

STATEMENT OF INTENT MILESTONES



GOAL

Integrate one effective and resilient network for customers



OBJECTIVE 1

Integrate land uses and transport networks to shape demand at national, regional and local levels

Results by 2019

Milestones for 2015/16

Priority **2** *Predictable journeys for urban customers* PAGE 20

Priority **6** *Make urban cycling a safer and more attractive transport choice* PAGE 23

- | | |
|--|---|
| 1.1 Land use and transport plans for the top five growth areas demonstrate improved coordination of land use development with transport infrastructure investment. | We have agreed a shared view with our investment partners of what successful integration of long-term growth plans into land use and transport plans look like. |
| 1.2 Transport plans for government's four regional development plan areas are developed and integrated with land use plans. | Transport investment proposals for four regions have been evaluated. |

OBJECTIVE 2

Integrate national and local transport networks to support strategic connections and travel choices

Results by 2019

Milestones for 2015/16

Priority **2** *Predictable journeys for urban customers* PAGE 20

Priority **3** *Integrate road and rail to improve freight network productivity* PAGE 21

Priority **6** *Make urban cycling a safer and more attractive transport choice* PAGE 23

- | | |
|--|--|
| 2.1 The benefits and outcomes from key journeys in major centres are being delivered.
<i>(Note: this is also a result for objectives 8 and 10.)</i> | Key journeys have been identified and expected benefits and outcomes defined. |
| 2.2 We expect public transport boardings to increase by 10-16% (from a 2013/14 baseline) in the main urban centres of Auckland, Wellington and Christchurch. | Public transport boardings increase by 3-7% in 2015/16 in the main urban centres of Auckland, Wellington and Christchurch. |

Results by 2016 (from our *Statement of intent 2014-18*)

- | | |
|--|--|
| 2.3 The strategy set out in Auckland's Integrated Transport Programme is given effect to in the 2015-18 National Land Transport Programme. | |
| 2.4 Modern, fully integrated ticketing and fares are being implemented in Auckland, Wellington, Christchurch and main provincial centres. | |

OBJECTIVE 3

Improve freight supply chain efficiency

Results by 2019

Priority **3** *Integrate road and rail to improve freight network productivity* PAGE 21

Results by 2016 (from our *Statement of intent 2014-18*)

- 3.1 Smarter, more comprehensive, enforcement of illegally overloaded trucks encourages operator uptake of high productivity motor vehicle permits.

- 3.2 A series of freight plans that improve access to markets and productivity for major freight routes through targeted investments are guided by the upper North Island, Central and South Island freight plans.

GOAL

Shape smart, efficient, safe and responsible transport choices

Our objectives
What we are aiming to deliver by 2022

- 4** Implement the Safe System approach to create a forgiving land transport system that accommodates human error and vulnerability
- 5** Incentivise and shape safe and efficient travel choices using a customer-focused approach
- 6** Reduce costs for transport users through better regulation and willing compliance

For further information on these objectives refer to the *Statement of intent 2015-19*.

Key results
What we are aiming to deliver by 2019

For the objectives under this goal there are 10 results. Some results are prioritised. These priorities are outlined in detail on pages 32-43 in the *Statement of intent 2015-19*.

Milestones
What we expect to deliver in 2015/16

For each result there are a number of specific milestones that outline what is planned to be completed in 2015/16 to make progress towards achieving our results by 2019.

Function
What we do for New Zealanders

PROVIDING ACCESS TO AND USE OF THE LAND TRANSPORT SYSTEM

PLANNING AND INVESTING IN THE LAND TRANSPORT NETWORK

Services and investment
How we make a difference to the transport system

- Licensing and regulatory compliance
- Road tolling
- Motor vehicle registry
- Road user charges collection, investigation and enforcement
- Refund of fuel excise duty
- Investment management
- Public transport
- Administration of SuperGold cardholder scheme and enhanced public transport concessions for SuperGold cardholders
- Road safety promotion
- Road Policing Programme (NLTF investment, but NZ Police output)
- Walking and cycling

OBJECTIVE 4

Implement the Safe System approach to create a forgiving land transport system that accommodates human error and vulnerability

Results by 2019

Milestones for 2015/16

Priority 4 *Safer speeds that are right for the road* [PAGE 21](#)

Priority 6 *Make urban cycling a safer and more attractive transport choice* [PAGE 23](#)

4.1 The successful elements of the safety signature programme are replicated elsewhere in New Zealand where appropriate.	Learnings from the delivery of projects within the signature programme are published.
4.2 All relevant Transport Agency staff, community and business leaders and transport practitioners understand and apply the Safe System approach and decision-making frameworks and partnerships support the successful implementation of a safe road system in New Zealand.	We have created a benchmark for where we need to be and what we need to do to get there so that stakeholders and the community understand and apply the Safe System approach.
4.3 The public conversation about how individual behaviour and choices affect road safety outcomes is strong (as measured by attitude surveys) and is contributing to a positive road culture.	A business case will be developed and implementation of the business case will commence.
4.4 The Transport Agency-led actions from the 2013-15 action plan have been implemented.	Contribute to the development of the 2016-19 action plan.
4.5 Transport Agency monitoring and interventions are supporting and encouraging a strong safety culture in rail operator organisations.	Enhanced rail safety monitoring is in place and is sharpening risk targeting and risk reducing activities. Improved rail safety monitoring is in place and being widely communicated. The governance and operation of National Rail System Standards has been reviewed.
4.6 Transport Agency staff, community leaders and stakeholders are working together and making demonstrably good progress on reducing deaths, serious injuries and near misses for road users and pedestrians interacting with the rail corridor.	A multidisciplinary safety action plan is complete and priority actions are being implemented as planned.

OBJECTIVE 5

Incentivise and shape safe and efficient travel choices using a customer-focused approach

Results by 2019

Milestones for 2015/16

Priority **1** *Make it easy for customers to do business with us* PAGE 19

Priority **2** *Predictable journeys for urban customers* PAGE 20

Priority **4** *Safer speeds that are right for the road* PAGE 21

Priority **6** *Make urban cycling a safer and more attractive transport choice* PAGE 23

5.1 Increased levels of compliance with safe vehicle and safe road user requirements are contributing to reduced safety risk and to reduced disruption on the land transport network.

A framework for monitoring compliance levels and outcomes is established and being used to set targets.

5.2 Information to inform travel mode and travel time choice is readily available to customers using high-demand networks and corridors, and this is measurably improving journey predictability.

A national travel information programme business case is complete.

(Connected to the predictable journeys for urban customers priority result 1 milestone 2.)

OBJECTIVE 6

Reduce costs for transport users through better regulation and willing compliance

Results by 2019

Milestones for 2015/16

Priority **1** *Make it easy for customers to do business with us* PAGE 19

6.1 Reviews of the Vehicle Dimension and Mass and Driver Licensing rules have reduced compliance costs for customers, making it easier for customers to meet their transport requirements.

Policy work on legal changes required to enable both review objectives to be met is complete and a Land Transport Act Amendment Bill is being considered by Parliament.

6.2 The opportunities in the annual regulatory programme to improve incentives for customers to operate efficiently and safely on the network are being identified and progressed without increasing costs.

Incentives to comply with vehicle dimension and mass (VDAM) requirements will be enhanced as part of VDAM reform.

GOAL

Deliver efficient, safe and responsible, and resilient highway solutions for customers



OBJECTIVE 7

Greater resilience of the state highway network

Results by 2019

Milestones for 2015/16

Priority **2** *Predictable journeys for urban customers* PAGE 20

Priority **4** *Safer speeds that are right for the road* PAGE 21

Priority **5** *Driving value through smart road maintenance* PAGE 22

7.1 A framework is in place that allows us to invest in resilience work where required on the network.	Hazards have been assessed on 4,000km of state highway using the GNS Science hazard assessment tool to ensure nationwide consistency, and potential works have been identified to support achievement of One Network Road Classification levels of service. All works proposals warrant funding under the investment framework.
7.2 We have collaborated with local authority partners to agree alternative routes on the local road network, and can demonstrate a joined-up approach to resilience in all areas.	<ul style="list-style-type: none"> ▪ All current alternative routes and their potential role and traffic demand have been collated consistently nationwide. ▪ Conversations regarding suitability and how to address any performance gap have commenced with partners for each state highway that has had a hazard assessment. ▪ Business continuity plans are in place and actionable for each state highway office and its support systems, and for each maintenance contractor. ▪ Emergency response plans and escalation procedures are in place and actionable for each network, region and nationwide.
7.3 We have identified the corridors that require physical improvements, and these are included in the State Highway Activity Management Plan and the 2018-21 National Land Transport Programme.	Indicative business cases have been initiated for high priority works on corridors.

OBJECTIVE 8

Deliver consistent levels of customer service that meet current expectations and anticipate future demand

Results by 2019

Milestones for 2015/16

Priority **1** *Make it easy for customers to do business with us* PAGE 19

Priority **2** *Predictable journeys for urban customers* PAGE 20

Priority **4** *Safer speeds that are right for the road* PAGE 21

Priority **5** *Driving value through smart road maintenance* PAGE 22

8.1 The State Highway Activity Management Plan clearly demonstrates value for money through:

- the benefits and outcomes of our operations
- the condition of the network and the levels of risk we are currently taking in maintenance and renewals
- our future investment needs for improvements and their return on investment.

The interim success of the aggressive pavement renewals process has been reviewed and is informing future plans.

8.2 Based on data from our current contracts:

- levels of service are consistent with the One Network Road Classification framework
- we have confirmed our future operating model for asset management
- we have reviewed the lessons learned and formalised principles for the next round of maintenance and operations procurement, including healthy market analysis.

The indicative business case for the Transforming Asset Management project has been approved and is being actioned.

OBJECTIVE 9

Provide significant transport infrastructure

Road of national significance	Milestones for 2015/16	Milestones for 2016/17	Milestones for 2017/18	Milestones for 2018/19
Puhoi to Wellsford	Milestones to be determined following evaluation of procurement options			
Western Ring Route	Open to traffic: Lincoln Road Interchange St Lukes Interchange Te Atatu Interchange	Open to traffic: Waterview Connection SH16 Causeway widening	Construction start: Lincoln to Westgate	
Waikato Expressway	Construction start: Huntly and Hamilton sections	Construction start: Longswamp section Under construction: Huntly and Hamilton sections	Open to traffic: Longswamp section Under construction: Huntly and Hamilton sections	Under construction: Huntly and Hamilton sections
Tauranga Eastern Link	Project open to traffic			
Wellington Northern Corridor	Consenting process: Airport to Mount Victoria Tunnel* Otaki to Levin		Under construction: Peka Peka to Otaki Consenting process: Terrace Tunnel Duplication	
Christchurch Northern Corridor	Construction start: Southern Motorway Stage 2 Western Belfast Bypass Harewood to Avonhead Park	Construction start: Northern Arterial with QE2 Open to traffic: Groynes to Sawyers Memorial Ave interchange	Open to traffic: Western Belfast Bypass	Open to traffic: Northern Arterial with QE2

* note: this is dependent on the outcome of the Basin Reserve Bridge Board of Inquiry appeal.

Accelerated Auckland Transport Programme	Milestones for 2015/16	Milestones for 2016/17	Milestones for 2017/18	Milestones for 2018/19
Northern Corridor (three projects)	Consenting and property acquisition commence	Construction start: SH1/18 Grade separation Greville Interchange improvements		Open to traffic: SH1/18 Grade separation
Southern Corridor (five projects)	Construction start: Hill Road to Takanini Takanini on-ramp improvements Takanini to Papakura Takanini Interchange SH20 to Hill Road		Open to traffic: Hill Road to Takanini and Takanini on-ramp improvements Takanini to Papakura, Takanini Interchange SH20 to Hill Road	
State Highway 20A	Construction start		Construction complete and open to traffic	
Auckland Manukau Eastern Transport Initiative	Open to traffic: Sylvia Park bus lanes Construction start: Stage 2a (Panmure to Pakuranga)	Panmure Bridge opens	Construction start: Stage 2a (Busway to Pakuranga, Pakuranga Bus Station Panmure Roundabout signalisation)	
East West Link	Milestones to be determined following completion of the business case			

Accelerated Regional Transport Programme	Milestones for 2015/16	Milestones for 2016/17	Milestones for 2017/18	Milestones for 2018/19
Kawarau Falls Bridge (Otago)	Construction start	Construction complete and open to traffic		
Mingha Bluff to Rough Creek Realignment (Canterbury)		Construction complete and open to traffic		
Akerama Curves Realignment and Passing Lane (Northland)		Construction complete and open to traffic		
Panikau Hill and Wallace Hill Slow Vehicle Bays (Gisborne)	Construction complete and open to traffic			
Normanby Overbridge Realignment (Taranaki)		Construction complete and open to traffic		
Whirokino Trestle Bridge Replacement (Manawatu-Wanganui)	Milestones to be determined following completion of the business case			
Motu Bridge Replacement (Gisborne)	Milestones to be determined following completion of the business case			
Opawa and Wairau Bridges Replacement (Marlborough)	Milestones to be determined following completion of the business case			
Taramakau Road/Rail Bridge (West Coast)	Milestones to be determined following completion of the business case			
Loop Road North to Smeatons Hill Safety Improvements (Northland)	Milestones to be determined following completion of the business case			
Mt Messenger and Awakino Gorge Corridor (Taranaki)	Milestones to be determined following completion of the business case			
Napier port access package (Hawkes Bay)	Work on detailed business case and pre-implementation continues			
Nelson Southern Link	Work on detailed business case and pre-implementation continues			
Rotorua Eastern Arterial	Work on detailed business case and pre-implementation continues			

GOAL

Maximise effective, efficient and strategic returns for New Zealand



OBJECTIVE 10

Align investment to agreed national, regional and local outcomes, and improve value for money in all we invest in and deliver

Results by 2019

Milestones for 2015/16

Priority **2** *Predictable journeys for urban customers* PAGE 20

Priority **4** *Safer speeds that are right for the road* PAGE 21

Priority **5** *Driving value through smart road maintenance* PAGE 22

Priority **6** *Make urban cycling a safer and more attractive transport choice* PAGE 23

<p>10.1 Identify and describe a comprehensive planning and investment decision-making process for the Transport Agency (including the use of our Investment Assessment Framework) that provides stakeholders with confidence that our investments are prioritised transparently and optimally (as measured through the stakeholder survey).</p>	<p>Completed the NLTP investment decision-making review.</p>
<p>10.2 The recovery of Canterbury's transport networks is substantially complete and the National Land Transport Programme contributions to Canterbury's recovery achieve best value for money.</p>	<p>Deliver the agreed 2015/16 recovery programme.</p>
<p>10.3 Urban network capacity investments in the next NLTP are consistent with the One Network Road Classification. <i>(Note: This is also a result for Objective 2.)</i></p>	<p>There is no 2015/16 milestone. Work begins in 2017/18.</p>
<p>10.4 We have clearly identified national and inter-regional issues that drive our medium and long-term opportunities.</p>	<p>Progress the national and inter-regional long-term transport view (LTTV) project from the investigation phase into the implementation phase.</p>

Results by 2016 (from our *Statement of intent 2014-18*)

10.5 A transport research framework exists that optimises the ability of public entities to meet their accountabilities while ensuring the total transport research investment supports required functions and outcomes.

OBJECTIVE 11

Ensure effective and efficient co-investment with our partners

Results by 2019	Milestones for 2015/16
Priority 2 <i>Predictable journeys for urban customers</i> <small>PAGE 20</small>	
Priority 4 <i>Safer speeds that are right for the road</i> <small>PAGE 21</small>	
Priority 5 <i>Driving value through smart road maintenance</i> <small>PAGE 22</small>	
Priority 6 <i>Make urban cycling a safer and more attractive transport choice</i> <small>PAGE 23</small>	
11.1 The network monitoring framework to measure customer benefits is in place for selected key routes/journeys.	Identify key journeys and define expected benefits and outcomes.
11.2 We have increased the satisfaction level of our investment partners by 10% through our tools, systems, policies and procedures.	There is no milestone for 2015/16. Work will begin on this result in 2017/18.
11.3 Network performance measures have been implemented and are being used by investment partners.	Establish network performance measures.

Results by 2016 (from our <i>Statement of intent 2014-18</i>)	Milestone for 2015/16
11.4 Effective public transport network design and management delivers progressively increased returns per NLTF dollar invested. <i>(Note: this is a shared desired result with regional councils, local authorities and public transport operators)</i>	Auckland, Wellington and Christchurch tranches of bus contracts for Public Transport Operating Model Units are being/have been tendered and negotiated, with increased confidence that services are priced efficiently and there is access to public transport markets for competitors.

OBJECTIVE 12

Explore innovative revenue, pricing and financing approaches that enhance the value delivered by land transport investments

Results by 2019	Milestones for 2015/16
12.1 A Transport Agency revenue and financing framework has been developed.	We are applying an agreed internal framework while work on the external framework is progressed.
Results by 2016 (from our <i>Statement of intent 2014-18</i>)	
12.2 The Transport Agency's tolling and public private partnership policies are successfully applied to new state highway road development where appropriate.	

PRIORITIES

1 Make it easy for customers to do business with us

Results by 2019

Milestones for 2015/16

GOAL *Shape smart efficient, safe and responsible transport choices*

RELATES TO OBJECTIVES **5** **6**

GOAL *Deliver efficient, safe and responsible and resilient highway solutions for customers*

RELATES TO OBJECTIVE **8**

The reduced cost of doing business with us helps our small-medium enterprise commercial customers increase their productivity.

1. Prioritised improvement programme to reduce small and medium-sized enterprises' (SME) costs (aligned to Better Public Services result 9 – *Improving interaction with government*) is enabled by development of customer experience maps providing insight into SME critical pain points.
2. Third-party partner and supplier contract processes are reviewed and improvement areas are identified.

The end-to-end driver licensing experience improves safety and makes it easier for everyone to be a safe driver.

1. The changes required to support the creation of a more flexible and resilient driver licensing rule are included in the Land Transport Amendment Bill.
2. New driver testing provider and approach is implemented.
3. A prioritised work programme has been developed to improve the driver licensing experience for customers who face barriers that cannot be addressed solely by the Driver Licensing Review.
4. The experience for visiting drivers has been improved through better information and education.

Our customers find it easy to interact with us digitally – they find the right information when they need it, in the form they need it and they can transact with us effortlessly.

1. A strategy has been developed and a prioritised programme of investment is in place that identifies our critical systems, timing, cost and the required design to make it easier for customers to interact with us.
2. Increase online transactions by 40%.
3. The online experience for customers seeking information or wanting to interact with us digitally has improved.

**BY 2019,
MORE THAN
90% OF OUR
CUSTOMERS
SAY IT IS EASY
TO ENGAGE
WITH US**

2 Predictable journeys for urban customers

Results by 2019

Milestones for 2015/16

GOAL *Integrate one effective and resilient network for customers*

RELATES TO OBJECTIVES **1 2**

GOAL *Shape smart efficient, safe and responsible transport choices*

RELATES TO OBJECTIVE **5**

GOAL *Deliver efficient, safe and responsible and resilient highway solutions for customers*

RELATES TO OBJECTIVES **7 8**

GOAL *Maximise effective, efficient and strategic returns for New Zealand*

RELATES TO OBJECTIVES **10 11**

Key urban transport routes are planned and actively managed within and across modes to improve journey time predictability for customers.

1. We have benchmarked customer understandings of travel time predictability and mode choice in Auckland, Wellington and Christchurch.
2. Business cases and annual programmes to improve journey time predictability have been developed for Auckland, Wellington and Christchurch.
(Note: This is a shared milestone with result 5.2.)

Our network operations are better integrated with key partners to manage multi-modal urban networks as a single system.

1. There is better integration of Transport Operation Centres to manage multi-modal journeys, particularly in Auckland.
2. A national system to allow sharing of transport operations information across regions and modes is designed.
3. An agreed level of service for technology support services is implemented.
4. Predictability measurements are extended to include urban national, high volume, regional and arterial roads under the One Network Road Classification.

BY 2019 WE WILL INCREASE JOURNEY TIME PREDICTABILITY, IMPROVING UP TO 390,000 TRIPS TRAVELLED PER MONTH BY URBAN CUSTOMERS

3 Integrate road and rail to improve freight network productivity

Results by 2019

Milestones for 2015/16

GOAL *Integrate one effective and resilient network for customers*

RELATES TO OBJECTIVES 2 3

The road and rail networks are planned and managed in a more complementary way that maximises overall freight network productivity.

1. A measurement system to monitor the benefits of integrating road and rail has been developed.
2. A collaborative framework for working across the sector is established.
3. A multidisciplinary safety action plan is complete and priority actions are being implemented.

BY 2019 THE ROAD AND RAIL NETWORKS ARE PLANNED AND MANAGED IN A MORE COMPLEMENTARY WAY THAT OPTIMISES OVERALL FREIGHT NETWORK PRODUCTIVITY

4 Safer speeds that are right for the road

Results by 2019

Milestones for 2015/16

GOAL *Shape smart efficient, safe and responsible transport choices*

RELATES TO OBJECTIVE 4 5

GOAL *Deliver efficient, safe and responsible and resilient highway solutions for customers*

RELATES TO OBJECTIVES 7 8

GOAL *Maximise effective, efficient and strategic returns for New Zealand*

RELATES TO OBJECTIVES 10 11

All road controlling authorities are working to one network speed management plans, applying the tools and methodologies in the *Speed management guide*, including routes identified in the state highways speed business case.

1. A baseline of mean speed data (eg the % of the network within the safer speeds framework) is established to determine the evidence base for speed management plans and prioritise 2016-19 actions.
2. A geospatial tool is developed to assist road controlling authorities to implement the Safer Speeds Programme and develop their speed management plans.

Reduced deaths and serious injuries by 10% on the highest risk urban arterials.

1. A business case has been developed for treatments for a prioritised list of the highest risk urban arterial routes.

Demonstrated improvement in community understanding of speed risk and attitudes to speed management.

1. A baseline measure for community understanding of speed risk and attitudes to speed management is developed.

BY 2019 WE WILL DECREASE THE NUMBER OF SERIOUS INJURIES AND DEATHS ON HIGH-RISK ROADS BY 135 (10%) AND REDUCE SOCIAL COSTS BY \$130 MILLION

5 Driving value through smart road maintenance

Results by 2019

Milestones for 2015/16

GOAL *Deliver efficient, safe and responsible and resilient highway solutions for customers*

RELATES TO OBJECTIVES **7 8**

GOAL *Maximise effective, efficient and strategic returns for New Zealand*

RELATES TO OBJECTIVES **10 11**

Road controlling authorities have improved capability to make maintenance decisions that deliver efficiencies through use of improved data and collaborative working arrangements.

1. Road controlling authorities' capability development is facilitated by the services which local government and New Zealand Equip are contracted to provide for the Transport Agency.
2. The final Transport Agency audit for 2015/16 demonstrates a significant improvement in data quality.

Customer understanding and experience of levels of service and costs shapes our delivery of consistent customer levels of service.

1. A mechanism for gathering state highway customer feedback is developed to shape the delivery of consistent customer levels of service.
2. The relationship between investment and One Network Road Classification levels of service are clearly understood and has been communicated with partners and customers.

Road controlling authorities increasingly demonstrate advanced activity management planning and procurement capability through collaborative working arrangements to deliver maintenance efficiencies.

1. The benefits of collaborative working arrangements are shared through case studies, eg Road Asset Technical Accord.

BY 2019 WE WILL ENSURE THAT 70-75% OF ROADS MEET CUSTOMER LEVELS OF SERVICE ENSURING THAT INVESTMENT IS DIRECTED TO THE RIGHT ROADS AT THE RIGHT TIME

6 Make urban cycling a safer and more attractive transport choice

Results by 2019

Milestones for 2015/16

GOAL *Integrate one effective and resilient network for customers*

RELATES TO OBJECTIVES **1** **2**

GOAL *Shape smart efficient, safe and responsible transport choices*

RELATES TO OBJECTIVES **4** **5**

GOAL *Maximise effective, efficient and strategic returns for New Zealand*

RELATES TO OBJECTIVES **10** **11**

Degree of development of the planned urban cycleway networks across Auckland, Wellington and Christchurch.

1. Strategic cycleway networks have been identified in Auckland, Wellington and Christchurch.

Lower rate of fatal and injury crashes involving cyclists on the road network.

1. Key recommendations from the Cycling Safety Panel are embedded into the Transport Agency's cycling programme.

Cycling is given appropriate priority in the planning and management of urban transport networks and urban systems.

1. Councils in main urban areas have a cycling programme aimed at increasing uptake and safety and their funding commitments to cycling programmes are included in their regional long-term plans.
2. An improved measurement and monitoring framework to measure cycling benefits has been developed.

Complete Urban Cycleways Programme.

1. **AUCKLAND**
 - Nelson Street Cycleway
 - Glen Innes to Tamaki Drive Cycleway design
 - Glen Innes to Meadowbank Cycleway
 - Airport to CBD National Cycle Trail
 - Central Park Drive Cycleway
 - Don Buck Road Cycleway
2. **WAIKATO**
 - Te Awa Cycleway (Hamilton to Ngaruawahia)
3. **PALMERSTON NORTH**
 - Longburn Cycleway
4. **WELLINGTON**
 - Wainuiomata Hill Cycleway
5. **CHRISTCHURCH**
 - Matai Street East Cycleway
 - Papanui Parallel Cycleway
 - Rolleston to Lincoln Cycleway
6. **DUNEDIN**
 - South Dunedin Cycleway enhancements

BY 2019 WE WILL INCREASE TOTAL ANNUAL CYCLING TRIPS BY 10 MILLION TO INCREASE TRANSPORT CHOICES FOR URBAN CUSTOMERS

GROWING AGILITY

HARNESS KNOWLEDGE

...to make timely, well considered and aligned decisions to better respond to the needs of our colleagues, customers and stakeholders by:

- developing 'trusted sources of the truth', and
- effectively using and sharing data, information and knowledge to make smart and aligned decisions.

Results by 2019

Milestones for 2015/16

Our people value information as a shared asset.

- Expand our knowledge professional programme to understand the importance of information as an asset.
- Enhance our people skills required to transform information into knowledge and business decisions.

Our information tools and processes make it easy to find integrated information and we continually strive to simplify and rationalise them.

- Harness our knowledge in business decision making through using new collaboration and information tools. We will complete our refresh of our knowledge management system, continue our investment in geospatial technology and understand the value/benefit from further investment in business intelligence capability.
- Make it easier to use knowledge and collaborate with others by refreshing our information and knowledge strategy, and embedding our new information governance.

We effectively balance an open information culture with robust processes to ensure appropriate information security and privacy.

- Ensure our information, building and people security programme is resilient and raise awareness of the importance of security and privacy in the workplace.
- Ensure our information security programme addresses the key Government Communications Security Bureau recommendations.
- Deliver on privacy improvements, ensuring they are a key part of our customer promise.

We have a robust and fit-for-purpose business continuity planning framework.

Ensure continuity of business operations to our customers by delivering a robust, fit-for-purpose business continuity framework including disaster recovery and emergency event management.

The website is meeting the needs of customers and stakeholders.

Make it easier for customers to transact online, undertake driver licensing and make choices about their journeys through a refresh of our website.

CREATE VALUE WITH OTHERS

...with each other, our customers and stakeholders by:

- operating as a trusted advisor that is an integral part of a wider transport sector that generates solutions together
- empowering our colleagues customers and stakeholders to create their own value from our work and information that supports the transport sector's goals.

Results by 2019

Milestones for 2015/16

Relationships with key sector partners improved	Continue to strengthen our relationships with key sector partners.
The Transport Agency is a great place to work that anticipates and responds well to change, is recognised as high performing and has outstanding, agile people.	Implement the second year of our People Plan - focusing on driving high performance, consistent leadership and being recognised as a great place to work both internally and externally.
We have created an environment where our people are highly engaged recognising the correlation between high engagement and high performance in organisations.	Engagement principles continue to be embedded in our people practices.
The principle underlying the Transport Agency's Zero Harm strategy is that by 2020 or sooner all our people, regardless of employer will go home safe and healthy, every day, no exceptions.	Continue to implement the Zero Harm Strategy 2014-20 which results in better transport industry collaboration and standards to ensure our people go home safe every day, no exceptions. Greater employee awareness of and commitment to the principles of ZeroHarm.
Our workplace allows our people to work where, when and how they need to by integrating technology, space and people to deliver greater performance.	Develop and implement the Better Ways of Working Programme which provides the environment and tools and resources that enable our people to be high performing.

ENCOURAGE CONTINUOUS IMPROVEMENT AND INNOVATION

...that builds on what already works as we deliver ambitious outcomes for the transport sector by strengthening our ability to identify, prioritise and implement ways of doing things better.

Results by 2019

Milestones for 2015/16

We have a reputation as an innovator, where innovative thinking and behaviours underpin agile systems and processes creating solutions that deliver outcomes for customers and stakeholders.	Ongoing implementation of the #giveitago programme resulting in more value placed on innovation as a key lever to drive high performance.
--	---