

NZ TRANSPORT AGENCY AMENDED STATEMENT OF INTENT 2018-22

F16



NZ Transport Agency

Published June 2019 (9-072)

ISSN 1173-2237 (print)
ISSN 1173-2296 (online)
Copyright: June 2019
NZ Transport Agency
NZBN: 9429041910085



If you have further queries,
call our contact centre on
0800 699 000 or write to us:

NZ Transport Agency
Private Bag 6995
Wellington 6141

This publication is also available on
NZ Transport Agency's website at
www.nzta.govt.nz

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INTRODUCTION

Transport investments have a long-lasting impact on the lives and livelihoods of all New Zealanders. The Transport Agency is here to support a transport system that keeps people safe, is well connected and can be accessed by everyone. We are committed to achieving this. The commitments outlined in this statement of intent reflect how we will achieve this and how we contribute to improving the wellbeing of all New Zealanders.

Our strategy puts people and place, rather than vehicles and networks, at the centre of our decision-making.

IMPROVING ROAD SAFETY

At the heart of the land transport system is the safety of people who use it. Around seven people die and around 50 are seriously injured every week on the land transport system. In April 2019, 26 people died in just one week, including nine people in one day, and we lost some of our own people working on the road network. Each death and serious injury has a devastating impact on our communities, and it also has a social cost to New Zealand. It is unacceptable for anyone to be killed or seriously injured while travelling or working on the land transport system.

We are applying the Safe System approach to road safety in everything we do to protect people from death and serious injury. This approach recognises that people make mistakes and are vulnerable in a crash. In a safe system, when a mistake happens, people don't have to pay with their life. We are also targeting our resources and interventions to the areas with the greatest potential to save the most lives.

Regulations underpin safety and ensure people and goods can move safely on our road and rail networks. In 2018, we uncovered systemic regulatory compliance issues. A subsequent independent review found we had failed to prioritise public safety. Following this inquiry, we have taken a tougher approach to enforcement and have strengthened our regulatory functions. We continue to transform the way we regulate drivers, vehicles, and commercial and rail operations to a best practice regulatory compliance model. This includes an increase in resources and expert staff to address immediate safety issues and support these changes.

CREATING LIVEABLE COMMUNITIES

In the past, transport investments focused on transport benefits ahead of creating places and communities where people want to live and work. As the principal investment manager and planner for the land transport system, we will integrate land use and transport planning to create healthy, thriving and well-connected communities.

Alongside our people-centric approach, we are working on targeted partnerships to create transport links and services that can improve social, economic and environmental outcomes for communities and businesses.

IMPROVING ACCESS TO THE TRANSPORT SYSTEM

Not everyone in New Zealand has easy access to a range of affordable transport options. Our focus is on improving access to the transport system for people, freight and tourism, particularly in high-growth areas, by providing more accessible, frequent and affordable transport choices. This includes promoting a shift from the use of private cars to greater use of public transport, walking and cycling.

SAFEGUARDING THE ENVIRONMENT AND PUBLIC HEALTH

From an environmental perspective, transport accounts for 18 percent of New Zealand's greenhouse gas emissions, 90 percent of which are from road transport. Transport also contributes to noise pollution and biodiversity risks. We aim to lead the transport sector in the transition to a more sustainable transport system that protects and enhances the environment and public health. We will deliver transport projects and influence policies, regulations and standards to safeguard the environment and public health.

BUILDING RESILIENCE

To improve the resilience of the land transport system, we must factor in the effects of climate change and increasing traffic volumes and incidents, such as crashes, in our decision-making. We need to better understand these risks and work with communities to prepare for and recover from disruptions such as earthquakes and severe weather events that can compromise vital transport links.

LEVERAGING TECHNOLOGY

We aim to transform the performance of the land transport system by integrating digital technology with physical infrastructure. New technologies are changing the way the transport system operates. Used wisely, they have the potential to make transport safer, more sustainable and more efficient. Our plan is to invest in technology that makes it easier to responsively manage the transport network and to help people make informed choices about how they travel.

POSITIONING OUR ORGANISATION TO DELIVER

To deliver on our strategy and commitments we need the right culture, capability and capacity. We will boost capability and capacity to address the failures in our regulatory approach and set our organisation up for the future.

We also need to know that our activities and investments are having the right impact. Last year, we refreshed our strategy in response to the Government Policy Statement on land transport 2018/19-2027/28 and new enduring outcomes for the transport sector. This year, through this amended statement of intent, we are introducing a suite of performance measures that we will use to track progress and demonstrate our contribution to the government's wellbeing agenda.

Meeting our long-term financial commitments (including payments related to public-private partnerships) and delivering future National Land Transport Programmes rely on sustainable future funding for New Zealand's land transport system. This funding assumption underpins the commitments in this document.



SIR BRIAN ROCHE

Chair
20 JUNE 2019



MARK DARROW

Chair of the Audit,
Risk and Assurance
Board Committee
20 JUNE 2019



MARK RATCLIFFE

Interim Chief
Executive
20 JUNE 2019

WHAT WE'RE HERE FOR

OUR STATUTORY FUNCTIONS

Primary functions under the Land Transport Management Act 2003

The Transport Agency is a Crown entity governed by a statutory board. Under the Land Transport Management Act 2003, our primary objective is to contribute to an effective, efficient and safe land transport system in the public interest. Our functions include:

- managing funding of the land transport system, including auditing the performance of organisation 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:

- determining which activities should be included in the National Land Transport Programme and managing the prioritisation of investment in that programme
- 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.

Other functions and powers

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.

Other relevant Acts are the Railways Act 2005, Government Roadway Powers Act 1989 and Road User Charges Act 2012.

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.

The Minister of Transport issued a directive that the Transport Agency has the function to plan, fund, design, supervise, construct and maintain rapid transit networks and/or projects, including light rail. The Minister issued this directive in May 2018 under section 112 of the Crown Entities Act 2004.

WHAT WE DELIVER AND INVEST IN

We receive funding from the Crown, the National Land Transport Fund, and fees and charges to deliver or invest in 19 output classes. We have mapped each output class to the strategic position statement that it primarily contributes to, but most of our output classes contribute to more than one position statement. Our position statements are explained on pages 18-33 and forecast financial and non-financial performance for our output classes is in our *Statement of performance expectations 2019/20*.¹

POSITION STATEMENTS	OUTPUT CLASSES WITH A PRIMARY CONTRIBUTION	OUTPUT CLASSES WITH A SECONDARY CONTRIBUTION
Transport safety	<ul style="list-style-type: none"> State highway improvements Local road improvements Road safety promotion and demand management Road policing (for which New Zealand Police is responsible) 	<ul style="list-style-type: none"> Regional improvements Driver licensing and testing Regulation of commercial transport operators Regulation of the rail transport system Vehicle safety and certification Revenue management State highway maintenance Local road maintenance
Inclusive access	<ul style="list-style-type: none"> Regional improvements Public transport SuperGold Card – administration of the Public Transport Concessions Scheme SuperGold Card – public transport concessions for cardholders 	<ul style="list-style-type: none"> Walking and cycling Investment management
Liveable communities	<ul style="list-style-type: none"> Walking and cycling Rapid transit Transitional rail 	<ul style="list-style-type: none"> Public transport
Transport technology		<ul style="list-style-type: none"> Investment management
Resilience	<ul style="list-style-type: none"> State highway maintenance Local road maintenance 	<ul style="list-style-type: none"> State highway improvements Local road improvements
Environment	The transport system's impact on the environment is considered in all of our activities and investments	
Regulatory	<ul style="list-style-type: none"> Driver licensing and testing Regulation of commercial transport operators Regulation of the rail transport system Vehicle safety and certification Revenue management 	
Transport Agency	<ul style="list-style-type: none"> Investment management 	

¹ Available from the Transport Agency website: www.nzta.govt.nz/spe

LONG-TERM TRANSPORT OUTCOMES

In June 2018, the Ministry of Transport launched the Transport Outcomes Framework. This framework defines the long-term strategic outcomes for New Zealand’s transport system. The purpose of the transport system is to improve people’s wellbeing and the liveability of places.

The framework describes five long-term outcomes:

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

These outcomes are interrelated and need to be achieved together to improve intergenerational wellbeing and the quality of life in New Zealand’s cities, towns and provinces. The government may prioritise some outcomes over others, depending on the social, economic, political and environmental circumstances of the day.

The Transport Outcomes are reflected in the Government Policy Statement on land transport priorities and our position statements, described on pages 18-33.

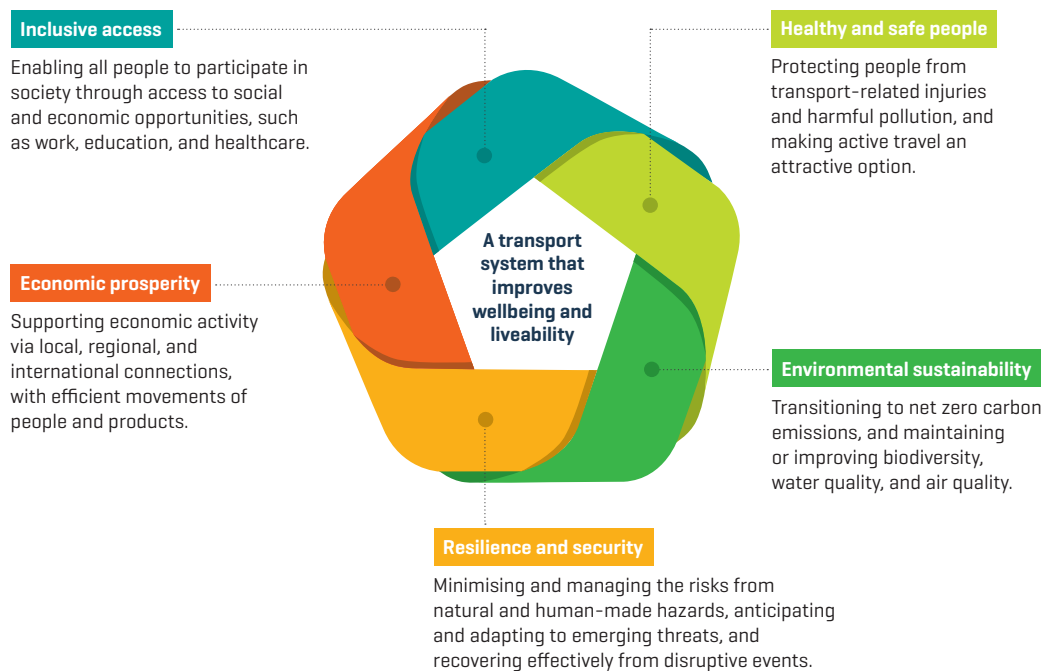


Figure 1 - Ministry of Transport’s Transport Outcomes

A guiding principle for the framework is mode neutrality. Mode neutrality means considering all transport modes when planning, regulating and funding transport and basing decisions on delivering positive social, economic and environmental outcomes. Mode neutrality involves:

- considering and evaluating all transport modes and options when looking for the best solution
- making users and decision-makers more aware of the benefits and costs of different transport choices to incentivise robust decision-making and smart travel choices.

GOVERNMENT POLICY STATEMENT ON LAND TRANSPORT

The government's primary instrument for setting the nearer-term direction for the land transport sector is the Government Policy Statement on land transport. This policy statement sets out the government's priorities for land transport and the results it wishes to achieve through the allocation of funding from the National Land Transport Fund over the next 10 years.

For 2018/19 to 2027/28, these priorities are:

- a safer transport network free of death and injury
- accessible and affordable transport
- reduced emissions
- value for money.

The policy statement sets out how funding is allocated over the next three years to achieve the desired results across activity classes such as walking and cycling, road policing, state highway improvements and maintenance, local road improvements and maintenance, and public transport. This policy statement is the primary guide for the investment we make in the land transport system on behalf of the government.

Other government policies and initiatives

In addition to the Government Policy Statement on land transport, other government policies and initiatives influence our activities. Wider government policies and initiatives relevant to our work are the:

- next road safety strategy (under development)
- Auckland Transport Alignment Project
- Intelligent Transport Systems Technology Action Plan 2014-2018
- National Policy Statement on Urban Development Capacity 2016
- New Zealand Disability Strategy 2016-2026
- New Zealand Energy Efficiency and Conservation Strategy 2017-2022
- New Zealand Health Strategy
- Grow Regions and Provincial Growth Fund initiatives
- Tourism Strategy
- Urban Growth Agenda.

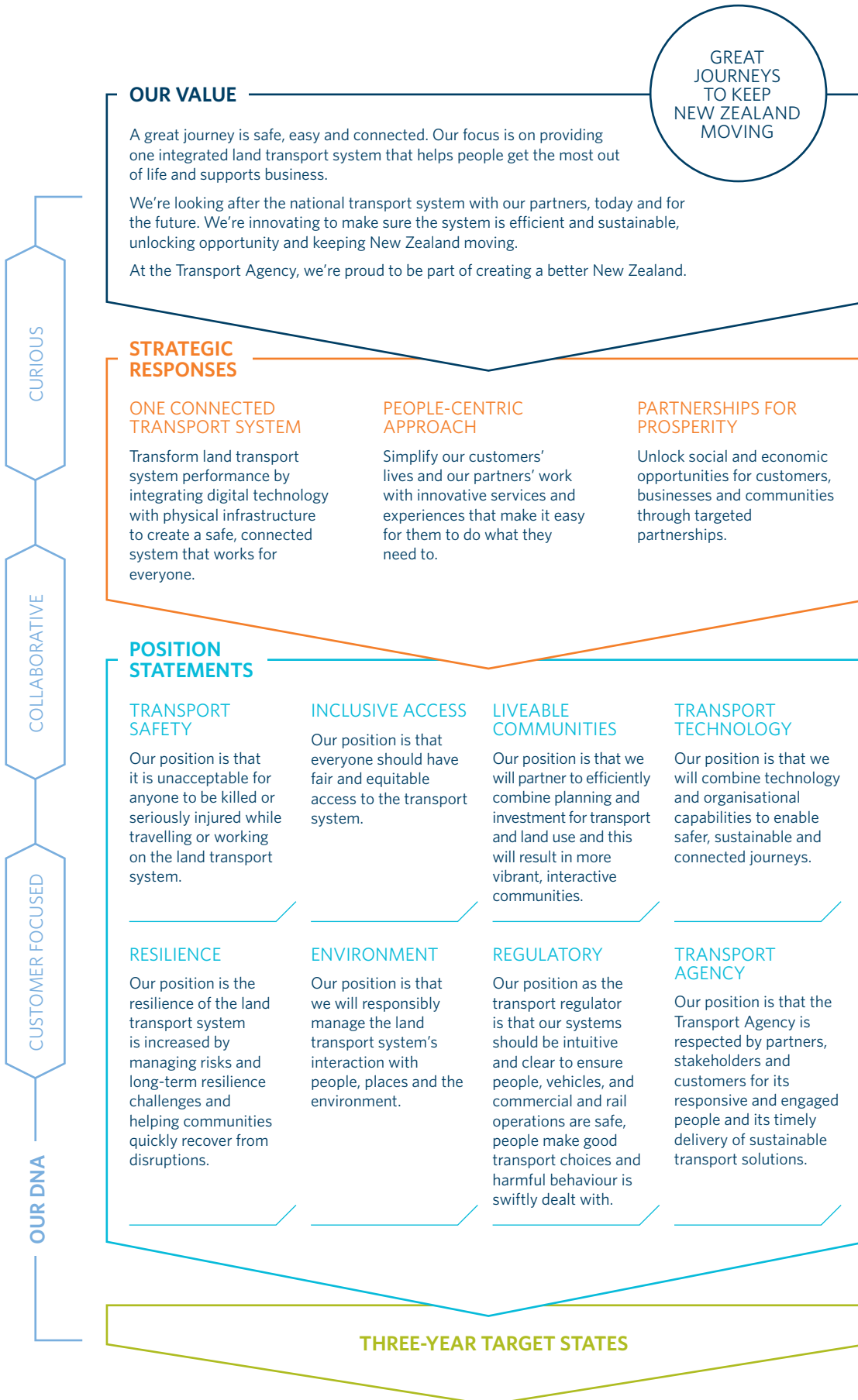


Figure 2 - Strategic direction of the Government Policy Statement on land transport 2018/19-2027/28

HOW WE'LL GET THERE

OUR STRATEGY

Our strategy is made up of context, a value statement, three strategic responses and eight position statements.



CONTEXT - CHALLENGES AND OPPORTUNITIES

We're on the cusp of a transport revolution

Our context is formed by the pressures that impact on what we do and how we do it. We are facing many opportunities and challenges, including:

- customers and business wanting faster, easier and 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 are competing with regional and community expectations
- the government expects us to continue to provide a safe and resilient land transport system that delivers value for money and supports wider social and economic outcomes
- citizens demand we use resources wisely and develop a land transport system New Zealand can be proud of, now and into the future.

In addition, technology is leaping ahead with autonomous and electric vehicles and 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 world.

Our strategy positions us to respond to these opportunities and challenges to make sure every person and business in New Zealand is kept safe and 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 as a whole and describes the difference we make every day. In simple terms – great journeys to keep New Zealand moving.

A great journey is safe, easy 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 and communities, businesses, infrastructure and services, vehicles of all types, and 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 access to social and economic opportunities for people, communities and business.

We keep New Zealand moving by investing in innovative transport solutions in high-growth urban areas. We also provide regional and interregional connections that enable regional development and support wider social and economic outcomes where transport has a significant role to play. By ensuring resilient networks, we keep access to markets open and maintain tourist routes. We also manage national data registers and implement 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 people-centric 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 longer term 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, modes and services, and data. 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 across all modes: 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 access to information and multimodal 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 improve access to social and economic opportunities for 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-centric approach

We want to simplify our customers' lives and our partners' work with innovative transport services, solutions and experiences that make it safe and easy for them to do what they need to. At the same time, we need to improve the safety of the system so that people always reach their destinations and don't have fears about safety that unduly limit their transport choices.

We aim to put people and place, rather than vehicles and networks, at the centre of our decision-making.

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 – economically and socially – for customers and for New Zealand. 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 also addresses the government's overarching goal to ensure transport plays its part in shaping the kinds of places that people want to live and work in. It emphasises the need to put people and the way they want to live at the heart of integrated land use and transport planning. It includes the need to provide people with better access to opportunities and better experiences for customers and citizens of all ages and abilities. It's about collaboratively designing innovative services and solutions with customers. In urban areas, we will manage demand on overcrowded roads by incentivising a shift from single-occupancy vehicles to a broader variety of affordable and attractive travel options, such as buses, trains, ferries, and active and healthy modes like walking and cycling. This means doing the basics well, for example by providing high-quality and safe routes to and from schools and making the connections between modes easy and seamless.

Partnerships for prosperity

We aim to improve access to 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 collaborating with others to play our role in creating liveable, connected and safe communities within a 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 others to help improve lives and livelihoods and build thriving communities.



POSITION STATEMENTS - WHAT WE'LL DO TO MAKE THESE CHANGES

Our eight position statements describe what we see as the significant challenges for the sector and the Transport Agency for at least the next four years:

- Transport safety (page 18)
- Inclusive access (page 20)
- Liveable communities (page 22)
- Transport technology (page 24)
- Resilience (page 26)
- Environment (page 28)
- Regulatory (page 30)
- Transport Agency (page 32)

By addressing these challenges, we can make the big changes we're aiming for in our strategic responses. As well as describing the challenges, our position statements also describe:

- the outcomes we seek to achieve
- what needs to happen to deliver on our position statements
- why we are stepping up to lead the response.

Definitions - stakeholders, citizens and customers

When we say 'stakeholders', we mean any person, group or organisation that has an interest in or can affect or be affected by the Transport Agency's actions. Our stakeholders connect with us through a variety of roles, whether as partners, suppliers, industry representatives, customers and citizens.

In our strategy, we refer to customers and citizens - both are important to us. The word 'citizen' reminds us that we are here to serve people and get the best return on their investment in government. The word '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.

Customers

When we say 'customers' we mean people who experience our products or services, tell us how we're doing and how we can improve our service delivery, and interact with us for a specific purpose and period.

Citizens

When we say 'citizens' we mean people:

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

HOW WE MEASURE PROGRESS

We will measure our progress against each position statement by:

- monitoring performance measures that are aligned to the Transport Outcomes and Government Policy Statement on land transport measures, where relevant
- assessing our progress towards target states, which describe the results and changes we want to see by 30 June 2021
- monitoring the significant activities and performance expectations set out each year in our statement of performance expectations².

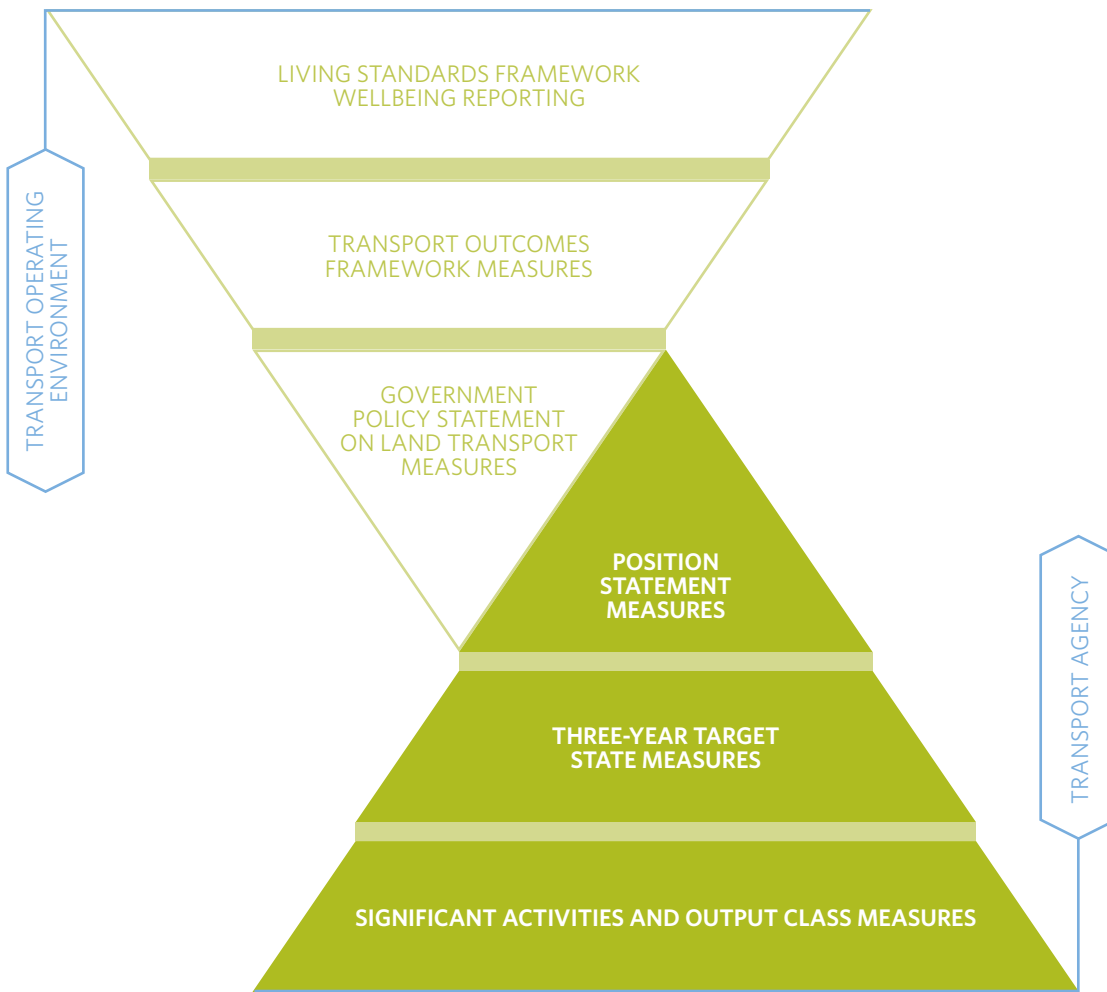


Figure 3 - Transport Agency measures environment

² Available from the Transport Agency website: www.nzta.govt.nz/spe

POSITION STATEMENT MEASURES

Each position statement has a performance measure that is aligned to the Transport Outcomes and Government Policy Statement on land transport measures, where relevant.

POSITION STATEMENT	MEASURE	TARGET
Transport safety	Deaths and serious injuries*	Reducing
Inclusive access	Access to social and economic opportunities by mode*	Increasing
Liveable communities	Mode share (proportion of trips by mode)*	Target to be confirmed once Government Policy Statement measures are finalised by the Ministry of Transport
Transport technology	Customers reporting increased ease of access to transport data and journey choices	Baseline to be set
Resilience	Proportion of key social and economic corridors with viable alternative routes*	Baseline to be set once Government Policy Statement measures are finalised by the Ministry of Transport
Environment	Greenhouse gas emissions from the transport system*	Reducing
Regulatory	Proportion of reviewed non-compliance actions that are in line with Transport Agency regulatory intervention guidelines	Baseline to be set
Transport Agency	Transport Agency partners, stakeholders and customers who report the Transport Agency is responsive, with engaged people and timely delivery of sustainable transport solutions	Baseline to be set

* This measure is aligned to a Government Policy Statement on land transport measure being finalised by the Ministry of Transport.



TRANSPORT SAFETY

TODAY'S CHALLENGE

More people are using New Zealand's land transport system than ever before. This growth, along with more walking and cycling and new technology, services and operators, is challenging our ability to achieve a safe system.

Our key road and rail safety indicators are either stalled or deteriorating. At least seven people die and around 50 are seriously injured every week on the land transport system, at a social cost of \$91 million per week and nearly \$4.7 billion per year.

OUR POSITION

Our position is that it is unacceptable for anyone to be killed or seriously injured while travelling or working on the land transport system.

WHAT NEEDS TO HAPPEN?

Improved transport safety will require public intolerance of serious road trauma and a demand for change. We will embed the Safe System approach in our decision-making and in our standards, technology, regulatory and compliance work. This includes our network planning, design, and construction and operation activities. We target investment and effort to interventions with the highest impact to save lives and prevent harm. Our aim is for vehicle and rail fleets to reflect international best practice standards for safety.

The safety of our people and contractors is part of this position statement. Our Transport Agency position statement outlines our commitment to being an active leader in workplace health and safety with a best practice health and safety management system.

WHY US?

We are the principal co-investor and deliverer of safe system solutions, and we shape and influence policies, regulations and standards governing system safety. With our extensive network of existing relationships and openness to new partnerships, we can effectively work with others to lead New Zealand towards a safe system.

HOW WE'LL MEASURE PROGRESS

We'll measure our progress through a performance measure for this position statement, measures for each target state (what we're aiming for by 30 June 2021), and specific activities and targets set out each year in our statement of performance expectations.



POSITION STATEMENT MEASURE

**DEATHS AND
SERIOUS
INJURIES³**

REDUCING

³ This measure is aligned to a Government Policy Statement on land transport measure being finalised by the Ministry of Transport.



TRANSPORT OUTCOME
 Healthy and safe people

GPS OBJECTIVE
 A land transport system that is a safe system free of death and serious injury

OUR POSITION
 It is unacceptable for anyone to be killed or seriously injured while travelling or working on the land transport system

TARGET STATES - WHAT WE'RE AIMING FOR BY 30 JUNE 2021

<p>Deliver initiatives targeting speed management, infrastructure improvements and vehicle safety designed to reduce the number of people killed or seriously injured while travelling on the land transport system through significantly increased investment, co-investment and coordination</p>	<p>Four fewer category A signals (rail) passed at danger</p>
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INCLUSIVE ACCESS

TODAY'S CHALLENGE

Easy access to affordable and multi modal transport choices, as well as to services such as driver licensing, are not fully available to everyone in New Zealand. This leads to over-reliance on private vehicles, avoidable safety issues, reduced social cohesion, and rising costs in our cities and regions. The disadvantaged feel these impacts most powerfully.

OUR POSITION

Our position is that everyone should have fair and equitable access to the transport system.

WHAT NEEDS TO HAPPEN?

To make this happen will require more accessible, frequent and affordable multi modal transport choices, including walking and cycling, public transport and mass transit (including transformative light rail) and a reduction in single private vehicle use. There needs to be improved management of transport demand and operations and transport investment must take a mode-neutral approach, enabling wider and longer-term social, cultural, economic and environmental outcomes in cities and regions.

WHY US?

As the investment manager and co-planner of the land transport system, we collaborate to improve access to multi modal transport choices. This includes partnering with other sea and air transport providers to ensure the whole transport system supports better access and choices for people and freight. As a key regulator, we can work with our partners to improve system access and choice while supporting outcomes that are more equitable nationally, regionally, locally and for iwi.

HOW WE'LL MEASURE PROGRESS

We'll measure our progress through a performance measure for this position statement, measures for each target state (what we're aiming for by 30 June 2021), and specific activities and targets set out each year in our statement of performance expectations.

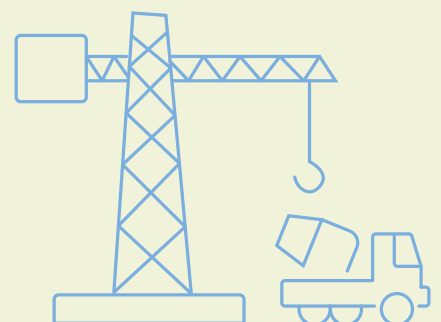


POSITION STATEMENT MEASURE

**ACCESS TO
SOCIAL AND
ECONOMIC
OPPORTUNITIES
BY MODE⁴**

INCREASING

⁴ This measure is aligned to a Government Policy Statement on land transport measure being finalised by the Ministry of Transport.



TRANSPORT OUTCOME

Inclusive access | Healthy and safe people

GPS OBJECTIVE

A land transport system that:

- provides increased access to economic and social opportunities
- enables transport choice and access

OUR POSITION

Everyone should have fair and equitable access to the transport system

TARGET STATES - WHAT WE'RE AIMING FOR BY 30 JUNE 2021

Increased mode share of public transport and active modes in high-growth urban areas

Improved access to priority routes for freight and tourism, particularly at peak times



LIVEABLE COMMUNITIES

TODAY'S CHALLENGE

The power of transport as a major shaper of liveable communities is not being realised. Too often transport investment is sought to deliver transport benefits ahead of a shared and long-term vision to enable the types of accessible, attractive and efficient communities that people want to call home. Increasingly unaffordable housing and transport costs, social and economic dislocation, and unsustainable land use patterns are the price New Zealand communities pay as a result of inconsistent integrated planning for people and place.

OUR POSITION

Our position is that we will partner to efficiently combine planning and investment for transport and land use and this will result in more vibrant, interactive communities.

WHAT NEEDS TO HAPPEN?

To make this happen will require multi-party integrated land use and transport planning that delivers the kinds of communities people want through people-centred planning for city and community transformation. Genuine partnering for outcomes allows transport to unlock and support a committed and compelling vision. This is the vision and reason for our engagement in Auckland's transformative light rail projects.

As part of this, we will need to review the appropriateness of current economic evaluation approaches to ensure they provide effective consideration of the contribution from walking, cycling and public transport in providing both transport and other non-transport benefits. At the same time, we need to identify where our investment decision-making framework can better align with wider social and economic outcomes and recognise and consider non-monetised costs and benefits. This will require a shift in thinking from transport as mobility to transport that enables access to opportunities, as outlined in our position statement on inclusive access.

WHY US?

We are the principal investment manager for the land transport system and a key system planner, increasingly taking a long-term view. We can ensure investment settings incentivise integrated land use and transport planning to support a compelling community vision and decisions are based on the ability to deliver positive social, economic and environmental outcomes. We have a track record of working with partners and iwi to harness the place-shaping power of transport to deliver desirable urban and regional development. We are well placed to build new collaborative relationships, including with new urban development and infrastructure agencies, to ensure transport supports wider outcomes and a thriving New Zealand.

HOW WE'LL MEASURE PROGRESS

We'll measure our progress through a performance measure for this position statement, measures for each target state (what we're aiming for by 30 June 2021), and specific activities and targets set out each year in our statement of performance expectations.



POSITION STATEMENT MEASURE

**MODE SHARE
(PROPORTION
OF TRIPS BY
MODE)⁵**

**TARGET TO BE
CONFIRMED ONCE
GOVERNMENT
POLICY
STATEMENT
MEASURES ARE
FINALISED BY
THE MINISTRY OF
TRANSPORT**

⁵ This measure is aligned to a Government Policy Statement on land transport measure being finalised by the Ministry of Transport.



TRANSPORT OUTCOME
 Inclusive access | Healthy and safe people

GPS OBJECTIVE

A land transport system that:

- provides increased access to economic and social opportunities
- enables transport choice and access

OUR POSITION

We will partner to efficiently combine planning and investment for transport and land use and this will result in more vibrant, interactive communities

TARGET STATES - WHAT WE'RE AIMING FOR BY 30 JUNE 2021

Increased space in our cities dedicated to people



TRANSPORT TECHNOLOGY

TODAY'S CHALLENGE

New technologies and disruptive business models and data are changing the way the transport system operates. The changes have the potential to make transport safer, more sustainable and more efficient, but new technology also brings with it new risks. The operational technology platforms used to monitor and control the transport system are reaching end of life and we have limited organisational capability to respond to the challenges and opportunities posed by disruption.

OUR POSITION

Our position is that we will combine technology and organisational capabilities to enable safer, sustainable and connected journeys.

WHAT NEEDS TO HAPPEN?

To make this happen will require investment to de-risk our existing technology platforms and to redesign our organisational capabilities to create a safe, adaptable technology-enabled transport system in the public interest. Evidence-led decision-making will be enabled by insights, data and analytics. Customers will be empowered to make informed choices from a broader range of land transport options enabled by improved digital services.

WHY US?

We are the principal system planner, investor and manager with control over many levers, and we have visibility of the technology challenges and opportunities across the whole system. We are well placed with our range of cross-government, technology and service provider relationships to identify, enable and lead integrated technology solutions to address a number of transport challenges.

HOW WE'LL MEASURE OUR PROGRESS

We'll measure our progress through a performance measure for this position statement, measures for each target state (what we're aiming for by 30 June 2021), and specific activities and targets set out each year in our statement of performance expectations.



POSITION STATEMENT MEASURE

**CUSTOMERS
REPORTING
INCREASED EASE
OF ACCESS TO
TRANSPORT
DATA AND
JOURNEY
CHOICES**

**BASELINE TO
BE SET**



TRANSPORT OUTCOME

Inclusive access | Healthy and safe people | Environmental sustainability | Economic prosperity

GPS OBJECTIVE

A land transport system that:

- is a safe system free of death and serious injury
- provides increased access to economic and social opportunities
- enables transport choice and access
- reduces greenhouse gas emissions, as well as adverse effects on the local environment and public health
- delivers the right infrastructure and services to the right level at the best cost

OUR POSITION

We will combine technology and organisational capabilities to enable safer, sustainable and connected journeys

TARGET STATES - WHAT WE'RE AIMING FOR BY 30 JUNE 2021

Increased easy customer access to information on journey options

Technology platforms and organisational capabilities are being delivered that reduce existing technology risk and provide the foundations for adaptable technology capability across the Transport Agency for the future

A single integrated plan for the investment and use of technology across the Transport Agency is being delivered and regularly updated to reflect the changing environment



RESILIENCE

TODAY'S CHALLENGE

The transport system is experiencing increasingly frequent and severe unplanned disruptions due to a combination of climate change, increasing traffic volumes and incidents such as crashes. Some ageing infrastructure was not designed to manage current demand and is becoming less robust. Reducing risk and preparing, responding to and recovering from disruption require a coordinated response, but we need a better understanding of and policies for different types of risks, disruption impacts and community tolerances. We can improve our decision-making processes to better support investments that manage key vulnerabilities, including high impact-low frequency or slow onset events such as earthquakes and sea-level rise.

OUR POSITION

Our position is the resilience of the land transport system is increased by managing risks and long-term resilience challenges and by helping communities quickly recover from disruptions.

WHAT NEEDS TO HAPPEN?

To make this happen will require a cross-government partnership approach, including:

- an increased understanding of hazard risk, system vulnerability, best practice response and community tolerance
- working together to reduce the impact of disruptive events
- a decision-making framework that appropriately values the wider benefits of a resilient system.

WHY US?

We are a national lifeline utility and the principal co-planner, investor and asset manager for the land transport system. We have proven capability and capacity throughout New Zealand to manage small-scale, frequent events and a recognised ability to respond effectively to major events. Through our extensive network of government and supplier relationships, we are well placed to support and build resilient communities.

HOW WE'LL MEASURE PROGRESS

We'll measure our progress through a performance measure for this position statement, measures for each target state (what we're aiming for by 30 June 2021), and specific activities and targets set out each year in our statement of performance expectations.



POSITION STATEMENT MEASURE

**PROPORTION
OF KEY SOCIAL
AND ECONOMIC
CORRIDORS
WITH VIABLE
ALTERNATIVE
ROUTES⁶**

**BASELINE TO BE
SET ONCE GPS
MEASURES ARE
FINALISED BY
THE MINISTRY OF
TRANSPORT**

⁶ This measure is aligned to a Government Policy Statement on land transport measure being finalised by the Ministry of Transport.



TRANSPORT OUTCOME
Resilience and security

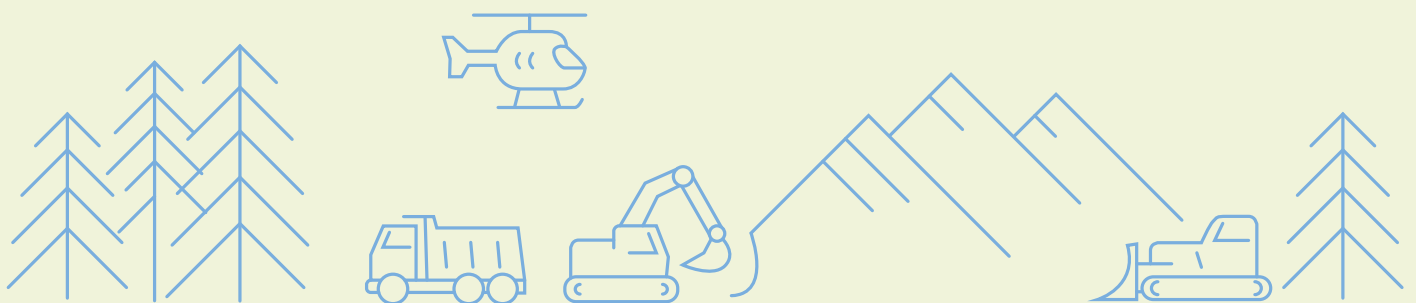
GPS OBJECTIVE
A land transport system that is resilient

OUR POSITION
The resilience of the land transport system is increased by managing risks and long-term resilience challenges and by helping communities quickly recover from disruptions

TARGET STATES - WHAT WE'RE AIMING FOR BY 30 JUNE 2021

A system that is recognised as appropriately adapting to climate change

The reputation as highly responsive to significant disruption



ENVIRONMENT

TODAY'S CHALLENGE

Transport accounts for 18 percent of New Zealand's greenhouse gas emissions, 90 percent of which arise from road transport. These emissions must be significantly reduced if the government is to meet its obligations under the Paris Agreement to reduce greenhouse gas emissions by 2030. Other air emissions play a role in shortening the lives of over 250 people every year, and noise pollution adversely affects those living near busy transport corridors and hubs. New Zealand's biodiversity is at risk from transport system run-off into sensitive waterways and its interaction with sensitive habitats. A sustainable transport system looks after environmental and public health.

OUR POSITION

Our position is that we will responsibly manage the land transport system's interaction with people, places and the environment.

WHAT NEEDS TO HAPPEN?

To make this happen will require the Transport Agency to work on a number of fronts. By using all of our regulatory, policy, investment and planning levers we will lead the land transport sector in the transition to a sustainable system that protects and enhances environmental and public health and supports a net zero emissions economy.

WHY US?

We can co-invest in, plan and deliver low-emission land transport solutions. We can shape and influence policies, regulations and standards to reduce impacts on people, the environment and communities. With our extensive network of existing relationships and openness to new partnerships, we are well positioned to lead progress towards an environmentally responsible and low-emission land transport system that supports a more liveable, cleaner and healthier New Zealand.

HOW WE'LL MEASURE PROGRESS

We'll measure our progress through a performance measure for this position statement, measures for each target state (what we're aiming for by 30 June 2021), and specific activities and targets set out each year in our statement of performance expectations.



POSITION STATEMENT MEASURE

**GREENHOUSE
GAS EMISSIONS
FROM THE
TRANSPORT
SYSTEM⁷**

REDUCING

⁷ This measure is aligned to a Government Policy Statement on land transport measure being finalised by the Ministry of Transport.



TRANSPORT OUTCOME

Environmental sustainability | Healthy and safe people

GPS OBJECTIVE

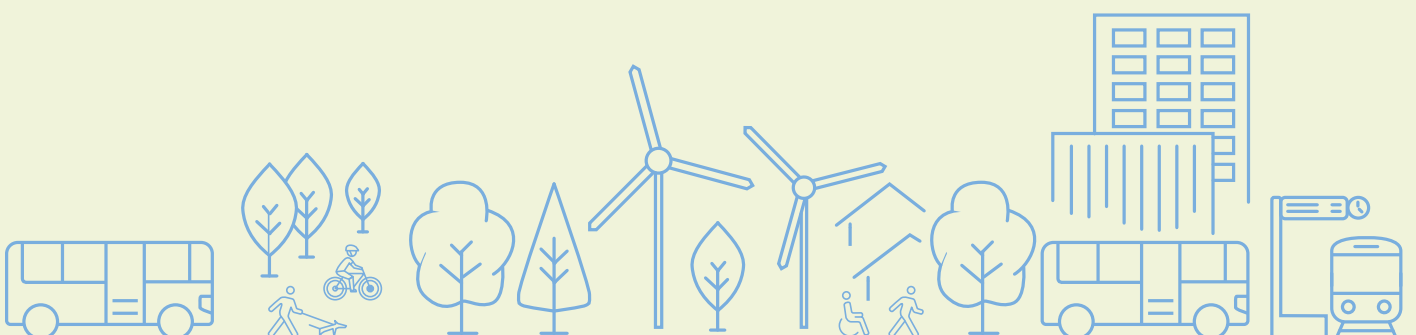
A land transport system that reduces greenhouse gas emissions, as well as adverse effects on the local environment and public health

OUR POSITION

We will responsibly manage the land transport system's interaction with people, places and the environment

TARGET STATES - WHAT WE'RE AIMING FOR BY 30 JUNE 2021

<p>Implementation under way of a prioritised work programme to deliver on the government's environmental targets for the transport sector</p>	<p>Leading the public sector in offsetting greenhouse gas emissions from staff travel and significantly reduced emissions from our vehicle fleet</p>	<p>Reporting against approved environmental key performance indicators for infrastructure delivery and network management contracts that are 100 percent funded by the National Land Transport Fund</p>	<p>Environmental and public health impacts are appropriately valued in investment decision-making processes</p>
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REGULATORY

TODAY'S CHALLENGE

From a broad perspective, the transport system is changing faster than the regulatory system that supports it. New and emerging technologies, changing social and customer expectations and new transport services are revealing the limits of New Zealand's current land transport regulatory framework.

Unless we keep up to speed with these changes, our legislative settings, business tools and processes for regulating people, vehicles, commercial operations, network management and revenue will become more outdated and dysfunctional. We will miss opportunities to leverage new tools, technologies and approaches that could better equip us to enable positive outcomes for businesses, communities and iwi.

Last year, we found that our regulatory approach was not sufficiently robust and we had failed to be effective in our regulatory role to keep people safe. We have moved swiftly to strengthen our regulatory functions by taking an active approach to compliance monitoring and enforcement.

OUR POSITION

Our position as the transport regulator is that our systems should be intuitive and clear to ensure people, vehicles, and commercial and rail operations are safe, people make good transport choices and harmful behaviour is swiftly dealt with.

WHAT NEEDS TO HAPPEN?

To make this happen will require us to transform the way we regulate drivers, vehicles, and commercial and rail operations to a best practice regulatory compliance model. We will apply new tools and people-centred design to our regulatory activities and decision-making with a stronger focus on harm reduction. By design, doing the right thing will be intuitive, with poor choices difficult to make and harmful behaviour quickly identified and addressed.

WHY US?

We are the land transport regulator that ensures the system delivers safe and sustainable access to social and economic opportunities. We can use a range of tools to lead people and businesses to do the right thing.

HOW WE'LL MEASURE PROGRESS

We'll measure our progress through a performance measure for this position statement (to be set by the Transport Agency Board following the Ministry of Transport's review into our regulatory performance), measures for each target state (what we're aiming for by 30 June 2021), and specific activities and targets set out each year in our statement of performance expectations.



POSITION STATEMENT MEASURE

**PROPORTION
OF REVIEWED
NON-
COMPLIANCE
ACTIONS THAT
ARE IN LINE WITH
TRANSPORT
AGENCY
REGULATORY
INTERVENTION
GUIDELINES**

**BASELINE TO
BE SET**



TRANSPORT OUTCOME

Inclusive access | Healthy and safe people | Economic prosperity

GPS OBJECTIVE

A land transport system that:

- is a safe system free of death and serious injury
- provides increased access to economic and social opportunities
- enables transport choice and access

OUR POSITION

Our systems should be intuitive and clear to ensure people, vehicles, and commercial and rail operations are safe, people make good transport choices and harmful behaviour is swiftly dealt with

TARGET STATES - WHAT WE'RE AIMING FOR BY 30 JUNE 2021

An efficient compliance and enforcement function that is transparent, fast and fair in dealing with non-compliance



TRANSPORT AGENCY

TODAY'S CHALLENGE

Currently our systems, processes and culture do not consistently support our people and partners to deliver to the outcomes we aspire to with precision and pace. In an increasingly complex environment where multiple parties need to work together to achieve shared outcomes, we also need to mature our approach to partnership, collaboration and co-production. We must also improve and mature our approach to health and safety. We will continue to transform, becoming more agile and responsive and improving the way we work with others to provide better transport solutions for New Zealand.

OUR POSITION

Our position is that the Transport Agency is respected by partners, stakeholders and customers for its responsive and engaged people and its timely delivery of sustainable transport solutions.

WHAT NEEDS TO HAPPEN?

To make this happen will require that our people are equipped to provide leadership, build valued relationships and partnerships, and deliver at pace. They will thrive in a work environment that is safe, healthy and flexible, prizes diversity and enables lean and agile ways of working. We will be an active leader in health and safety with the safest value chain for construction in New Zealand. Our technology and systems will support responsive and collaborative ways of working and be easy to use, resilient, sustainable and secure.

WHY US?

We are passionate about making a difference and creating a better New Zealand, and we have the skills, experience and leadership to achieve the improvement in our systems and people that is required. We are well placed to lead change as we can draw on a strong network of public and private sector relationships for the benefit of New Zealand.

HOW WE'LL MEASURE PROGRESS

We'll measure our progress through a performance measure for this position statement, measures for each target state (what we're aiming for by 30 June 2021), and specific activities and targets set out each year in our statement of performance expectations.



POSITION STATEMENT MEASURE

PROPORTION OF TRANSPORT AGENCY PARTNERS, STAKEHOLDERS AND CUSTOMERS WHO REPORT THE TRANSPORT AGENCY IS RESPONSIVE, WITH ENGAGED PEOPLE AND TIMELY DELIVERY OF SUSTAINABLE TRANSPORT SOLUTIONS

BASELINE TO BE SET



TRANSPORT OUTCOME

Inclusive access | Healthy and safe people | Environmental sustainability | Economic prosperity
| Resilience and security

GPS OBJECTIVE

A land transport system that:

- is a safe system, free of death and serious injury
- provides increased access to economic and social opportunities
- enables transport choice and access
- provides increased access to economic and social opportunities
- is resilient
- reduces greenhouse gas emissions as well as adverse effects on the local environment and public health
- delivers the right infrastructure and services to the right level at the best cost

OUR POSITION

The Transport Agency is respected by partners, stakeholders and customers for its responsive and engaged people and its timely delivery of sustainable transport solutions

TARGET STATES - WHAT WE'RE AIMING FOR BY 30 JUNE 2021

A reputation of being a lead public sector agency for workplace safety for our employees and contractors

A reputation of being a lead public sector agency known for agile thinking and fast-tracking solutions

Recognition as an employer of choice, offering a diverse, fair, safe and dynamic work environment

Operation of a resilient digital environment with class-leading security and smart processes



MANAGING ORGANISATIONAL HEALTH AND CAPABILITY

To make sure we're able to deliver the commitments we make to New Zealand we are focused on:

- working well together, within our organisation and with our stakeholders
- building leadership and capability (people and organisation)
- looking after the wellbeing of our people
- managing the performance of our critical assets and investments.

WORKING TOGETHER

Our DNA

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 – our biggest customer promise is delivering value to New Zealand
- collaborate to achieve as one – great ideas come when we collaborate for the best outcomes
- curious to cultivate innovation – innovation starts with curiosity and narrowing in on the right things.

Our structure

We're organised so we can respond to emerging priorities, become more agile and improve the way we work with others to provide better transport solutions for New Zealand. We are made up of nine groups:

- Safety, Health and Environment
- Strategy, Policy and Planning
- Investment and Finance
- System Design and Delivery
- Operations
- Regulatory
- Corporate Services
- People
- Governance, Stakeholders and Communications.

We also have four regional relationship directors who build, maintain and enhance the Transport Agency's strategic alignment and reputation within a specific geographical area.

Regional relationship model

Our regional relationship model allows us to provide the right services to the right areas, through the use of regional relationship zones (see Figure 3). Our regional partners can expect a tailored service and a customer-focused approach to how we plan, design and deliver transport solutions.



Figure 4 - Regional relationships model

BUILDING LEADERSHIP AND CAPABILITY

Leadership

Leadership is about shaping the future of our organisation and aspiring to be a powerful team-based organisation focused on delivery. Through our leadership development programmes, we are building capable leaders who can equip our people to deliver on our strategy in an agile way, drive our culture and enable our people to thrive.

People capability

We are continually planning for the skills and capability needed for today and tomorrow, which include technical and transferrable skills and skills to ensure we work together in the most effective way.

An immediate focus is on strengthening our regulatory capability, developing the skills to be successful in an increasingly digital environment and ensuring we have the necessary commercial capability.

Our leadership role in the transport sector requires us to strengthen our capabilities in areas such as relationship management, strategic thinking and influencing.

Organisational capability and capacity

Organisational capability is much broader than people capability. It includes our systems, processes and tools. By improving our systems, processes and tools, over the next few years we'll be able to work more effectively and be more responsive to future challenges.

Te Ara Kotahi/Our Māori Strategy

Te Ara Kotahi/Our Māori Strategy is our overarching strategic framework affirming our commitment to upholding our te Tiriti o Waitangi and related legislative obligations. Te Ara Kotahi also identifies the processes and support required for the Transport Agency to undertake its role and meet its responsibilities in working with Māori.

Te Ara Kotahi (and its associated action plan) ensure we take a strategic approach to developing our response to our Māori partners.

Responding to the Performance Improvement Framework review

The Performance Improvement Framework (PIF) review, published in April 2018, identified five key challenges for the Transport Agency. We've committed to addressing these challenges and report our progress regularly in our quarterly report.⁸

KEY CHALLENGES	OUR COMMITMENTS
Transport system strategy	Develop the long-term view
Transport disruption driven by smart technology and new mobility options	Develop a transport futures strategy and implementation plan
Transport regulatory system	Develop and implement a regulatory work programme
Organisational transformation	Finalise and implement a workforce strategy
	Develop and deliver an enterprise technology plan
Stakeholder management	Strengthen our partnerships with government colleagues

LOOKING AFTER OUR PEOPLE

Health, safety and wellness

We are committed to being an active leader in health and safety, both in the workplace and across the sector, improving the wellbeing of all our people. Through effective health and safety governance and reporting processes and tools based on good practice models, we develop insights and make evidence-based decisions. This approach shapes our health, safety and wellness programmes, drives continuous improvement across the Transport Agency and with our partners, and improves our health and safety culture.

⁸ Available from www.nzta.govt.nz

Diversity and inclusion

We are committed to creating a culture where everyone is supported, respected and engaged and has a voice. We accept all the ways we differ and value and celebrate our differences.

Our diversity and inclusion framework and three-year work plan outline our focus areas, including building awareness of and mitigating unconscious bias in decisions, systems and processes, building a workforce that is broadly representative of the communities of New Zealand, and meeting government commitments such as closing the like-for-like gender pay gap.

We recognise that we need to increase our innovation and creativity so we can develop fully inclusive transport solutions that meet the diverse needs of our stakeholders and customers.

Being a good employer

We are committed to being a good employer. We recognise, respect and value differences and are committed to providing equal opportunities for all. This approach ensures better outcomes for both our people (who are more satisfied with their employment) and the people we serve – the people of New Zealand.

We are creating a strategy-led, people-centred organisation that is fit for the future, and where our people are proud to be part of creating a better New Zealand. We are committed to being fair, open and transparent and having a workplace where our people are energised and able to perform at their best.

We strive to address barriers to diversity and inclusion in our organisation. Our diversity and inclusion framework aligns with the seven elements of being a good employer: leadership, accountability and culture; recruitment, selection and induction; employee development, promotion and exit; flexibility and work design; remuneration, recognition and conditions; harassment and bullying prevention; and a safe and healthy environment.⁹

MANAGING THE PERFORMANCE OF OUR INVESTMENTS AND ASSETS

Because of the significant investment we make in New Zealand's land transport system, the Transport Agency is classified as a tier one investment-intensive agency. This means we are reviewed every three years through the Treasury's Investor Confidence Rating (ICR) process.

The Treasury provided our latest ICR in August 2018. The C rating was a decrease from our B rating in 2016.

Three main areas we are responding to are:

- improve the consistency of our programme and portfolio management approaches
- identify, monitor and deliver benefits for our National Land Transport Programme investments
- connect long-term investment planning with other key planning documents and processes.

Our progress is reported in our quarterly reports.¹⁰

We invest in many critical assets, including physical infrastructure (such as state highways, local roads, walking and cycling facilities and light rail), and information and communications technology assets (both physical and services). ICR assessments focus on state highways and local roads and information and communications technology assets.

Significant future investment in New Zealand's road network is outlined in the National Land Transport Programme, and measures to assess the performance of state highways and local roads are in our statement of performance expectations each year.

Measures for critical technology assets are under development and will be reported on in our annual report.

⁹ Human Rights Commission 'Good employer advice' (accessed 1 April 2019 from <https://www.hrc.co.nz/resources/business/reporting-crown-entities-good-employers/statement-intent-and-reporting/#statement-of-intent>).

¹⁰ Available from www.nzta.govt.nz

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 throughout New Zealand, with offices in 14 locations from Whāngārei to Dunedin. Our organisation is made up of highly experienced people with 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 Chief Executive and our executive leadership team.

OUR BOARD



SIR BRIAN ROCHE
CHAIR

Sir Brian Roche brings extensive governance, leadership and business experience to the Transport Agency.

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 was previously chair of the NZ Transport Agency Board from 1 August 2008 to 31 March 2010.



NICK ROGERS
(AUCKLAND)

Nick is a geotechnical and environmental specialist with expertise in risk, resilience and disaster risk reduction. He has over 41 years' experience on major infrastructure projects.

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

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.



MARK DARROW
(AUCKLAND)

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

Mark has significant experience across many sectors, including infrastructure, energy, agriculture, education, finance, technology and automotive.

Mark is chair of The Lines Company, Primary ITO, Armstrong Motor Group, and Signum Holdings and is a director for Balle Bros Group and Trustees Executors Limited.

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



SHERIDAN BROADBENT
(AUCKLAND)

Sheridan has been working in executive and governance roles in the infrastructure, technology and energy sectors in New Zealand and Oceania for over 20 years.

A chartered director, Sheridan was also the inaugural graduate of the New Zealand Institute of Directors Future Director programme.

Sheridan is deputy chair of Kordia Group, a director of Transpower and Timberlands, and company secretary and steering group member of the New Zealand Business Leaders' Health and Safety Forum.



LEO LONERGAN
(WELLINGTON)

Leo has 40 years' governance and commercial experience with deep knowledge in contracting, supply chain, infrastructure, trading and logistics, and has a passion for safety and transparency as foundational to any business.

A senior executive in the energy industry, Leo was based in North America, Europe, the Middle East and Asia for 27 years. He was elected an officer of both Caltex and Chevron Corporations. As Chevron's chief procurement officer, he led worldwide procurement and a supply chain with \$40 billion annual spend. Earlier global roles included president trading, and president manufacturing and supply.

Leo is a chartered fellow of the New Zealand Institute of Directors and is deputy chair of 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 until 2016 when she stood down.

Vanessa has re-established her own company, Admin and Business Solutions, through which she provides a wide variety of business services to companies throughout the Queenstown area.

Vanessa has a Master of Business Administration and was awarded 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, and a trustee of the Queenstown Trails Trust was and a founding trustee of the Branches Charitable Trust and the Queenstown Lakes Baby Box Trust.



DAVID SMOL
(WELLINGTON)

David has over 35 years of experience in New Zealand and the United Kingdom in 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, including large energy utilities and transmission companies, renewable energy generators, regulatory bodies and government departments.

In 2008, David was appointed as chief executive of the Ministry of Economic Development. From 2012-2017, 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 for Contact Energy and is chair of VicLink, the commercialisation subsidiary of Victoria University.

He was made a Companion of the Queen's Service Order in 2018.

OUR EXECUTIVE LEADERSHIP TEAM



MARK RATCLIFFE
INTERIM CHIEF EXECUTIVE

Mark joined the Transport Agency in January 2019 as interim chief executive until a permanent chief executive is recruited.

Mark is a highly experienced chief executive with considerable expertise in running critical national infrastructure. He was chief executive of Chorus from 2008 when it was part of Telecom and through its demerger, before leaving in 2017.

Mark is also a director for First Gas Limited and 2degrees and a Housing New Zealand Board Member.



JENNY CHETWYND
STRATEGY, POLICY
AND PLANNING
GENERAL MANAGER

Jenny joined the Transport Agency in 2008 as a regional director for the central region, progressing to her current role in July 2017. She is accountable for the Transport Agency's strategy, policy and transport system planning functions.

Before 2008, Jenny was the environmental strategy manager for Transpower and held policy and government planning roles with central and local government and in private practice.

Jenny holds qualifications in regional planning and business administration and has completed the Advanced Management Programme at INSEAD (previously, Institut Européen d'Administration des Affaires) in France.



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 Ministry of Education. Howard was also chief financial officer for Transpower New Zealand, which operates the national high-voltage transmission grid.

Before 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's degree in business administration (with distinction) from London Business School.



CHARLES RONALDSON
OPERATIONS GENERAL
MANAGER

Charles joined the Transport Agency in May 2017 having worked for several government departments for over 16 years.

Charles has significant experience in customer-centred service delivery and design, together with leading large customer-facing teams (up to 2200 people) in 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. Before joining the public sector, Charles held various roles in the banking sector.



GILES SOUTHWELL
CORPORATE SERVICES
GENERAL MANAGER

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

Giles is originally from the United Kingdom, where he worked throughout the public sector from the early 1990s. His roles focused on improving business performance and value for money, identifying service improvement, 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 chief technology officer at Inland Revenue, chief technology and digital services officer at the Ministry of Health, and corporate services group manager at the Ministry for Culture and Heritage.



BRETT GLIDDON
SYSTEM DESIGN AND
DELIVERY GENERAL
MANAGER

Brett joined Transit New Zealand before it merged with Land Transport NZ to become the 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 project, the Northern Gateway Toll Road project (New Zealand's first electronic toll road), the Waterview Tunnel project and Te Ara I Whiti (the Lightpath) cycleway.

In his current role, Brett is responsible for overseeing design, delivery and management of a single integrated transport system. Brett's vision for the future of the System Design and Delivery 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.



GREG LAZZARO
SAFETY, HEALTH &
ENVIRONMENT GENERAL
MANAGER

Greg joined the Transport Agency in March 2019.

Greg comes to the Transport Agency from Fonterra where he held a global health, safety, risk and resilience role. He previously held senior executive positions in health, safety and environment roles in Sodexo, UGL in Australia and various roles operational roles in Orica in Australia for over 10 years.

Greg holds a degree in chemical engineering.



KANE PATENA
REGULATORY GENERAL
MANAGER

Kane joined the Transport Agency in April 2019 to lead the regulatory compliance group and help shape the future of land transport regulation in New Zealand.

Kane brings with him extensive regulatory experience from the public and private sector. His expertise has been publicly acknowledged as a previous 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.



CHRIS LOKUM
PEOPLE GENERAL MANAGER

Chris joined the Transport Agency in June 2019. Chris is a strategic and commercial senior human resources generalist with over 25 years as a business-focused professional and leader. She has a track record achieving organisational change, growth in organisational capability and providing strategic leadership. Chris has extensive experience in talent management, diversity and inclusion, reward and performance management, restructuring, learning and development, resourcing and coaching leaders.

She has held a number of senior human resources positions in Australia, New Zealand, and the UK. Chris was most recently working for BP across Asia-Pacific as Vice President HR Fuels and recently served on the boards of the National Association of Women in Operations and Australian Terminal Operation Management.

Chris has qualifications in human resources, economics, management and psychology. She has completed executive programmes at Michigan and Cornell Universities and is a member of the Australian Institute of Company Directors.

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NZ Transport Agency
Private Bag 6995
Wellington 6141

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