

NZ TRANSPORT AGENCY STATEMENT OF INTENT 2018-22

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NZ Transport Agency

Published November 2018 (18-023)

ISSN 1173-2237 (print)

ISSN 1173-2296 (online)

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NZ Transport Agency



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INTRODUCTION

This statement of intent responds to recent changes in our operating environment, including the release of the Government Policy Statement on Land Transport 2018/19–2027/28 and a new outcomes framework for the transport sector. It reaffirms our commitment to meeting current and future challenges for New Zealand's transport system and refreshes our strategy to align with priorities for this country.

The policy statement focuses on creating a safe, resilient, well-connected and multimodal transport system that enables new housing opportunities, liveable cities and sustainable economic development in regional New Zealand. This supports the enduring outcomes for the transport sector: inclusive access, economic prosperity, resilience and security, environmental sustainability, and healthy and safe people.

When we launched our new strategy and operating model in 2017, we understood that we were on the cusp of a transport revolution and that our approach needed to be adaptable to the rapidly changing world.

As we adapt, our focus remains on creating great journeys that are easy, safe and connected to keep New Zealand moving. We aim to create a better New Zealand through our three long-term strategic responses.

- **One connected transport system:** We will 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-centric approach:** We will 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 do.
- **Partnerships for prosperity:** We will unlock social and economic opportunities for customers, businesses and communities through targeted partnerships.

We will make these changes through our eight position statements, which replace our focus areas from previous statements of intent. These position statements address the main challenges we see in the transport sector and describe the outcomes we aim to achieve for New Zealand over the medium term. They strongly align with the priorities of the policy statement, transport sector outcomes and wider government priorities where transport plays a significant role.

Our position statements will drive our efforts to make the land transport system safer and more resilient and to reduce the negative impact of transport on the environment. We'll promote inclusive access to transport, including more transport choices, and better planning to integrate transport with land use to create better communities to live in. We'll strengthen our regulatory functions, leverage technology and continue our transformation to make sure we're in the best possible position to make these changes.

Everyone who uses the land transport system should do so knowing that they will be safe and will come home to their families at the end of the day. The current high rates of death and serious injury on our roads are unacceptable. We remain committed to working with our partners towards a land transport system free from death and serious injury.

To ensure everyone can access the transport system fairly and equitably, we will collaborate and work with our partners to improve access to affordable and multimodal transport choices, including walking and cycling, public transport and mass transit. Through better integration of land use and transport planning and more transport choices, we aim to support a reduction in the use of private vehicles by sole occupants.

Working with our central and local government partners and with iwi, we will integrate transport and land use planning to create healthy, connected and thriving communities that provide different ways for people to move around. We will align transport system investment with the government's priorities to provide better connections to social and economic opportunities in our cities and regions.

Digital technology provides the potential to address transport challenges. We will use transport technology to transition to safer, sustainable and connected journeys for customers. We will continue to invest in and embrace the use of new technology and develop new services that enable people to connect with the latest travel information and make informed choices about how they move about.

It is critical that everyone – locals and visitors alike – as well as freight, can get where they need to go, safely and efficiently, supporting the economic and social outcomes of this country. We will work alongside our partners to understand and manage the increasing incidence of unplanned disruptions. Together, we will reduce risk and help communities recover from disruptions.

We have a role in responsibly managing the land transport system’s interaction with people, places and the environment. We will have a stronger focus on transitioning to a sustainable system that protects and enhances environmental and public health and supports a net zero emissions economy.

As the principal transport regulator, we are working to strengthen our regulatory functions and ensure that transport regulation provides safe transport for all and that harmful behaviour is swiftly addressed.

In everything we do, we are committed to delivering value for money. This means focusing our investments on the priorities of the government policy statement and on where we can have the biggest impact. We will monitor the outcomes of National Land Transport Programme investments to ensure they deliver the results set out in the policy statement.

Transport has a significant impact on communities, businesses, the economy and the environment. That’s why we strive to be the best we can be as an organisation to deliver a transport system that improves New Zealanders’ wellbeing and makes New Zealand a better place to live.



MICHAEL STIASSNY
Chair
9 NOVEMBER 2018



MARK DARROW
Chair of the Audit,
Risk and Assurance
Board Committee
9 NOVEMBER 2018



FERGUS GAMMIE
Chief Executive
9 NOVEMBER 2018

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 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 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:

- 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.

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.

Under section 112 of the Crown Entities Act 2004, the Minister of Transport has issued a directive that the Transport Agency has the function to plan, fund, design, supervise, construct and maintaining rapid transit networks and/or projects, including light rail.

GUIDING POLICY

As well as our statutory functions, the Transport Agency's activities are guided by government policies. The government's primary direction-setting instrument for land transport 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 and value for money.

The policy statement sets out how funding is allocated to achieve the desired results across activities such as walking and cycling, road policing, state highways, local roads 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. The latest policy statement took effect from 1 July 2018.

In addition to this policy statement, other government policies influence our activities, some of which are in development or under review. Wider government policies relevant to our work are:

- Safer Journeys 2010-2020 and its successor
- Regional Economic Development
- Urban Growth Agenda
- Housing Infrastructure Fund
- National Policy Statement on Urban Development Capacity
- New Zealand Energy Efficiency and Conservation Strategy 2017-2022
- National Infrastructure Plan 2015
- New Zealand Health Strategy
- Public Transport Operating Model
- Tourism Strategy
- Intelligent Transport Systems Technology Action Plan 2014-2018
- New Zealand Disability Strategy 2016-2026
- Auckland Transport Alignment Project.

TRANSPORT SECTOR OUTCOMES

In June 2018, the Ministry of Transport launched the Transport Sector Outcomes Framework. This framework defines the long-term strategic outcomes for New Zealand's transport system, and explains how government and the transport sector should work toward these outcomes through a guiding principle of mode neutrality.

The framework sets out that the purpose of the transport system is to improve people's wellbeing, and the liveability of places. The framework describes five long-term outcomes for the transport system:

- **Inclusive access:** Enabling all people to participate in society through access to social and economic opportunities, such as work, education and health care.
- **Economic prosperity:** Supporting economic activity through local, regional and international connections, with efficient movements of people and products.
- **Resilience and security:** Minimising and managing the risks from natural and human-made hazards, anticipating and adapting to emerging threats, and recovering effectively from disruptive events.
- **Environmental sustainability:** Transitioning to net zero carbon emissions and maintaining or improving biodiversity, water quality and air quality.
- **Healthy and safe people:** Protecting people from transport-related injuries and harmful pollution, and making active travel modes (such as walking and cycling) attractive options.

Mode neutrality is a guiding principle of the framework for transport planning, investment and regulation. 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 two important aspects, making:

1. sure all modes and options are considered and evaluated to find the best system solution
2. users and decision-makers more aware of the benefits and costs of transport choices to incentivise robust- decision-making and smart travel choices.

The framework notes that all 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. It also recognises that the government may prioritise some outcomes over others, depending on the social, economic, political and environmental circumstances of the day.

The Government Policy Statement on Land Transport is the main mechanism government uses to set the shorter-term priorities for the land transport sector.

ACTIVITIES WE DELIVER AND INVEST IN (OUTPUT CLASSES)

To deliver our activities, we are funded through 19 output classes. Each output class sits under a position statement which is statement that describes what we'll do in the coming years to successfully deliver our strategy. Most of our output classes contribute to more than one position statement.

OUR POSITION STATEMENT	OUTPUT CLASS
TRANSPORT SAFETY	<ul style="list-style-type: none"> State highway improvements State highway maintenance Local road improvements Local road maintenance Road safety promotion and demand management Road Policing Programme (for which New Zealand Police is responsible)
INCLUSIVE ACCESS	<ul style="list-style-type: none"> Public transport Administration of the SuperGold cardholders' scheme and Enhanced public transport concessions for SuperGold cardholders (Two output classes)
LIVEABLE COMMUNITIES	<ul style="list-style-type: none"> Walking and cycling Rapid transit Transitional rail
TRANSPORT TECHNOLOGY	While no output classes are associated with this position statement, most of our output classes contribute to more than one position statement including this position statement.
ENVIRONMENT	While no output classes are associated with this position statement, most of our output classes contribute to more than one position statement, including the position statement.
RESILIENCE	<ul style="list-style-type: none"> Regional improvements
REGULATORY	<ul style="list-style-type: none"> Licensing and regulatory compliance Road tolling Motor vehicle registry Road user charges collection, investigation and enforcement Refund of fuel excise duty
TRANSPORT AGENCY	<ul style="list-style-type: none"> Investment management

Our forecast financial and non-financial performance against these activities is in our *Amended statement of performance expectations 2018/19*.¹

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



OUR STRATEGY

GREAT JOURNEYS TO KEEP NEW ZEALAND MOVING

OUR VALUE

A great journey is easy, safe and connected. Our focus is on providing one integrated land transport system that helps people get the most out of life and supports business.

We're looking after the national transport system with our partners, today and for the future. We're innovating to make sure the system is efficient and sustainable, unlocking opportunity and keeping New Zealand moving.

At the Transport Agency, we're proud to be part of creating a better New Zealand.

CURIOUS

STRATEGIC RESPONSES

ONE CONNECTED TRANSPORT SYSTEM

Transform land transport system performance by integrating digital technology with physical infrastructure to create a safe, connected system that works for everyone.

PEOPLE-CENTRIC APPROACH

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.

COLLABORATIVE

POSITION STATEMENTS

TRANSPORT SAFETY

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

INCLUSIVE ACCESS

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

LIVEABLE COMMUNITIES

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.

TRANSPORT TECHNOLOGY

Our position is that we will use transport technology and data to transition to safer, sustainable and connected journeys for customers.

RESILIENCE

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

ENVIRONMENT

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

REGULATORY

Our position as the transport regulator is that our systems should be intuitive and clear to ensure people can make good transport choices, while harmful behaviour is swiftly dealt with.

TRANSPORT AGENCY

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.

CUSTOMER FOCUSED

OUR DNA

THREE-YEAR TARGET STATES

OUR CONTEXT

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 want 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 compete 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 and the impact they have on the expectations of our customers and the government 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 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 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 WILL 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. 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:

- our position on these challenges, the outcomes we seek to achieve and our direction for the next four years
- the big shifts in the transport system that are needed to deliver on our positions
- why we are stepping up to lead the response.

We will measure our progress against each position statement by:

- monitoring the initiatives and significant activities for 2018/19 (set out in our amended *Statement of performance expectations for 2018/19*²)
- assessing our progress towards target states, which describe the results and changes we want to see by 2021.

Our position statements, the challenges they address and the target states are detailed on pages 15-22.

DEFINITIONS

Our stakeholders connect with us through a variety of roles, whether as partners, suppliers, industry representatives, customers or citizens. 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.

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
- 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.

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

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, 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 54 are seriously injured every week on the land transport system, at a social cost of \$84 million per week, and near \$4.7 billion per annum.

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 vehicle and rail fleets reflect international best practice standards for safety.

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.

THREE-YEAR TARGET STATES (BY 30 JUNE 2021)

Within three years we will achieve:

- 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
- four fewer category A signals (rail) passed at danger (cumulative by 30 June 2021).

MEASURES

Performance measures and key performance indicators for this position statement and three-year target states are under development. Key performance indicators will be adopted directly from transport sector outcomes measures and government policy statement measures and rely upon the delivery of initial measures expected from the Ministry of Transport in December 2018.

INCLUSIVE ACCESS

TODAY'S CHALLENGE

Easy access to affordable and multimodal 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 multimodal transport choices, including walking and cycling, public transport, 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 multimodal 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.



THREE-YEAR TARGET STATES (BY 30 JUNE 2021)

Within three years we will achieve:

- increased mode share of public transport and active modes in our high growth urban areas
- improved access to priority routes for freight and tourism, particularly at peak times
- increased multi-modal transport choices for people in green and brownfields developments
- improve access to social and economic opportunities for the transport disadvantaged via more affordable transport choices – especially public transport, active modes, driver licensing and mobility apps.

MEASURES

Performance measures and key performance indicators for this position statement and the three-year target states are under development. Key performance indicators will be adopted directly from transport sector outcomes measures and government policy statement measures and rely upon the delivery of initial measures expected from the Ministry of Transport in December 2018.

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.

THREE-YEAR TARGET STATES (BY 30 JUNE 2021)

Within three years we will achieve:

- increased space in our cities dedicated to people rather than vehicles
- increased proportion of the urban network at slow (liveable) speeds (eg 30km).

MEASURES

Performance measures and key performance indicators for this position statement and the three-year target states are under development. Key performance indicators will be adopted directly from transport sector outcomes measures and government policy statement measures and rely upon the delivery of initial measures expected from the Ministry of Transport in December 2018.

TRANSPORT TECHNOLOGY

TODAY'S CHALLENGE

Digital 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.

We have limited capability to identify, capitalise on and respond to technology and information challenges and opportunities, and we risk being either excluded from technology opportunities or locked into solutions with diminishing returns.

OUR POSITION

Our position is that we will use transport technology and data to transition to safer, sustainable and connected journeys for customers.

WHAT NEEDS TO HAPPEN?

To make this happen will require joint leadership with local authorities and the technology companies to create an adaptable, sustainable and technology-enabled transport system that provides real-time system and services management and information. Evidence-led decision-making will be enabled by insight, data and analytics. Customers will be empowered to make informed choices from a broader range of land transport options enabled by automated and affordable shared 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 broad range of cross-government, technology and service provider relationships to identify enable and lead integrated technology solutions for a range of transport challenges.



THREE-YEAR TARGET STATES (BY 30 JUNE 2021)

Within three years we will achieve:

- increased easy customer access to information on journey options
- components in place to provide the foundation for an enduring and flexible digital transport system
- a single integrated plan for investment and use of digital technology.

MEASURES

Performance measures and key performance indicators for this position statement and the three-year target states are under development. Key performance indicators will be adopted directly from transport sector outcomes measures and government policy statement measures and rely upon the delivery of initial measures expected from the Ministry of Transport in December 2018.

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, preparing, responding to and recovering from disruption requires a co-ordinated response, but we need a better understanding of and policies for different types of risks, disruption impacts and community tolerances.

Our current decision making processes do not effectively support investment to 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 helping communities quickly recover from disruptions.

WHAT NEEDS TO HAPPEN?

To make this happen will require a cross government partnership approach with an increasing understanding of hazard risk, system vulnerability, best-practice response and community tolerance, working to reduce the impact of disruptive events; supported by 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.

THREE-YEAR TARGET STATES (BY 30 JUNE 2021)

Within three years we will achieve:

- informed, engaged and increasingly self-sufficient communities
- a system that is recognised as appropriately adapting to climate change
- the reputation as highly responsive to significant disruption.

MEASURES

Performance measures and key performance indicators for this position statement and the three-year target states are under development. Key performance indicators will be adopted directly from transport sector outcomes measures and government policy statement measures and rely upon the delivery of initial measures expected from the Ministry of Transport in December 2018.

ENVIRONMENT



TODAY'S CHALLENGE

Transport accounts for 18% of New Zealand's greenhouse gas emissions, 90% of which arise from road transport. These must be significantly reduced if the Government's 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 effects those living near busy transport corridors and hubs.

Our biodiversity is at risk from transport system and 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 and with a range of regulatory, policy, investment and planning levers to 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.

THREE-YEAR TARGET STATES (BY 30 JUNE 2021)

Within three years we will achieve:

- implementation underway of a prioritised work programme to deliver on the government's environmental targets for the transport sector
- leading the public sector in offsetting GHG emissions from staff travel, and significantly reduced emissions from our vehicle fleet
- reporting against approved environmental key performance indicators for infrastructure delivery and network management contracts which are 100 percent NLTF-funded
- environmental and public health impacts appropriately valued in investment decision making processes.

MEASURES

Performance measures and key performance indicators for this position statement and the three-year target states are under development. Key performance indicators will be adopted directly from transport sector outcomes measures and government policy statement measures and rely upon the delivery of initial measures expected from the Ministry of Transport in December 2018.

REGULATORY

TODAY'S CHALLENGE

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.

If unchecked 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 cease to be effective as a regulator, missing opportunities to leverage new tools, technologies and approaches that could better equip us to enable positive outcomes for businesses, communities and iwi.

OUR POSITION

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

WHAT NEEDS TO HAPPEN?

To make this happen will require that we have a culture focused on delivering great outcomes for communities, the economy and the environment. 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 who ensures the system delivers safe and sustainable access to social and economic opportunities. We have a range of tools we can use to lead people and businesses to do the right thing.



THREE-YEAR TARGET STATES (BY 30 JUNE 2021)

Within three years we will achieve:

- the reputation as a leading government regulator
- increased industry and customer confidence that the Transport Agency is effectively targeting its regulatory effort to risk
- an efficient compliance and enforcement function that is transparent, fast and fair in dealing with non-compliance.

MEASURES

Performance measures and key performance indicators for this position statement and three-year target states are under development and are expected by December 2018.

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.

The Transport Agency 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 we are customer-focused, curious and collaborative. Our people are equipped to provide leadership, build valued relationships and partnerships, and deliver at pace. They thrive within a work environment that prizes diversity, is safe, healthy and flexible, and that enables lean and agile ways of working. Our technology and systems support responsive and collaborative ways of working and are easy to use, resilient, sustainable and secure.

WHY US?

We are passionate about making a difference and creating a better New Zealand, and 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.

THREE-YEAR TARGET STATES (BY 30 JUNE 2021)

Within three years we will achieve:

- the reputation of lead public sector agency known for agile thinking and fast tracking solutions
- the reputation of a lead public sector agency for workplace safety for both our employees and contractors
- respect for motivated, forward-thinking leaders and a robust teaming ethos
- 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.

MEASURES

Performance measures and key performance indicators for this position statement and three-year target states are under development and are expected by December 2018.



HOW WE'LL WORK

This section describes how we'll work to deliver our strategy; that is, through our operating model and organisation structure, regional relationship model and DNA. Our position statement about the Transport Agency (page 22) will help us to maintain our organisational health and capability.

OPERATING MODEL AND ORGANISATION STRUCTURE

The Transport Agency has a value-chain operating model and organisational structure (see Figure 1). The elements of our model are:

- plan the system
- build the system
- operate services.

These three elements guide the 11 groups that form our structure. Six groups with strategy, systems and customer service functions are at our core and two further groups focus on customer experience and behaviour and on safety and the environment. These eight groups are supported by the three groups of people: corporate services; people; and governance, stakeholders and communications.

The operating model supports our performance and enables us to work together across our internal functions to deliver our strategy. It helps us to be efficient and agile and to have the right resources in the right place to deliver our business plan.

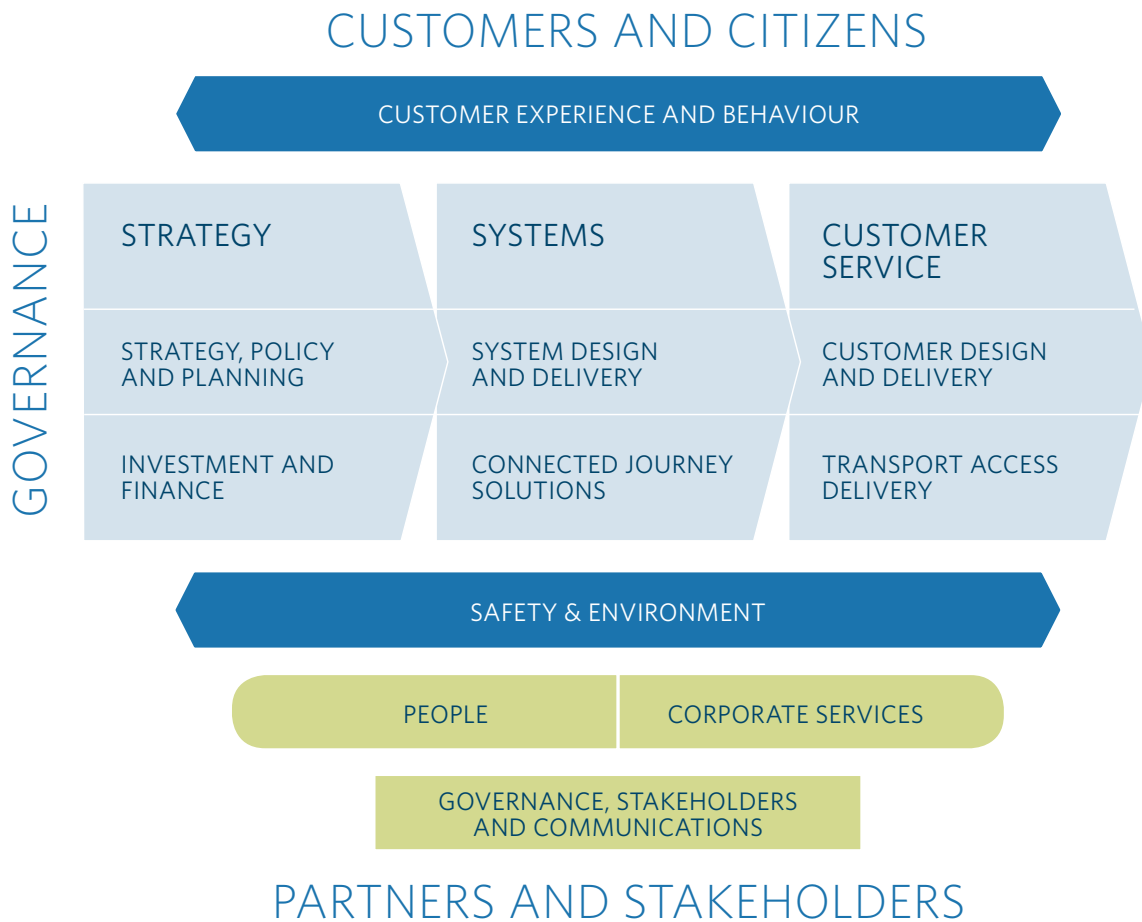


Figure 1 - Transport Agency value-chain operating model

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 2). Our regional partners can expect a tailored service and a customer-focused approach to how we plan, design and deliver transport solutions.



Figure 2 - Transport Agency regional relationship model

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
- 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 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 organisational development programme.

ORGANISATIONAL HEALTH AND CAPABILITY

Our Transport Agency position statement (page 22) helps us to 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 system that enables us to use high-quality analytics and insights to make great decisions for customers and citizens
- we achieve 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 activities are 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.

We have seven actions to focus on in response to our recent Performance Improvement Framework review:

- develop the long-term view
- develop a transport futures strategy and implementation plan
- develop and implement a regulatory work programme
- strengthen our partnerships with government colleagues
- finalise and implement a workforce strategy (including a capability and capacity plan)
- develop and deliver the enterprise technology plan
- improve safety and public health outcomes and reducing environmental harms.

Our *Amended statement of performance expectations 2018/19* provides more detail on our activities in the coming year.

BEING A GOOD EMPLOYER

The Transport Agency is 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 are ultimately here for – the people of New Zealand.

We are creating a strategy-led, people-centred organisation that is fit for the future, 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 Strategy 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.³

³ Human Rights Commission 'Good employer advice' (accessed on 1 November 2018 from www.hrc.co.nz/our-work/business-and-work/tools-and-research/reporting-crown-entities-good-employers).



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 drawn with an expansive variety of skills, and including planners and policy analysts, engineers, business advisors, contract specialists, and information technology, legal, property and financial professionals.

Managing our organisation is our executive and senior leadership teams, made up of our chief executive, seven general managers, four directors, four regional relationship directors and a strategic advisor.

OUR BOARD



MICHAEL STIASSNY
CHAIR (AUCKLAND)

Michael has widespread experience in all matters financial. He has a 40-year background in financial consultancy and is a prominent strategic advisor. He is a leading corporate governance practitioner and advocate for sustainability practices.

Michael chairs Tower Limited and Ngāti Whātua Ōrākei Whai Rawa Limited, as well as being a director of several private companies. Michael is a Fellow and past president of the Institute of Directors in New Zealand (Inc) and a Fellow of Chartered Accountants Australia and New Zealand.



DAME FRAN WILDE
DEPUTY CHAIR (WELLINGTON)

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

Fran was previously a Cabinet minister, the mayor of Wellington, the chair of the Greater Wellington Regional Council and the chief executive of the New Zealand Trade Development Board.

Fran has chaired several boards, including Housing New Zealand Corporation, Wellington Waterfront and the New Zealand International Arts Festival, and been a director of others, including ANZ, NGC Holdings and Humanware. She 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.



NICK ROGERS
(AUCKLAND)

Nick is a geotechnical specialist with expertise in land stability, foundation support and natural disaster assessment. He has over 39 years' experience on major infrastructure projects and in conducting land damage assessments for the Earthquake Commission in New Zealand.

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.



ADRIENNE YOUNG-COOPER
(AUCKLAND)

Adrienne is a full-time professional director and a chartered fellow of the Institute of Directors in New Zealand. She has 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, is a director of HLC Limited, Sealink NZ Limited and Queenstown Airport Corporation Limited, and serves on several charitable trusts.



CHRIS ELLIS
(AUCKLAND)

Chris chairs Highway Group Limited and serves on the board of directors of WorkSafe New Zealand, Horizon Energy Limited, Steel and Tube Limited and SteelPipe NZ Limited. His background spans the manufacturing, heavy construction and engineering sectors.

Chris has held chief executive roles with Brightwater Group and the Building Products Division of Fletcher Building Limited. He has also held general management roles in Winstone Aggregates and Fletcher Construction.

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



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 member of the Institute of Directors in New Zealand.

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

Mark is chair of The Lines Company, Primary ITO, Armstrong Motor Group, Signum Holdings and Courier Solutions (advisory board) and is a director for the Motor Trade Association, Balle Bros Group and Trustees Executors Limited.

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



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, the 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\$40 billion per year.

Leo 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 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, a trustee of the Queenstown Trails Trust and a founding trustee of the Branches Charitable Trust and the Queenstown Lakes Baby Box Trust.

OUR LEADERSHIP TEAMS

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



FERGUS GAMMIE
CHIEF EXECUTIVE

Fergus joined the NZ Transport Agency in March 2016 from Auckland Regional Transport Authority where he served as chief executive. His previous roles include 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.

In this latter capacity, he was responsible for leading a team of 1450, managing an annual operating budget of AUS\$5 billion and managing infrastructure and systems projects totalling AUS\$11 billion (over four years).



ROBYN FISHER
STRATEGIC ADVISOR, CHIEF EXECUTIVE'S OFFICE

Robyn joined Land Transport New Zealand in 2007 and has held several roles as part of the Transport Agency since its inception in 2008, including portfolio management, group business manager, strategy, communications and performance, and national manager, governance. Robyn took up a position in the Chief Executive's Office in late 2014.

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

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

Executive leadership team



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.



BRETT GLIDDON
TRANSPORT 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.



CHARLES RONALDSON
CUSTOMER DESIGN
AND DELIVERY
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.



RAEWYN BLEAKLEY
GOVERNANCE,
STAKEHOLDERS AND
COMMUNICATIONS
GENERAL MANAGER

Raewyn joined the Transport Agency in October 2014 after two years as 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.

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

She is deputy chair of the Wellington Zoo Trust Board and a non-voting board director at Auckland Transport. Raewyn is also a member of the Energy Efficiency Conservation Authority's Electric Vehicle Contestable Fund Panel.

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



BARBARA HARRISON
PEOPLE GENERAL MANAGER

Barbara joined the Transport Agency in August 2016 after working for Northpower for 11 years. She has significant human resources, safety and management experience, as well as extensive experience in leading people and capability teams.

Barbara's career spans leadership roles in infrastructure and industrial environments in New Zealand and Australia. She 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.

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 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 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.

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