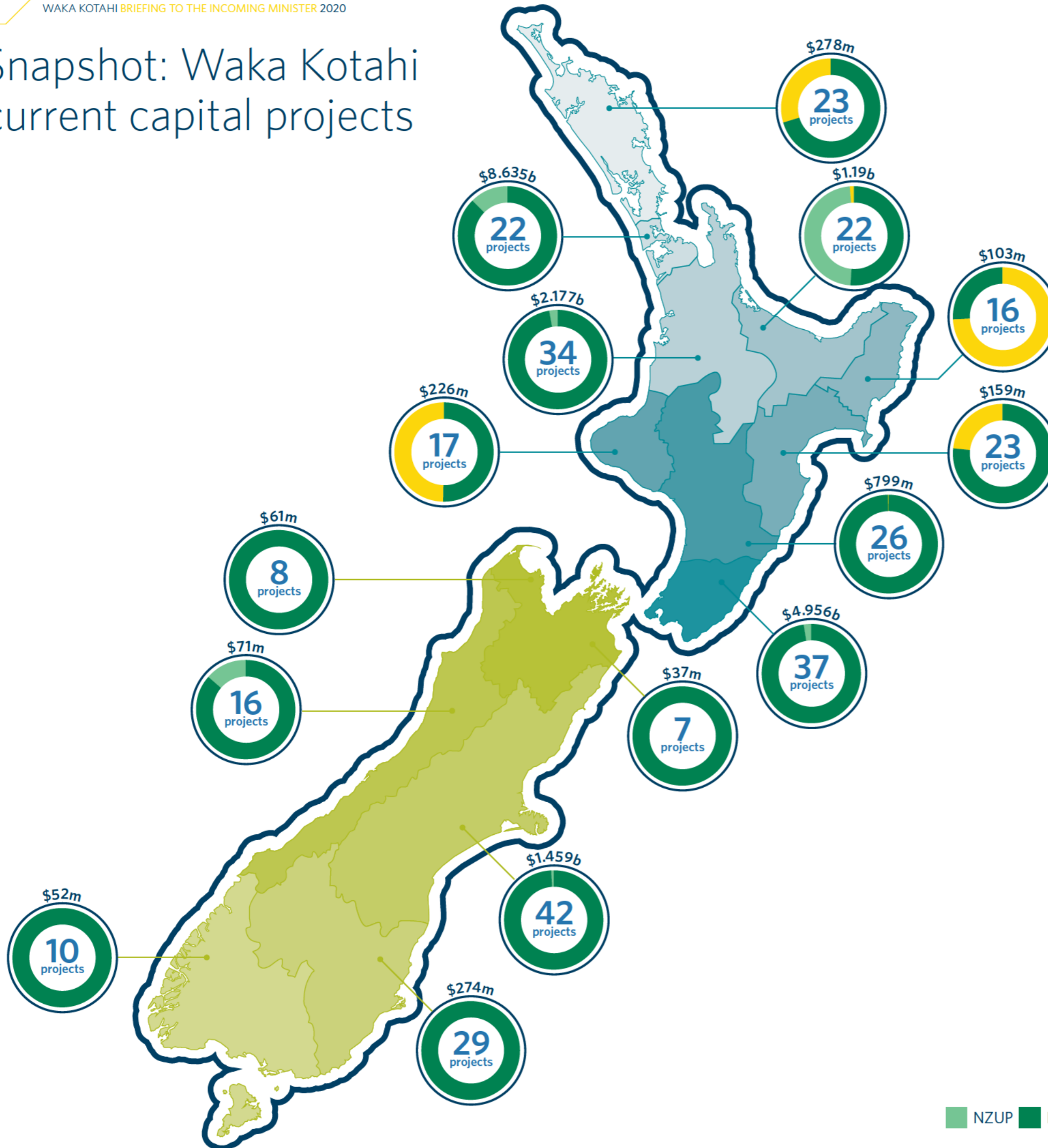
The combination of reduced revenue and additional expenditure meant the NLTF required financial assistance from the Crown to deliver the National Land Transport Programme (NLTP) – including maintaining our co-investment with local authorities. In addition to utilising its existing borrowing facilities (\$250 million) to manage short-term shocks and seasonal cash flow variations, as part of the government's initial COVID-19 response, borrowing facilities available to Waka Kotahi were increased by \$425 million to \$675 million.

Funding was also provided to offset the impact of COVID-19 on regulatory revenue. In July, additional Crown financial support was approved by Cabinet, including options for further financial support totalling up to \$900 million to manage COVID-19 impacts in 2020/21.

Movement up alert levels, such as the recent alert level 3 restrictions for Auckland are likely to have a material fiscal impact on the NLTF position due to reduced revenue and increased costs from COVID-19 related claims from council partners, roading contractors and public-private-partnership operators.

Waka Kotahi is developing options to respond to these factors. We will work with the Ministry of Transport to develop advice relating to fiscal support for the NLTF, utilisation of overdraft facilities and access to the COVID-19 borrowing facility.

Snapshot: Waka Kotahi current capital projects



NZUP NLTF PGF

SNAPSHOT: CURRENT CAPITAL PROJECTS ACTIVITY AND VALUE BY REGION

Total value of current projects: **\$20,487b**
 Total number of current projects: **331**

Northland	<ul style="list-style-type: none"> - SH1 improvements - SH10 Kaeo and Taipā Bridge upgrades - Cycleway construction
Auckland	<ul style="list-style-type: none"> - Pūhoi to Warkworth - Northern Corridor Improvements - Penlink
Waikato	<ul style="list-style-type: none"> - Waikato Expressway - Taupiri Mangawera stream crossing - Awakino Tunnel bypass
Bay of Plenty	<ul style="list-style-type: none"> - Takitimu North Link - Tauranga Eastern Link - Omokoroa Road corridor improvements
Gisborne (East Coast)	<ul style="list-style-type: none"> - Tairāwhiti roading package - SH35 passing opportunities - Walking and cycling improvements
Hawke's Bay	<ul style="list-style-type: none"> - Hawke's Bay Expressway - SH2 Wairoa safety improvements - SH52 Porangahau Road upgrade
Manawatū/Whanganui	<ul style="list-style-type: none"> - Te Ahu A Turanga Manawatu Tararua Highway - Manawatū Gorge alternative route - S1 Shannon safety improvements
Taranaki	<ul style="list-style-type: none"> - SH 3 Mt Messenger bypass - SH 43 Forgotten World Highway - Cycling and walking projects
Wellington	<ul style="list-style-type: none"> - Transmission Gully - SH58 safety improvements - Wellington cycle network
Nelson/Tasman	<ul style="list-style-type: none"> - SH5 Rai Saddle realignment - SH6 Quarantine Road - Maitai to Rocks Road cycle facility
Marlborough	<ul style="list-style-type: none"> - New Ōpaoa River bridge - SH6 Blenheim to Nelson - SH1/SH62 Spring Creek intersection
Canterbury	<ul style="list-style-type: none"> - Christchurch Southern Motorway - Western Belfast bypass - Northern Arterial extension
West Coast	<ul style="list-style-type: none"> - SH7 Ahaura Bridge replacement - SH6 Taramakau Road bridge - SH6&7 slow vehicle bays
Otago	<ul style="list-style-type: none"> - Otago Peninsula roading - Beaumont Bridge replacement - Wakatipu walking and cycling
Southland	<ul style="list-style-type: none"> - Gore River track - Edendale realignment - Woodlands passing lanes

Our partners

At Waka Kotahi, we connect people, products and places, keeping New Zealand moving. We work closely with our partners and others to improve the lives of all New Zealanders by providing a safer, more accessible, more sustainable land transport system, across all modes.

WORKING ACROSS GOVERNMENT

Collaboration across government is critical to our success in delivering on Ministerial and government expectations, and to achieving our goals and obligations.

Our core business is becoming less discrete – land transport is identified as a key mechanism for achieving government priorities of inclusive access, urban and regional development and for reaching environmental targets such as a reduction in greenhouse gases. As a result, collaboration with other central and local departments is both increasingly important and necessary.

Waka Kotahi has implemented measures to lift collaboration with our government partners. Each of the key Waka Kotahi stakeholders has been assigned to the relevant ELT member, who is responsible for maintaining a positive relationship at a senior level.

These key stakeholders include; KiwiRail, Kāinga Ora, Ministry of Housing and Urban Development, NZ Police, Treasury, NZ Infrastructure Commission, Department of Conservation, WorkSafe and ACC.

WORKING WITH THE MINISTRY OF TRANSPORT (MoT)

The relationship between Waka Kotahi and the MoT is critical for both organisations. The relationship is somewhat unique, in that the MoT are the Crown monitor of Waka Kotahi, but Waka Kotahi has a permanent legislated authority to make choices and spend money under the Land Transport Management Act.

Our Executive Leadership Team meet regularly with their MoT counterparts and overall many of our people and teams have open and constructive day-to-day relationships with MoT.

WORKING IN THE DATA AND DIGITAL SYSTEM

Digital and data underpin the government's resilience and ability to serve New Zealanders. Leveraging the opportunities presented by digital and data will enable Waka Kotahi to function more effectively, manage unexpected events resiliently and deliver valuable services that are targeted to achieve the best possible outcomes for New Zealanders.

Waka Kotahi work in this area is supported through the functional leadership of the Government Chief Data Steward and the Government Chief Digital Officer. The Waka Kotahi Chief Executive is part of the cross-government Digital Government Leadership Group.

WORKING WITH OUR LOCAL GOVERNMENT PARTNERS

Waka Kotahi is committed to building and sustaining high trust relationships with our local government partners.

Over the coming year, we will work more actively with our local government co-investment partners to drive more integrated planning of local transport solutions.

Waka Kotahi has established regional relationship teams with specialist representatives, designed to work with our council partners and regional partners to build and sustain high trust relationships.

We have refined and improved our communication channels to our council partners to ensure that they are regularly kept informed of key trends and matters of interest to them. This includes a monthly bulletin that provides information about managing the current NLTP and what we are working on for the development of the 2021-24 NLTP.

We are committed to working and coordinating with Local Government NZ (LGNZ) and responding to concerns they raise on behalf of the local government sector.

ROAD EFFICIENCY GROUP

The Road Efficiency Group (REG) is a genuine partnership across LGNZ, Waka Kotahi and the local, regional and central government transport sector. The REG focuses on building sector capability, providing leadership in improvement of transport outcomes, and shifting the culture of transport investment to proactively address future challenges and improve decision-making.

REG has built tools for sector improvement, that enable road controlling authorities (RCAs) to measure their own performance and their network's performance. The programme has developed relationships which create the ability to apply constructive pressure on the sector to improve performance. Council transport teams work alongside Waka Kotahi specialists with a mandate from REG governors.

The strategic work programme consists of major projects with long-term nationwide intent. REG delivery isn't tied to a single budget cycle or local priority. In 2020/21, REG is supporting GPS outcomes by:

- getting council partners ready for the 2021-24 NLTP using a co-design and co-delivery model
- developing the One Network Framework to identify priorities and target activities on national approaches to levels of service, and embedding it across state highways and all local transport networks
- improving data quality and reporting on RCA performance.

STAKEHOLDER ENGAGEMENT

We work closely with people and organisations affected by our work. We consult on significant projects and talk regularly with road users, people living alongside our state highways, consultants and contractors, and other stakeholders including local authorities. In partnership with local governments, we engage with communities about the risks on our roads and work together to find solutions.

Waka Kotahi engages through simple, effective channels that enable us to have conversations with customers. Our communication channels include:

- **Contact centres:** we use innovative approaches to help people get through to us faster and aim to resolve issues through a single contact where possible.
- **Online channels:** we make it easier for customers to engage with us and complete transactions online.
- **Advertising and social media:** we are committed to helping people make smart, safe choices. Our road safety advertising and evaluation programme is regarded internationally as best practice. We also provide real-time travel information to help people make the best choices in how they use the transport system.
- **Education:** our innovative learning resources are a popular tool for teachers. The resources are built on a practical, active learning approach to help students apply their learnings in real life.

Media are both a key audience for Waka Kotahi as well as an important conduit for telling our stories. Waka Kotahi is focused on taking a proactive approach to help produce positive stories about our work across multiple platforms.



The first 100 days

The purpose of this section is to highlight the items to be aware of immediately after the general election.

The information for each item is structured to provide a brief background, an overview of any major milestones or decisions and any public consultation programmed for the next 100 days. We have prepared a series of proactive briefings that will provide you with more detail on these areas.

ALIGNING THE DEVELOPMENT OF THE 2021-24 NATIONAL LAND TRANSPORT PROGRAMME TO THE GOVERNMENT POLICY STATEMENT ON LAND TRANSPORT

The GPS 2021 was finalised and announced by the Minister of Transport in September 2020. Waka Kotahi needs to deliver on the government's commitments in this GPS through the 2021-24 National Land Transport Programme (NLTP).

The NLTP is the delivery programme for land transport investment, developed and delivered in partnership between Waka Kotahi, local authorities, NZ Police and transport sector stakeholders.

The draft Investment Prioritisation Method (IPM) provides the method for prioritising activities in the NLTP to achieve strategic priorities outlined in the GPS.

Consultation has recently concluded on the draft IPM for the 2021-24 NLTP.

The IPM will replace the Investment Assessment Framework for the 2021-24 period.

The Waka Kotahi Investment Proposal, previously known as the Transport Agency Investment Proposal, sets out the programme activities that we propose for inclusion in the 2021-24 NLTP.

The Waka Kotahi Investment Proposal outlines our investment approach for state highway maintenance and improvements, as well as nationally delivered programmes such as road safety education and advertising, research programmes and a national ticket system (Project NEXT).

The Board has agreed the Waka Kotahi Investment Proposal should target maintaining existing service levels and then high priority and effective improvements.

The Waka Kotahi Investment Proposal was released in October 2020.

Extension of Regional Land Transport Plans and NLTP deadlines

The Board has agreed to extend the deadlines for regional councils to submit their RLTPs and the adoption of the NLTP.

The extension recognises the new challenges we're all facing, helping to reduce the pressures being faced by our co-investment partners as they all navigate the impacts of COVID-19.

Regional councils now have until 30 June 2021 to submit their RLTPs, and the adoption of the NLTP moves from 30 June to 31 August 2021.

This new timeframe will provide certainty for councils as they prepare and consult on their RLTPs, in alignment with long term plans.

Under the Land Transport Management Act, 31 August is the latest date the NLTP can be adopted, so there will be no deferral past this date.

There will be an extension to the 2018–21 NLTP to cover the two month gap. We will be working through what's needed to ensure we continue to fund the approved activities being delivered during that period.

Funding assistance rates

The funding assistance rate (FAR) sets the NLTF contribution towards the total cost of activities. Waka Kotahi is required under the Land Transport Management Act 2003 to approve the FAR for council partners in accordance with any criteria from the Minister of Transport.

The applicable FAR for a council partner is reviewed and notified to councils prior to each NLTP based on the Waka Kotahi FAR policy. Setting FARs in advance provides councils with the basis for NLTF income assumptions as they commence their local transport planning and budget preparation for the relevant RLTP.

The Board has agreed the FARs for the 2021–24 NLTP and these have been communicated to our council partners.

Under the new rates, 21 council partners will see their rates increase, 44 remain the same and 15 will move to lower rates. The overall average FAR rate across all organisations remains at 53%.

The Board agreed the transition approach for the FARs that are changing as follows:

- Increasing FARs will be a single step from the start of the 2021-24 NLTP.
- Decreasing FARs will be a staged transition to help councils adjust to the reducing share.

We have identified some issues with how the FARs for the 2018-21 NLTP had been calculated and we are working through what adjustments may be needed and whether these will have an impact on the 2021-24 FARs. The outcome of this review will be communicated in November 2020.

Review of the Investment Decision Making Framework

Waka Kotahi uses an investment assessment framework to ensure that we deliver on government priorities as set out in the current Government Policy Statement on land transport. This framework is called the Investment Decision Making Framework (IDMF) and helps us determine which activities should receive funding.

A review was undertaken in partnership with the Ministry of Transport and supported by Local Government New Zealand, the outcomes of which and changes to the IDMF have come into effect as of 1 July 2020.

The IDMF has been effective from 31 August 2020 and will apply to any business case that starts on or after 31 August 2020.

REGULATORY UPDATE

A significant milestone this year was the completion of a new regulatory strategy *Tū ake, tū māia* – stand up, stand firm in April 2020. The strategy sets out our core regulatory purpose, focus areas and key capability shifts over the next five years to become a best practice regulator.

Funding of regulatory function

In March 2021 Cabinet will be invited to consider the findings and options from a comprehensive review of Waka Kotahi regulatory funding. The work has been an historical challenge for the land transport sector, which is why a comprehensive funding assessment has been undertaken. Progressing this work is essential - we cannot deliver *Tū ake, tū māia* without sustainable funding.

Waka Kotahi is preparing to finalise the review of its existing regulatory funding arrangements. The delays have been COVID-19 related. The review has examined whether the existing funding sources are fit-for-purpose, can enable an assessment of value-for-money, and whether there are alternative and more appropriate charging points in the system.

The Treasury's approach to cost recovery and the Ministry of Transport's funding principles have informed the work. It is likely the review will recommend a new approach – one that best allocates costs to those who generate risk, or derive benefit, within the regulatory system.

The review is scheduled to be considered by the Board in the coming months. From there, the Board will recommend proposals to you, including a draft consultation document. The proposals will be supported with advice from the Ministry of Transport. The Ministry of Transport is working with the review team.

Director of Land Transport function

The Land Transport (NZTA) Legislation Amendment Bill proposes to strengthen the regulatory leadership of Waka Kotahi, by setting up a new regulatory structure, including establishing the position of Director of Land Transport.

The Waka Kotahi Board will consider in November 2020 the detailed approach to implementing the new director role/function, in order to be ready for the go-live date of 1 April 2021.

NZ UPGRADE PROGRAMME - LAND TRANSPORT

The transport component of the NZ Upgrade Programme is a \$6.8 billion investment over the next 10 years in road, rail, public transport and walking and cycling infrastructure to get our cities moving, save lives and boost productivity.

Waka Kotahi has \$5.6 billion of funding to deliver 20 projects that will support a shift to greater transport choice.

Five projects are nearing the commencement of construction stage, with \$2.4 billion in the market for construction and professional services procurement in 2020.

1. Papakura to Drury South
2. Northern Pathway
3. Takitimu North Link (Tauranga Northern Link)
4. SH58 Stage 2 Improvements
5. Penlink

Work is progressing to develop the design and identify routes for the other projects.

Waka Kotahi is currently engaging with communities in the Horowhenua on the Ōtaki to north of Levin programme, part of an 18 to 24-month process to finalise the preferred alignment for the new highway. In late 2020 engagement to confirm the Mill Road route is expected to continue and get underway on the SH1 Whangārei to Port Marsden Highway project.

The key consultation processes within the programme over the next 100 days include:

- **November 2020–December 2020** SH2 Melling transport improvements public engagement, continuing in early 2021.
- **Late 2020 to early 2021** Mill Road, engagement with about 600 landowners followed by public engagement on a preferred route.
- **Early 2021** potential Penlink tolling consultation.

ROAD TO ZERO

The new 10-year *Road to Zero: New Zealand's road safety strategy 2020–2030* adopts a vision of a New Zealand where no one is killed or seriously injured in road crashes.

An implementation plan has been finalised and this outlines what Waka Kotahi has been assigned to deliver over the next three years under the *Road to Zero: Action Plan 2020–2022*. The plan sets out key delivery activities and provides timeframes and indicators to measure our progress.

Waka Kotahi will work with the Ministry of Transport, NZ Police, Accident Compensation Corporation, WorkSafe and regional and local government, to successfully implement the Road to Zero strategy and action plan.

Related programmes and initiatives

There are other programmes and initiatives that Waka Kotahi is undertaking that will contribute to the Road to Zero outcomes. These are:

- Safe Network Programme
- Speed management and reviews
- Speed camera transition
- Safe vehicles.

Safe Network Programme

Background

The Safe Network Programme (SNP) is a collaborative initiative that aims to prevent up to 160 deaths and serious injuries (DSI) every year across New Zealand's highest risk state highways and local roads. The programme is focused on implementing safety infrastructure (such as barriers, roundabouts, wide centrelines and rumble strips), safe level crossings and speed management.

\$1.4 billion was allocated for investment over the 2018-21 NLTP period. As at 30 June 2020, the Safe Network Programme (SNP) invested over \$644 million in safety across New Zealand and is expected to reach approximately \$1 billion by the end of the 2018-21 NLTP.

The level of investment is below the original target of \$1.4 billion as the current pressures on the state highway improvement activity class is limiting the ability to start new projects.

With the launch of the Road to Zero Strategy and the Waka Kotahi Road to Zero implementation plan, the SNP is now merged into the Road to Zero programme. The name 'Safe Network Programme' is being phased out both internally and externally.

Infrastructure milestones

By January 2021, there will be 10 large projects moving to construction, 13 projects in design and a further two projects moving into the feasibility stage. There will be a further 13 level crossing sites in construction and nine in the planning/design stage.

Local roads

A number of projects will be under construction or completed in the Auckland, Waikato, Christchurch and Selwyn districts by January 2021. For Auckland, this will include a suite of local road improvements; including median and side barriers, raised pedestrian crossings, signage and road markings. It will also include the construction of urban and rural roundabouts and localised speed reductions.

In the Waikato, two roundabouts will either be under construction or completed by early 2021 in both the Waikato district and Hamilton city.

The Christchurch area will receive corridor safety improvements at high-risk locations on Dyers Pass Road while Selwyn district will see construction begin on two rural roundabouts in Timaru and a further rural roundabout plus speed management in Waimakariri.

Consultation for infrastructure improvements

Engagement is due to begin on the following corridors:

- SH1 Ōtaki to north of Levin – the southern SH1 section of safety improvements will have community engagement commencing late 2020 – exact timing to be confirmed.
- SH1 Herbert to Hampden in Otago – targeted engagement on wide centreline and side barriers to commence early December 2020.
- SH3/3A Waitara to Bell Block – roundabouts for De Havilland Drive, Princess Street, Waitara and SH3a intersections are currently being designed. Pre-construction engagement for safety barrier and wide centrelines will commence late 2020/early 2021 with construction starting early 2021.
- SH27 Mangawhero Stream Bridge – all consenting completed. Pre-construction engagement will commence late 2020/early 2021 with construction starting summer 2020/21.
- SH2 Wainui Road to Ōpōtiki – landowner engagement began August/September 2020. Public engagement pre-construction will start in late 2020/early 2021 with construction also starting late 2020/early 2021.

Speed management

Waka Kotahi is currently drafting a National Speed Management Plan including a proposed plan for safer speeds around schools. Creating a National Speed Management Plan is one of the requirements contained in the new draft Setting of Speed Limits Rule.

Consultation on the draft rule was postponed until after the election. This is likely to impact on the timeframe for this deliverable.

Waka Kotahi is updating its risk assessment tool – MegaMaps – which will identify the highest risk parts of the state highway network where speed management is required, including around schools. This will inform the development of the National Speed Management Plan.

Waka Kotahi is currently developing a National Speed Limit Register (NSLR), which will provide a maps-based, centralised register of speed limits for roads in New Zealand.

The register will be an online, single source of consistent data able to be accessed by members of the public and will provide the data required by third party vendors and future vehicle safety management devices.

The register will enable organisations responsible for speed management to more easily comply with the Setting of Speed Limit Rule and Speed Management Guide, and record, update and share speed limit data.

The development of a national register contributes to the Waka Kotahi speed management programme. While the register will not change how speed limits are set, it will provide an accurate, national view of speed limits which will inform wider speed management analysis.

The NSLR is being developed and rolled out in phases throughout 2021:

- to Waka Kotahi as a road controlling authority (RCA), and other RCAs which are early adopters – from March to April 2021, and
- to remaining RCAs – from May 2021 onwards.

Setting of Speed Limits Rule

Land transport rules are a form of delegated legislation similar to regulations. Waka Kotahi produces the content of rules for the Minister of Transport under an agreement made with the Chief Executive of the Ministry of Transport. The Ministry of Transport draft the Cabinet paper which you then present to Cabinet for approval.

Waka Kotahi is drafting a National Speed Management Plan, including a proposed plan for safer speeds around schools. Creating a National Speed Management Plan is one of the requirements contained in the new draft Setting of Speed Limits Rule.

This initiative includes proposed changes to the Setting of Speed Limits Rule to reflect the intent of Road to Zero. A new draft rule is being developed, which will require Cabinet approval before being released for public consultation, possibly in late 2020 or early 2021.

Updated guidance on speed management will then be published by Waka Kotahi subject to the new rule being signed later in 2021.

Speed management reviews

The speed management programme contains corridors where new posted speed limits will be implemented.

SNP is currently consulting with the public on the following three corridors:

- SH10 Taipā to Awanui
- SH6 Hope to Wakefield
- SH5/SH30 urban Rotorua.

Waka Kotahi expects to complete informal public engagement between October to December 2020 on the following speed reviews:

- SH2 Featherston to Masterton
- SH1N Ōtaki to Levin
- SH23/SH31/SH39 – West Waikato.

The following speed reviews are expected to go to formal consultation between late September and December 2020:

- SH10 Taipā to Awanui
- SH6 Hope to Wakefield
- SH5/SH30 urban Rotorua
- SH8 Tekapo township
- SH35 Te Puia open roads.



The outcome of the SH6 Blenheim to Nelson speed review is expected to be announced in late October/early November 2020. Waka Kotahi received over 1000 submissions during consultation, as well as two petitions presented to Parliament against speed limit changes on this road. These petitions were signed by approximately 17,000 people.

Waka Kotahi is currently finalising its next programme of speed reviews and expect to have approximately 20 commencing informal public engagement in early 2021.

SUSTAINABILITY

Background

Waka Kotahi launched *Toitū Te Taiao: our sustainability action plan* on 22 April 2020. Toitū Te Taiao signals our commitment to improving environmental sustainability and public health, and sets a vision of a low carbon, safe and healthy land transport system by 2050. The action plan focuses on the functions and levers available to Waka Kotahi.

Waka Kotahi continues to invest in sustainable transport outcomes, through investment in public transport, walking and cycling, travel demand management, speed management, various environmentally focused interventions such as LED lighting and sustainable pavement research.

Toitū Te Taiao establishes our framework for reducing land transport GHG emissions. We are preparing for emission reduction budgets by working with the Ministry of Transport and other partners such as the Ministry for the Environment and the Climate Change Commission to ensure the full suite of land transport GHG emission mitigation interventions are considered, particularly those beyond decarbonisation of the vehicle fleet.

We are also integrating a new focus on resource efficiency and waste reduction through the NZ Upgrade Programme, and our environmental management practice more broadly. We have recently updated our sustainability rating tools policy for improvement projects.

Closely aligned to our sustainability action plan is *Tiakina Te Taiao - our inaugural sustainability monitoring report*. After Board endorsement, it is anticipated that the report will be shared with ministers in October and subsequently released into the public arena.

The focus over the next 12 months is ensuring Toitū Te Taiao is clearly understood, appropriately prioritised and implemented.

PUBLIC TRANSPORT

Background

Waka Kotahi does not directly provide public transport, but enables the provision of these services through its planning, policy and investment role, which includes:

- providing guidance for regional councils in planning their networks and developing regional public transport plans
- approving procurement procedures for public transport services
- investing in public transport through the National Land Transport Programme
- monitoring public transport performance and evaluating the Public Transport Operating Model
- commissioning research to inform further policy making and public transport delivery
- planning and investing to enable access for people with disabilities and people over 65
- giving effect to government public transport policy by developing operational policy and guidelines.

Major decisions and/or milestones

Mid December – final funding bids from councils are due for the NLTP 2021-24 public transport continuous programmes and improvements, which Waka Kotahi will assess and prioritise in early 2021. This sets the base for the NLTF funding for public transport services and infrastructure for the following three years.

End November – co-establish a Bus Driver Workforce Development Programme in partnership with councils, unions, operators and other government agencies to progress a range of initiatives to make bus driving a more attractive employment opportunity in New Zealand.

Ongoing – coordinating the national public transport response to COVID-19 as alert levels change, including funding policy and operational coordination across councils.

There will be iterative engagement with regional councils to refine and provide feedback on their 2021-24 public transport funding bids.

Project Next

Project NEXT is a partnership that aims to procure a national system for paying for public transport tickets – using mobile phones, credit cards or paywave. The integrated national system will replace Auckland’s HOP, Wellington’s Snapper and Canterbury’s metrocards with a single ticketing solution.

Waka Kotahi is the lead agency within the Project NEXT partnership, consisting of ourselves, Auckland Transport, and 11 regional councils. Our role will be to procure the national ticketing solution on behalf of all public transport authorities and to provide back office services.

A streamlined payment system is aimed at increasing public transport use and is one of the many ways Waka Kotahi is looking to make public transport more attractive and to reduce dependency on car travel.

The request for proposal (RFP) for the national ticketing solution was released in April 2020, with responses due back later this year. The RFP evaluation period will then begin, with a view to selecting and contracting with a preferred supplier in 2021.

We would expect the build to commence early to mid 2021, with roll-out from early 2025.

PRICING AND TOLLING

Waka Kotahi funding sources are not sufficient to fund the NLTP and/or meet ministerial and stakeholder expectations. The situation is becoming acute as more projects are approved in the current NLTP with additional scope and cost adjustments.

Waka Kotahi is working with the Ministry of Transport to develop road pricing options to secure a sustainable funding stream for the NLTF.

Current tolling application and use in New Zealand

Tolling is provided for under section 46(1) of the LTMA for the purposes of:

- (a) one or more of the following activities, namely, the planning, design, supervision, construction, maintenance, or operation of a new road.

As the road controlling authority for the state highway network, Waka Kotahi is responsible for assessing new state highways for tolling suitability. The Waka Kotahi Board holds the delegation to recommend any roads to you for tolling. However, as the Minister of Transport, it is at your discretion whether roads progress through the Order in Council process, including public consultation.

New Zealand currently has three toll roads: Tauranga Eastern Link (Tauranga), Takitimu Drive (Tauranga), and Northern Gateway (Auckland). These roads were all tolled in order to advance their completion, and historically, Waka Kotahi has only utilised tolling to advance the build of a new road.

However, with the assessment of Ara Tuhono – Pūhoi to Warkworth, and the introduction of the NZ Upgrade Programme, Waka Kotahi is widening the use of tolling permitted under the existing legislation but also looking to initiate work into the current legislative constraints tolling encounters. This work is the first step to Waka Kotahi working closely with the Ministry of Transport on considering the need for legislative change.

Ara Tuhono – Pūhoi to Warkworth has been recommended for tolling

Based on the outcome of its tolling assessment, the Waka Kotahi Board recommended Ara Tuhono – Pūhoi to Warkworth (Pūhoi to Warkworth) to the Minister of Transport on 1 April 2020. The Board also requested permission to begin public consultation.

With the minister's agreement, public consultation ran from 16 May to 16 June 2020. Waka Kotahi needs to test the outcome of the public consultation with you before preparing a tolling proposal.

Should you be satisfied, Waka Kotahi will develop a detailed tolling proposal and scheme in March 2021, for progressing through to Order in Council.

NZ Upgrade Programme (NZUP)

It is Waka Kotahi policy to assess all new and significantly upgraded state highway connections for tolling feasibility. As such, the Waka Kotahi Board has endorsed the progression of the following roads through tolling assessment:

- Penlink
- Tauranga Northern Link
- Omokoroa to Te Puna
- Otaki to North of Levin
- Whangarei to Port Marsden
- Mill Road.

Although allowable in certain conditions under the LTMA and included in its tolling policy, Waka Kotahi has not previously assessed significantly upgraded roads for tolling. Mill Road and Whangārei to Port Marsden will be the first such tolling assessment cases in New Zealand.

Due to the limitations within the existing LTMA restricting tolling to those activities listed in S46(1), NZUP roads will currently only be assessed for maintenance and operations tolling.

NZUP roads not included in the list above are not considered to meet the basic legislative or investment requirements for tolling.

s9(2)(g)(i) free and frank advice



PUBLIC PRIVATE PARTNERSHIPS (PPPs)

A state highway public private partnership (PPP) brings together the public and private sectors in a long-term contractual relationship to deliver the highway. PPPs allow large and complex projects to benefit from private sector innovation and funding which can increase certainty of delivery and drive better value-for-money. There are also savings to be had on all aspects of the project - design, build, maintenance and operational management. Full ownership of these highways remain with Waka Kotahi.

Transmission Gully

The 27 kilometre four-lane motorway will run from Mackays Crossing to Linden, through Transmission Gully. Four interchanges and two new link roads will connect the route to MacKays, SH58, eastern Porirua and Kenepuru.

As at August 2020 the project was approximately 85 percent complete and is on track to open to traffic by September 2021 after Waka Kotahi reached a new settlement agreement to mitigate the effects of COVID-19. There is an additional payment of \$45.5 million associated with a change to the paving design, which will allow the road to be built more quickly than it otherwise would have done.

Infrastructure Commission Review

On 6 July 2020, Cabinet agreed that an investigation be undertaken into the Transmission Gully project, including its procurement, terms of contract and implementation, to be overseen by the Infrastructure Commission [CAB-20-MIN-0329 refers].

The review started on 12 October 2020 and is expected to conclude in the first quarter of 2021 and has the broad objective (aligned with that of the Infrastructure Commission) of incentivising better planning and support continued improvement in the way New Zealand procures and delivers infrastructure investments. The review will also identify where material misalignments with the project's business case can be identified.

Pūhoi to Warkworth

This is the first stage of the Ara Tūhono - Pūhoi to Wellsford Project. The project will extend the four-lane Northern Motorway (SH1) 18.5km from the Johnstones Hill tunnels to just north of Warkworth.

Construction began in late 2016 and the new motorway had been due to open to traffic in late 2021. The COVID-19 pandemic and alert level 4 lockdown which stopped all non-essential work for five weeks means the expected service commencement date has been impacted by the shutdown and has been pushed back by six months to May 2022.

The cost of Pūhoi to Warkworth is \$709 million.

MASS TRANSIT

In May 2018 a new function was conferred on Waka Kotahi that it 'plan, fund, design, supervise, construct and maintain rapid transit networks and/or projects, including light rail'. Waka Kotahi is continuing to develop its capability in order to fulfil its rapid transit functions working in partnership with Ministry of Transport and other central and local government partners.

Auckland light rail

The delivery of light rail in Auckland is of considerable strategic importance to Waka Kotahi, given its role in and impacts on the Auckland transport network.

In May 2018, Waka Kotahi was tasked with leading the development of the Auckland Light Rail Project. During development of the proposal however, the government received an unsolicited proposal from NZ Infra to deliver an alternative light rail solution.

In May 2019, the Minister of Transport received Cabinet approval to progress a dual process, whereby both Waka Kotahi and NZ Infra prepare proposals for ministers to consider.

In June 2020, Cabinet agreed to end the twin track Auckland light rail process and refer the project to the Ministry of Transport for further work.

The future of the project will now be decided by the government.

Auckland to Hamilton passenger rail

Te Huia is the passenger rail service that will connect Waikato to Auckland.

This service will reduce the overall carbon footprint in New Zealand and is capable of carrying over 500 passengers per day between Hamilton, Huntly and Auckland.

Following KiwiRail's announcement of the urgent track remediation works required on the Auckland network, the decision has been made to delay Te Huia until early 2021.

The project partners are closely monitoring the progress updates provided by KiwiRail to inform their decision making on when to launch the service. The project partners will confirm a new start date in early December 2020.

REGIONAL CROWN INVESTMENT

As a key partner in supporting regional economic development, Waka Kotahi is delivering 26 Crown-funded projects on the state highway network, totalling \$236 million of Crown funding from the following sources:

- Provincial Growth Fund.
- Regional Investment Opportunities (branded regional NZ Upgrade Programme).
- COVID-19 Response and Recovery Fund (shovel ready projects).

There will be several significant milestones and event opportunities for the Minister over the next 100 days.

AUCKLAND TRANSPORT ALIGNMENT PROJECT (ATAP)

In 2015, the government and Auckland Council agreed to work together on the Auckland Transport Alignment Project (ATAP) to identify an aligned strategic approach for the development of Auckland's transport system that delivers the best possible outcomes for Auckland and New Zealand.

The 2018 ATAP package contained approximately \$28 billion worth of investment in Auckland's transport system out to 2028, providing direction to the 2018-28 Auckland Regional Land Transport Plan (RLTP) and the 2018-21 National Land Transport Programme (NLTP).

Since that time, significant progress has occurred in implementing the ATAP package. Now, to inform preparation of 2021 statutory plans (RLTP/NLTP), government and Auckland Council (co-sponsors) have agreed to update the ATAP package.

Agencies involved in the development of ATAP include Auckland Council, the Ministry of Transport, Auckland Transport, Waka Kotahi, the Treasury and the Public Services Commission.

The 2020 ATAP update is intended to make relatively minor changes to the 2018 work, with a focus on achieving better results against climate change and mode shift, and to better support emerging greenfield and brownfield spatial priorities. It will respond to current uncertainties around the impacts of COVID-19 on revenue and expenditure levels. The first phase of this update will cover the first 10 years of the ATAP programme, with further work in 2021 to update the full package out to 2050.

Work to date on the update shows that available investment remains tight and choices will need to be made about how to best use the limited discretionary funding.

The incoming government, alongside Auckland Council, will receive advice on the draft recommended ATAP package, or key options. The updated ATAP package will need to be confirmed by the incoming government and Auckland Council. There will be some urgency to finalising this package to inform statutory plans, being the 2021-31 Auckland LTP, RLTP and 2021-24 NLTP.

LET'S GET WELLINGTON MOVING (LGWM)

In May 2019, the government, the Wellington City Council Mayor and the Greater Wellington Regional Council Chair announced a \$6.4 billion package of investment for LGWM. The LGWM programme comprises the following packages:

- Early delivery of the Golden Mile and Thorndon Quay/Hutt Road projects, a walking and cycle crossing on Cobham Drive, safer speeds in the central city on State Highway 1 east of Mt Victoria.
- Mass rapid transit which will connect the railway station with the hospital, Newtown, Miramar and the airport.
- Strategic highway improvement which will explore options at the Basin Reserve, an extra Mt Victoria Tunnel.

Business case work for all projects in the LGWM programme is well advanced. Work is underway on a variety of supporting projects including funding and financing, urban development, and communications and engagement.

We are also building mana whenua partnerships with Taranaki Whānui and Ngāti Toa at a governance reference and technical level.

In September 2020, the LGWM Partnership Board initiated an independent review of the programme to ensure it is best placed to successfully deliver its \$6.4 billion investment package to the city over the next 20 years. It is being conducted by three independent reviewers and a final report is due in November 2020.

Consultation

November 2020 - ongoing

The programme intends to launch a Wellington-wide public education/awareness campaign in November 2020. This campaign provides an over-arching story of the long-term objectives of the LGWM Programme. It doesn't focus on specific projects, rather it demonstrates the 'future Wellington' to highlight to people the need for change. It is an informative piece designed to ready the public for consultation on specific projects commencing in early 2021 and raise awareness of the programme in general.



November 2020

Further stakeholder engagement on the Golden Mile project.

A willingness to pay survey on a commuter parking levy will be carried out in November 2020. The intent of this survey is to fill gaps in existing evidence and models about the willingness of Wellingtonians to change their travel behaviour due to a parking levy.

January 2021

One-to-one engagement with affected property owners whose properties may need to be acquired for the Mass Rapid Transit/Strategic Highway Improvements projects. s9(2)(f)(iv) confidentiality of advice

CLIMATE CHANGE MITIGATION AND ADAPTATION

Waka Kotahi has ongoing work programmes that address both climate change mitigation and adaptation, which is guided by the Climate Change Response (Zero Carbon) Amendment Act 2019 and its requirement for New Zealand to get to net zero emissions by 2050. The main goal is to reduce land transport emissions and limit global warming, improving public health outcomes, and addressing threats to indigenous biodiversity and water quality.

Waka Kotahi climate change mitigation

Waka Kotahi has been working with central government agencies, including the Ministry of Transport, the Ministry for the Environment and the Climate Change Commission to build understanding of the opportunities to reduce land transport emissions through urban form and mode shift interventions, alongside interventions to decarbonise the vehicle fleet.

This engagement will inform development of a Transport Emissions Action Plan being developed by the Ministry of Transport; emission reduction budgets recommended by the Climate Change Commission, and ultimately the government's response to emission reduction budgets through an Emissions Reduction Plan.

Climate change adaptation

The changes arising from the Climate Change Response (Zero Carbon) Amendment Act result in the statutory requirement for a national climate change risk assessment (released in August 2020) and corresponding National Climate Change Adaptation Plan to be completed by 2022.

Responding to new statutory requirements

Waka Kotahi is developing a policy position on climate change (mitigation and adaptation) for infrastructure improvement projects and activities. It will inform the consenting and procurement approach for projects listed in the COVID-19 (Fast Track Consenting) Act 2020, and position Waka Kotahi to respond to Resource Management Act amendments taking effect by the end of 2021.

These documents should provide national direction on how to respond to the impact of climate change on land use and national infrastructure (including transport). This direction will need to be incorporated into Waka Kotahi investment decision-making.

Waka Kotahi decisions will need to align with any national decisions about how to either defend, adapt or retreat from specific areas impacted by climate change. These investment decisions will have profound impacts on communities nationwide, impacting their ability to access to social and economic opportunities.

Appendix 1: our Board (as at September 2020)

Sir Brian Roche Chair



Sir Brian brings extensive governance, leadership and business experience to Waka Kotahi.

In 2017, he was named a Knight Companion of the New Zealand Order of Merit for services to the state and business.

He was Chief Executive of the New Zealand Post Group from 2010 to 2017 and chaired the Waka Kotahi Board from 1 August 2008 to 31 March 2010.

Brian chairs our Waka Kotahi Investment and Delivery Committee and is a member of our Risk and Assurance Committee.

Cassandra Crowley Deputy Chair



Cassandra is a chartered accountant (Fellow), barrister and solicitor of the High Court of New Zealand and a member of the Institute of Directors.

In addition to her commercial advisory work, she holds non-executive directorship roles across several sectors of the New Zealand economy. These roles include chairing several audit, finance and risk committees and overseeing digital transformation. She is a past president of Chartered Accountants Australia and New Zealand and has been recognised for her leadership and governance contributions with the Supreme Award for Excellence in Governance from Women on Boards.

Cassandra chairs our Risk and Assurance Committee and is a member of our Investment and Delivery Committee.

Catherine Taylor



Catherine is a chartered accountant and has held senior management positions in the public and private sectors, including five years as Director and Chief Executive of Maritime New Zealand. Catherine understands transport sector regulatory issues and has always been interested in how regulatory tools can be used to achieve safety outcomes.

Catherine's current governance roles include Deputy Chair of the Energy Efficiency and Conservation Authority, Chair of the International Visitor Conservation and Tourism Levy Investment Advisory Group, Deputy Chair of Nelson Airport Limited, chair of Diabetes New Zealand, trustee of the John Nesfield Trust and trustee of the New Zealand Law Foundation.

Her past roles include director of the New Zealand Institute for Crop and Food Research (now Plant and Food Research), member of the Civil Aviation Authority, member of the Building Practitioners Board, member of the Biosecurity Ministerial Advisory Committee and trustee of the Life Flight Trust.

Catherine chairs our Regulatory Committee and is a member of our People and Culture Committee.

David Smol



David has over 35 years' experience in New Zealand and the United Kingdom in both the public and private sectors. He has worked in the energy sector in both countries, including as director of an Oxford-based energy consulting firm with clients in the United Kingdom and Europe, large energy utilities and transmission companies, renewable energy generators, regulatory bodies and government departments.

In 2008, David was appointed Chief Executive of the Ministry of Economic Development. From 2012 to 2017, he was the inaugural Chief Executive of the Ministry of Business, Innovation and Employment, where he was responsible for the stewardship of multiple regulatory systems.

David is an independent non-Executive Director of Contact Energy and Chair of VicLink, the commercialisation subsidiary of Victoria University of Wellington. He was made a Companion of the Queen's Service Order in 2018.

David is a member of our Regulatory Committee.

John Bridgman



John has over 35 years' experience in engineering and project management roles across Australasia and Asia.

John is Chief Executive of Ōtākaro Limited. He has held a variety of senior leadership positions and governance roles at AECOM (including as industry director – civil infrastructure in Australia with responsibility for the company's involvement in several of Australia's largest infrastructure projects and as managing director for the New Zealand business), as well as governance roles on major infrastructure projects in New Zealand, Australia, Asia and the United Kingdom.

Ken Rintoul



Ken has over 40 years' experience in the public and private sectors of New Zealand and has extensive knowledge of the construction and civil industries, including business ownership in these industries. Having lived in provincial New Zealand all his life, Ken is also aware of the needs of rural New Zealanders.

In the past 10 years, Ken's governance roles have included Director of Far North Holdings, appointed trustee of Top Energy Ltd, appointed Chair of Northern Rural Fire, Chair of Youth Development Trust (YES programme), trustee of North Point Trust, ministry-appointed advisor to the TKEMK Trust, member of Rural Advisory Forum, advisor to Fire and Emergency New Zealand, trustee of Hundertwasser Trust, member of Northern Transport Committee, and appointed Chair of Northland College Transition Board.

Ken is a member of our Investment and Delivery and People and Culture Committees.

Patrick Reynolds



Patrick brings extensive expertise in urban form and transport analysis and advocacy, along with public sector governance experience to Waka Kotahi.

He has lectured in urban design at the University of Auckland and written about transport and the urban realm in books and magazines and online, most prominently at Greater Auckland. Patrick is a recipient of the New Zealand Institute of Architects President's Award for his contributions to the debates on Auckland's urban issues.

He has served on boards for Auckland Council, Auckland Transport, and Rotorua Lakes Council.

Patrick is a member of our Investment and Delivery and Regulatory Committees.

Victoria Carter



Victoria has over 25 years' experience as a director on the boards of NZX, private companies and council entities in the transport, tourism, education, property and arts sectors.

Founder of Cityhop, New Zealand's first and largest carshare business, Victoria is a known expert on mobility as a service.

Victoria is a former Auckland city councillor and an accredited Fellow of the Institute of Directors. In 2016, she was awarded the New Zealand Order of Merit for services to the arts, business and community. She holds a Bachelor of Laws from the University of Auckland.

Victoria chairs our People and Culture Committee and is a member of our Risk and Assurance Committee.

Appendix 2: our Leadership Team

Nicole Rosie Chief Executive



Nicole joined Waka Kotahi NZ Transport Agency as Chief Executive in February 2020.

Before her appointment, Nicole was the Chief Executive of WorkSafe for three years. She has more than two decades of senior executive experience across the public and private sectors in a variety of industries and functions including transport and commercial firms such as Toll NZ and Fonterra.

Nicole is passionate about making a difference and sees the land transport system and the critical role Waka Kotahi plays across infrastructure, regulation and safety as being at the heart of a successful country.

Robyn Fisher Director Office of the Chief Executive



Robyn joined Land Transport New Zealand in 2007 and has held several roles as part of Waka Kotahi since its inception in 2008, including in portfolio management; as Group Business Manager, Strategy, Communications and Performance; and as National Manager, Governance. Robyn took up a position in the Chief Executive's office in late 2014.

Robyn has over 20 years' experience in local government, including land use consent, policy and leadership roles. Her first central government role was with the Office of Treaty Settlements where she was closely involved with the settlement negotiations for Te Arawa (land) and Ngāti Apa.

Robyn has a bachelor's degree in regional planning (honours) and a postgraduate diploma in negotiation and mediation.

Carl Devlin General Manager Rail and Mass Transit Services



Carl joined Waka Kotahi in February 2019. He is a highly accomplished, forward-thinking and results-oriented senior executive with more than 25 years' experience in senior leadership roles across the transport and infrastructure sectors in complex commercial, political and organisational environments.

Carl has built high-performing teams, led complex multi-billion pound programmes and run business units in global organisations. His focus on high-quality delivery as well as safety, stakeholder engagement and corporate responsibility has earned him an exemplary track record. He has worked for global leaders in project development and project delivery and, extensively, for owner-operator organisations in the public and private sectors in the United Kingdom.

Carl's high-profile projects in the United Kingdom included London to Paris High Speed Rail, Heathrow Terminal 5, Sub-surface Railway Upgrade for London Underground, and development of the Wylfa Newydd Nuclear Power Plant in Wales.

Brett Gliddon General Manager Transport Services



Brett joined Transit New Zealand before it merged with Land Transport New Zealand to become Waka Kotahi NZ Transport Agency. He is a qualified civil engineer with more than 18 years' experience in infrastructure planning, design and delivery, including maintenance and operations. Brett has been involved in the development of some of New Zealand's largest infrastructure projects, including the Northern Busway, Northern Gateway Toll Road (New Zealand's first electronic toll road), Waterview Tunnel, and Te Ara I Whiti (Lightpath) cycleway.

Brett is responsible for overseeing design, delivery and management of a single integrated transport system. Brett's vision for the future of the Transport Services Group is one of collaboration, both internally and externally, and continuing to build strong relationships with local authorities, customers and suppliers to become a true integrated transport system delivery group.

Kane Patena General Manager Regulatory Services



Kane joined Waka Kotahi in April 2019 to lead the Regulatory Compliance Group and help shape the future of land transport regulation in New Zealand.

Kane brings extensive regulatory experience from the public and private sectors. His expertise has been publicly acknowledged – he is a recipient of the New Zealand Compliance Practitioner of the Year award.

Before his appointment, Kane worked as the Wellington City Council's Director of Strategy and Governance. He has also served as a Crown prosecutor and been a partner at law firm Meredith Connell.

Greg Lazzaro General Manager Safety, Health and Environment



Greg joined Waka Kotahi in March 2019. He came here from Fonterra, where he held a global health, safety, risk and resilience role. He has held senior executive positions in health, safety and environment in Sodexo, UGL, in Australia and various operational roles in Orica in Australia for over 10 years.

Greg holds a bachelor's degree in chemical engineering.

Giles Southwell General Manager Workplace and Technology



Giles joined Waka Kotahi in June 2017. His previous role was at Inland Revenue as the Chief Financial Officer.

Giles is originally from the United Kingdom where he had worked across the public sector since the early 1990s. His roles focused on improving business performance and value for money, identifying service improvements and delivering effective corporate governance and assurance. He moved to New Zealand in 2008 to work for the Office of the Auditor-General where he was responsible for leading work on improving service performance information.

In 2015 and 2016, Giles completed secondments as Inland Revenue's Chief Technology Officer, the Ministry of Health's Chief Technology and Digital Services Officer, and the Ministry for Culture and Heritage's Corporate Services Group Manager.

Chris Lokum General Manager People



Chris joined Waka Kotahi as General Manager, People in June 2019. She is passionate about people and culture, and brings a strategic, commercial and business lens to her work. Chris is a human resources generalist with over 25 years of experience, and is known for delivering organisational change, increasing organisational capability and providing strategic leadership.

Chris has qualifications in human resources, economics, management and psychology and has completed executive programmes at Michigan and Cornell Universities. She is a member of the Australian Institute of Company Directors and served on the boards of the Australian National Association of Women in Operations and Australian Terminal Operation Management.

Prior to her appointment, Chris held a number of senior positions in Australia, New Zealand, and the UK including as Vice President HR Fuels in Asia Pacific at BP.

Karen Jones General Manager Engagement and Partnerships



Karen joined Waka Kotahi in March 2020. She is passionate about working in large operational organisations and in roles that make a difference to New Zealanders. She is motivated by our mandate to keep the country moving and to reduce harm through a safer land transport network.

Karen has a strong background in central government leadership. Before joining Waka Kotahi, she was Deputy Director General People and Engagement at the Department of Conservation where she led human resources, organisational development, health and safety, security, customer engagement and office of the executive teams.

Karen's other roles include a secondment to the Department of the Prime Minister and Cabinet as Executive Director Strategy, Governance and Engagement where she led the corporate support functions and assisted with the establishment of the National Emergency Management Agency. She also spent more than five years working in the executive team at New Zealand Police as Deputy Chief Executive Public Affairs, leading internal and external communications, channels, media, social media, engagement and recruitment marketing functions.

Matthew Walker General Manager Corporate Support



Matthew joined Waka Kotahi in April 2020. Before his appointment he was the Group Chief Financial Officer at Auckland Council.

Matthew's career spans the private and public sectors and the investment management, utility and local government sectors in New Zealand and Australia.

Within local government, Matthew's contribution includes helping establish the Local Government Funding Agency, introducing new special purpose vehicle partnership arrangements for greenfield infrastructure development and developing Green Bond debt programmes to finance assets and services that support environmental sustainability.

Matthew is passionate about delivering outcomes that matter to New Zealanders and believes in strong partnerships and collaboration to drive enduring and successful outcomes.

