

# NZ TRANSPORT AGENCY STATEMENT OF INTENT 2017-21

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In our strategy we refer to customers and citizens – both are important to us. 'Citizen' reminds us that we are here to serve people and get the best return on their investment in government. 'Customer' reminds us that the experience people have of New Zealand's transport system is defined by individual touch-points and how well these are designed to meet customer needs.

## **DEFINITIONS**

**CUSTOMER** When we say 'customers' we mean:

- people who are directly experiencing our products or services
- people who tell us how we're doing and how we can improve our service delivery
- people interacting with us for a specific purpose and time period.

**CITIZEN** When we say 'citizens' we mean:

- people in the wider community who are entitled to a return on their investment in government
- people who have a say in what we do and who hold us to account on our overall outcomes
- people who we (as part of the government) are here to serve
- people with whom we aim to have an enduring relationship.

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# INTRODUCTION

This statement of intent presents a new direction for the NZ Transport Agency. Although the organisation is successful, our operating model can be positioned better to meet future challenges for New Zealand's transport system. Our strategy, supported by a new operating model and organisational structure, addresses these opportunities and comes into effect on 3 July 2017.

Our strategy positions us to meet rising expectations from our customers, businesses and the government and responds to significant changes in our operating environment. We must adapt to and make the most of emerging digital technologies and new transport services, and we must balance our response to the rapid pace of growth in urban areas with the needs of regions.

Our new direction enables us to more effectively deliver on the transport sector goal for a transport system that maximises economic and social benefits for New Zealand and minimises harm. It will also contribute to the government's wider priorities, providing modern infrastructure and services that support a more productive economy with more jobs, higher incomes and higher living standards.

Over the next three to five years, we'll be working to deliver three big changes that form the foundation of our new direction:

- One connected transport system: Transform the performance of the land transport system by integrating digital technology with physical infrastructure to create a safe, connected system that works for everyone.
- People-centred services: Simplify our customers' lives and our partners' work with innovative services and experiences that make it easy for them to do what they need to.
- Partnerships for prosperity: Unlock social and economic opportunities for customers, businesses and communities through targeted partnerships.

We'll make these changes through our focus areas, which capture the outcomes we aim to achieve for New Zealand.

In particular, we'll create digital solutions that make it easier to access and use the transport system and we'll improve customer experiences by designing and delivering services that are tailored to their needs.

For people and businesses in high-growth urban areas, we'll aim to make travel more efficient and journey times more reliable by leveraging new technologies alongside improvements to the road network. We'll also work to improve the performance of the existing transport system to ensure predictable connections, so freight can reach retail shelves, consumers and factories on time.

Travel on regional and interregional networks will also be more efficient and more resilient (quicker to recover from adverse events) to facilitate the flow of goods to market and spread the benefits of tourism. We'll enable broader social outcomes in regional communities by improving access to transport and the services it enables.


To create a transport system that is increasingly free from harms, we'll work on reducing the impact that transport has on the environment alongside our enduring focus to keep people safe on our roads.

This clear focus on outcomes not only drives our day-to-day work, it also supports our commitment to manage the public's money responsibly and transparently. By focusing on making a measurable difference, we invest in the activities that get the most value.

Every day transport has an impact on communities, businesses, the economy and the environment. Our strategy reflects our clear ambition and firm commitment to do our part in creating a better New Zealand.



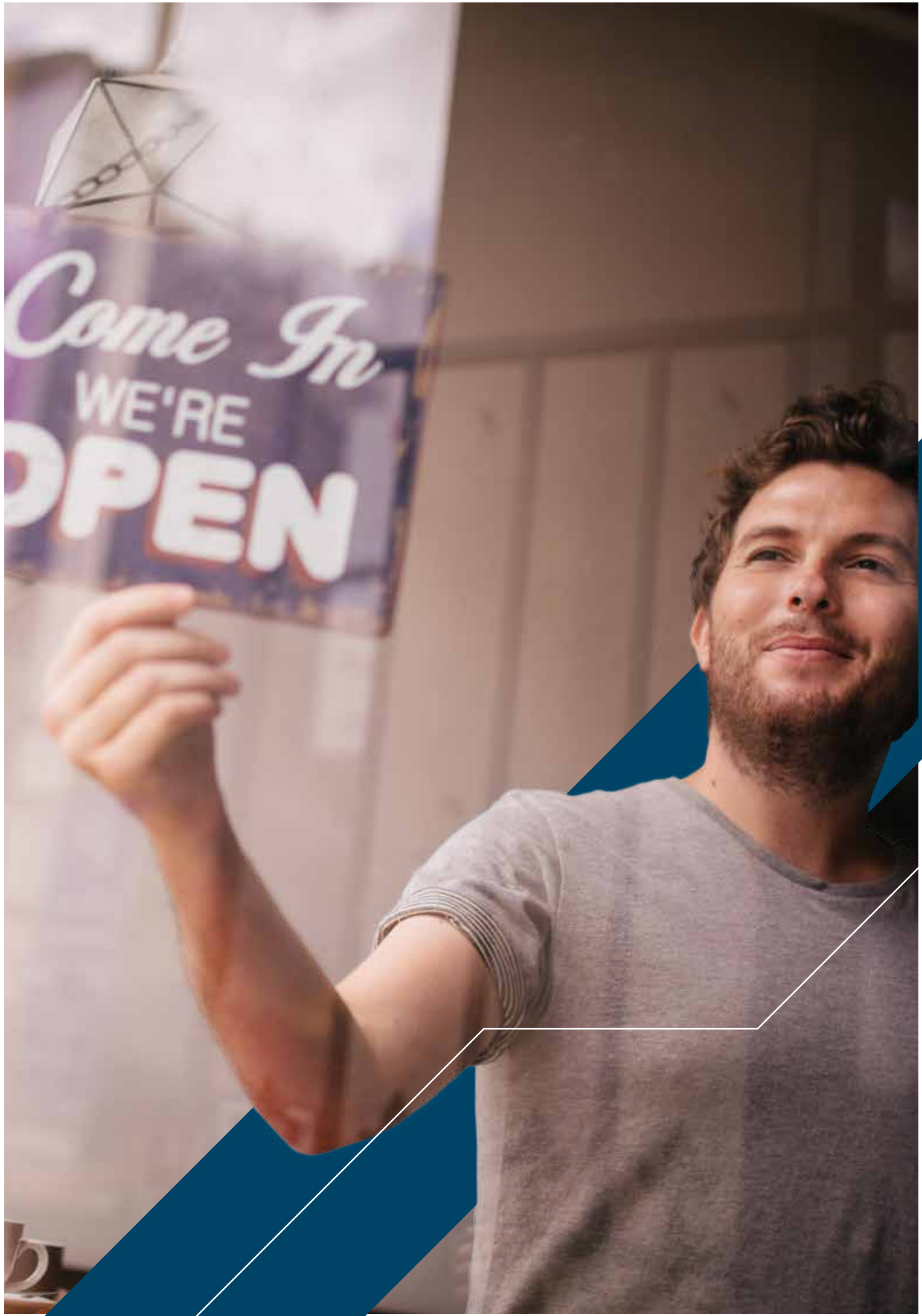
**CHRIS MOLLER**  
Chair  
9 June 2017



**DAME FRAN WILDE**  
Deputy Chair  
9 June 2017



**FERGUS GAMMIE**  
Chief Executive  
9 June 2017



*Come In*  
WE'RE  
**OPEN**

# OUR ROLE AND RESPONSIBILITIES

## OUR STATUTORY FUNCTIONS

The Transport Agency is a Crown entity governed by a statutory board. Under the Land Transport Management Act 2003, our primary objective is to undertake our functions in a way that contributes to an effective, efficient, and safe land transport system in the public interest. Our functions include (but are not limited to):

- managing funding of the land transport system, including auditing the performance of organisations receiving land transport funding
- managing the state highway system, including planning, funding, designing, supervising, constructing, maintaining and operating the system
- managing regulatory requirements for transport on land
- investigating and reviewing accidents and incidents involving transport on land
- issuing guidelines for, and monitoring the development of, regional public transport plans.

The Act also outlines our statutorily independent functions, which include (but are not limited to):

- determining whether particular activities should be included in the National Land Transport Programme and managing the prioritisation of that investment
- approving activities as qualifying for payment from the National Land Transport Fund
- approving procurement procedures for land transport activities
- issuing or suspending any land transport document or authorisation
- enforcing any provisions relating to the Transport Agency's functions.

In addition to the Land Transport Management Act 2003, other Acts also confer functions and powers on the Transport Agency.

Of particular importance is the Land Transport Act 1998, which promotes safe road user behaviour and vehicle safety, provides for a system of rules governing road user behaviour and the licensing of drivers, and stipulates technical aspects of land transport. Land transport rules are a form of delegated legislation similar to regulations. The Transport Agency produces rules for the Minister of Transport under an agreement with the Chief Executive of the Ministry of Transport. Land transport rules have a significant influence on people's access to and use of the land transport network.

Other relevant legislation includes the Railways Act 2005, the Government Rounding Powers Act 1989 and the Road User Charges Act 2012.

## GUIDING POLICY

As well as our statutory functions, several government policies guide our activities.

### Government Policy Statement on Land Transport

The Government Policy Statement on Land Transport sets out the government's priorities for expenditure from the National Land Transport Fund over the next 10 years.<sup>1</sup> It sets out how funding is allocated between activities such as road safety policing, state highways, local roads and public transport. This policy statement directly guides the investment we make in the land transport system on behalf of the government. This investment work is delivered primarily through our focus area Shape the land transport system.

### Business Growth Agenda

The Business Growth Agenda supports the government's priority for a more productive and competitive economy.<sup>2</sup> It focuses on six key inputs that businesses need to succeed and grow: export markets, investments, innovation, skilled and safe workplaces, natural resources and infrastructure. For transport, this means creating better access for people, business and freight to national and international markets and to places of business and employment, leveraging new and emerging technologies, and designing and delivering resilient infrastructure and services that serve the needs of our customers and communities.

### Connecting New Zealand

Connecting New Zealand summarises the government's policy direction for transport.<sup>3</sup> The government is seeking a transport system that supports the growth of the country's economy in a way that delivers greater prosperity, security and opportunities for all New Zealanders. New Zealand is a trading nation, but geographically it is further away from the economic centres of the world than any other developed country. Therefore, to be internationally competitive, we need to improve the efficiency of our transport networks by focusing on three areas: economic growth and productivity, value for money and road safety.

### Safer Journeys

Safer Journeys is the government's strategy to guide improvements in road safety from 2010 to 2020.<sup>4</sup> The strategy's vision is a safe road system increasingly free of death and serious injury. This is underpinned by the world-leading Safe System approach to reducing deaths and serious injuries from road crashes. The priority areas are those where significant change is needed to make an improvement and where improvements can help to reduce a large number of road deaths and serious injuries. Our focus on improving road safety is captured primarily in our focus area Keep people safe.

### National Infrastructure Plan

The National Infrastructure Plan aims to improve investment certainty for businesses by increasing confidence in current and future infrastructure provision.<sup>5</sup> The government's 20-year vision for New Zealand's infrastructure is that, by 2030, New Zealand's infrastructure is resilient, coordinated and contributing to economic growth and increased quality of life.

### New Zealand Energy Strategy

The New Zealand Energy Strategy sets the strategic direction for the energy sector and the role energy will play in the New Zealand economy.<sup>6</sup> The government's goal is for New Zealand to make the most of its abundant energy potential through the environmentally responsible development and efficient use of the country's diverse energy resources. The New Zealand Energy Strategy 2011-2021 sets out four priority areas: diverse resource development, environmental responsibility, efficient use of energy, and secure and affordable energy. The Energy Efficiency and Conservation Strategy, a companion strategy, focuses on the promotion of energy efficiency, energy conservation and renewable energy. It sets out six objectives for six sectors that will contribute to the overall New Zealand Energy Strategy 2011-2021 goal. The objective for transport is to create a more energy-efficient transport system with a greater diversity of fuels and alternative energy technologies.

<sup>1</sup> [www.transport.govt.nz/ourwork/keystrategiesandplans/gpsolandtransportfunding](http://www.transport.govt.nz/ourwork/keystrategiesandplans/gpsolandtransportfunding)

<sup>2</sup> [www.mbie.govt.nz/info-services/business/business-growth-agenda](http://www.mbie.govt.nz/info-services/business/business-growth-agenda)

<sup>3</sup> [www.transport.govt.nz/ourwork/keystrategiesandplans/connectingnewzealand/](http://www.transport.govt.nz/ourwork/keystrategiesandplans/connectingnewzealand/)

<sup>4</sup> [www.transport.govt.nz/ourwork/keystrategiesandplans/sj/](http://www.transport.govt.nz/ourwork/keystrategiesandplans/sj/)

<sup>5</sup> [www.infrastructure.govt.nz/plan](http://www.infrastructure.govt.nz/plan)

<sup>6</sup> [www.eeca.govt.nz/energy-use-in-new-zealand/energy-strategy-and-policy/](http://www.eeca.govt.nz/energy-use-in-new-zealand/energy-strategy-and-policy/)



## TRANSPORT SECTOR OUTCOMES

New Zealand thrives when the whole transport system – maritime, aviation and land transport – works together to achieve the enduring sector-wide transport outcomes. We work with others across the transport sector to create transport solutions and work towards a transport system that is:

- effective – moves people and freight where they need to go in a timely manner
- efficient – delivers the right infrastructure and services to the right level at the best cost
- safe and responsible – reduces the harm from transport
- resilient – meets our future needs and endures shocks.

## ACTIVITIES WE DELIVER AND INVEST IN (OUTPUT CLASSES)

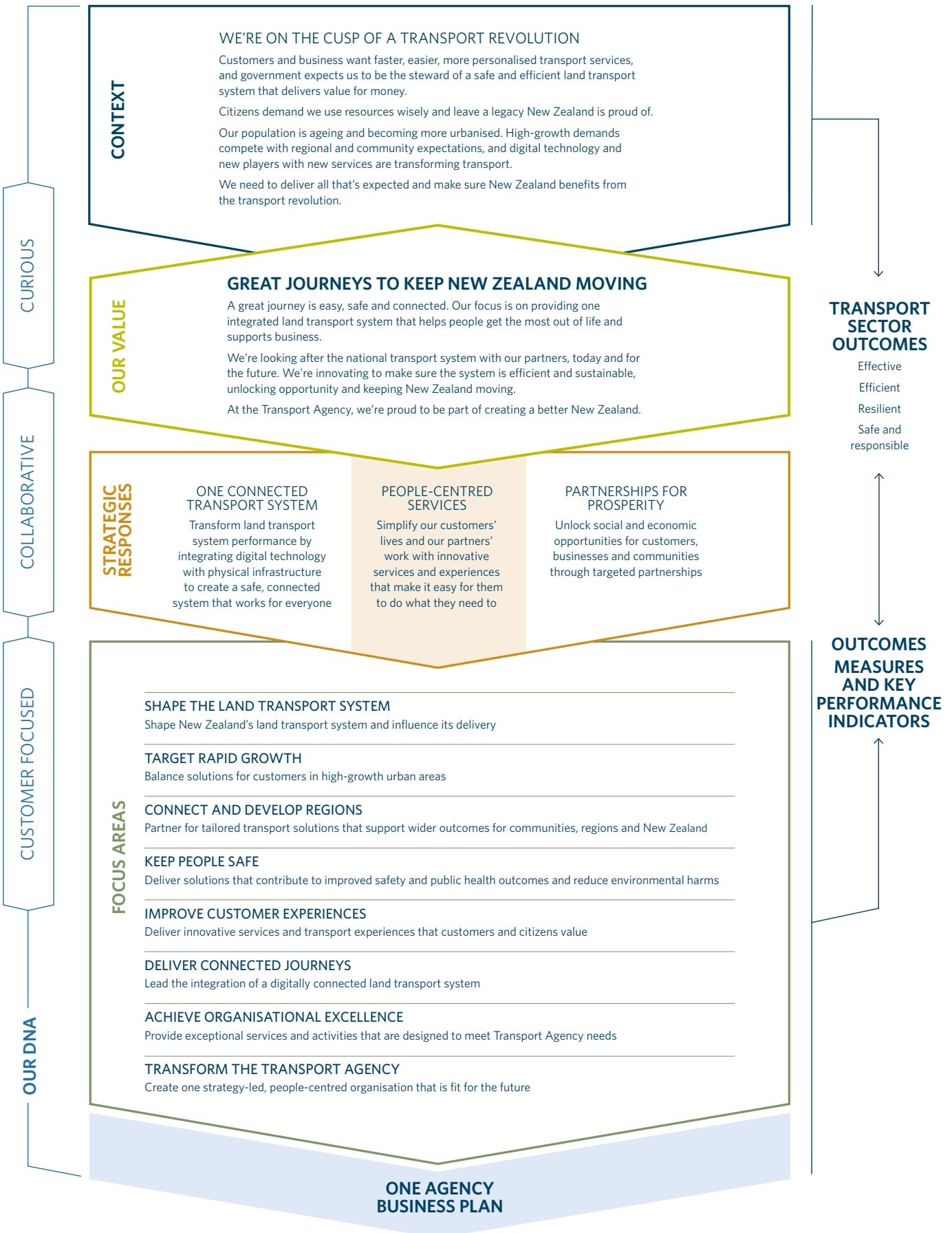
To deliver our functions, we are funded through 17 output classes:

- licensing and regulatory compliance
- road tolling
- motor vehicle registry
- road user charges collection, investigation and enforcement
- refund of fuel excise duty
- investment management
- public transport
- administration of the SuperGold cardholders' scheme
- enhanced public transport concessions for SuperGold cardholders
- walking and cycling
- road safety promotion
- Road Policing Programme (for which New Zealand Police is responsible)
- local road improvements
- local road maintenance
- regional improvements
- state highway improvements
- state highway maintenance.

Our forecast financial and non-financial performance against these activities is included in our *Statement of performance expectations 2017/18*.<sup>7</sup>



# OUR STRATEGY



# OUR CONTEXT

## WE'RE ON THE CUSP OF A TRANSPORT REVOLUTION

Our context is the pressures that impact on what we do and how we do it. We are facing a number of opportunities and challenges:

- customers and business want faster, easier, more personalised transport services
- our population is ageing and becoming more urbanised
- digital technology and new players with new services are transforming transport
- high-growth demands compete with regional and community expectations
- the government expects us to continue to provide a safe and efficient land transport system that delivers value for money
- citizens demand we use resources wisely and develop a land transport system New Zealand can be proud of, now and into the future.

In particular, technology is leaping ahead with autonomous and electric vehicles and with applications that are transforming personal mobility services and supply chain logistics. Customers are increasingly connected to information, services and social networks through smart devices, and they expect personalised transport services and real-time information when they are on the go.

Businesses also expect reliable and predictable connections so they can make sure their goods reach retail shelves and factories in New Zealand and around the globe.

Our strategy positions us to respond to these opportunities and challenges and the impact they have on the expectations of our customers and the government to make sure every person and business in New Zealand benefits from the transport revolution.

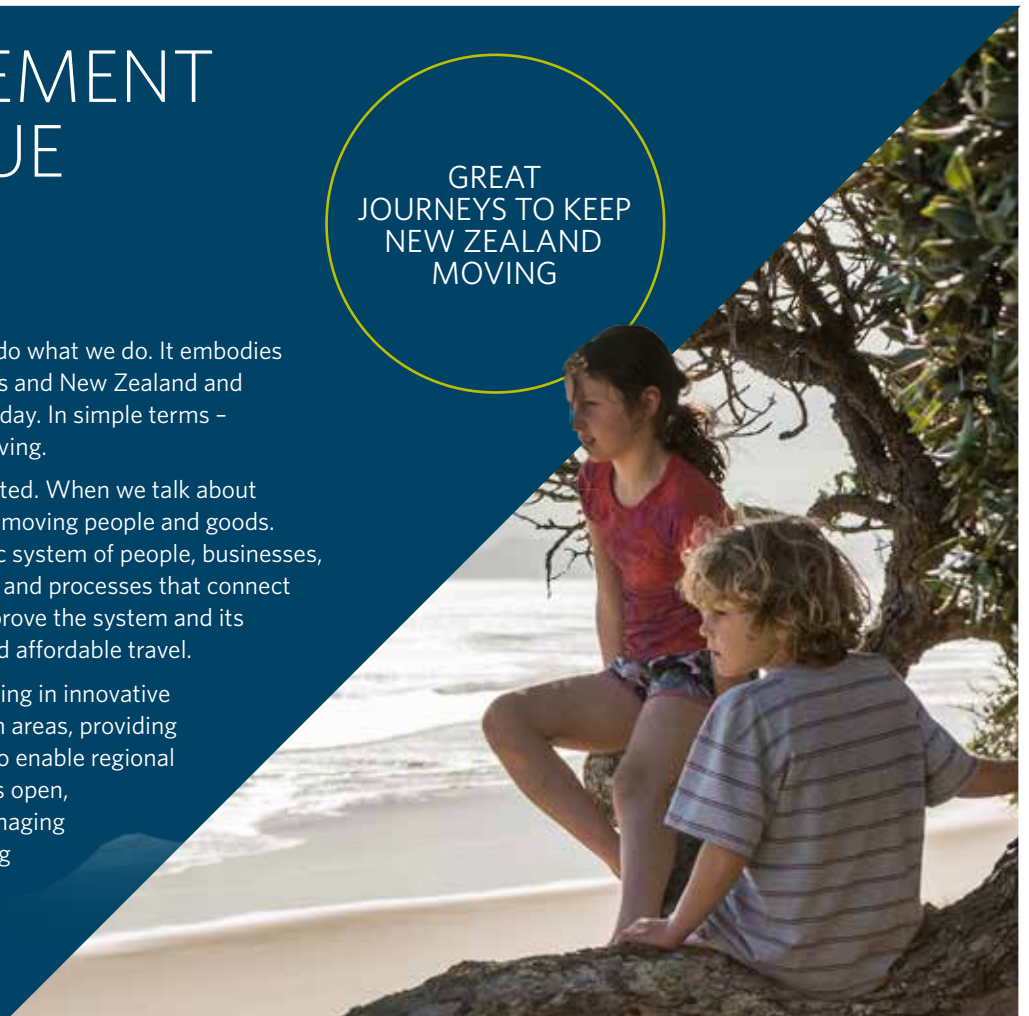
## VALUE STATEMENT – OUR UNIQUE OFFERING

Our value statement describes why we do what we do. It embodies the unique value we offer our customers and New Zealand and describes the difference we make every day. In simple terms – great journeys to keep New Zealand moving.

A great journey is easy, safe and connected. When we talk about great journeys, we mean more than just moving people and goods. We see transport as a complex, dynamic system of people, businesses, infrastructure, vehicles of all types, data and processes that connect the parts of the system. We want to improve the system and its connections to create seamless, safe and affordable travel.

We keep New Zealand moving by investing in innovative transport solutions in high-growth urban areas, providing regional and interregional connections to enable regional development, keeping access to markets open, maintaining the main tourist routes, managing national data registers and implementing safety regulations.

GREAT  
JOURNEYS TO KEEP  
NEW ZEALAND  
MOVING



# STRATEGIC RESPONSES – THREE BIG CHANGES WE’LL MAKE

Our three strategic responses – a system response, a service response and a community response – describe the direction we’ll take to deliver value to New Zealand. They’re the three big changes we need to make in the next five years to deliver what is expected of us and ensure customers and citizens benefit from the rapid changes happening in transport.

## **ONE CONNECTED TRANSPORT SYSTEM**

We aim to transform the performance of the land transport system by integrating digital technology with physical infrastructure to create a safe, connected system that works for everyone.

This strategic response is about the connection between transport networks and services. We have a good track record of delivering physical road networks, and now we need to be just as good at integrating the physical with the digital: Delivering one connected transport system that is safe and works for people and businesses.

An integrated transport system keeps everything connected, keeps everyone safe and supports easy information and transport connections. New digital tools and players create new interactions between all parts of the system, realising new opportunities for transport, freight movements and mobility services, and new ways to manage and regulate the system – so we all get the very best from the system.

This strategic response sets a direction that will see us investing in modern infrastructure and services to grow New Zealand’s economy and improve the lives of all New Zealanders. It will enable technological and innovative solutions to tackle complex and enduring problems in the transport system and make sure New Zealand can take full advantage of the rapid changes taking place in transport.

## **PEOPLE-CENTRED SERVICES**

We aim to simplify our customers’ lives and our partners’ work with innovative transport services and experiences that make it easy for them to do what they need to.

The transport system exists to serve people – our customers and our planning, investment and delivery partners. For our customers, a collaborative transport-as-a-service approach starts with understanding customer needs and mining rich customer information and interactions to design better transport experiences. Service offerings are tailored to create the most value for customers and for New Zealand – economically and socially. Transport operations and demand management are critical in helping people get the best real-time experience. We will collaborate with our partners, working to understand what they need and balancing those needs with our responsibilities.

This strategic response addresses the government’s overarching goal to be customer focused. It emphasises the need to provide better experiences to customers and citizens. It’s about collaboratively designing innovative services with customers and reducing the burden of interacting with government. In urban areas, we will manage demand on overcrowded roads by making buses, trains, ferries and cycling more attractive options for commuters.

## **PARTNERSHIPS FOR PROSPERITY**

We aim to unlock social and economic opportunities for customers, businesses and communities through targeted partnerships.

We’re focusing on great transport links and services that promote improved social, economic and environmental outcomes for communities and for business.

This strategic response supports the broad ambitions of central and local government to invest in ways that enable everyone in New Zealand to lead better lives. This means partnering with others and playing our role in creating connected and safe communities and a more productive economy that delivers more jobs, higher incomes and higher living standards for New Zealanders. Transport services and other activities will be more joined up as we support the plans of others to help improve lives and livelihoods.

# FOCUS AREAS – WHAT WE’LL DO TO MAKE THESE CHANGES

Our eight focus areas describe what we will do in the next three to five years to make the changes signalled in our strategic responses. These focus areas confirm where we will direct our efforts and resources to deliver measurable outcomes for our customers and citizens.

The focus area Shape the land transport system sets the overall direction for our activities with specialist direction setting for safety coming from the Keep people safe focus area. That direction is delivered by the five areas: Target rapid growth, Connect and develop regions, Improve customer experiences, Deliver connected journeys, and Keep people safe. Our internal direction is set and delivered by the focus area Achieve organisational excellence. However, in 2017/18, the focus area Transform the Transport Agency will support our transition to our strategy and ways of working.

The significant activities that will contribute to our focus areas in the coming year are detailed in our *Statement of performance expectations 2017/18*.<sup>8</sup>

## OUTCOMES WE ARE SEEKING

Each focus area has a clear, measurable outcome for our customers and New Zealanders that drives everything we do.

SHAPE THE LAND TRANSPORT SYSTEM	TARGET RAPID GROWTH	CONNECT AND DEVELOP REGIONS	KEEP PEOPLE SAFE	IMPROVE CUSTOMER EXPERIENCES	DELIVER CONNECTED JOURNEYS	ACHIEVE ORGANISATIONAL EXCELLENCE	TRANSFORM THE TRANSPORT AGENCY
Transport sector decision-making, investment and regulatory and policy interventions are based on a shared long-term view of the land transport system	Improved customer experience of urban travel in high-growth urban areas	Improved regional and interregional transport system service quality for people, freight and business	The land transport system is increasingly free from harms	Customers trust us to deliver intuitive experiences that meet their needs and preferences	Digital solutions enable easier journeys for customers	Organisational services are more innovative, responsive and cost-effective and provide the capabilities (people, systems, processes, practices, tools and skills) required to deliver our strategy	We have become a people-centred, strategy-led organisation that is supported by a robust strategy-to-action process

## HOW WE’LL MEASURE OUR SUCCESS

We will measure our progress towards the outcomes we are seeking through a variety of measures and key performance indicators. The level of performance (targets) we aim to achieve over the next 12 months is included in our *Statement of performance expectations 2017/18*.

# SHAPE THE LAND TRANSPORT SYSTEM

Shape New Zealand’s land transport system and influence its delivery

## WHY WE NEED IT

Our approach to planning and investing in New Zealand’s land transport system must be holistic, considering the whole system, and coordinated across all modes, if we are to deliver the right activities in the right places at the right time to create the best value for the country.

## WHAT WE’RE AIMING FOR

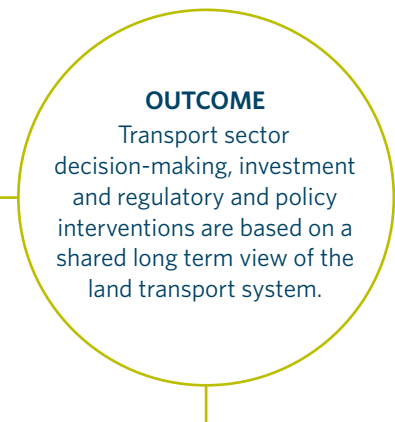
Our focus area Shape the land transport system will help us to develop a clear, shared and integrated view of New Zealand’s land transport system with our partners, and then to identify and enable the main changes to realise that shared view.

In our unique position as the national planner, investor and deliverer of land transport activities, we can lead greater collaboration with our partners to develop a clear, integrated, shared and long-term view of New Zealand’s land transport system that can meet future freight and travel demands.

## HOW WE’LL GET THERE

Our approach to planning and investing in the land transport system will be unified and have a focus that extends beyond physical infrastructure interventions. We will:

- influence and collaborate with our investment and delivery partners to develop an aligned view on the pressures, state and responses (including timing) at national and regional levels for an integrated land transport system
- plan with the whole transport system in mind (including the most important interventions required to enable one land transport system)
- take a consolidated and coordinated approach to the timing and progress of the agreed interventions, whether regulatory, policy, planning or investment focused.



## MEASURES

Partner experience

## KEY PERFORMANCE INDICATOR<sup>9</sup>

Index of collaborative relationship process maturity

## DESIRED TREND

Partner experience ↑ Increase Baseline 38.8  
Our partners feel we have improved the way we work alongside them to deliver outcomes for their communities.

<sup>9</sup> See technical notes on page 31.

# TARGET RAPID GROWTH

Balance solutions for customers in high-growth urban areas

## WHY WE NEED IT

Urban areas such as Auckland, Hamilton, Tauranga, Christchurch, Queenstown, and Wellington are facing significant transport challenges. The first five areas are experiencing rapid population growth and development that outstrips the capacity of local transport systems and is making it difficult to integrate land use and transport planning. Parts of Wellington city and its surrounding areas are also experiencing similar challenges.

People and businesses are facing escalating economic, social and environmental costs from increased travel times, reduced travel time reliability and productivity, increased emissions, lack of affordable housing and developments without easy access to efficient transport choices and other amenities

## WHAT WE'RE AIMING FOR

Transport networks and services have a role in managing and supporting growth that makes the best use of existing infrastructure and coordinates new infrastructure with planned residential and commercial development, so that people and businesses can move efficiently within liveable urban areas. Through our focus area Target rapid growth, we will significantly change the way people and businesses in high-growth urban areas are able to manage their transport needs.

## HOW WE'LL GET THERE

We will work with others to improve the performance of the transport system and the services it provides for people and businesses. This means balancing the provision of new infrastructure with travel demand management<sup>11</sup> and network optimisation<sup>12</sup> that make the most of digital technologies and travel information.

In particular, we will work swiftly to:

- deliver network improvements that unlock residential and business growth by ensuring planned developments have easy access to efficient transport choices and other amenities
- harness technology to make the best use of the transport system, incentivise a significant shift from single-occupancy vehicles to other more efficient transport modes, and support predictable and reliable mobility services in real time
- improve the availability of real-time and multi-modal transport information for customers on the go.



### MEASURES

Network productivity	Network accessibility	Network travel time predictability
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### KEY PERFORMANCE INDICATOR<sup>10</sup>

Index of network productivity	Under development	Index of travel time predictability
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### DESIRED TREND

**Network productivity – Maintain Baseline 55.0**  
 People and freight can move around our cities at their same current speed and flow, halting the recent decrease in productivity caused by more vehicles using urban roads.

**Network accessibility**  
 This indicator is under development.

**Network travel time predictability – Maintain Baseline 69.7**  
 People and businesses retain their current ability to predict travel times in urban areas, allowing them to get to their destinations on time. This halts the recent decline in predictability caused by more vehicles and people using urban transport systems.

<sup>10</sup> See technical notes on page 31.

<sup>11</sup> Demand management is a generic classification for activities that encourage more efficient and sustainable travel and transport behaviour. Demand management aims to encourage motor vehicle users to use alternative means of transport when appropriate.

<sup>12</sup> Network optimisation aims to make better use of existing transport networks and services and considers transport demand for all modes of transport.



# CONNECT AND DEVELOP REGIONS

Partner for tailored transport solutions that support wider outcomes for communities, regions and New Zealand

## WHY WE NEED IT

Transport enables economic, social and environmental outcomes important to people, business and communities. Different regions have different aspirations, geographies, demographics and economies, and they face different barriers to and opportunities for growth. To accommodate these differences, we must work closely with regions and a wider variety of partners to understand the outcomes they seek and the role transport has to play, so that we can co-design solutions.

## WHAT WE'RE AIMING FOR

Through our focus area Connect and develop regions we will support regional economic development and improve interregional connections. This will improve connections for businesses and freight with domestic and international markets, as well as spread the benefits of tourism throughout the nation. We will also work with others so that transport can enable broader social and economic outcomes.

Transport activities will be co-designed with regions, tailored to agreed regional needs and integrated with relevant regional programmes. We will transparently balance regional priorities within a nationally consistent framework.

As a steward of the land transport system, we will take a long-term view, ensuring road maintenance is cost-effective and making sure the system as a whole is resilient, keeps people safe and minimises environmental harms.

## HOW WE'LL GET THERE

Our work in the regions will support wider social and economic outcomes where transport has a significant role to play. Through existing and new partnerships, we will:

- support regional economic development and interregional connections for business, freight and tourism
- co-design and deliver tailored transport solutions that support access to social and economic opportunities for regional communities and customers, particularly those facing significant social and economic challenges
- deliver a resilient, safe and efficient transport system that enables integrated transport services within and between regions and minimises environmental and personal harms.



### MEASURES

Network productivity	Network accessibility	Network travel time predictability	Network resilience
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### KEY PERFORMANCE INDICATOR<sup>13</sup>

Index of network productivity	Index of the number of people found driving without a valid driver licence	Index of travel time predictability	Index of duration of observed closures on the state highway network
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### DESIRED TREND

**Network productivity – Maintain Baseline 78.1**  
 People and freight can move on key interregional routes at their same current speed and flow, halting the recent decrease in productivity caused by more vehicles using the road network.

**Network accessibility ↓ Decrease Baseline 4484**  
 Fewer people in rural areas are driving without a valid driver licence, meaning they have safe access to social and economic opportunity.

**Network travel time predictability – Maintain Baseline 88.0**  
 People and businesses retain their current ability to predict travel times on key interregional routes, allowing them to get to their destinations on time. This halts the recent decline in predictability caused by more vehicles using these routes.

**Network resilience ↓ Decrease Baseline 1355**  
 Our customers experience fewer delays from unplanned road closures, allowing them to reliably get to their destinations.

<sup>13</sup> See technical notes on page 31.

## KEEP PEOPLE SAFE

Deliver solutions that contribute to improved safety and public health outcomes and reduce environmental harms

### WHY WE NEED IT

We can reduce deaths and serious injuries beyond current levels if we better align and coordinate our safety activities into a single programme integrated with broader environmental and public health outcomes. Such a programme would work holistically across all modes of land transport – road, rail, cycling, walking and public transport – and optimise partnerships and collaboration with other government agencies, local government and transport stakeholders.

### WHAT WE'RE AIMING FOR

Through our focus area Keep people safe we will deliver and influence integrated, targeted interventions to prevent or reduce deaths and serious injuries, improve personal security and health, and prevent or reduce environmental harms, across all land transport modes. We will build on achievements already delivered by the Safer Journeys: New Zealand's road safety strategy 2010–2020 to extend the internationally recognised Safe System approach beyond road safety to the whole land transport system.

By thinking more widely about safety and harm, we can intervene in ways that contribute multiple benefits. For example, if we encourage more people to drive newer vehicles, then we will see reductions in both harmful emissions and crash trauma. By removing barriers to people choosing to walk or cycle – separated cycleways or improved lighting and security for pedestrian areas make the choice easier – we can contribute to primary health benefits as well as easing pressure on the road network.

### HOW WE'LL GET THERE

We will work with partners and stakeholders to deliver a safer and healthier land transport system. This will involve:

- shifting the land transport sector's thinking from 'safety or mobility' to 'safe mobility' – safety and efficient mobility will be treated as complementary and interdependent outcomes
- developing and implementing one coordinated programme of high-impact interventions to significantly improve safety, public health and environmental outcomes
- embedding the transformational Safe System approach through partnerships and collaboration across the transport sector to create a safe land transport system for everyone.



### MEASURES

System safety

Environmental harm

### KEY PERFORMANCE INDICATOR<sup>14</sup>

Index of deaths and serious injuries

Index of energy efficiency of road transport

### DESIRED TREND

**System safety ↓ Decrease Baseline 2738**  
Fewer people are killed or seriously injured using the land transport system by creating a system that is more forgiving of human error.

**Environmental harm – Maintain Baseline 6.88**  
Fuel consumption for the national fleet stays the same and minimises the environmental damage caused by road transport despite the national average edging higher in recent years.

<sup>14</sup> See technical notes on page 31.

# IMPROVE CUSTOMER EXPERIENCES

Deliver innovative services and experiences that customers and citizens value

## WHY WE NEED IT

Before we decide the priority changes for the transport system, we must have a deep understanding of the needs and preferences of the different people who use the transport system. This includes not only Transport Agency ‘customers’, but also New Zealand ‘citizens’ who expect a good return on investment from government spending and hold us to account. We will make more decisions, whether day to day or for the longer term, with our partners. These decisions will be based on a strong evidence base informed by customer insights, customer voices and data analysis.

## WHAT WE’RE AIMING FOR

Through our focus area Improve customer experiences we will deliver timely, tailored and intuitive transport services and experiences for customers and citizens and work with others to deliver greater value for New Zealand. This area can be summarised as a focus on:

- **people** – equipping staff and others who deal with our customers with guidance, tools and accountabilities to embed the customer in their daily business decisions
- **intelligence** – incorporating customer insights throughout the Transport Agency and developing a decision-making framework that recognises and values better outcomes for customers
- **design** – providing specialist resources to influence our processes and thinking so we deliver efficient and effective solutions that work for our customers.

## HOW WE’LL GET THERE

We will design and deliver services to improve customers’ experience of the transport system and deliver greater value for New Zealand. This will mean:

- using customer insights and design principles to deliver the transport services and experiences that customers and citizens value and expect across the transport system
- removing barriers, so people can interact with us easily and in real time online, and providing information and services that customers value
- differentiating customer and citizen groups by need, so we can provide personalised and tailored experiences that are driven by these needs.



### MEASURES

Customer and citizen experience

### KEY PERFORMANCE INDICATOR<sup>15</sup>

Index of customer service quality

### DESIRED TREND

Customer and citizen experience ↑ Increase  
 Baseline 63.0  
 Customers and citizens feel more satisfied with our services and performance, making it easy for them to get information and make the right decisions.

<sup>15</sup> See technical notes on page 31.

## DELIVER CONNECTED JOURNEYS

Lead the integration of a digitally connected land transport system

### WHY WE NEED IT

Major advances in digital technology present both opportunities and challenges for New Zealand's transport system. New and emerging technology can help us to make smarter, more connected use of our transport system. We need to become more agile and innovative to harness these technologies and deliver better transport solutions for citizens and customers.

### WHAT WE'RE AIMING FOR

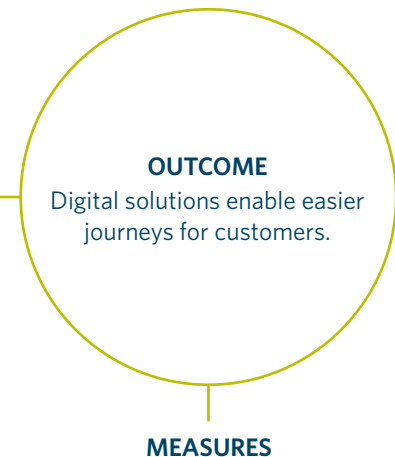
Through our focus area Deliver connected journeys we will fast-track the design and delivery of innovative technologies that enable easy, connected and safe transport services for our customers and citizens. When we say 'connected' we mean digitally connected through the use of information and communication technology. This includes the connection of people to each other, vehicles and infrastructure.

### HOW WE'LL GET THERE

We will deliver innovative digital solutions that enhance our customers' experience of the New Zealand transport system, specifically:

- a mobility-as-a-service marketplace that connects customers to a digital transport service marketplace where journeys can be accessed and paid for on demand
- an integrated package of digital transport solutions that support a safe, connected system that works for everyone.

Deliver connected journeys means designing technology solutions with customer benefits at their centre. For example, mobility as a service is a new approach to transport that combines journey options from many providers into a single mobile service (using an app) where customers can select and pay for all their journeys in one place and don't need to own a vehicle.



Customer and citizen experience

### KEY PERFORMANCE INDICATOR<sup>16</sup>

Under development

### DESIRED TREND

Customer and citizen experience  
This indicator is under development.

<sup>16</sup> See technical notes on page 31.

# ACHIEVE ORGANISATIONAL EXCELLENCE

Provide exceptional organisational services and activities that are designed to meet Transport Agency needs

## WHY WE NEED IT

To help move our customers to the centre of everything we do, our organisational services must be innovative, responsive, cost-effective and meet the needs of the people using them. These services will also help us to work collaboratively and effectively across the organisation and to make it easier to collaborate with our external partners.

## WHAT WE'RE AIMING FOR

Through our focus area Achieve organisational excellence we will make sure we have the right people, capabilities and organisational services (technology, systems, policies and processes) to meet the Transport Agency's needs and deliver our strategy. This includes maintaining our commitment to be a good employer and ensuring effective measures are in place to keep our workplace safe and ensure our workforce reflects a diverse range of perspectives and backgrounds.

## HOW WE'LL GET THERE

We will work as an integrated agency to develop or acquire the right people, skills and tools so we can deliver and effectively communicate our strategy. We will design our organisational services and activities in partnership with the people who use them (our 'internal clients'). Insights and analytics will help us identify emerging organisational needs and, by being better integrated, we can eliminate duplication and waste. In particular, we want:

- internal technology systems, policies and processes that are fit for purpose, flexible and responsive to our needs
- our business intelligence system to help us to use high-quality analytics and insights to make great decisions that benefit our customers and citizens
- year-on-year improvements in our people development and performance management practices, particularly to address barriers to diversity and reduce the gender pay gap
- our communication and engagement to be strategy led, simple and effective, and conversation and people based
- our innovation zone to bring together people with diverse experiences, skills and knowledge to create new ways of addressing transport challenges.



### MEASURES

Organisational efficiency | Value for money

### KEY PERFORMANCE INDICATOR<sup>17</sup>

Index of Performance Improvement Framework assessment ratings (efficiency) | Index of value-for-money maturity

### DESIRED TREND

**Organisational efficiency** ↑ **Increase** *Baseline 2.2*  
We improve how efficiently we use our resources to maximise the benefits we deliver to New Zealanders.

**Value for money** – **Maintain** *Baseline 3.0*  
Our ability to achieve value for money and demonstrate our responsible management of public finances stays the same as we change our internal structure, operating model and ways of working.

<sup>17</sup> See technical notes on page 31.

# TRANSFORM THE TRANSPORT AGENCY

Create one strategy-led, people-centred organisation that is fit for the future

## WHY WE NEED IT

To move our customers to the centre of everything we do and deliver our strategy, our organisation must enable an integrated, collaborative, people-centred approach. Everything we do, whether individually or collectively, must contribute to achieving our strategic outcomes.

## WHAT WE'RE AIMING FOR

Our focus area Transform the Transport Agency will allow us to collaboratively lead, manage and embed organisational change processes, so we think, act and organise ourselves as an integrated, strategy-led, people-centred agency.

## HOW WE'LL GET THERE

We will realise the opportunities we identified from our assessment against the Performance Improvement Framework to lift our performance and meet the challenges ahead of us.

We will change the way we think, act and are organised to become one integrated agency, focused on serving customers and citizens in innovative ways. In particular, we will:

- be strategy led with business-planning processes and an organisational structure that mean we have the right people and resources in the right places to deliver our strategy
- embed a new way of working, our 'DNA', so that our people share the beliefs and values that drive the way we deliver on our strategy.

These organisational changes will require all parts of the agency to commit to a single plan to achieve our strategic outcomes, new approaches that incentivise the behaviours we value, and a new value-chain operating model that will influence the way we organise ourselves.

More detail on our organisational changes and our new DNA is included under 'How we'll work' (page 21).



### MEASURES

Organisational effectiveness

Organisational culture

### KEY PERFORMANCE INDICATOR<sup>18</sup>

Index of Performance Improvement Framework assessment ratings (effectiveness)

Index of organisational culture

### DESIRED TREND

**Organisational effectiveness** ↑ Increase Baseline 2.7  
We improve how effectively we use our resources to maximise the benefits we deliver to New Zealanders.

**Organisational culture** ↑ Increase Baseline 61.0  
Our people's ability to be ambassadors for our strategy, culture and operating model will improve, delivering benefits for our customers and stakeholders.

<sup>18</sup> See technical notes on page 31.

# HOW WE'LL WORK

To deliver our strategy we're changing the way we work internally with a new operating model and structure. We're also changing the way we act with the introduction of an organisational 'DNA'. We've also changed the way we work externally, through a new regional relationship model.

We will deliver these changes through our focus area Transform the Transport Agency (page 20). The focus area Achieve organisational excellence (page 19) will help us maintain our organisational health and capability to deliver our strategic and organisational changes.

## NEW STRUCTURE AND OPERATING MODEL

In March 2016, we conducted a self-review based on the government's Performance Improvement Framework. The review identified that, while our organisation was successful, our operating model did not position us well to meet future challenges for New Zealand's transport system.

The review concluded that, to meet future demands, we needed to change how we think, act and organise ourselves. We needed a stronger focus on being one agency delivering integrated outcomes, becoming truly customer and citizen focused, enabling innovation and leveraging new technology fully.

On 3 July 2017, the Transport Agency moves to a value-chain operating model and organisational structure (see figure 1). There will be 11 groups, with strategy, systems and customer service functions at our core, alongside groups focused on customer experience and behaviour and on safety and the environment. These groups will be supported by corporate services, people, and governance, stakeholders and communications groups.

This operating model will enable us to lift our performance and work together across our internal functions to deliver our strategy. It will help us to be more efficient and agile and ensure we have the right resources in the right place to deliver our business plan.

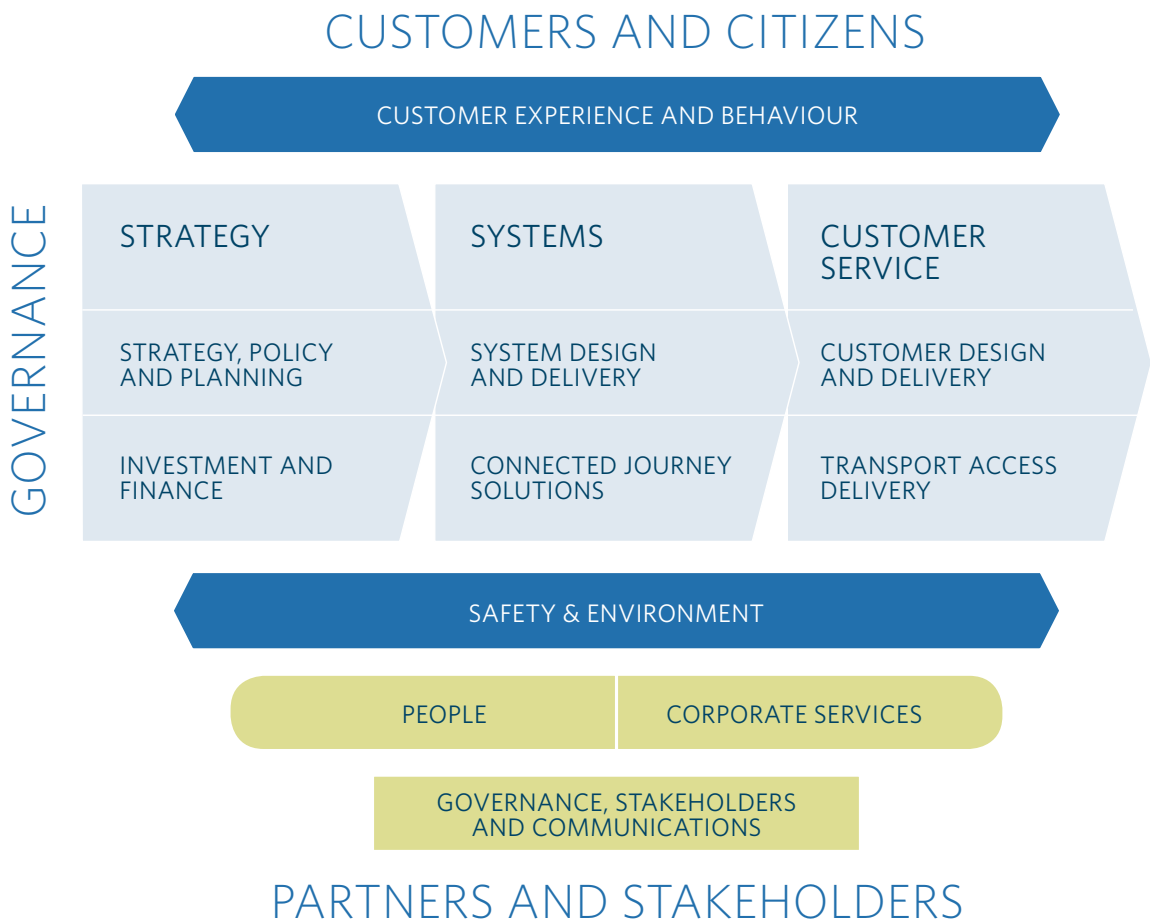


Figure 1 - Transport Agency value-chain operating model

## NEW REGIONAL RELATIONSHIP MODEL

Alongside our internal changes, we've also adjusted how we work in the regions and introduced regional relationship zones (see figure 2). These changes will make it easier for us to provide the right services to the right areas. Our regional partners can expect a more tailored service and a customer-focused approach. This will help us to significantly improve how we plan, design and deliver transport solutions.



Figure 2 – Transport Agency regional relationship model



## OUR DNA

We have redefined how we'll work to support our refreshed strategy.

Our DNA is our shared set of beliefs and values that drive the way we deliver on the promises we make to New Zealand in our strategy. It is both who we are now and who we aspire to be.

We have three DNA attributes:

- customer focus to deliver value
- collaborate to achieve as one
- curious to cultivate innovation.

Customer focus is important because delivering value to New Zealand is our biggest customer promise. We need to know who our customers are, care about what's important to them, enable them to live the best life they can, and role model our safety messages.

Collaborate to achieve as one is important because great ideas come when we work together. We need to understand how our work connects with others, share our knowledge generously, communicate and act with awareness right across the Transport Agency, the transport sector and government, and show respect and empathy.

Curious to cultivate innovation is important because innovation starts with curiosity and focusing our creative energy on things that deliver our strategy and make a difference to our customers. We need to ask why and how we could do something better, embrace diversity, and let go when the time is not right.

We will embed our new DNA through our focus area to Transform the Transport Agency (page 20).

## IMPROVED ORGANISATIONAL HEALTH AND CAPABILITY

Our focus area Achieve organisational excellence (page 19) will help us make sure we have the right people, capabilities and organisational services (including technology, skills, systems, policies and processes) to deliver our strategy.

We will focus on making sure:

- our internal technology systems, policies and processes are fit for purpose, flexible and responsive to our needs
- we have a business intelligence ecosystem that enables us to use high-quality analytics and insights to make great decisions for customers and citizens
- we achieve a year-on-year improvement in our people development and performance management practices
- our communication and engagement is strategy led, simple and effective, and conversation and people based
- our innovation zone brings diverse people together to create new ways of developing solutions to enduring transport challenges.

This includes maintaining our commitment to being a good employer, which is particularly important as we transition to our strategy and ways of working. Our *Statement of performance expectations 2017/18* provides more detail on our activities in the coming year.

# ABOUT US

The NZ Transport Agency is a Crown entity governed by a statutory board. Our functions (detailed on page 5) include delivering, managing, regulating and investing in New Zealand's land transport system.

We work in 14 locations from Whangarei to Dunedin. Our organisation is made up of highly experienced people drawn from an expansive variety of skills, including planners and policy analysts, engineers, business advisors, contract specialists, and information technology, legal, property and financial professionals.

Managing our organisation is our senior leadership team, made up of our chief executive, four group managers, four general managers, four directors and four regional relationship directors.

## OUR BOARD



**CHRIS MOLLER**  
CHAIR (WELLINGTON)

Chris is a non-executive director who chairs the boards of Meridian Energy Ltd and SKYCITY Entertainment Group Ltd.

He is also a director of Westpac New Zealand Ltd. He was previously the chief executive of the New Zealand Rugby Union, deputy chief executive of Fonterra Co-Operative Group Ltd, and a director of a variety of joint venture and subsidiary organisations in the New Zealand dairy industry, both domestically and internationally.

Chris was named 2016 Chairperson of the Year in the Deloitte Top 200 Awards and is a Companion of the New Zealand Order of Merit.



**DAME FRAN WILDE**  
DEPUTY CHAIR (WELLINGTON)

Fran is a non-executive director who chairs the Remuneration Authority, the Wellington Lifelines Group and the National Military Heritage Trust. She is also deputy chair of the Capital Coast District Health Board and serves on a number of other boards.

Fran was previously a cabinet minister, the mayor of Wellington, chair of the Wellington Regional Council and chief executive of the NZ Trade Development Board.

She has chaired a number of companies including Housing New Zealand, Wellington Waterfront and the New Zealand International Arts Festival and has been a director of others including ANZ, NGC Holdings, Humanware and Bethunes Investments Ltd. Fran was the first regional category winner of the Westpac Women of Influence Awards and is a chartered fellow of the Institute of Directors in New Zealand.



**MARK DARROW**  
(AUCKLAND)

Mark is an experienced businessperson and director, specialising in corporate governance. He holds a Bachelor of Business degree, is a member of the New Zealand Institute of Chartered Accountants and a chartered member of the Institute of Directors in New Zealand.

He has significant experience across a number of sectors, including infrastructure, energy, agriculture, education, technology and automotive.

He is currently Chairman for The Lines Company, Primary ITO, Armstrong Motor Group and Signum Holdings, and a director for Counties Manukau District Health Board, Motor Trade Association and Balle Bros Group.

Mark is based in Auckland and has family ties to the King Country and Bay of Plenty.



**CHRIS ELLIS**  
(AUCKLAND)

Chris's background spans the manufacturing, heavy construction and engineering sectors.

He chairs Energyworks Holdings Ltd and Highway Group Ltd and serves on the board of directors of WorkSafe New Zealand and Horizon Energy Ltd.

Chris has held chief executive roles with Brightwater Group and with the Building Products Division of Fletcher Building Ltd.

Earlier, Chris held general management roles in Winstone Aggregates and Fletcher Construction.

Chris has a bachelor of engineering degree from the University of Canterbury and a master's degree in engineering science and management from Stanford University in California.



**LEO LONERGAN**  
(WELLINGTON)

Leo is a retired senior executive from the energy industry who spent most of his career working internationally.

Leo returned to New Zealand in 2013 after a 36-year career with Caltex and Chevron Corporations, including executive assignments in North America, Europe, Middle East and Asia. He was elected an officer of Chevron in 2005 and most recently led Chevron's worldwide procurement and supply chain organisations with a team of 5000 people and global spend of US\$50 billion per year.

He is a chartered fellow of the Institute of Directors in New Zealand and is deputy chair of the Victoria University Foundation.



**VANESSA VAN UDEN**  
(QUEENSTOWN)

Vanessa completed one term as a councillor on the Queenstown Lakes District Council before becoming mayor in 2010. Since standing down in 2016, she has re-established her own company, Admin & Business Solutions, through which she provides business services to companies throughout the Queenstown area.

Vanessa has a Master of Business Administration degree and was awarded an Officer of the New Zealand Order of Merit in 2017 for services to local government. She has been a member of the St John Area Committee since 2008, a Trustee of the Queenstown Trails Trust and a founding trustee of the Branches Charitable Trust and the Queenstown Lakes Baby Box Trust.



**NICK ROGERS**  
(AUCKLAND)

Nick is a geotechnical specialist with expertise in land stability, foundation support and natural disaster assessment.

He has over 34 years' experience on major infrastructure projects and in conducting land damage assessments for the Earthquake Commission in New Zealand.

He has also worked on projects across the Asia-Pacific region. Nick has been a director for Tonkin and Taylor and the international development consulting firm ANZDEC Ltd.

Nick was made a Companion of the Queen's Service Order for his services in natural disaster assessment throughout New Zealand and in the recovery work in Christchurch during and after the Canterbury earthquakes.



**ADRIENNE YOUNG-COOPER**  
(AUCKLAND)

Adrienne is a full-time professional director and a chartered fellow of the Institute of Directors in New Zealand.

She had a 30-year career in resource management and planning, specialising in spatial planning, metropolitan growth and management (including infrastructure planning and large projects).

Adrienne was the deputy chair of the Auckland Regional Transport Authority (replaced by Auckland Transport) and a board member of Maritime New Zealand until 2011. Her experience and contribution in transport governance is extensive. She also served as deputy chair of Waterfront Auckland.

She chairs the board of Housing New Zealand Corporation and is a director of the Hobsonville Land Company Ltd and the Wairaka Land Company Ltd. She also serves on several charitable trusts.

Adrienne is based in Auckland and Wellington and has family ties to Taranaki.

## OUR LEADERSHIP TEAMS

Managing our organisation is our chief executive and our executive and senior leadership teams.

### Executive leadership team



**FERGUS GAMMIE**  
CHIEF EXECUTIVE

Fergus is a former chief executive of Auckland Regional Transport Authority, chief operating officer of Auckland Transport, and both deputy director general transport services and deputy secretary infrastructure and services at Transport for New South Wales with the same organisation. In this latter capacity, he was responsible for leading a team of 1450 staff, managing an annual operating budget of AUS\$5 billion and infrastructure and systems projects totalling AUS\$11 billion (over four years).



**JENNY CHETWYND**  
STRATEGY, POLICY  
AND PLANNING  
GENERAL MANAGER

Jenny started her current role on 30 June 2014. Previously, she was regional director central, a position she held since joining the Transport Agency in 2008. Jenny has previously been manager of environmental strategy for Transpower and held policy and planning roles with the Porirua and Hutt City Councils, the Ministry for the Environment and Boffa Miskell, an environmental planning consultancy.



**HOWARD CATTERMOLE**  
INVESTMENT AND FINANCE  
GENERAL MANAGER

Howard joined the Transport Agency in June 2017. Formerly he was group manager Asset Management and Finance for the Education Infrastructure Service, which is part of the Ministry of Education. Howard was also chief financial officer for Transpower New Zealand, which operates the national high-voltage transmission grid.

Prior to moving to New Zealand from the United Kingdom, Howard spent six years in a variety of investment banking roles, principally as an equities analyst. His early career was spent with the Royal Dutch Shell Group as a petroleum engineer working in the exploration and production sectors of the oil and gas industry.

Howard has an undergraduate degree in mathematics and a Master of Business Administration (with distinction) from London Business School.



**TOMMY PARKER**  
TRANSPORT SYSTEM  
DESIGN AND DELIVERY  
GENERAL MANAGER

Tommy has been with the Transport Agency since 2008 and was with Transit NZ for four years before that. He has held various roles, including highways manager for Auckland and Northland. He has a Bachelor of Arts (hons) in urban planning and a Diploma in urban planning implementation from the University of Westminster and a Master of Science in transportation planning and engineering from the University of Salford. Tommy has over 20 years' experience in transport planning in both the public sector and private consultancy.



**CHARLES RONALDSON**  
CUSTOMER DESIGN  
AND DELIVERY  
GENERAL MANAGER

Charles joined the Transport Agency in May 2017 having previously worked for a number of government departments over 16 years. Charles has significant experience in customer-centred service delivery and design, together with leading large customer facing teams of up to 2200 people in both the public and private sectors.

He spent 10 years with Inland Revenue and was instrumental in establishing a strong customer focus in the organisation against a compliance backdrop. Prior to joining the public sector, Charles held a number of roles in the banking sector.

**RAEWYN BLEAKLEY**  
GOVERNANCE,  
STAKEHOLDERS AND  
COMMUNICATIONS  
GENERAL MANAGER

Raewyn joined the Transport Agency in October 2014 after two years as the chief executive of Business Central and Wellington Employers' Chamber of Commerce. From 2008 until 2012, she was chief executive of the Bus and Coach Association and Rental Vehicle Association. Before that, she was national operations manager for the Hospitality Association of New Zealand.

Raewyn has a strong background in leading and managing employer-membership organisations as well as a valuable working knowledge of the transport sector and the broader business community throughout the central region.

She brings to the Transport Agency significant commercial sector and operational management experience along with extensive stakeholder management experience.

Raewyn has a bachelor's degree majoring in human nutrition and a postgraduate Diploma of Science from the University of Otago.

**BARBARA HARRISON**  
PEOPLE GENERAL MANAGER

Barbara Harrison joined the Transport Agency in August 2016 after working for Northpower for 11 years. Barbara has significant human resources, safety and management experience, bringing with her extensive experience in leading people and capability teams. Barbara's career spans leadership roles in infrastructure and industrial environments in New Zealand and Australia. Barbara graduated from Wharton Business School's Advanced Management Program in 2014.

**GILES SOUTHWEL**  
CORPORATE SERVICES  
GENERAL MANAGER

Giles joined the Transport Agency in June 2017. His previous role was at Inland Revenue as the chief financial officer.

Originally from the United Kingdom, Giles has 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 corporate services group manager.

## Senior leadership team



### **MARTIN MCMULLAN** CONNECTED JOURNEY SOLUTIONS DIRECTOR

Since July 2016, Martin has led the Transport Agency's approach to innovation and new technology. He is passionate about using data to provide smart solutions that connect people, services and infrastructure.

Martin joined the Transport Agency in 2014 as Zero Harm manager. Working with industry partners, Martin led the introduction of new technology and data analytics to support the government's objective to reduce workplace fatalities and serious harm by 25 percent.

Martin has more than 15 years' experience in the engineering and construction industry. He has also established two technology start-up businesses.

He sits on the Construction Safety Council Board of Directors and holds an executive role with the Australian Driverless Vehicle Initiative. Martin is also a registered member of the Institute of Directors in New Zealand.

### **ROBERT BRODNAX** TRANSPORT ACCESS DELIVERY DIRECTOR

Robert has been with the Transport Agency since 2009, recently serving as acting group manager Planning and Investment. Previously, he held a variety of roles at the Waikato Regional Council, including three years as group manager Policy and Strategy.

He has worked in a wide variety of fields from waste and contaminated land management, to spatial planning and environmental policy development. He has also held a variety of governance roles for not-for-profit trusts such as the Agrecovery Foundation, the Product Stewardship Foundation and the Maungatautari Ecological Island Trust.

Robert is an experienced public-sector manager with a particular focus on leading collaborative processes at the interface between business, communities and public sector agencies.

### **HARRY WILSON** SAFETY AND ENVIRONMENT DIRECTOR

Since July 2016, Harry has led road safety for the Transport Agency as road safety director. He is passionate about improving road safety outcomes by working closely with partners to achieve integrated, focused and aligned efforts that deliver positive results for people in New Zealand.

Harry joined the Transport Agency in 2008 as regional director for the Waikato and Bay of Plenty. He has been the main contact with local government and other stakeholders and partners in promoting regional alignment with strategies, plans and government transport policy direction. He was also the Transport Agency's first freight portfolio director, ensuring freight initiatives were integrated and coordinated.

Harry was chief executive of Environment Waikato (now Waikato Regional Council) and held management roles with the former Child, Youth and Family Services, Department of Social Welfare and IHC.

### **LEIGH MITCHELL** CUSTOMER EXPERIENCE AND BEHAVIOUR DIRECTOR

Leigh joined the Transport Agency in 2012, working in Access and Use to improve the services that enable customers to use the transport system safely and effectively. A key focus for Leigh has been partnering with the Ministry of Transport on legislative improvements that support industry productivity and enable the adoption of more customer-centric transport services.

Leigh has extensive experience developing, implementing and administering international, national and local government policy and has worked across a range of disciplines including transport, fisheries, heritage, information and environment.

Leigh is passionate about designing systems and services that work for real people. Her motto is that all work is about people – their aspirations, their needs, their well-being and their impacts on others and the environment – therefore people need to be at the centre of a team's thinking, regardless of what that team is working on.



**PAREKAWHIA MCLEAN**  
REGIONAL RELATIONSHIPS  
CENTRAL NORTH ISLAND  
DIRECTOR

Parekawhia has been with the Transport Agency since September 2016 after five and a half years as the chief executive officer of Waikato-Tainui/Te Whakakitenga o Waikato.

Parekawhia has more than 15 years' public policy and public sector management experience, including being an advisor to three prime ministers during her time at the Department of the Prime Minister and Cabinet.

She brings significant stakeholder management and governance experience to her role. For almost seven years, she was director of her own company dedicated to advancing the creative potential of Māori knowledge, people and resources.

Parekawhia has masters' degrees in social sciences from the University of Waikato and in public administration and development policy from the University of Wisconsin. In 2014, she received a Distinguished Alumni Award from the University of Waikato. In 2016, she was a finalist in the Board and Management category for the Westpac-Fairfax Women of Influence Awards.

**JIM HARLAND**  
REGIONAL RELATIONSHIPS  
SOUTH ISLAND DIRECTOR

Jim joined the Transport Agency in February 2011 after 11 years as chief executive of Dunedin City Council. Before this he held senior roles in local government and the private sector, specialising in strategic thinking and change management. He was a tourism consultant for several years and initiated a tourism planning course at the University of Auckland. The World Health Organization has used Jim's expertise in understanding and leading communities on several occasions to further its Healthy Cities Initiative.

He holds a master's degree (hons) in town planning, a Diploma in town planning from the University of Auckland and a Bachelor of Arts in geography from the University of Canterbury. He is also a fellow of the New Zealand Institute of Management and a member of the Institute of Directors in New Zealand and the New Zealand Planning Institute.

**TO BE CONFIRMED**  
REGIONAL RELATIONSHIPS  
LOWER NORTH ISLAND  
DIRECTOR

**TO BE CONFIRMED**  
REGIONAL RELATIONSHIPS  
UPPER NORTH ISLAND  
DIRECTOR





# TECHNICAL NOTES

These notes explain the key performance indicators and targets for our focus areas.

We will reflect our progress using indexes of time series data.<sup>19</sup> We will use baselines to establish one-year targets. Any changes to the composition of the indexes will result in a restatement of the baseline for the next year.

## SHAPE THE LAND TRANSPORT SYSTEM

### Partner experience

The maturity of the collaborative processes that result in a shared long-term view of the transport system.

#### *Index of collaborative relationship process maturity*

This indicator measures our maturity when it comes to the collaborative processes that support the development of the long-term view of the land transport system.

This indicator allows us to understand how collaborative we are compared with best practice and where we can improve to collaborate with our partners more effectively.

This indicator is measured using the results of a survey designed to align with the international standard for collaborative business relationships.<sup>20</sup> The survey questions our employees about perceptions of the maturity of our collaborative processes.

Future enhancements to this indicator will include expanding the survey to ask questions of our external partners to determine their perceptions of our maturity.

DESIRED TREND	BASELINE MEASURE	BASELINE UNITS
Increase	38.8	Maturity of organisational collaborative practice (%)
Our partners feel we have improved the way we work alongside them to deliver outcomes for their communities.		

## TARGET RAPID GROWTH

### Network productivity

How much of the road network’s capacity is used in high-growth urban areas.

#### *Index of network productivity*

This indicator measures capacity utilisation of the road network in some of New Zealand’s fastest-growing urban centres: Auckland, Wellington and Christchurch. Capacity utilisation is a measure of the extent to which the productive capacity of a road is being used.

This indicator allows us to understand how the network is responding to demand and informs us where resources are best focused.

This indicator is measured using a methodology that compares the actual speed and flow of traffic with the optimal speed and flow of traffic on selected routes. These measures are aggregated on a volume-weighted basis to provide a network-level view of productivity.

Future enhancements to this indicator will expand its scope to include other fast-growing urban centres and public transport.

DESIRED TREND	BASELINE MEASURE	BASELINE UNITS
Maintain	55.0	Road capacity utilisation (%)
People and freight can move around our cities at their same current speed and flow, halting the recent decrease in productivity caused by more vehicles using urban roads.		

<sup>19</sup> A set of observations obtained at regular intervals over a period of time.

<sup>20</sup> ISO (2017) ISO 44001:2017 Collaborative business relationships management system, Geneva, International Organization for Standardization.

### Network accessibility

This indicator will be developed during 2017/18.

### Network travel time predictability

How predictable travel times are for customers travelling on roads and public transport within high-growth urban areas.

#### *Index of travel time predictability*

This indicator measures how reliable travel times are for customers who use the transport system in Auckland, Wellington and Christchurch.

This indicator allows us to monitor how our activities and projects are improving travel time predictability for our customers.

Travel time predictability for roads is calculated using a 'buffer time' method. The buffer time method represents the extra time that travellers must add or subtract to their average travel time when planning trips.

Travel time predictability for public transport uses a similar method as that for roads.

Results are generated for Auckland, Wellington and Christchurch with an aggregated, volume-weighted result being provided across all three cities and all modes (roads and public transport).

Future enhancements to this indicator will expand its scope to include other fast-growing urban centres.

DESIRED TREND	BASELINE MEASURE	BASELINE UNITS
Maintain	69.7	Proportion of road and public transport journeys that are predictable (%)

People and businesses retain their current ability to predict travel times in urban areas, allowing them to get to their destinations on time. This halts the recent decline in predictability caused by more vehicles and people using urban transport systems.

## CONNECT AND DEVELOP REGIONS

### Network productivity

How much of the road network's capacity is used on key interregional routes (including those in the government's Regional Growth Programme).

#### *Index of network productivity*

This indicator measures capacity utilisation of the road network on key interregional routes. Capacity utilisation is a measure of the extent to which the productive capacity of a road is being used.

This indicator allows us to understand how the road network is responding to demand and informs us where resources are best focused.

This indicator is measured using a methodology that compares the actual speed and flow of traffic with the optimal speed and flow of traffic on selected routes. These measures are aggregated on a volume-weighted basis to provide a network-level view of productivity.

Future enhancements to this indicator will include incorporating public transport as an additional mode, as well as increasing the coverage to larger provincial centres.

DESIRED TREND	BASELINE MEASURE	BASELINE UNITS
Maintain	78.1	Road capacity utilisation (%)

People and freight can move on key interregional routes at their same current speed and flow, halting the recent decrease in productivity caused by more vehicles using the road network.

### Network accessibility

The number of people found driving without a valid driver licence in rural areas.

#### *Index of the number of people found driving without a valid driver licence*

This indicator measures the number of people recorded not having a valid driver licence when stopped by police.

This indicator allows us to assess how accessible the transport system is for our customers because not having a valid driver licence is a barrier to accessing the economic and social opportunities that exist in rural areas.

DESIRED TREND	BASELINE MEASURE	BASELINE UNITS
Decrease	4484	Number of people
Fewer people in rural areas are driving without a valid driver licence, meaning they have safe access to social and economic opportunity.		

### Network travel time predictability

The predictability of travel times for customers travelling on key interregional routes.

#### *Index of travel time predictability*

This indicator measures how reliable travel times are for customers travelling by road on key interregional routes.

This indicator allows us to monitor how our activities and projects are improving travel time predictability for our customers.

Travel time predictability for road is calculated using a ‘buffer time’ method. The buffer time method represents the extra time that travellers must add or subtract to their average travel time when planning trips.

Results are generated for key interregional routes with an aggregated, volume-weighted result being provided.

Future enhancements to this indicator will expand its scope to include larger provincial centres and public transport.

DESIRED TREND	BASELINE MEASURE	BASELINE UNITS
Maintain	88.0	Proportion of road journeys that are predictable (%)
People and businesses retain their current ability to predict travel times on key interregional routes, allowing them to get to their destinations on time. This halts the recent decline in predictability caused by more vehicles using these routes.		

### Network resilience

The time taken to address unplanned closures on the state highway network.

#### *Index of duration of observed closures on freight and public transport routes*

This indicator measures disruptions that affect traffic. These disruptions vary from adverse natural events to vehicle-related incidents.

This indicator allows us to measure the impact of our activities on the resilience of the state highway network.

This indicator is measured by monitoring the total number of hours and minutes for all network road closures that result from unplanned disruptions.

Future enhancements to this indicator will focus on measuring the impact of unplanned disruptions on traffic volumes for key interregional and public transport routes.

DESIRED TREND	BASELINE MEASURE	BASELINE UNITS
Decrease	1355	Time taken to address road closures (hours)
Our customers experience fewer delays from unplanned road closures, allowing them to reliably get to their destinations.		

## KEEP PEOPLE SAFE

### System safety

The number of people killed or seriously injured on the road and rail systems.

#### *Index of deaths and serious injuries*

This indicator measures the number of people killed or seriously injured on New Zealand's road and rail systems.

This indicator provides us with information about whether our activities are reducing the physical harms to those interacting with and using the transport system.

The number of people killed or seriously injured on the road includes people driving, cycling and walking.

The number of people killed or seriously injured on our rail system includes those who travel by rail and those who interact with the rail system, such as people who work on it and people who attempt to cross it, either on foot or in a vehicle, at designated rail crossings.

DESIRED TREND	BASELINE MEASURE	BASELINE UNITS
Decrease	2738	Number of people
Fewer people are killed or seriously injured using the land transport system by creating a system that is more forgiving of human error.		

### Environmental harm

The energy efficiency of road transport.

#### *Index of energy efficiency of transport*

This indicator measures fossil fuel consumption by motor vehicles using the road. A decrease in fossil fuel consumption per vehicle kilometres travelled reduces transport-related emissions, including carbon dioxide (CO<sub>2</sub>), leading to reduced harm to people and the surrounding environment.

This indicator allows us to monitor the effect of our regulatory activities targeted at improving energy efficiency and reducing transport-related emissions.

This indicator is measured by the total amount of petrol and diesel fuel consumed by the transport sector divided by vehicle kilometres travelled by all vehicles, including electric vehicles.

DESIRED TREND	BASELINE MEASURE	BASELINE UNITS
Maintain	6.88	Fuel consumed per 100km travelled (l/100 km)
Fuel consumption for the national fleet stays the same and minimises the environmental damage caused by road transport despite the national average edging higher in recent years.		

## IMPROVE CUSTOMER EXPERIENCES

### Customer and citizen experience

How satisfied customers are with the transport system and the services they receive from us.

#### *Index of customer service quality*

This indicator measures how satisfied customers are when accessing and using the transport system.

This indicator allows us to better understand the experience customers have when interacting with us.

This indicator is measured by surveying customers to determine their level of satisfaction when transacting with us and when using the transport system.

Future enhancements to this indicator will focus on surveying customers to better understand what they want from a transport system.

DESIRED TREND	BASELINE MEASURE	BASELINE UNITS
Increase	63.0	Level of customer satisfaction when accessing and using the transport system (%)

Customers and citizens feel more satisfied with our services and performance, making it easy for them to get information and make the right decisions.

## DELIVER CONNECTED JOURNEYS

### Customer and citizen experience

This indicator will be developed during 2017/18.

## ACHIEVE ORGANISATIONAL EXCELLENCE

### Organisational efficiency

How well we use resources (people, relationships, information technology and business practices and tools).

*Index of Performance Improvement Framework assessment ratings (efficiency)*

This indicator measures our organisational efficiency.

This indicator allows us to understand how well we use our resources (people, relationships, information technology and business practices and tools) against the government Performance Improvement Framework.

This indicator is measured by assessing and scoring various elements of organisational efficiency identified in the Performance Improvement Framework. These scores are then aggregated into a single score.

Scoring will be conducted first by a formal assessment from the State Services Commission, followed by a self-assessment the next year. This cycle will then be repeated.

DESIRED TREND	BASELINE MEASURE	BASELINE UNITS
Increase	2.2	Maturity of organisational efficiency practices (scale of 1 to 4)

We improve how efficiently we use our resources to maximise the benefits we deliver to New Zealanders.

### Value for money

The maturity of our practices to get the best value for every dollar spent improving the transport system.

*Index of value-for-money maturity*

This indicator measures our maturity in achieving value for money within and across our core activities.

This indicator allows us to understand where we need to improve as an organisation to get the best value for every dollar spent. More mature organisational value-for-money practices are essential to meet the challenges in our operating environment.

This indicator is measured by assessing and scoring four elements of value for money – economy, efficiency, effectiveness and equity – and then aggregating them into a single score.

DESIRED TREND	BASELINE MEASURE	BASELINE UNITS
Maintain	3.0	Maturity of organisational value-for-money practices (scale of 1 to 4)

Our ability to achieve value for money and demonstrate our responsible management of public finances stays the same as we change our internal structure, operating model and ways of working.

## TRANSFORM THE TRANSPORT AGENCY

### Organisational effectiveness

How effective we are at delivering our core activities.

*Index of Performance Improvement Framework assessment ratings (effectiveness)*

This indicator measures our organisational effectiveness.

This indicator allows us to understand how effective we are at delivering our core activities against the government Performance Improvement Framework.

This indicator is measured by assessing and scoring various elements of organisational effectiveness identified in the Performance Improvement Framework. These scores are then aggregated into a single score.

Scoring will be conducted first by a formal assessment from the State Services Commission, followed by a self-assessment the next year. This cycle will then be repeated.

DESIRED TREND	BASELINE MEASURE	BASELINE UNITS
Increase	2.7	Maturity of organisational effectiveness (scale of 1 to 4)
We improve how effectively we use our resources to maximise the benefits we deliver to New Zealanders.		

### Organisational culture

How positively staff perceive our organisational culture

#### *Index of organisational culture*

This indicator measures staff perceptions of our organisational culture (our DNA).

This indicator allows us to understand where we need to invest and to plan our resources to build our desired way of working (our DNA).

This indicator is measured using the results of a staff survey of organisational culture. The survey asks teams to rate our performance against a set of factors deemed crucial to organisational success, including internal culture and leadership.

DESIRED TREND	BASELINE MEASURE	BASELINE UNITS
Increase	61.0	Maturity of organisational cultural practices (%)
Our people's ability to be ambassadors for our strategy, culture and operating model will improve, delivering benefits for our customers and stakeholders.		

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