

APPENDICES



APPENDIX 1: KEY OPERATING ASSUMPTIONS

KEY

REVENUES	PROCUREMENT
NATIONAL	NATIONAL
REGIONAL	DETAIL

2 LIGHT VEHICLE TRAVEL ON THE STATE HIGHWAY NETWORK TO INCREASE

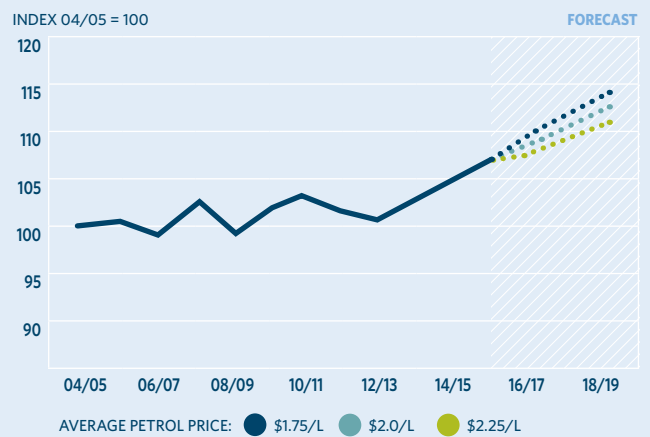
Our mid-point scenario says light vehicle travel will grow by an average 1.7% per year

2014/15 BASELINE: 18.3bn VKT

2019/20 FORECAST:
Lower - 19.4bn VKT
Mid - 19.7bn VKT
Upper - 20.0bn VKT

VKT = Vehicle kilometres travelled

LIGHT VEHICLE TRAVEL ON STATE HIGHWAYS



ASSUMPTIONS THAT AFFECT REVENUE

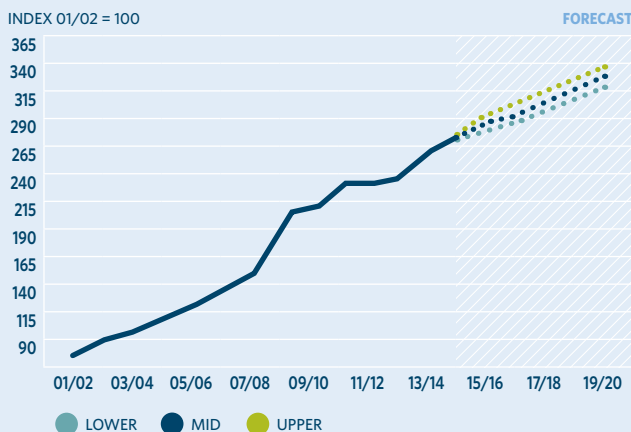
1 NATIONAL LAND TRANSPORT FUND TO INCREASE ACROSS ALL REVENUE STREAMS

NLTF revenues to grow by an average 3.7% per year

2014/15 BASELINE: \$3.2bn

2019/20 FORECAST:
Lower - \$3.7bn
Mid - \$3.8bn
Upper - \$3.9bn

REVENUES FLOWING INTO THE NATIONAL LAND TRANSPORT FUND



3 HEAVY VEHICLE TRAVEL ON THE STATE HIGHWAY TO CONTINUE TO GROW

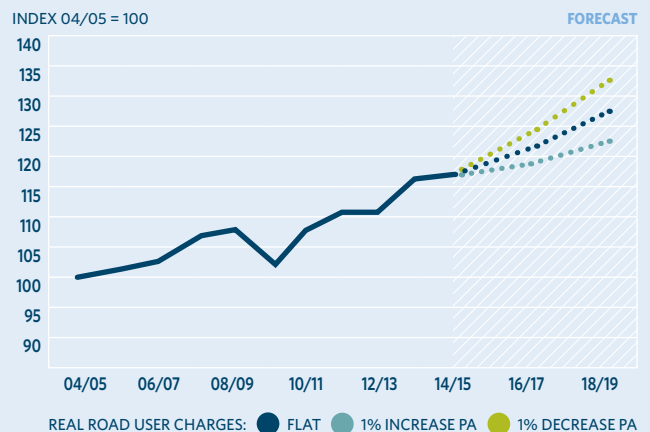
Our mid-point scenario says heavy vehicle travel will grow by an average 2.4% per year

2014/15 BASELINE: 2.1bn VKT

2019/20 FORECAST:
Lower - 2.22bn VKT
Mid - 2.37bn VKT
Upper - 2.47bn VKT

VKT = Vehicle kilometres travelled

HEAVY TRAVEL ON STATE HIGHWAYS

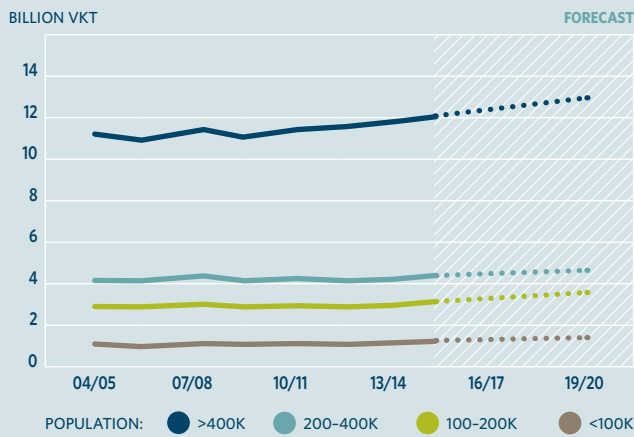


4 TOTAL VEHICLE TRAVEL IN LARGER CENTRES TO INCREASE MORE THAN SMALLER CENTRES

Vehicle travel in our major centres to grow by 1.0bn km

2014/15 BASELINE: Major: 11.8bn VKT
 2019/20 FORECAST: Major: 12.8bn VKT
 VKT = Vehicle kilometres travelled

VEHICLE TRAVEL BY REGIONAL BREAKDOWN

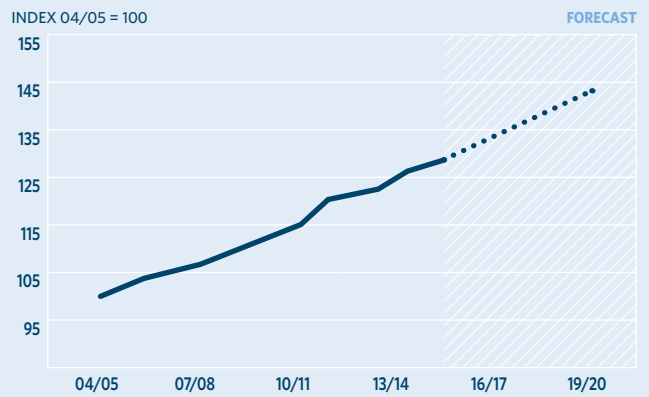


5 MOTOR VEHICLE LICENCE TRANSACTION VOLUMES TO INCREASE

Transaction volumes to grow by an average 1.6% per year

2014/15 BASELINE: 9.1m*
 2019/20 FORECAST: 9.9m*
 * Excludes driver licensing and road user charges transactions

VEHICLE LICENCE TRANSACTION VOLUMES

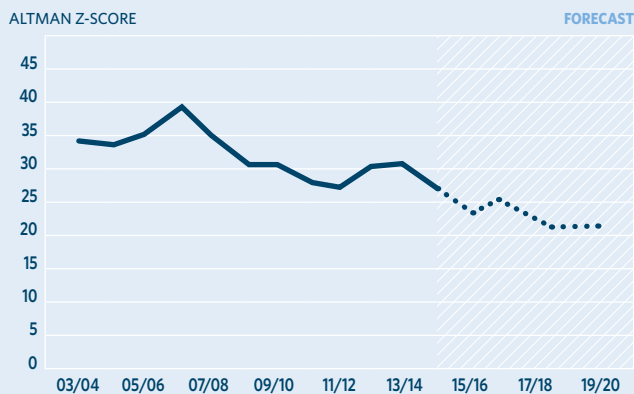


6 FINANCIAL HEALTH OF LOCAL GOVERNMENT TO WORSEN SLIGHTLY

Financial health of local councils to worsen but remain relatively stable over the forecast period

2014/15 BASELINE: Altman Z-Score: 23.0*
 2019/20 FORECAST: Altman Z-Score: 22.5*
 * Composite measure of financial health based on published local government financial data

FINANCIAL HEALTH OF COUNCILS

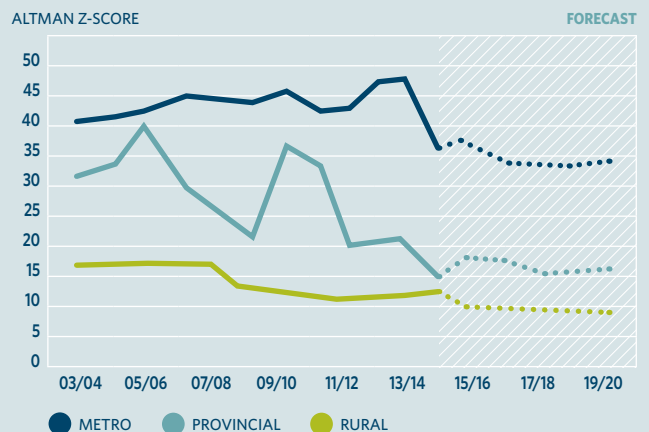


7 FINANCIAL HEALTH OF LOCAL GOVERNMENT TO DIFFER BY REGION

The financial health of rural local councils to decline by an average 1.3% per year

2014/15 BASELINE: Rural: Altman Z-Score: 37.7*
 2019/20 FORECAST: Rural: Altman Z-Score: 33.4*
 * Composite measure of financial health based on published local government financial data

FINANCIAL HEALTH OF COUNCILS BY REGION



8 FARE REVENUE CONTRIBUTIONS TO THE NLTP TO INCREASE

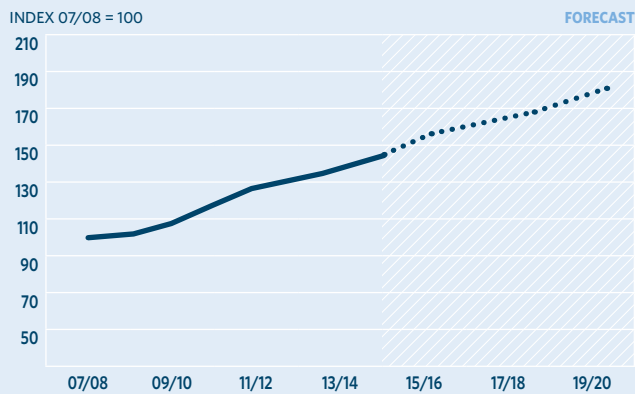
Revenue from public transport fares to rise by an average 4.8% per year

2014/15 BASELINE:
Fares revenue: \$351m*

2019/20 FORECAST:
Fares revenue: \$500m*

* Includes SuperGold card fare substitutes

FARE REVENUE CONTRIBUTIONS TO THE NATIONAL LAND TRANSPORT PROGRAMME



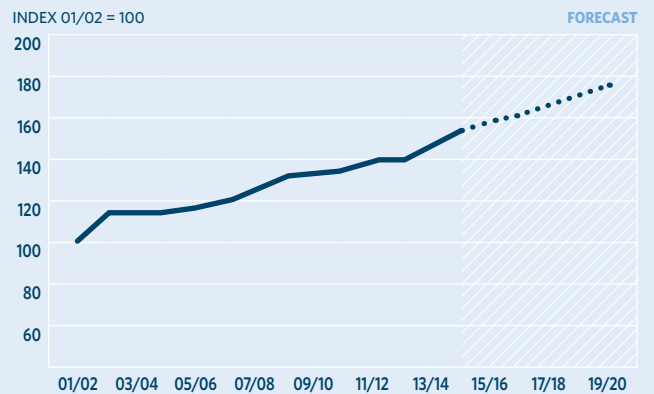
9 PATRONAGE ON PUBLIC TRANSPORT TO INCREASE

Public transport patronage to grow by an average 2.9% per year

2014/15 BASELINE:
143.9m boardings

2019/20 FORECAST:
165.7m boardings

PUBLIC TRANSPORT PATRONAGE



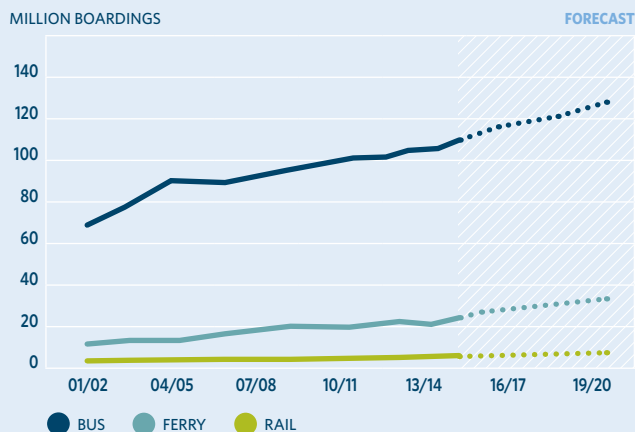
10 ALL PUBLIC TRANSPORT MODES TO EXPERIENCE HIGHER PATRONAGE

Bus use to grow by an average 2.5% per year

2014/15 BASELINE:
Bus: 112.0m
Rail: 26.0m
Ferry: 5.9m

2019/20 FORECAST:
Bus: 126.5m
Rail: 32.5m
Ferry: 6.7m

PUBLIC TRANSPORT BY MODE



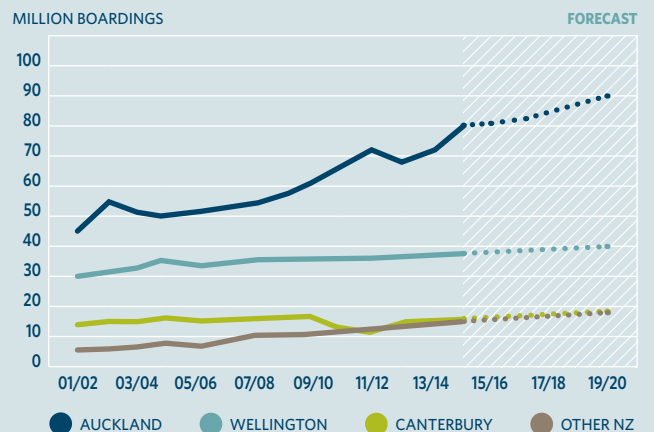
11 ALL REGIONS TO SEE PATRONAGE GROWTH

Patronage in Auckland to grow by an average 2.8% per year

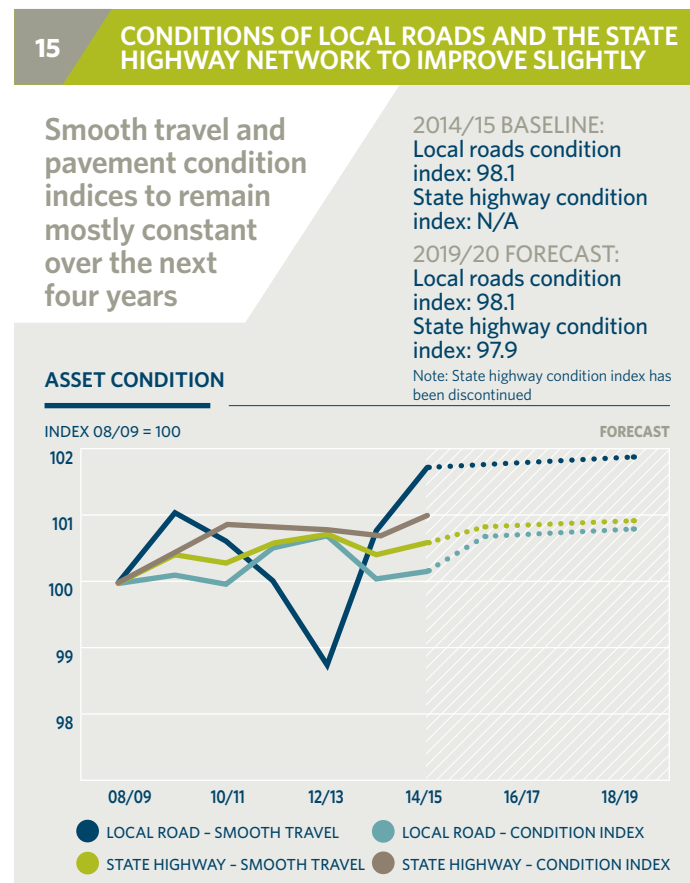
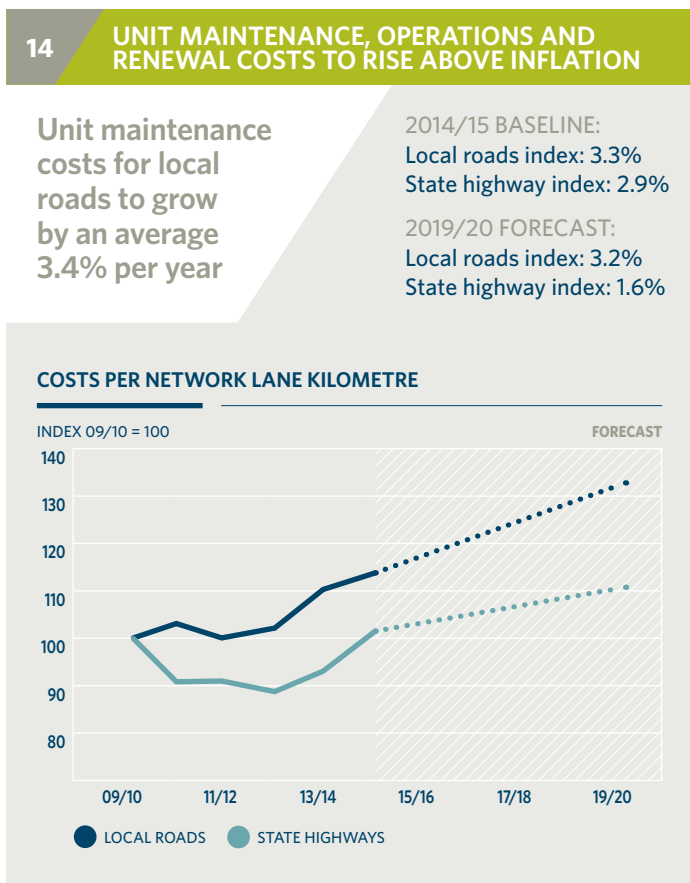
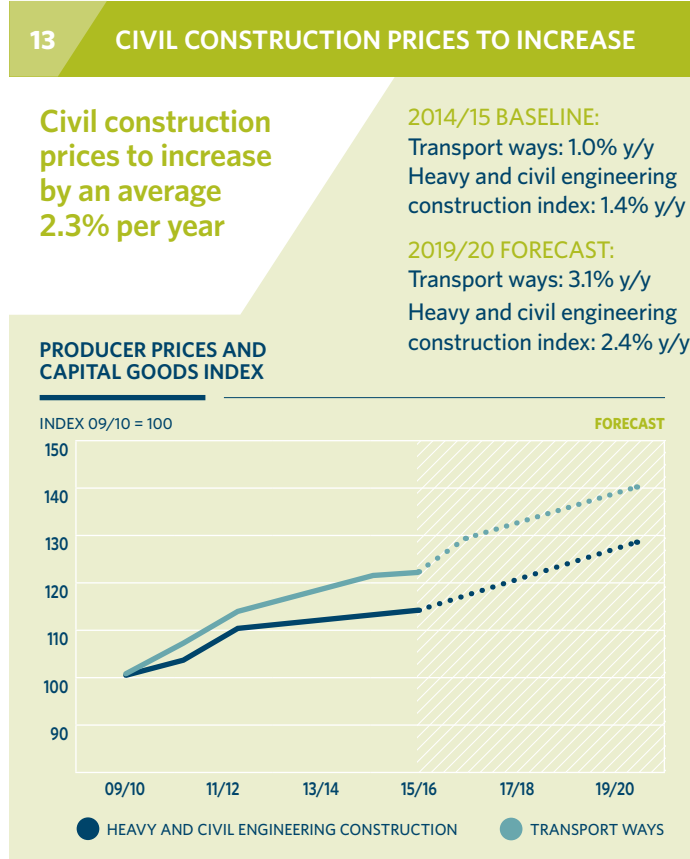
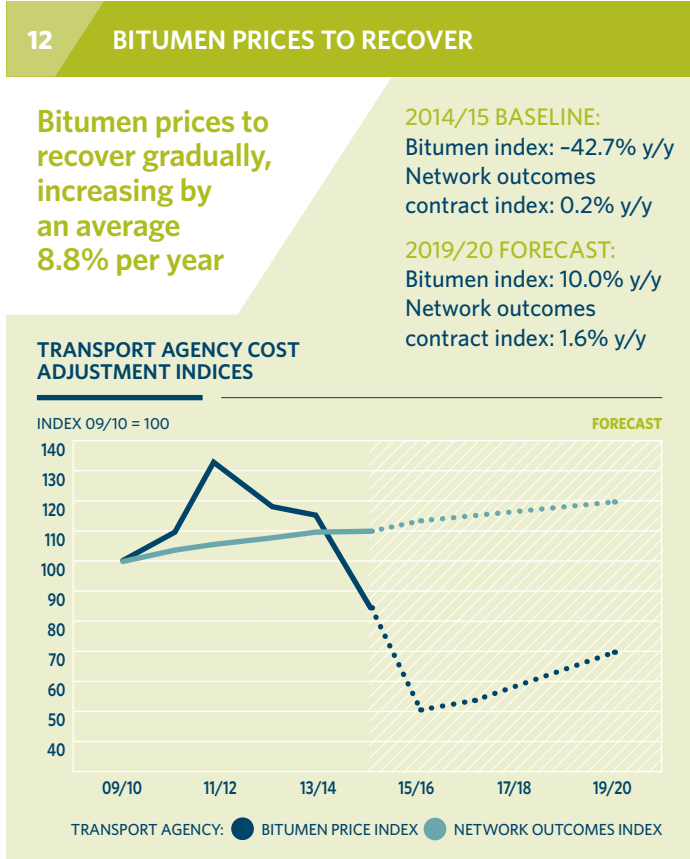
2014/15 BASELINE:
Auckland: 79.2m
Wellington: 36.9m
Christchurch: 15.0m

2019/20 FORECAST:
Auckland: 90.9m
Wellington: 39.2m
Christchurch: 18.3m

PUBLIC TRANSPORT BY REGION



ASSUMPTIONS THAT AFFECT PROCUREMENT



APPENDIX 2: URBAN CYCLEWAYS PROGRAMME MILESTONES

The Urban Cycleways Programme is made up of the following milestones as well as those listed on page 35.

Urban Cycleways Programme	Milestones for 2016/17	Milestones for 2017/18	Milestones for 2018/19
Kamo Route	Construction started	Construction completed	
Western Rail Trail	Construction completed		
Te Awa	Construction completed		
Omokoroa to Tauranga	Construction under way	Construction completed	
Tauranga urban CBD connections	Construction under way	Construction completed	
Wainui to CBD and local connections part 1	Construction started	Construction completed	
Rotorua Cy-Way	Construction under way	Construction completed	
iWay Napier extension	Construction under way	Construction completed	
Coronation Ave - Upjohn St to Coronation Ave	Construction started and completed		
Te Tuaiwi ('The Spine')	Construction started	Construction completed	
City to North Mole Cycleway	Construction under way	Construction completed	
Manawatu River Bridge and shared path	Construction under way	Construction completed	
Mangaone Underpasses	Construction started and completed		
Rail Corridor Route	Construction started	Construction completed	
Seal and Widening Hutt River Trail	Construction started	Construction completed	
Beltway		Construction started and completed	
Eastern Bays shared path	Construction started	Construction completed	
Wainuiomata Hill	Construction completed		
Stride n' Ride Kapiti Coast		Construction completed	
Onepoto - Wi Neera shared path	Construction started and completed		
Eastern Route package	Construction started	Construction completed	
Ngauranga to Bunny St	Construction started	Construction completed	
Spring Creek	Construction completed		
Taylor River Reserve	Construction completed		
Eltham Rd Cycle Link	Construction started	Construction completed	
Northern Line Cycleway	Construction started	Construction completed	
Little River Link City End	Construction completed		
Quarryman's Trail	Construction started	Construction completed	

Urban Cycleways Programme	Milestones for 2016/17	Milestones for 2017/18	Milestones for 2018/19
Uni-Cycle	Construction under way	Construction completed	
Rangiora to Kaiapoi - including Southbrook links	Construction started	Construction completed	
Rangiora to Woodend	Construction started and completed		
Central City Cycle Network	Construction started	Construction completed	
South Dunedin Cycleway Enhancements	Construction completed		

APPENDIX 3: OUTPUT CLASS SCOPE STATEMENTS

OUTPUT CLASS	SCOPE
Licensing and regulatory compliance	Purchase of land transport regulatory implementation services, specialist land transport enforcement services, and licensing services, including driver licensing. Purpose of vote transport appropriation limited to ministerial servicing by the NZ Transport Agency.
Road tolling	Collection of road tolling charges and enforcement activities to recover road tolling payment evasion.
Motor vehicle registry	Registration and licensing of motor vehicles, the collection and refund of motor vehicle registration and licensing revenue, and the operation of the motor vehicle register.
Road user charges collection, investigation and enforcement	Collection and refund of road user charges and the investigation and enforcement of evasion of road user charges.
Refund of fuel excise duty	Receipt and processing of applications for, and the refunding of, fuel excise duty.
Investment management	Managing, monitoring and advising transport sector stakeholders on the allocation of national land transport funds, developing plans for improving the transport network and systems, and developing transport sector capability and research, as authorised under the section 9(3) and (4) of the Land Transport Management Act 2003.
Public transport	Renewal and improvement of infrastructure to support public transport and non-commercial public transport services are authorised under section 9(3) and (4) of the Land Transport Management Act 2003. Non-commercial public transport services, as authorised under section 9(3) and (4) of the Land Transport Management Act 2003.
Administration of the SuperGold cardholders scheme <i>and</i> Enhanced public transport concessions for SuperGold cardholders	Administration of the scheme to provide enhanced public transport concessions for SuperGold cardholders.
Walking and cycling	New and improved walking and cycling infrastructure for transport purposes, as authorised under section 9(3) and (4) of the Land Transport Management Act 2003.
Road safety promotion	Promote safe and economic use of land transport networks and services, pursuant to section 9 of the Land Transport Management Act 2003.
Road Policing Programme	Developing plans for improving the transport network and systems, as authorised under section 9(3) and (4) of the Land Transport Management Act 2003.
Local road improvements	Management and delivery of improvement of local roads, as authorised under section 9(3) and (4) of the Land Transport Management Act 2003.

OUTPUT CLASS	SCOPE
Local road maintenance	<p>Management and delivery of renewals to the existing local road infrastructure, as authorised under section 9(3) and (4) of the Land Transport Management Act 2003.</p> <p>The reinstatement of local roads in Canterbury is limited to the reinstatements following the earthquakes, as approved by the Transport Agency under relevant legislation.</p>
Regional improvements	Planning and investing in regionally important state highway and local road projects outside the main metropolitan areas.
State highway improvements	Capital works for new infrastructure for state highways, as authorised by section 9(3) and (4) of the Land Transport Management Act 2003.
State highway maintenance	Activities that manage, maintain and operate state highway infrastructure, as authorised under section 9(3) and (4) of the Land Transport Management Act 2003.

APPENDIX 4: SUPPLEMENTARY INFORMATION FOR NON-FINANCIAL MEASURES

TYPES OF MEASURE

The Transport Agency performance expectations contain three types of measurement: value for money, service quality and customer satisfaction. Taken as a set, they provide a holistic picture of our service delivery performance.

FUNCTION	TYPES OF MEASURES		
	VALUE FOR MONEY	SERVICE QUALITY	CUSTOMER SATISFACTION
Providing access to and use of the land transport system	Unit transactional costs: <ul style="list-style-type: none"> driver licensing motor vehicle registration road user charges road tolling % of transactions completed digitally: <ul style="list-style-type: none"> driver licensing motor vehicle registration road user charges 	% of operational assurance activities completed % accuracy of registers Number of products/services delivered or processed % of activities delivered to agreed standards and timeframes % revenue compliance Average number of days taken to deliver	% customer satisfaction motor vehicle registration
Planning and investing in the land transport network	Total cost of managing the funding allocation system as a % of National Land Transport Programme expenditure % of activities delivered to agreed standards and timeframes: <ul style="list-style-type: none"> local road improvements local road maintenance Public transport productivity - costs per passenger kilometre Local road maintenance cost per lane kilometre State highway maintenance cost per lane kilometre	% of activities delivered to agreed standards and timeframes: <ul style="list-style-type: none"> investment management transport planning sector research road safety promotion SuperGold Card % of operational assurance activities completed Average number of days taken to deliver: <ul style="list-style-type: none"> investment management SuperGold card Public transport - Fare revenue as a % of total expenditure Road Policing Programme (refer to page 57) Strategic cycling networks - kilometres Number of passengers using urban public transport services (bus, train and ferry) Pavement integrity of the sealed network Surface condition of the sealed network % of road safety advertising campaigns that meet or exceed their agreed success criteria Travel times on key local roads and state highways Network productivity of key local roads and state highways % of approved organisations signed up to the 50MAX network. % of state highways available to high productivity motor vehicles Kilometres of improved regional roading	% customer satisfaction approved organisations
Managing the state highway network	% of activities delivered to agreed standards and timeframes: <ul style="list-style-type: none"> state highway improvements state highway maintenance 	Safe stopping: % of travel on network above skid threshold Network resilience: % of rutting >20mm over state highway network Smooth ride: % of travel on network classed as smooth Availability of state highway network: % of unplanned road closures resolved within 12 hours	% customer satisfaction network information customers

TECHNICAL NOTES

These notes provide explanation and technical details for non-financial performance measures.

PROVIDING ACCESS TO AND USE OF THE LAND TRANSPORT SYSTEM

Licensing and regulatory compliance

1. *Unit transaction cost* measures the direct unit cost of delivering a driver licence/driver testing transaction/service as well as the warrants of fitness (WoFs) and certificates of fitness (CoFs).
2. The *% of transactions completed online* is the proportion of practical test bookings and rescheduled test bookings completed through the Transport Agency website divided by the total number of test bookings completed for motor vehicle and motorcycle licences.
3. The *% accuracy of registers* is a measure of the data input accuracy of the driver licence register (DLR) based on monthly audit checks from a random sample of 100 callers and a selection of agents' work processed against what is written on the form and recorded in DLR. The measure reflects the average of the audit results.
4. The *% of operational assurance activities* completed is an aggregate of three specific operational assurance activities (eg audits) of driver testing agents, transport operators and certifying agents completed against planned. Aggregation is based on the weighted volume of activity in the given year.
5. The *% of activities that are delivered to agreed standards and timeframes* is an aggregate of six specific dimensions – four audit activities of driver testing agent officers and course providers, transport operators, certifying agents and regulatory compliance and agent service delivery (with targets of more than 90 percent); and two completion rates against standard of official correspondence and transport rules development programmes (with targets of 100 percent). Aggregation to the overall result is based on weighted volume of activity across the components in the given year.
6. The *number of products and services delivered or processed* include WoFs, CoFs, new and renewed driver licences, issuing of driver and transport operator testing services, certification review, border inspection, over dimension permits and drug and alcohol assessments funded.

Road tolling

7. *Unit transaction cost* is the direct unit cost of delivering a toll service. Cost excludes write offs, bad debts and administration fees from toll payment notices. Future target ranges have remained consistent, despite the forecast increase in tolling volumes, as there is ongoing system investment to manage the increased volume and complexity associated with the introduction of additional toll roads (Tauranga Eastern Link and Route K).

Motor vehicle registry

8. The *% of transactions completed online* is the proportion of annual motor vehicle licensing (including reversals), new registrations and register maintenance actions including (vehicle licensing exemptions, change of ownership (buyer), change of ownership (seller), change of name/address, registered person name and address) purchased over the internet, direct connect and via an industry agent divided by the total number of motor vehicle registrations.
9. The *% accuracy of register* reflects the accuracy of the information entered into the motor vehicle register (MVR). Data verification activities are focused on confirming vehicle attributes; vehicle ownership and address information in the MVR. It combines the result of regular audit checks by regional staff, unverified owner and address information returns.
10. The *% customer satisfaction* reflects the proportion of MVR customers who state that it requires little effort to relicence their motor vehicle. It is sourced from an independently conducted (Research New Zealand) survey.

Road user charges (RUC) collection, investigation and enforcement

11. The *% of transactions completed online* is the proportion of light and heavy vehicle RUC licences purchased online over the total number of RUC licences purchased. Online refers to transactions via Direct Connect, Transact, e-RUC and automatic tellers.
12. The *number of products/services delivered or processed* includes light and heavy vehicle RUC licence purchases and off-road RUC rebate claims. This is an aggregate figure showing a total of assessment, enforcement and refund activities.

Refund of fuel excise duty (FED)

13. *Average number of days taken to deliver* is determined by how long it takes, on average, to process and approve FED refunds. Days to deliver refers to the number of working days between the date of application to the date of approval recorded in the FED database system.
14. The *number of products/services delivered or processed* is the number of FED refund applications processed or delivered for the reporting period. The volume of application is based on the processing date.

PLANNING AND INVESTING IN THE LAND TRANSPORT NETWORK

Investment management

15. The *total cost of the management of the funding allocation system* is the Transport Agency service delivery cost for this output less the cost of crash analysis system (CAS) business activity, which is not part of the management funding allocation system.
16. The *% of activities that are delivered to agreed standards and timeframes (management of the funding allocation system)* is an aggregate of two measures to monitor the quality and efficiency of investment approval and decision activities. All components of the measure have targets of 100 percent. Aggregation to the overall result is based on weighted volume of activity across the components in the given year.
17. The *% of operational assurance activities completed* is an aggregate of two specific dimensions: audits and post-implementation review programmes. Operational assurance activities are assessed according to their effectiveness, benefit and cost appraisal and strategic fit (ie high, medium, low). Aggregation is based on the weighted volume of activity in the given year.
18. The *% of activities that are delivered to agreed standards and timeframes (transport planning)* includes the following transport planning activities: transport model development, activity management planning improvement and programme business case development. These components are individually assessed against targets of more than 90 percent. The percentage of activities that are delivered to agreed standards and timeframes is derived through the aggregation of its three components. Aggregation of these results is based on the unweighted volume of activity for each area. The Transport Agency works collaboratively with its local authority partners as they prepare transport models, programme business cases and activity management to help ensure that when they are formally received they are of high quality, meet the Transport Agency assessment criteria and are therefore suitable for support or endorsement by the Transport Agency. It provides an indication of how well the Transport Agency manages its transport planning activities to time and cost standards.
19. The *% of activities that are delivered to agreed standards and timeframes (sector research)* is a measure that compares planned time, cost and quality of research investment with actual performance. All aspects have targets of 100% and contribute equally to the overall result. It is a measure of the effectiveness of the Transport Agency as a programme manager.

20. The *average number of days taken* to deliver is determined by how long it takes, on average, to process and approve funding of a new National Land Transport Programme activity. Days to funding approval is defined as the number of working days between the date of receipt to the date the approval was recorded in the transport information online system.
21. The *% customer satisfaction (approved organisations/stakeholders)* demonstrates the percentage of approved organisations' stakeholders (regional, local and unitary authorities, the Department of Conservation, Auckland Transport and the Waitangi National Trust) that were satisfied with the relationship between their organisation and the Transport Agency. This is measured through an independently conducted survey.

Administration of the SuperGold cardholders' scheme

22. The *% of activities that are delivered to agreed standards and timeframes* is a measure of our speed of processing and approving SuperGold claims to regional councils. The component measure is the average number of days taken to process claims received from regional councils. Days to process is defined as the difference between the date the payment was made and the date the claim was submitted/recorded in the Transport Investment Online or Land Transport Programme website by the regional council. Claims are received, validated and paid electronically.

Road safety promotion

23. The *% of activities that are delivered to agreed standards and timeframes* is a measure of timeliness and effectiveness in delivering road safety education, advertising and promotion. Components of this measure look at the percentage of the road safety education and advertising campaigns completed on time and the percentage of education and promotion programmes that meet forecast participation rates. All components have a 100 percent target and contribute equally to the overall result.
24. The *% of road safety advertising campaigns that meet or exceed their agreed success criteria* is a measure based on the success of road safety advertising campaigns. It is a composite measure reflecting the number and breadth of the advertising campaigns used, the varied media in which they are presented (including online) and the different aspects of the campaigns that are measured (including likeability, relevance, message takeout, likelihood to change attitude and prompted recall). These measures are collected from independently conducted surveys, media and website reporting.

MANAGING THE STATE HIGHWAY NETWORK

State highways improvements

25. The % of activities that are delivered to agreed standards and timeframes compares time, cost and quality of large, block and property acquisition programmes (at the time that construction commenced). It is a measure of the effectiveness of the Transport Agency as a project manager. Within each programme, time, cost and quality are equally weighted with targets of more than 90 percent. Aggregation to the overall result is based on weighted programme expenditure across the components in the given year.

State highway maintenance

26. The % of activities that are delivered to agreed standards and timeframes presents the physical achievement of maintenance and renewal activities (including progress of state highway pavement renewal programme) against the baseline. It is a measure to keep track of the delivery of physical performance targets. The single component aspect of this measure examines the proportion of state highway maintenance and renewal work completed compared with the planned kilometres and budget.

27. Safe stopping: % of network meeting surface texture standards reflects efficiency in meeting surface texture standards (to ensure safe stopping) as per sector research. Maintenance of the state highway focuses on ensuring skid resistance (to ensure safe stopping). Minimum acceptable levels of skid resistant are set in relation to the road environment. The annual programme of reseals (surface renewals) is driven (in part) by the need to maintain network skid resistance.

28. Network resilience: % of rutting >20mm over state highway network is the proportion of rutting above the 20mm threshold over the length of the state highway network. Rutting in the road surface (long shallow channels generally found in wheelpaths) is one of the key indicators of the health of the underlying pavement and the need for pavement renewal. Ruts often also hold water and thus lower skid resistance. This indicator is a condition asset performance measure under the Cabinet Office Circular CO 15(5).

29. Safe stopping: % of travel on network above skid threshold reflects efficiency in meeting surface texture standards (to ensure safe stopping) as per sector research. Minimum acceptable levels of skid resistance are set in relation to the road environment. The annual programme of reseals (surface renewals) is driven (in part) by the need to improve skid resistance. This indicator is a functionality asset performance measure under the Cabinet Office Circular CO 15(5).

30. Smooth ride: % of travel on network classed as smooth is the proportion of travel (proportion of vehicles kilometres travelled on the network surveyed) that occurs on pavements smoother than a nominated surface texture standard over the length of the network surveyed. This indicator is a functionality asset performance measure under the Cabinet Office Circular CO 15(5).

31. The % availability of state highway network. It is expressed as the sum of all unscheduled road closure incidences (both urban and rural) that have a significant impact on road users addressed within standard timeframes (ie urban less than 2 hours; rural less than 12 hours) and protocol over the total number of road closure incidences. This indicator is a functionality asset performance measure under the Cabinet Office Circular CO 15(5).

32. The % customer satisfaction reflects the proportion of the public who are satisfied with the availability of network information and the overall rating of the state highways in New Zealand. It is sourced from quarterly public surveys. These surveys are conducted online and designed with quotas set for target audiences according to age, race, sex and residential region (prescribed numbers are set for each to ensure balance and fairness). Additional computer aided telephone interviewing elements are used to target hard to reach groups.

NATIONAL LAND TRANSPORT PROGRAMME INVESTMENT INDICATORS

Public transport

33. The *productivity (costs per passenger kilometre) where available by bus, train and ferry* indicator reflects a new reporting requirement under the *Government Policy Statement on Land Transport 2015-25 (GPS)* that examines changing costs of public transport provision (bus, train and ferry) by passenger use. This is an aspirational measure that leverages the introduction of integrated ticketing. Information is currently only available for Auckland, Wellington and Christchurch – as the coverage of integrated ticketing improves throughout the period of the current National Land transport Programme (NLTP), the reporting from other regions will be included. The indicator's overall desired trend over the period of the NLTP is for reduced costs per passenger kilometre across the public transport modes of bus, train and ferry.
34. The *productivity (costs per passenger kilometre) where available by peak and off-peak* indicator reflects a new GPS reporting requirement that examines changing costs of public transport provision (bus, train and ferry) by passenger use. This is an aspirational measure that leverages the introduction of integrated ticketing. Information is currently only available for Auckland – as the coverage of integrated ticketing improves throughout the period of the current NLTP, the reporting from other regions will be included. The indicator's overall desired trend over the period of the NLTP is for reduced costs per passenger kilometre across the public transport modes of bus, train and ferry.

Walking and cycling

35. The *percentage increase in cycling trip legs per person across Auckland, Wellington and Christchurch* reflects the number of annual trips made by bike as measured in the annual Household Travel Survey conducted by the Ministry of Transport.

State highway improvements

36. The *productivity of the state highway network in major metropolitan areas* indicator measures lane capacity utilisation (network productivity) of the urban network. Productivity is measured in terms of the product of speed and flow compared with road lane optimal vehicle throughput. It demonstrates how effectively the current road network and operational management activities handle peak demand for vehicle movement. This indicator provides information to help deliver on our priority of making the most of urban network capacity. The higher the productivity percentage value the more productive the road network is, due to both speed and flow being maintained near maximum values (ie near free flow speed and capacity respectively). The lower the productivity percentage value the less productive the road network is due to either or both low traffic flow and speed. It is noted that low productivity may also occur in scenarios of low demand and therefore may not be due to poor network performance. This indicator is a utilisation asset performance measure under the Cabinet Office Circular CO 15(5).

APPENDIX 5: HOW OUR FUNCTIONS CONTRIBUTE TO OUR LONG-TERM GOALS

The following table sets out the contribution of our functions, through our 17 outputs to our long-term goals. More detail on these contributions is included in the NZ Transport Agency performance expectations section (pages 38–53).

FUNCTION	OUTPUT	GOAL			
		One network	Smart choices	Highway solutions	Maximising returns
Providing access to and use of the land transport system	Licensing and regulatory compliance		●		
	Road tolling		●	●	●
	Motor vehicle registry		●		
	Road user charges collection, investigation and enforcement		●		●
	Refund of fuel excise duty		●		●
Planning and investing in the land transport network	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 (NZ Police output)*		●	●	●
	Local road improvements*	●			●
	Local road maintenance*				●
	Regional improvements	●		●	●
	Managing the state highway network	State highway improvements			●
State highway maintenance				●	●

*We do not deliver these activities directly. We invest in them through the National Land Transport Programme and the activities are delivered by approved organisations such as local authorities. Information on how we assess our investment performance is included under the output class investment management, on page 43.

**We partly deliver these services along with approved organisations/local authorities.