

# NZTA Improvement Plan

## Transport Capital Infrastructure Projects (TCIP):

In 2024 the New Zealand Transport Agency (NZTA) Board commissioned an independent review of the Agency's performance in delivering transport capital infrastructure projects to seek assurance that the organisation had the capability required to deliver the increased work programme following the Roads of National and Regional Significance.

This TCIP Improvement Plan was developed to coordinate our response to the recommendations of the TCIP Report. There were 46 recommendations in total, of which 34 were known issues with improvement initiatives already underway at the time of the report. The project scope for four inflight projects was expanded to incorporate TCIP recommendations relevant to that project. This enables us to leverage existing momentum and deliver recommendation improvements faster.

Three new projects were established to address recommendations focused on building pipeline confidence, lifting capability and exploring options to reinforce independent investor assurance.

There were 6 recommendations that had broader implications for the Agency, these have been provided to the Board and Executive Team to inform strategic discussions underway as part of the Agency's drive for simplification and increased efficiency and effectiveness.

In some cases, NZTA addressed the TCIP findings using a different approach to what was recommended in the report. This was after a more effective solution was identified in the course of implementing the recommended change.

As of 18 September, 46% of recommendations have already been delivered, with most of the remaining recommendations on track to deliver by March 2026. TCIP Improvement Plan oversight will continue until then, after which any other recommendation not already actioned will be transitioned to BAU improvement projects.

### Summary of Recommendations

Recommendations that were going to be delivered by improvement projects already underway at the time of the TCIP report. These projects are expected to deliver most TCIP recommendations by March 2025, with any residual embedding of new processes through to 30 June 2026.

Recommendations	Project (inflight at the time of the report)	% complete (as of 18 Sept)
11	Portfolio, Programme & Project Management (P3M) Embed	54%
6	Transforming Project Delivery (TPD)	66%
7	Commercial Delivery Uplift (CDU)	43%
10	Infrastructure Procurement Strategy (IPS)	60%

New improvement initiatives were established to address other key recommendations of the report. These include:

Recommendations	Project (newly established in response to the report)	% complete
2	Pipeline Confidence	50%
2	Independent Investor Assurance	In progress
2	Competency & Capability Uplift	50%
6	Recommendations that impact organisational strategy, design or structure	Not in scope in the Improvement Plan but provided to leadership

## Highlights of completed improvements since the TCIP report

Most of the improvement opportunities identified in the report were already known issues to NZTA, with changes already being undertaken with existing improvement projects. Here are the most significant uplifts that were inflight, but not in scope of the review, but have since been delivered.

- The Transport Services business group has completed a transition to the **P3M best practice** project delivery model. This includes the establishment of **structured governance** in the form of a Regional Portfolio Governance Group and National Portfolio Governance Group. Maturity in this space is increasing with ongoing governance training and coaching, enabling more effective management and decision-making.
- The establishment of a robust **Portfolio & Programme Office** and more **consistent and meaningful reporting** for the above governance groups to enable more data-driven performance conversations and management oversight.
- Significant uplift in commercial capabilities within key capital infrastructure projects. This includes the creation of a **cost estimation panel** and use of **AI tools** for a more accurate indication of costs. NZTA has recruited several **senior commercial leads** who are embedded into key project teams for ongoing commercial acumen and leadership.
- NZTA has improved performance in the project development stage with the introduction of a **decision-led approach**. This has significantly reduced the time to develop State Highway project investment cases and has now been published on the NZTA website to provide sector guidance.
- NZTA has carried out competency assessments against NZTA project delivery standards and subsequently established **a comprehensive training programme**, set up coaching or mentoring and refreshed learning material to address competency gaps and drive consistency.
- NZTA has reinforced its position that the State Highway Improvement Plan (SHIP) is the tool that provides visibility of the programme of work to help instil sector **confidence in the pipeline of work** thereby encouraging innovation or investment in capability development. This continues to be promoted and discussed with key suppliers at the Industry Liaison Meetings each quarter.

## Details of action taken or underway in response to TCIP Report recommendations

Recommendations	Action taken or underway	Status
R1.1: Create “end to end” ownership accountability for the project.	NZTA Transport Services move to a P3M operating model in September 2024 clarified project accountability and established national and regional portfolio governance groups (NPGG and RPPG).	Complete Feb-25
R1.2 Review overall accountabilities within NZTA arrangements considering our view that an investor / client / deliverer accountability split is the most effective.	Being considered by leadership in organisational improvements.	Not in scope
R1.3 Ensure that there is an uninterrupted project accountability chain (“solid line”) from the Project Director up to the Group General Manager, Transport Services for Project Delivery, and from the Principal Transport Planner up to the Group General Manager, Transport Services for business case preparation.	The accountability chain has always existed but recently reinforced into people’s mindsets by Transport Services’ transition to P3M and establishment of the national and regional portfolio governance groups.	Complete Feb-25
R1.4 Governance groups for projects should be viewed as internal stakeholder clearing houses that review decisions prior to the accountable decision maker exercising their delegation.	This has been reinforced through communications, governance and sponsorship training, governance coaching and increasing governance maturity over time.	Complete Feb-25
R1.5 Develop a set of portfolio and project performance measures that are regularly measured internally, and where possible externally benchmarked.	The Portfolio & Programme Office (PPO) has now been established with robust NPGG reporting. Project KPIs are now discussed at Transport Services Group Leadership Team (GLT) monthly operational discussions. External benchmarks are a future enhancement by the PPO.	Complete Jun-25
R2.1: Increase the size and capability of client-side delivery teams to improve NZTA’s ability to act as an informed and involved client; better manage project complexity and risks; drive higher performance through technical leadership and interrogation of external service providers and so drive better value for money outcomes.	NZTA has successfully recruited senior commercial managers as dedicated Commercial Delivery Leads across high-risk, high-value projects. They are accountable for driving commercial performance, ensuring value for money and providing strategic leadership to strengthen delivery confidence. Additional measures described below (R2.2) also apply to this recommendation.	Partially complete and still in progress
R2.2: Develop and implement a short, medium and long-term resource plan to increase internal capacity and capability to deliver the increased pipeline of work. This would include defining the role of NZTA verses the role of market now and in the future.	NZTA projects are categorised in line with a scale and complexity model that informs project resourcing. Ongoing improvements to resourcing are happening in line with increasing maturity. The Agency is currently actively managing headcount to ensure that resources required for delivery are prioritised appropriately.	Partially complete and still in progress
R2.3: Establish a structured, formal training programme that covers both technical expertise and the NZTA ways of working and relevant key processes. This will improve the competency of employees in their area(s) of expertise and will also improve internal efficiency.	The project management team have recently completed competency assessments, with targeted training now underway to align with the SM011 NZTA project management standard. A new online training resource has been developed and an intensive training programme implemented. The Decision Led Approach (DLA) training has been developed and successfully rolled out.	Complete Jul-25

Recommendations	Action taken or underway	Status
R2.4: Build internal capabilities and / or capacity to meet immediate needs through a combination of recruitment and targeted training and development of existing NZTA staff.	See above training activity in addition to recruitment underway. The Agency is actively managing headcount to ensure that resources required for delivery are prioritised appropriately.	Partially complete and still in progress
R2.5: Develop a contingent labour strategy including possible use of sole operators, professional service contractors and delivery partners to address short term deficiencies in NZTA capability and / or capacity	NZTA already makes use of professional service contractors and consultants to boost internal capability or capacity. Additional guidance for contingent resource has been provided through improvements rolled out as part of the Infrastructure Procurement Strategy.	Complete Sep-25
R3.1: Ensure experienced designers, property team representatives, consenting team representatives, schedulers and subject matter experts in other critical pre-implementation and implementation risk areas (constructability, utilities, contamination etc.), are involved in the risk assessment processes used to identify and quantify risks and to inform the calculation of the risk contingency.	The TPD project is currently updating risk assessment processes by formally integrating input from key disciplines such as consenting, property, scheduling, and technical experts.  New guidance is being developed to support early engagement, risk-adjusted scheduling, and clearer scope definition—strengthening delivery assurance across high-value projects.  Recruitment is underway for Risk and Schedule Specialists to support the risk assessment process  Training underway to roll out a new risk management system.	In progress
R3.2: Increase investment during the detailed business case and pre-implementation phases in technical development, investigations, early works or other measures that de-risk projects prior to award.	The TPD project is currently developing more robust project assurance and risk management practices and processes, including early engagement of property, consenting and design specialists	In progress
R3.3: As preferred practice, do not award a physical works contract until consenting is completed and consent conditions are addressed in the contract; and all property acquisition issues are understood such that land access will not become a basis of claim. If it is essential that a physical works contract is awarded before consenting and property acquisition is complete (e.g. disaster recovery projects), a detailed understanding and quantification of the risks should precede contract award, and the contract should include specific regimes for dealing with these uncertainties.	The assurance and stage gating processes are being refreshed to align with improvements from the TPD project. (see 3.1 recommendation action). This includes clearer guidance at the commercial procurement stage gate, particularly around environmental planning, consenting and property risks—ensuring these critical factors are addressed early to support confident investment decisions.  Enhanced commercial oversight and governance is now in place prior to contract award. Senior managers are briefed on key risks and mitigation strategies—particularly those related to consenting and property acquisition—to support informed and confident decision-making.	In progress
R3.4 Update the cost estimating manual SM014	Work is underway to clarify new processes impacting the SM014 cost estimation manual. The manual will then be updated to reflect simplified, fit-for-purpose practices and is scheduled for publication by March 2026, supporting improved consistency and reliability in project cost estimation, including contingency assessment and management.	In progress
R4.1 Establish a structured, independent (of NZTA personnel), gated project assurance process for projects that are greater than \$100M in value (i.e. high value) or classified as high risk, which assesses the readiness of projects to proceed to the next phase in the project lifecycle, and the likelihood of them successfully delivering the required objectives (including consideration of scope and budget). The assurance process	NZTA continues to improve its assurance frameworks with clearer guidelines of assurance activity in line with project scale and complexity  Discussions with Treasury New Zealand are underway to review the Gateway assurance process, particularly for high-value, high-risk work.  There are several assurance activities already in place to provide investor assurance, including	In progress

Recommendations	Action taken or underway	Status
should verify that project phase deliverables are of an appropriate standard at each project gate.	external peer reviews for projects over \$20M. The Agency will continue to improve existing processes as it seeks to clarify and strengthen its role as "Investor".	
R4.2 Introduce a 'light', independent (of project team), gated project assurance process for projects less than \$100m or low risk, that requires a lower level of assurance activities commensurate with project size and risk profile.	There is an existing process to approve low risk projects less than \$100M. A review is currently underway to identify opportunities for simplification.  A streamlined, gated assurance approach will be trialled ahead of broader implementation, supporting more proportionate oversight and faster delivery for lower-risk investments.	In progress
R4.3: Ensure that assurance reviews prior to investment decisions specifically provide an opinion on whether the budget estimate to deliver the defined scope is robust and accounts for all issues including risk contingency and escalation.	A review of stage gate requirements is currently underway. Final improvements will incorporate an assessment of budget estimate confidence as per this recommendation.	In progress
R5.1 Prepare a rolling 10-year, prioritised pipeline of road capital works projects, updated periodically to reflect changes in Government priorities. This pipeline would prioritise projects in a similar manner to the current 3-year NLTP but would not be fully funded.	The State Highway Improvement Plan (SHIP) serves as the 10-year pipeline of work. NZTA has published the SHIP 2024-34 and an improvement programme relating to the development of the SHIP 2027-30 on its website. This has been actively communicated to key suppliers through the quarterly Industry Liaison Meetings (ILM), supporting sector confidence and capability investment.  In addition, NZTA is developing a 30-year plan due for release in February 2026. This long-term view will guide future investment decisions and system-wide planning.	Complete Aug-25  In progress
R5.2 Seek Government approval of the 10-year, prioritised pipeline and its public release	NZTA is actively collaborating with the Infrastructure Commission on the development of the National Infrastructure Plan (NIP), including formal NZTA input to the draft NIP.	Partially complete and still in progress
R6.1 Review the risks associated with the consenting court challenges and the level of optioneering being undertaken in DBCs, to verify that these risks are being appropriately managed and to minimise wasted optioneering effort.	The first edition of draft guidance has been developed and shared on the NZTA website. <a href="https://nzta.govt.nz/roads-and-rail/highways-information-portal/standards-and-guidelines/decision-led-approach">https://nzta.govt.nz/roads-and-rail/highways-information-portal/standards-and-guidelines/decision-led-approach</a>  This will help to strengthen project planning and implementation, with a focus on proactively assessing and managing consenting risks. A new project initiation framework is in development to embed environmental planning from the earliest phases, ensuring alignment with strategic outcomes and reducing delivery risk.  The Decision-Led Approach sharpens the focus on essential optioneering activities that support informed decision-making and proactive risk management, resulting in a more fit-for-purpose optioneering process.	Partially complete and still in progress
R6.2 Ensure that business cases are used effectively to narrow the project options being considered.	NZTA has formally adopted the new Decision Led Approach as standard methodology for developing all state highway investment cases, following Board approval. Initially piloted on Roads of National Significance, the approach has now been extended across all NZTA projects to drive more targeted, timely and transparent decision-making.  Guidance to support sector-wide implementation has been published on the NZTA website.	Complete Jul-25

Recommendations	Action taken or underway	Status
R6.3 Ensure the DBC reflects an advanced understanding of critical project issues and risks for the preferred option, including technical requirements and constraints, likely consenting conditions; and property requirements and acquisition timing. Increase investment in technical development and investigations to improve scope and risk definition.	NZTA has invested in the roll-out of a new digital system designed to strengthen project risk management across the portfolio. The Active Risk Manager (ARM) tool enables project managers to consistently capture, document, and manage risks in real time.  System training is underway for 200 users, ahead of full implementation in October 2025.  The Decision Led Approach places emphasis on identifying key decisions and risks, ensuring that decision-makers and the Investor receive the critical information needed to make informed and robust choices.	Partially complete and still in progress
R6.4 Ensure that the scope for the preferred option is well defined on completion of the DBC, and that the scope risk is well understood, quantified and allowed for in the DBC estimate risk contingency	The newly developed Decision-Led Approach embeds clearer scope definition, proactive risk identification and structured contingency management to support more robust and informed decision-making.  NZTA has introduced Contingency Matrix, a structured tool to improve the accuracy of capital cost estimates by aligning contingency allowances with the confidence levels of project data and risk exposure.	Complete Jul-25
R6.5 Revisit the investment decision prior to the appointment of a contractor if a material scope change occurs following the approval of the project business case (including due to property and consenting decisions).	The assurance and stage gating processes are being reviewed and will be updated to reflect this recommendation and incorporate improvements from the TPD project. (see 3.1 recommendation action)	In progress
R6.6 Ensure project teams include a detailed and efficient business case work scope (not project scope) in the project plan for the preparation of the DBC. The DBC preparation activities should be tailored to the project and the project characteristics (including size, complexity and critical risks).	The newly developed Decision Led Approach strengthens project delivery by embedding clearer scope definition, proactive risk identification, and structured contingency management. It is further supported by an enhanced approach to project initiation, which promotes robust project establishment and cultivates a high-performance team culture from the outset.	Complete Jul-25
R7.1 Prepare a delivery model selection guideline that is specific to road infrastructure delivery. The guideline should support the development of a delivery model tailored to the specific project that includes the optimal design strategy, packaging strategy, contract model and supplier selection method. The delivery model selection process should be led by experienced delivery professionals with a strong knowledge of the alternate delivery models	The NZTA Infrastructure Procurement Strategy is being implemented across the Agency. It includes an updated procurement model selection matrix, refreshed contract models, and a structured supplier selection method to support more consistent, value-driven procurement outcomes.  To ensure successful adoption, the selection process is being supported by experienced senior procurement specialists, while NZTA continues to build internal capability and strengthen its commercial acumen.	Complete Sep-25
R8.1 Assess the long-term market structure that best serves the needs of NZTA and actively structure procurement packaging and implementation strategy to encourage that market formation.	NZTA has completed a market assessment and developed packaging strategies to promote diversification and resilience across the infrastructure sector.  To further stimulate competition and enhance transparency, NZTA has published the Major Projects Programme, providing clear visibility of upcoming opportunities to the sector.	Complete Apr-25
R8.2 Develop a market that allows for delivery of a combination of large, medium and small projects by Tier 1, Tier 2 and Tier 3 contractors respectively as head contractor. This is likely to	The Infrastructure Procurement Strategy includes the development of an Infrastructure Supplier Directory, designed to enhance visibility and streamline engagement across the sector – including professional services. This directory	Partially complete and still in progress



Recommendations	Action taken or underway	Status
include supporting the development of contractors from Tier 3 to Tier 2 in particular.	supports more efficient sourcing and promotes market diversifications.	
R8.3 Develop a long-term strategy to grow the Tier 2 contractor market and increase the proportion of NZTA projects being delivered by Tier 2 contractors as head contractors. This may include using construct only contracts on smaller and less complex projects (up to approximately \$150m), and tailoring procurement processes to support Tier 2 engagement	NZTA is adopting a regional approach to strengthen market participation from Tier 2 and Tier 3 contractors. Tailored 'regional block' programmes have been developed to better align with the capabilities of these contractors, improving visibility of capacity and enabling more inclusive and strategic procurement decisions.  In parallel, work is underway to build a regional programme in the SH maintenance and renewals space, focused on low-cost, low-risk and resilience projects, supporting broader outcomes and delivery confidence.	In progress
R8.4 Consider a structured training programme to increase industry capacity in key workforce categories, including through training schools and apprenticeships	NZTA actively seeks information on training and apprenticeships from suppliers as part of the tender process. This is a key component of the selection criteria as per the new Infrastructure Procurement Strategy.  As standard, NZTA provides ongoing support for training and development for suppliers with capital projects over \$9m.	Complete Mar-25
R8.5 Train key service providers in changes to NZTA's processes, including changes arising from the TCIP Review. This should include training in the following critical areas: cost estimation, quantitative risk assessment and schedule risk assessment; risk identification, assessment and management; business case requirements; and project assurance. NZTA should subsequently monitor performance through active NZTA management and the PACE system.	NZTA has strengthened supplier performance reporting through the rollout of the iPACE digital tool, supported by active senior management oversight.  Performance insights and innovations are regularly shared with suppliers through multiple channels- workshops, webinars, conferences, meetings and communications.  Commercial capability uplift in key areas such as cost estimation, quantitative risk assessment and schedule risk assessment; risk identification, assessment and management are well underway with improved foundational functions, such as the establishment of a Cost Consultant Panel with key cost estimation roles and responsibilities, implementation of Active Risk Manager, Development of Contingency assessment and management guidance currently underway, including the rollout of project management scheduling software (Primavera P6).	In progress
R8.6 Use the NZTA PACE system to understand contractor performance across the NZTA portfolio, and to inform market engagement and future tender evaluation.	NZTA has implemented the iPACE digital tool to strengthen supplier performance tracking. This performance KPI is now embedded in the monthly GLT operational performance measure discussions and is actively managed to support continuous improvement and accountability.	Complete Jun-25
R8.7 Ensure that NZTA proactively manages issues and potential impacts of contractors that have systemic performance issues.	NZTA has implemented the iPACE digital tool to strengthen supplier performance tracking. This performance KPI is now embedded in the monthly GLT operational performance measure discussions and is actively managed to support continuous improvement and accountability.	Complete Jun-25
R9.1 Update the cost estimating manual SM014 to require the Inclusion of escalation in all estimates of the project outturn cost.	Work is underway to clarify new processes impacting the SM014 cost estimation manual. The manual will then be updated to reflect simplified, fit-for-purpose practices and is scheduled for publication by March 2026, supporting improved consistency and reliability in project cost estimation. SM014 is being updated to include the requirement for escalation to be	In progress

Recommendations	Action taken or underway	Status
	included in all estimates to provide improved cost confidence in relation to the projects outturn cost.	
R10.1 Ensure that scope and funding adjustment approvals are obtained prior to the corresponding costs being incurred or committed to.	<p>Scope and price adjustments are actively monitored by the VOS Committee and PPO, with maturity continuing to build as P3M practices become embedded. Updated guidance and training materials will reinforce this step, ensuring consistent application across the portfolio.</p> <p>To strengthen governance visibility, NZTA is implementing a performance reporting mechanism that tracks when scope and price changes occur—supporting more informed decision-making and continuous improvement.</p>	In progress
R11.1 Consider the improvement opportunities that have been identified in the Effective Delivery Framework (EDF) Assessment and the Systems, People and Innovation Enablers Review, that have been provided separately to NZTA	NZTA applies a standardised project lifecycle as outlined in the SM011 Transport Services Project Management Guide. This framework ensures consistency across infrastructure delivery and includes a competency model used to assess project manager capability. Insights from the assessment have informed a targeted training programme now underway to uplift commercial and technical skills across the organisation.	Partially complete and still in progress
R11.2 Develop and implement a standardised approach to benefits realisation assessment.	<p>NZTA adheres to the NLTP Benefits Framework for all investment cases, ensuring each project includes a benefits profile aligned to NZTA and Crown strategic outcomes. While this foundation is well established, there are clear opportunities to strengthen benefits management practices.</p> <p>These improvements are being actively explored as part of NZTA's broader effort to uplift P3M and Asset Management maturity.</p>	Partially complete and still in progress
R11.3 Update the documentation to reflect the current process.	An update to the SM011 Transport Services Project Management Guide is scheduled for release in 2026. This update will reflect finalised process changes currently being developed through key initiatives including Transforming Project Delivery (TPD), P3M, and other recommendations from the TCIP Improvement Plan.	In progress
R12.1 Ensure that client-side teams take a more rigorous approach to the management of consultant contracts, to provide certainty that consultant deliverables meet all contract obligations.	<p>NZTA has implemented iPACE 2.0 to enhance supplier performance monitoring across all new professional services contracts in capital delivery. The system will extend to maintenance contracts from April 2026, ensuring consistent evaluation.</p> <p>An effective management framework has been rolled out to all NZTA project and contract managers, supporting internal capability uplift and embedding performance accountability into monthly reporting and procurement processes.</p>	Complete Jun-25
R12.2 Ensure that consultant performance management frameworks such as the PACE system drive performance improvement and are considered in future consultant procurement processes	With the rollout of iPACE 2.0 and the supporting management framework now complete, NZTA will use iPACE performance scores as a key selection criterion for all new consultancy engagements. This marks a significant step in embedding performance accountability into procurement processes and driving continuous improvement across professional services contracts.	Complete Jun-25



Recommendations	Action taken or underway	Status
R12.3 Use outcomes focused procurement approaches that drive the engagement of high-quality service providers (including the use of in-house subject matter experts in the consultant procurement processes), as well as building market capability and capacity by providing paths for new entrants and smaller service providers.	NZTA Infrastructure Procurement Strategy including a focus area to ensure that NZTA is embedding outcomes focused procurement approaches. Establishing programme and project procurement strategies to support market growth and capability uplift is supported by Transport Services Chief Advisors.  The newly launched Infrastructure Supplier Directory enhances visibility across the sector, including smaller providers, enabling more inclusive and informed procurement decisions.	Complete Sep-25
R12.4 Improve the management of professional services providers through the provision of training and development in contract management and commercial acumen; supported by periodic auditing of service providers and the use of an independent assurance process (refer section 4.4) to drive a focus on quality-of-service provider outputs.	A comprehensive training programme is now in place for contract and project managers, focussed on strengthening commercial and technical competencies critical to delivery.  This complements the newly implemented effective management framework and iPACE supplier performance reporting. Additionally, supplier performance is being regionally moderated under the leadership of Transport Services Chief Advisors, ensuring consistent standards and accountability across the network.	Complete Sep-25
R13.1 To the maximum extent possible, ensure personnel engaged in project leadership roles (Principal Transport Planner and Project Director) remain in these roles throughout the development and implementation phases respectively.	Now embedded as a key principle of the practice-based resource allocation process via the endorsed resourcing framework.	Complete Jul-25
R13.2 Ensure that Project Sponsors have adequate skills, knowledge and support to perform their roles effectively, including through the provision of targeted coaching where necessary. This recommendation should also be read in the context of the role of Project Sponsor as an internal client – refer recommendation R1.1	As assessment against the NZTA Project Management Manual SM011 has been carried out for project managers. Extensive commercial and project management training is now underway to get the team onto a consistent high capability level.  Sponsor governance training has been successfully rolled out with governance coaching in place to support ongoing maturity.  In parallel, an external P3M maturity assessment is in progress to establish a baseline and inform future development requirements.	Partially complete and still in progress
R14.1 Develop a database of key project data for completed and in-delivery projects, including cost and time data, that can be used to establish benchmarks and inform future estimation and project risk assessments.	Development is underway to develop a “cost book” which will include regional baseline cost data for capital projects and will provide guidance for future investment cases.  NZTA is currently lifting its digital capability and data strategy, including enduring platforms for data storage, access and use.	In progress
R15.1 Establish a pre-“Point of Entry” fund (say of \$100M) to allow sufficient works (network objectives, scope, land, risks) to determine a high-level project budget for all potential projects.	Is being considered in work underway to define the value chain and function of NZTA’s “deliverer” role.	Not in scope
R16.1 Given the recurrent nature of disaster recovery projects and their significance in the NZTA portfolio, consider introducing standing arrangements and resources that support the response to disasters efficiently and effectively, including (for example) allocation of key people in a standing recovery team structure; establishment of panels of contractors with agreed commercial terms; and development of principles for the scope of recovery projects	Being considered by leadership in organisational improvements.	Not in scope

## Glossary

Term	Definition
Active Risk Manager (ARM)	Is a digital enterprise risk management tool that will be used across NZTA projects to support proactive, consistent, and integrated risk management.
Commercial Delivery Uplift (CDU)	Is a strategic initiative focussed on enhancing commercial capability across our capital projects, in particular high-risk and high-value projects.
Decision Led Approach (DLA)	Is a framework being embedded across the state highway infrastructure projects to improve efficiency, decision quality and alignment with the Government Policy Statement (GPS) 2024-27.
Infrastructure Procurement Strategy (IPS)	Is a major programme approved by NZTA Board in August 2023. It is designed to transform how infrastructure is procured and delivered across the transport sector.
iPACE	Is NZTA's upgraded digital tool for evaluating supplier performance using new Performance Assessment and Contract Evaluation (PACE) framework.
Portfolio & Programme Office (PPO)	Is the organisational hub within Transport Services responsible for translating strategic priorities into actionable programmes and projects. They provide best practice portfolio management across NZTA's capital and maintenance programme of work and ensure projects deliver to NZTA's long term plans.
Portfolio, Programme & Project Management (P3M)	Is a structured framework used by NZTA to manage transport initiatives across national and regional portfolios. It ensures that the right projects are selected, delivered effectively, and aligned with strategic goals.
State Highway Improvement Plan (SHIP)	Is NZTA's strategic 10-year plan for maintaining, operating, renewing, and improving New Zealand's state highway network.
Transforming Project Delivery (TPD)	The project aims to improve the efficiency, consistency and value of the project delivery lifecycle. Phase 1 focused on the project development stage and has introduced the new Decision Led Approach methodology. Phase 2 looks at improvements in the pre-implementation stage of project delivery.
Value Outcome & Scope (VOS) Committee	is a senior governance body within NZTA's Transport Services group. It plays a pivotal role in decision-making, assurance, and funding endorsement for high-risk and material transport projects, particularly those funded through the National Land Transport Fund (NLTF) and increasingly for Crown-funded initiatives.