

DELIVERING OUR STRATEGY

This section outlines the milestones we will achieve in 2016/17 to step towards our results for:

- Our goals (p15)
- Our priorities (p29)
- Growing agility (p36)

More detail about each element of our strategy and how we measure our progress is available in our *Statement of intent 2015-19*.



OUR GOALS



INTEGRATE ONE EFFECTIVE AND RESILIENT NETWORK FOR CUSTOMERS

Delivering a joined-up and seamless multi-modal transport network of infrastructure and services for the people and businesses that rely on it every day.

OBJECTIVES

To deliver by 2022

- 1 Integrate land uses and transport networks to shape demand at national, regional and local levels.
- 2 Integrate national and local transport networks to support strategic connections and travel choice.
- 3 Improve freight supply chain efficiency.

RESULTS

To achieve by 2019

Set out on pages 16-17.

MILESTONES

For 2016/17

Planning and investing in the land transport network

FUNCTION

What we do

- Investment management
- Public transport
- Walking and cycling
- Road safety promotion
- Local road improvements
- Regional improvements

OUTPUT CLASSES

Activities we deliver and invest in

OBJECTIVE 1

Integrate land uses and transport networks

	Results by 2019	Milestones for 2016/17
OB 1.1	<p>Land use and transport plans for the top five growth areas demonstrate improved coordination of land use development with transport infrastructure investment.</p> <p><i>This is a shared result with local government, which takes the lead on land use planning.</i></p>	<p>We have collaboratively developed long-term transport plans for the four greenfield growth areas in Auckland and the growth area in Queenstown, and these are well aligned with the plans of the Auckland and Queenstown council groups.</p>
OB 1.2	<p>Transport plans for government's four regional development plan areas are developed and integrated with land use plans.</p> <p><i>This is a shared result with local government.</i></p>	<p>For the four Regional Economic Growth Action Plans (as at April 2016), transport investments are integrated with other dependent initiatives, and we have delivered the 2016/17 transport initiatives.</p>

Supported by:

PRIORITY 2
Predictable urban journeys

PRIORITY 6
Urban cycling

OBJECTIVE 2

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

	Results by 2019	Milestones for 2016/17
OB 2.1	<p>The benefits and outcomes from key journeys in major centres are being delivered.</p> <p><i>This is a shared result with local authorities.</i></p> <p><i>This is also a result for objectives 8 (p22) and 10 (p27).</i></p>	<p>For the priority key journeys in Wellington, Christchurch and Auckland, we have delivered the activities outlined in the 2015-18 National Land Transport Programme.</p> <p>We have agreed a common national intelligent transport systems architecture with key partners, particularly Auckland Transport.</p>
OB 2.2	<p>We expect public transport boardings to increase by 10-16 percent (from a 2013/14 baseline) in the main urban centres of Auckland, Wellington and Christchurch.</p> <p><i>This is a shared result with local authorities.</i></p>	<p>Through our advice, support, and National Land Transport Programme investment we have rolled out the Public Transport Operating Model in Auckland and Wellington and begun implementation of a national ticketing programme. The delivery of this will contribute to the effectiveness of regional public transport including improved patronage.</p>
OB 2.3	<p>The strategy set out in Auckland's Integrated Transport Programme is given effect in the 2015-18 National Land Transport Programme.</p> <p><i>This is a shared result with Auckland Transport.</i></p>	<p>We have processed all qualifying funding applications that give effect to the Integrated Transport Programme within 20 working days.</p>

Supported by:

PRIORITY 2
Predictable urban journeys

PRIORITY 3
Integrate road and rail freight

PRIORITY 6
Urban cycling

OBJECTIVE 3

Improve freight supply chain efficiency

	Results by 2019	Milestones for 2016/17
OB 3.1	<p>More freight is moved on fewer truck trips, lifting productivity and safety.</p> <p><i>This is a shared result with the Ministry of Transport.</i></p>	<p>We have initiated the Weigh/Right investment programme.</p> <p>We have delivered the second tranche of additional high productivity freight routes.</p> <p>We have delivered an expanded and simplified 50MAX-1Network permit system.</p>

Supported by:

PRIORITY 3
Integrate road and rail freight



SHAPE SMART, EFFICIENT, SAFE AND RESPONSIBLE TRANSPORT CHOICES

Influencing, shaping and incentivising smart, efficient and safe travel choices and safe travel behaviour.

OBJECTIVES
To deliver by 2022

RESULTS
To achieve by 2019

MILESTONES
For 2016/17

FUNCTION
What we do

OUTPUT CLASSES
Activities we deliver and invest in

- 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.

Set out on pages 19–20.

Providing access to and use of the land transport system

Planning and investing in the land transport network

- 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
- Walking and cycling
- Road safety promotion
- Road Policing Programme (National Land Transport Fund investment, but NZ Police output)

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 2016/17
OB 4.1	<p>The successful elements of the safety signature programme are replicated elsewhere in New Zealand, where appropriate.</p> <p><i>This is a shared result with the Accident Compensation Corporation.</i></p>	<p>We have delivered the Visiting Drivers, High Risk Young Drivers and Future Streets projects to plan, and we have widely shared the lessons learned through the annual evaluation of the signature programme across the sector.</p>
OB 4.2	<p>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.</p> <p><i>This is a shared result with the National Road Safety Committee and local government.</i></p>	<p>We have successfully implemented the continuous improvement actions from the 2015/16 benchmarking review of the Safe System approach.</p>
OB 4.3	<p>Transport Agency monitoring and interventions are supporting and incentivising a strong safety culture in rail operator organisations.</p>	<p>We have enhanced our licensing and assessment processes to better target our interventions based on non-compliance and a risk assessment of the rail operators.</p>
OB 4.4	<p>Transport Agency staff, community leaders and stakeholders are joined up and making demonstrably good progress on reducing deaths, serious injuries and near misses for road users and pedestrians interacting with the rail corridor.</p> <p><i>This is a shared result with rail operators and local government.</i></p>	<p>We have developed a business case for the level crossing programme and an implementation plan has been endorsed by all relevant funding partners. The plan identifies the biggest risks to be addressed in the short-term and sets out the 10-year milestones to reduce deaths, serious injuries, near misses and other negative effects for road users and pedestrians interacting with the rail corridor.</p>

Supported by:

PRIORITY 4

Deliver Safer Journeys

PRIORITY 6

Urban cycling

OBJECTIVE 5

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

Results by 2019		Milestones for 2016/17
OB 5.1	Increased levels of compliance with safe vehicle, safe operator and safe road user requirements are contributing to reduced safety risk and to reduced disruption on the land transport network. <i>This is a shared result with NZ Police and WorkSafe NZ.</i>	We have enhanced our operational planning with other compliance-focused agencies (NZ Police and Work Safe NZ) to coordinate our compliance activity, resulting in fewer drivers and operators displaying risky behaviour.
OB 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.	This result is enabled through priority 2, Predictable journeys for urban customers (p30).
OB 5.3	The Transport Agency has supported private sector provision of public electric vehicle charging infrastructure. <i>This is a shared result with the Ministry of Transport and the Energy Efficiency and Conservation Authority.</i>	We have supported the development of public electric vehicle charging infrastructure by clarifying the regulatory framework and providing national information and guidance.

Supported by:

PRIORITY 1
Easy for customers

PRIORITY 2
Predictable urban journeys

PRIORITY 4
Deliver Safer Journeys

PRIORITY 6
Urban cycling

OBJECTIVE 6

Reduce costs for transport users through better regulation and willing compliance

Results by 2019		Milestones for 2016/17
OB 6.1	Reviews of the Vehicle Dimensions and Mass (VDAM) and Driver Licensing rules have reduced compliance costs for customers and make it easier for customers to meet their transport requirements. <i>This is a shared result with the Ministry of Transport.</i>	We have provided the Minister of Transport with advice and given effect to government decisions on how to progress the changes to the Driver Licensing Rule, the Land Transport Act and the Vehicle Dimensions and Mass Rule to reduce compliance costs for customers and make it easier for them to meet their transport requirements.
OB 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. <i>This is a shared result with the Ministry of Transport.</i>	As part of the VDAM reform, we have provided the Minister of Transport with advice and given effect to government decisions on changes to enhance incentives to comply with VDAM requirements. As part of the Small Passenger Services Review programme, we have provided the Ministry of Transport with advice and given effect to government decisions on incentivising compliance by ensuring new requirements do not impose unnecessary constraints and burden upon small passenger services.

Supported by:

PRIORITY 1
Easy for customers



DELIVER EFFICIENT, SAFE AND RESPONSIBLE, AND RESILIENT HIGHWAY SOLUTIONS FOR CUSTOMERS

Ensuring our state highways play their part in the wider transport system through helping the whole system adapt to adverse events, supporting customers to make smart and informed choices, responding to demand and delivering value for money.

OBJECTIVES

To deliver by 2022

- 7 Greater resilience of the state highway network.
- 8 Deliver consistent levels of customer service that meet current expectations and anticipate future demand.
- 9 Provide significant transport infrastructure.

RESULTS

To achieve by 2019

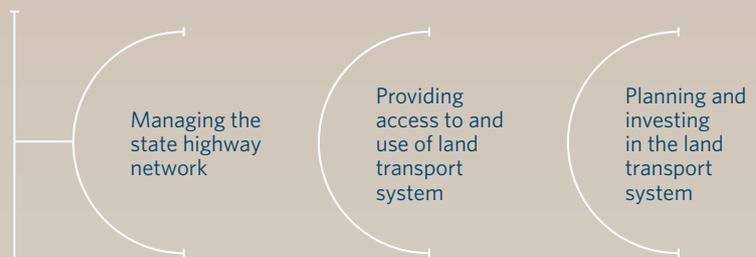
Set out on pages 22-25.

MILESTONES

For 2016/17

FUNCTION

What we do



OUTPUT CLASSES

Activities we deliver and invest in

- State highway improvements
- State highway maintenance
- Road tolling
- Investment management
- Public transport
- Road safety promotion
- Road Policing Programme (National Land Transport Fund investment, but NZ Police output)
- Regional improvements

OBJECTIVE 7

Greater resilience of the state highway network

	Results by 2019	Milestones for 2016/17
OB 7.1	A framework is in place that allows us to invest in resilience work where required on the network. <i>This is a shared result with other national network operators and local authorities.</i>	The natural hazards assessment framework is available to project teams and provides national consistency and structure to meet investment assessment framework requirements.
OB 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. <i>This is a shared result with other national network operators and local authorities.</i>	Together with our local authority partners – through the Roding Efficiency Group, Road Controlling Authorities Forum and Lifelines – we have a plan to agree alternative routes and to align One Network Road Classification resilience Customer Levels of Service on the network, and we have shared tools and guidance for resilience analysis.
7.3	We have identified the road corridors that require physical improvements, and these are included in the State Highway Activity Management Programme and the 2018–21 National Land Transport Programme.	We have incorporated a programme of resilience-related improvements into the draft State Highway Activity Management Plan 2018–21.

Supported by:

PRIORITY 2

Predictable urban journeys

PRIORITY 4

Deliver Safer Journeys

PRIORITY 5

Smart road maintenance

OBJECTIVE 8

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

	Results by 2019	Milestones for 2016/17
OB 8.1	The State Highway Activity Management Plan clearly demonstrates value for money through: <ul style="list-style-type: none"> 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 State Highway Activity Management Plan is consistent with the One Network Road Classification framework.
OB 8.2	Based on data from our current contracts: <ul style="list-style-type: none"> 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. 	Outcomes from the Activity Management Improvement Programme have influenced the development of the draft State Highway Activity Management Programme 2018–21.

Supported by:

PRIORITY 1

Easy for customers

PRIORITY 2

Predictable urban journeys

PRIORITY 4

Deliver Safer Journeys

PRIORITY 5

Smart road maintenance

OBJECTIVE 9

Provide significant transport infrastructure

	Road of National Significance	Milestones for 2016/17	Milestones for 2017/18	Milestones for 2018/19
OB 9.1	Pūhoi to Wellsford	Auckland to Whāngārei programme business case completed to confirm long-term management response and programme for SH1 between Pūhoi and Whāngārei Pūhoi to Warkworth preferred bidder announced and contract awarded for public private partnership Warkworth to Wellsford detailed business case completed and consultants procured for route protection	Pūhoi to Warkworth construction underway Warkworth to Wellsford route protection	Pūhoi to Warkworth construction under way Warkworth to Wellsford detail design started
	Western Ring Route	Waterview Connection and SH16 Causeway Widening open to traffic	Lincoln to Westgate construction started	Construction under way
	Waikato Expressway	Longswamp section contract awarded and construction started Hamilton sections construction started Rangiriri section open to traffic	Huntly, Hamilton and Longswamp sections construction under way	Longswamp section open to traffic
	Wellington Northern Corridor	Ōtaki to Levin consents lodged Ngauranga to Airport business case under development Peka Peka to Ōtaki construction started Transmission Gully construction under way Mackays to Peka Peka construction complete	Ōtaki to Levin under design Ngauranga to Airport business case developed Transmission Gully and Peka Peka to Ōtaki construction under way	Ōtaki to Levin construction started Ngauranga to Airport consents lodged Transmission Gully and Peka Peka to Ōtaki construction under way Ōtaki
	Christchurch Motorways	Northern Arterial with QE2 construction started Groynes to Sawyers and Memorial Ave Interchange open to traffic Christchurch Southern Motorway Stage 2 construction contract awarded and construction under way	Western Belfast Bypass open to traffic Christchurch Southern Motorway Stage 2 construction under way	Christchurch Southern Motorway Stage 2 open to traffic

The Accelerated Auckland Transport Programme is a programme of critical projects targeted for acceleration, with funding from the National Land Transport Fund supported by borrowing from the Crown that will be repaid from the National Land Transport Fund.

	Accelerated Auckland Transport Programme	Milestones for 2016/17	Milestones for 2017/18	Milestones for 2018/19
OB 9.2	Northern Corridor Improvements	Consents lodged	Detail design and construction started	Construction under way
	Southern Corridor Improvements	Southbound lane open to public	Construction under way	Construction complete and road open to traffic
	State Highway 20A to Airport	Construction complete and road open to traffic		
	Auckland Manukau Eastern Transport Initiative	Our investment processes and collaborative whole-of-network planning facilitate the progress of Auckland Transport's implementation plan for its Auckland Manukau Eastern Transport Initiative, which is: Stage 2a resource consents obtained (Panmure to Pakuranga) Stage 2b consents lodged (including Pakuranga Town Centre works) Sylvia Park Bus improvements, resource consents obtained and construction commenced	Sylvia Park bus improvements physical works completed Stage 2a physical works procurement documents and NZ Transport Agency construction funding application completed Construction started for Stage 2a Stage 2b resource consents obtained	Stage 2b detailed design, draft physical works procurement documents and NZ Transport Agency construction funding application completed Panmure North scheme assessment completed Construction started for Stage 2b (dependent on funding availability)
	East West Connections	Stage 1 construction completed; assessment of environmental effects lodged with the Environmental Protection Agency	Full link consents granted; procurement under way	Full link construction under way

The Accelerated Regional Transport Programme is a Crown-funded programme of regional state highway projects targeted for acceleration.

	Accelerated Regional Transport Programme	Milestones for 2016/17	Milestones for 2017/18	Milestones for 2018/19
OB 9.3	Kawarau Falls Bridge (Otago)	Construction under way	Construction complete and road open to traffic	
	Mingha Bluff to Rough Creek Realignment (Canterbury)	Construction complete and road open to traffic		
	Akerama Curves Realignment and Passing Lane (Northland)	Construction complete and road open to traffic		
	Normanby Overbridge Realignment (Taranaki)	Construction complete and road open to traffic		
	Whirokino Trestle Bridge Replacement (Manawatu - Wanganui)	Design and construction contract awarded	Construction under way	Construction complete and road open to traffic
	Motu Bridge Replacement (Gisborne)	Construction started	Construction complete and open to traffic	
	Opawa Bridge Replacement (Marlborough)	Design started	Construction start	Construction complete and road open to traffic
	Taramakau Road / Rail Bridge (West Coast)	Construction started	Construction under way	Construction complete and road open to traffic
	Loop Road North to Smeatons Hill Safety Improvements (Northland)	Design started	Construction started	Construction under way
	Mt Messenger and Awakino Gorge Corridor (Taranaki)	Consents lodged	Construction started	Construction under way
	Awakino Tunnel Bypass (Taranaki)	Design started	Consents granted	Construction started
	Mt Messenger Bypass (Taranaki)	Design completed	Consents lodged	Construction started
	Napier port access package (Hawkes Bay)	This project is under investigation and next steps are to be reviewed.		
	Nelson Southern Link	This project is under investigation and next steps are to be reviewed.		



MAXIMISE EFFECTIVE, EFFICIENT AND STRATEGIC RETURNS FOR NEW ZEALAND

Getting the best value from our investment of public money by being smart about what we invest in, when we invest in it and for what outcomes.

OBJECTIVES
To deliver by 2022

RESULTS
To achieve by 2019

MILESTONES
For 2016/17

FUNCTION
What we do

OUTPUT CLASSES
Activities we deliver and invest in

- 10** Align investment to agreed national, regional and local outcomes, and improve value for money in all we invest in and deliver.
- 11** Ensure effective and efficient co-investment with our partners.
- 12** Explore innovative revenue, pricing and financing approaches that enhance the value delivered by land transport investments.

Set out on pages 27-28.

Planning and investing in the land transport network

Managing the state highway network

Providing access to the land transport system

- Investment management
- Public transport
- Administration of SuperGold cardholder scheme *and* Enhanced public transport concessions for SuperGold cardholders
- Road safety promotion
- Walking and cycling
- Road Policing Programme (National Land Transport Fund investment, but NZ Police output)
- Local road improvements
- Local road maintenance
- Regional improvements
- State highway improvements
- State highway maintenance
- Road tolling
- Road user charges, collection, investigation and enforcement
- Refund of fuel excise duty

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 2016/17
OB 10.1	Identify and describe a comprehensive planning and investment decision-making process for the Transport Agency (including the use of its Investment Assessment Framework) that provides stakeholders with confidence that its investments are prioritised transparently and optimally (as measured through the stakeholder survey).	We have improved our Investment Assessment Framework, in preparation for the 2018–21 National Land Transport Programme (NLTP), so that the framework clearly aligns with wider government economic development objectives and increases clarity and transparency of the NLTP investment decision-making system.
OB 10.2	The recovery of Canterbury's transport networks is substantially complete and the NLTP contributions to Canterbury's recovery achieve best value for money delivery according to programme. <i>This is a shared result with other central government agencies, local authorities and contractors.</i>	Through our work with Canterbury local government, the Canterbury transport network recovery programme is on track, with 87 percent of on-ground kilometres complete within planned timeframes.
OB 10.3	Urban network capacity investments in the next NLTP are consistent with the One Network Road Classification. <i>This is also a result for objective 2 (p16).</i>	For the 2018–21 NLTP we have clarified the operational policy for how the One Network Road Classification will inform investment in urban network capacity.
OB 10.4	We have clearly identified national and interregional issues that drive our medium and long-term opportunities.	Within the 30-year outlook, we have identified the medium and longer-term issues and opportunities for priority interregional routes to inform our shorter-term investment in the 2018–21 NLTP.

Supported by:

PRIORITY 2
Predictable urban journeys

PRIORITY 4
Deliver Safer Journeys

PRIORITY 5
Smart road maintenance

PRIORITY 6
Urban cycling

OBJECTIVE 11

Ensure effective and efficient co-investment with our partners

	Results by 2019	Milestones for 2016/17
OB 11.1	The network monitoring framework to measure customer benefits is in place for selected key routes/journeys.	We have put the network monitoring framework in place to measure customer benefits for two key journeys/routes.
OB 11.2	We have increased the satisfaction level of our investment partners by 10 percent through our tools, systems, policies and procedures. <i>The milestone under result OB 10.1 (p27) also contributes to this result.</i>	Through our targeted process improvements and capability building, regional transport committees report increased confidence and satisfaction in using the business case approach to prepare regional land transport plans, and approved organisations report the same for using both the business case approach and the Transport Investment Online tool.
OB 11.3	Network performance measures have been implemented and are being used by investment partners. <i>This is a shared result with local authorities.</i>	We have communicated and received feedback from our investment partners about our expectations on the use of network performance measures within our investment decision-making processes.

Supported by:

PRIORITY 2

Predictable urban journeys

PRIORITY 4

Deliver Safer Journeys

PRIORITY 5

Smart road maintenance

PRIORITY 6

Urban cycling

OBJECTIVE 12

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

	Results by 2019	Milestones for 2016/17
OB 12.1	A Transport Agency revenue and financing framework has been developed.	We have implemented the internal revenue and financing framework and we have agreed the principles of the external framework with our key central government partners.

OUR PRIORITIES



MAKE IT EASY FOR CUSTOMERS TO DO BUSINESS WITH US

Enhancing how we meet customer needs at the best cost.

Results by 2019		Milestones for 2016/17	Contributes to:
PR 1.1	The reduced cost of doing business with us helps our small-medium enterprise commercial customers increase their productivity.	<p>We have developed a prioritised improvement programme to increase efficiency for small-medium enterprises based on the priority 'pain points' (real or perceived problems) identified in customer research.</p> <hr/> <p>We have improved our third-party and supplier contract processes in line with the findings of the Transaction Services Delivery Strategic Review.</p>	<p>GOAL <i>Smart choices</i> OBJECTIVES 5 6</p> <p>GOAL <i>Highway solutions</i> OBJECTIVE 8</p>
PR 1.2	The end-to-end driver licensing experience improves safety and makes it easier for everyone to be a safe driver.	<p>We have provided the Minister of Transport with advice and given effect to government decisions on how to progress the changes to the Driver Licensing Rule and the Land Transport Act to improve safety and make it easier for everyone to be a safe driver.</p> <p><i>This is a shared milestone with the Ministry of Transport.</i></p> <hr/> <p>We have improved the experience of sitting the driver licence test by ensuring that 85 percent of people who have booked their test sit it within the 18-day waiting period, an increase of 10 percent on 2015/16.</p> <hr/> <p>A prioritised cross-agency work programme has been developed to improve social and employment outcomes for New Zealanders by strengthening customer access to and progression through the driver licensing system.</p> <p><i>This is a shared milestone with the Accident Compensation Corporation, Ministry of Social Development, Ministry of Business, Innovation and Employment and Ministry of Justice.</i></p>	
PR 1.3	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.	<p>We have extended the use of digital services (DecisionHub and Common Payment Service) to improve the efficiency of processing complex transactions, and we have made it easier for customers to track the progress of applications online.</p> <hr/> <p>We have improved the online experience for our customers by increasing the number of services accessible online and simplifying our web presence.</p>	
PR 1.4	Customer insight is driving prioritisation and helping shape design of continuous improvement initiatives.	<p>We have a joined-up process in place for capturing and sharing customer insight and using it to drive service design across the Transport Agency.</p>	



PREDICTABLE JOURNEYS FOR URBAN CUSTOMERS

Making travel times for urban customers more predictable to avoid lost time and productivity.

Results by 2019

- PR 2.1 Key urban transport routes are planned and actively managed within and across modes to improve journey time predictability for customers.

- PR 2.2 Our network operations are better integrated with key partners to manage multi-modal urban networks as a single system.

Milestones for 2016/17

- We have the information and the analysis capability to ensure that journey time predictability informs operational objectives and decision making in Auckland, Wellington and Christchurch.

- We have developed a framework for more consistent real-time journey monitoring and management in Auckland, Wellington and Christchurch.

- We have identified network optimisation requirements on key urban journeys and we have the capability to address these.

- We have recommended common data standards and a technology architecture to facilitate data sharing with local authorities and emergency services.

- We have agreed the scope and selected a supplier for a national multi-modal system for incident and event management on highways and key arterial roads.

- Improved forward works and traffic management planning tools and processes have been implemented to more effectively manage planned events.

- We have effective forums with local authorities and emergency services targeting measurable improvements in incident response times.

Contributes to:

- GOAL *One network*
OBJECTIVES 1 2
- GOAL *Smart choices*
OBJECTIVE 5
- GOAL *Highway solutions*
OBJECTIVES 7 8
- GOAL *Maximise returns*
OBJECTIVES 10 11



INTEGRATE ROAD AND RAIL TO IMPROVE FREIGHT NETWORK PRODUCTIVITY

Improving the efficiency of the wider freight network by focusing on connections between road, rail and intermodal freight hubs.

Results by 2019

- PR 3.1 The road and rail networks are planned and managed in a more complementary way that optimises overall freight network productivity.
This is a shared result with KiwiRail.

Milestones for 2016/17

We have delivered a draft long-term network framework to facilitate road/rail integration and freight productivity.

We have investigated a programme of intermodal initiatives to enable greater road/rail integration and freight productivity.

We have developed a business case and a 10-year implementation plan, which is endorsed by our partners, to reduce deaths and serious injuries and other negative effects on public level crossings.

Contributes to:

GOAL *One network*
OBJECTIVES 2 3



DELIVER SAFER JOURNEYS

Teaming up to reduce deaths and serious injuries on our roads.

Results by 2019

PR 4.1 We have implemented the Transport Agency-led actions from the *Safer Journeys Action Plan 2016-20* and worked in partnership with other agencies to deliver on enabler actions for Smart and Safe Choices, Safer Motorcycling, and Safer Vehicles.

PR 4.2 Reduced deaths and serious injuries by 10 percent on the highest risk urban arterials.

PR 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 and a demonstrated improvement in community understanding of speed risk and attitudes to speed management.

This is a shared result with the National Road Safety Committee and local government.

PR 4.4 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 highway speed business case.

Milestones for 2016/17

As part of the *Safer Journeys Action Plan 2016-20*, working with local road controlling authorities, we have developed and agreed a national programme of lower cost safety improvements on high-risk local rural roads.

This is a shared milestone with local authorities.

A national prioritised list of state highway safety improvements has been defined and endorsed, and priority projects have been delivered.

We have contributed to developing cross-sector programmes of actions that enable smart and safe choices, make motorcycling safer, and encourage safer vehicles.

As part of the *Safer Journeys Action Plan 2016-20*, working with local road controlling authorities, we have developed and agreed a national programme for safety improvements on specified highest risk local urban arterial roads (focusing on all modes and vulnerable users).

This is a shared milestone with local authorities.

We have established baseline measures of the public acceptance that different roads need different speeds depending on their level of safety, and have demonstrated that this understanding has improved using the Waikato demonstration project.

We have finalised the national speed management guide and rule and successfully introduced them to all road controlling authorities.

Contributes to:

GOAL *Smart choices*

OBJECTIVES 4 5

GOAL *Highway solutions*

OBJECTIVES 7 8

GOAL *Maximise returns*

OBJECTIVES 10 11



DRIVING VALUE THROUGH SMART ROAD MAINTENANCE

Giving our customers the best value and service from our significant investment in road maintenance.

Results by 2019

Milestones for 2016/17

PR 5.1 Road controlling authorities have improved capability to make maintenance decisions that deliver efficiencies through use of improved data and collaborative working arrangements.

Through clarifying our policy on applying the One Network Road Classification in our investment decision making, and our joint work with local government on road asset data, road controlling authorities report increased confidence in making maintenance decisions. This confidence will be assessed through formal surveys and the ongoing interactions we have with the authorities.

PR 5.2 Customer understanding and experience of levels of service and costs shapes our delivery of consistent customer levels of service.

We have developed a mechanism for linking state highway customer feedback to the levels of service and operational performance.

For maintenance programmes in the 2018-21 National Land Transport Programme (NLTP), we have conveyed to each road controlling authority our investment signals to support the One Network Road Classification levels of service and our indicative NLTP levels of investment.

PR 5.3 Road controlling authorities increasingly demonstrate advanced activity management planning and procurement capability through collaborative working arrangements to deliver maintenance efficiencies.

We have facilitated collaborative working arrangements across road controlling authorities, and procurement strategies presented for our endorsement consider the value of collaborative service delivery.

Contributes to:

GOAL *Highway solutions*
OBJECTIVES 7 8

GOAL *Maximise returns*
OBJECTIVES 10 11



MAKE URBAN CYCLING A SAFER AND MORE ATTRACTIVE TRANSPORT CHOICE

Supporting and encouraging cycling as a viable transport choice in main urban areas.

Results by 2019		Milestones for 2016/17
PR 6.1	Degree of development of the planned urban cycleway networks across Auckland, Wellington and Christchurch.	This result is delivered through the Urban Cycleways Programme milestones (page 35 and appendix 2). <i>This is a shared milestone with local authorities.</i>
PR 6.2	Lower rate of fatal and injury crashes involving cyclists on the road network.	We have implemented the key recommendations from the Cycling Safety Panel.
PR 6.3	Cycling is given appropriate priority in the planning and management of urban transport networks and urban systems.	We will ensure that our planning and investment signals to substantially complete urban cycling networks by 2029 using the integrated approach have been embedded into draft regional land transport plans by Auckland Transport and Wellington and Christchurch city councils. <i>This is a shared milestone with local authorities.</i> We are measuring and reporting on the benefits of the cycling programme, through our reporting and measurement framework.
PR 6.4	Complete Urban Cycleways Programme. <i>This is a shared result with local authorities.</i>	Construction has commenced on 75 percent of Urban Cycleways Programme projects (refer page 35 and appendix 2 for programme milestones).

Contributes to:

GOAL *One network*
OBJECTIVES 1 2

GOAL *Smart choices*
OBJECTIVES 4 5

GOAL *Maximise returns*
OBJECTIVES 10 11

The Urban Cycleways Programme is a package of urban cycleway projects that the government is seeking to accelerate by providing Crown funding in addition to the contributions from the National Land Transport Fund and local authorities.

The following milestones are for the 10 projects in the Urban Cycleways Programme requiring the largest investment. Milestones for the remaining projects are listed in appendix 2.

	Urban Cycleways Programme	Milestones for 2016/17	Milestones for 2017/18	Milestones for 2018/19
Ref PR 6.1	Auckland: City Centre Network	City Centre Quay Street completed Ian McKinnon Drive Cycleway construction started K Road Cycleway construction started	Ian McKinnon Drive Cycleway completed K Road Cycleway completed Parnell Road to Tamaki Drive Cycleway construction started and completed Tamaki Drive (Plumer-Ngapipi) Cycleway construction started and completed Victoria Street (East West route) construction started and completed	
	Auckland: Eastern Connections to City Centre	Construction under way	Construction under way	Construction completed
	Auckland: Western Connections to City Centre	Construction started	Construction completed	
	Auckland: links to public transport	Construction under way	Construction completed	
	Melling to Petone	Construction started	Construction completed	
	Wellington CBD route package		Construction started and completed	
	Rapanui-Shagrock Cycleway (Christchurch)	Construction started		Construction completed
	Heathcote Expressway (Christchurch)		Construction started	Construction completed
	Papanui Parallel (Christchurch)	Construction under way	Construction completed	
	Nelson Coastal Route		Construction started and completed	

GROWING AGILITY



GROWING AGILITY AS A HIGH-PERFORMANCE ORGANISATION

Getting the people, skills, systems, processes and culture in place to help us succeed in delivering on our purpose.

HARNESS KNOWLEDGE

Results by 2019		Milestones for 2016/17
GA 1.1	Our people value information as a shared asset.	We have developed leadership expectations and have a programme in place to help our people be confident in their ability to harness knowledge.
GA 1.2	Our information tools and processes make it easy to find integrated information, and we continually strive to simplify and rationalise these tools and processes.	<p>We have made it easier for our people to find and use information and to make smart evidence-based decisions, by embedding our new collaboration and information tools and aligning our agency-wide business intelligence programme.</p> <p>We have improved the quality of and access to the Transport Agency's evidence base (high-value information).</p>
GA 1.3	We effectively balance an open information culture with robust processes to ensure appropriate information security and privacy.	<p>We have agreed and achieved our safety, security and privacy maturity targets, aligned with the Protective Security Requirements, using an integrated approach to enhance the security of our personnel, information and physical assets.</p> <p>We have implemented the four top New Zealand National Cyber Security Centre security strategies and have a plan in place to achieve the remaining 16 strategies.</p> <p>We have achieved our target of level 3 in the Privacy Self-Assessment through a programme of business improvements that are aligned with the Government Chief Privacy Officer's core expectations.</p>
GA 1.4	We have a robust and fit-for-purpose business continuity planning framework.	<p>We have foundation disaster recovery in place for 27 core applications (as identified in 2014-16 business continuity plan work).</p> <p>We have approved and tested business continuity plans for all offices and critical functions.</p> <p>We have a business continuity plan in place to transfer and establish critical National Office leadership functions to the Auckland Regional Office in an emergency, and this is tested.</p>

CREATE VALUE WITH OTHERS

Results by 2019		Milestones for 2016/17
GA 2.1	We have matured our leadership practices to consistently operate in a collaborative way, across the state sector, to strengthen overall public sector integrity and inclusiveness.	We have strengthened our understanding and capability to operate as part of the wider public sector, and we are working with public sector partners in a way that contributes to our collective impact.
GA 2.2	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.	We have embedded our people plan, which focuses on driving high performance, building engagement, consistent leadership, and being recognised internally and externally as a great place to work.
GA 2.3	We have created an environment where our people are highly engaged, recognising the correlation between high engagement and high performance in organisations.	We have embedded good engagement principles into our people practices.
GA 2.4	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.	<p>We have continued to implement the Zero Harm Strategy 2014-20 and helped improve transport industry collaboration and standards to ensure our people go home safe every day, no exceptions.</p> <p>We have increased our people's awareness of and commitment to the principles of zero harm.</p>
GA 2.5	Our workplace allows our people to work where, when and how they need to by integrating technology, space and people capabilities to deliver greater performance.	We have improved the capability and confidence of our people in using collaborative tools and spaces, as seen through higher adoption and utilisation.

ENCOURAGE CONTINUOUS IMPROVEMENT AND INNOVATION

Results by 2019		Milestones for 2016/17
GA 3.1	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.	<p>We have established a baseline and system for measuring our innovation maturity across the key enablers of an innovative culture, and we have used the findings to identify how we can improve our organisational approach to innovation.</p> <p>We have supported the delivery of at least three intelligent transport systems trials.</p>