

An aerial photograph of a multi-lane highway, likely the State Highway 1 in New Zealand, winding through a lush green valley. The highway has several lanes in each direction, with a central median and side medians. There are some vehicles visible on the road, including a white truck and a blue car. The surrounding landscape is a mix of green fields, trees, and hills. In the background, there are large, rounded hills with some vegetation. The sky is clear and blue. The image is framed with rounded corners and a blue gradient overlay at the bottom left.

# **NZ Transport Agency Waka Kotahi annual report**



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# Chair and chief executive overview

## He tirohanga whānui nā te heamana me te pou whakahaere

It has been a busy 2024/25 – a year in which we worked closely with our partners and stakeholders to refocus the role of NZ Transport Agency Waka Kotahi (NZTA) in the land transport system in line with government priorities.

We implemented the first year of the Government Policy Statement on land transport (GPS) 2024, which reintroduces increasing economic growth and productivity as a priority, alongside increasing maintenance and resilience, safety and value for money. This past year was also the first year of the 2024–27 National Land Transport Programme, which sets a path forward for increased funding of core maintenance work as well as new projects.

We are committed to setting clear expectations for our role, aspirations and priorities. This translates to simplifying how we work, which underpins our new organisational strategy – Te Ara ki Tua, agreed by our Board in August 2025. This strategy refocuses us on our core roles in the land transport system: a planner, investor, regulator, deliverer, asset manager and customer service provider. It will support us to become a more modern, efficient and outcome-focused organisation that delivers our roles and provides value for money.

As part of this shift, we're on track to deliver savings across the organisation by taking actions such as strengthening our commercial capability, revising our approach to our most significant maintenance contracts, and making better use of technology. Standardised infrastructure designs and business cases are helping us deliver faster, more consistent outcomes with lower long-term costs, supporting a more efficient, value-for-money approach to infrastructure investment. We renewed our focus on delivering the Roads of National Significance (RoNS) and Roads of Regional Significance (RoRS) programmes. Investment cases for the Roads of National Significance programmes met their mid-2025 completion targets and were presented to the Board for consideration.

This year, we marked the opening of Te Ahu a Turanga, a new four-lane highway replacing the old Manawatū Gorge Road, which closed in 2017 following major landslides. This highway is a vital connection for freight operators, businesses and the wider community, and will now deliver significantly improved safety, reliability and resilience.

The reopening of State Highway 1 Mangamuka Gorge was a notable accomplishment. Multiple weather-related landslides closed the highway in August 2022. The repair effort was a collaborative undertaking that overcame challenging and difficult terrain. We also made significant progress on the Takitimu North Link, which will provide an efficient, more reliable and safer route between Tauranga and Te Puna.

Additionally, the delivery contract was signed to commence the State Highway 2 Melling Transport Improvements, procurement commenced for the Warkworth to Te Hana section of the Northland Corridor, and pre-implementation commenced for the second Ashburton bridge.

Accelerating the use of technology, innovative transport solutions and improved information systems remains a priority for us. Our new NZTA app offers significant self-service benefits and has progressed well, growing to more than 148,000 registered users by year end. We are shifting towards digital service delivery to reduce operational costs and improve access to our regulatory and customer services. This shift is part of our Service Modernisation Programme, which is well underway.

A safe transport system is critically important and remains top of mind for us. It has been positive to see a downward trend in the number of road deaths and serious injuries over the year, although a lot of work remains. We are working at pace towards safer infrastructure, such as by repairing potholes and increasing maintenance, and are investing in new safety measures, public education, and funding for road policing and enforcement.

Ongoing challenges such as cost pressures (largely due to external operating conditions, supply chain disruptions, and the ongoing impacts of inflation) remain. The sustained impact of severe weather events challenges the resilience of both our roads and our maintenance programmes.

Bringing new public transport products to market under the National Ticketing Solution presented challenges, with timelines extending beyond initial expectations. Supplier performance, particularly market readiness, remains a focus area, and changes to the process around Integrated Delivery Contracts are underway which will improve our ability to drive performance.

Regulatory compliance continues to present complexities. We have seen improvements in driver licensing wait times, marking a significant turnaround from earlier in the year. Revenue collection also performed strongly, with ongoing efforts to ensure alignment with financial reporting standards.

The transfer of safety camera operations from NZ Police has proceeded smoothly and efficiently, and we took sole responsibility for all safety cameras from 1 July 2025.

Looking ahead, NZTA faces a substantial pipeline of upcoming projects as outlined in the 2025/26 statement of performance expectations. We are committed to implementing service modernisation and regulatory reform, both of which remain important focus areas. In addition, we are exploring some government initiatives such as fleetwide road user charges, modernising drivers licences and a new approach to the driver licensing process.

We acknowledge the hard work of all our staff, partners and stakeholders in moving us forward. Together we will deliver a transport system that is productive, is resilient and provides for economic growth now and in the future.



**Simon Bridges**  
NZTA Board Chair

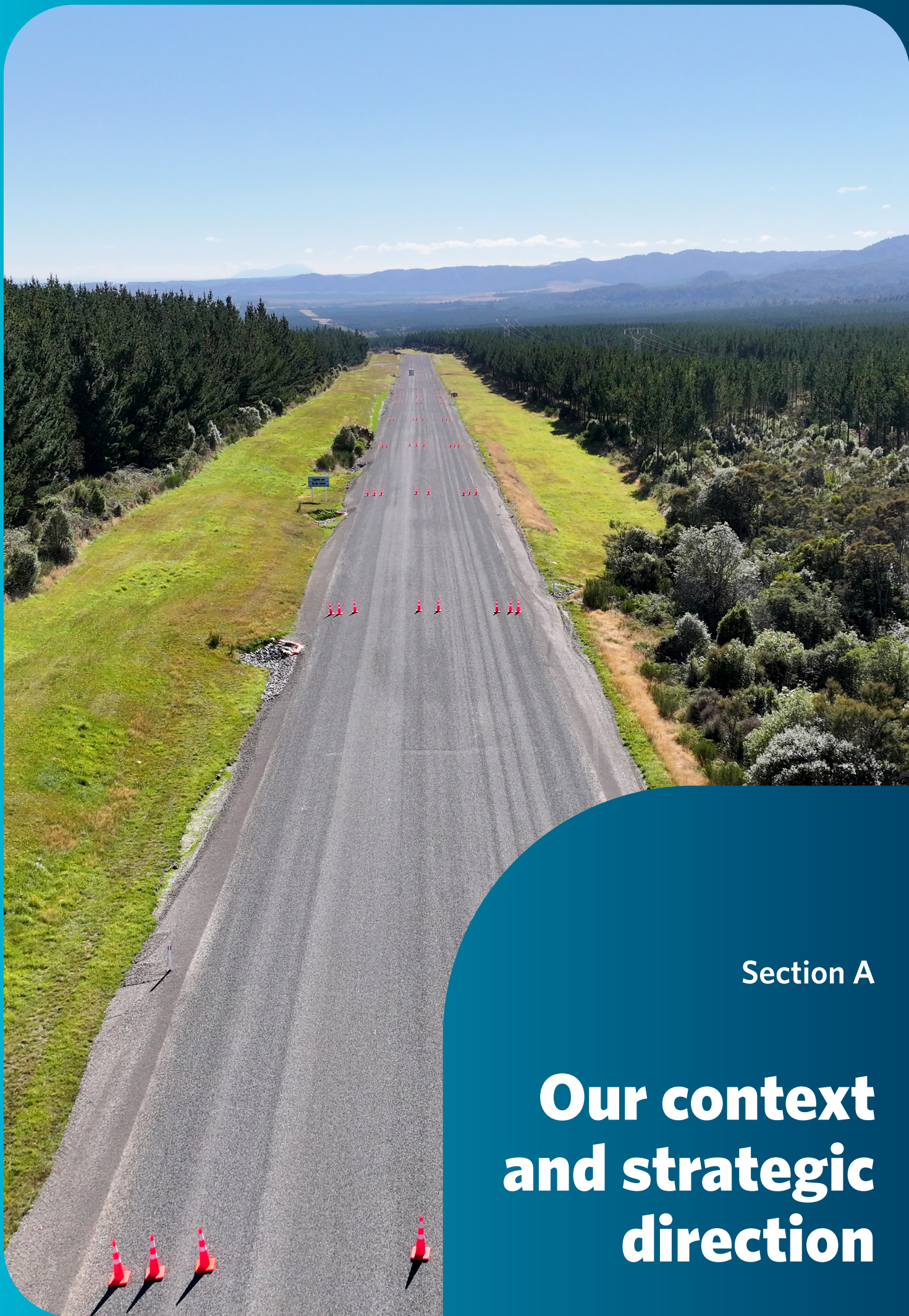
A handwritten signature in black ink, appearing to read 'S Bridges'.



**Brett Gliddon**  
NZTA Chief Executive

A handwritten signature in black ink, appearing to read 'B Gliddon'.





Section A

**Our context  
and strategic  
direction**



# Transport outcomes framework

From a long-term investment perspective, the Ministry of Transport's transport outcomes framework guides our work and investments. The framework was launched in 2018. It describes 5 long-term outcomes for the transport system: inclusive access, economic prosperity, resilience and security, environmental sustainability, and healthy and safe people.

The New Zealand Transport Agency's land transport benefits framework aligns with the transport outcomes framework and is intended to endure as strategic priorities in the Government Policy Statement on land transport (GPS) are refreshed. Benefits and measures from the benefits framework are used in all planning and business cases for transport investment. For more information on our investment and decision-making approach and tools, visit: [nzta.govt.nz/planning-and-investment](https://nzta.govt.nz/planning-and-investment).

## Government Policy Statement on land transport

The GPS sets out the land transport investment priorities for a 10-year period and is updated every 3 years. It guides how we invest the National Land Transport Fund (NLTF) and how we prioritise activities in regional land transport plans for inclusion in the National Land Transport Programme (NLTP). GPS 2024 reintroduces economic growth and productivity as priorities for land transport expenditure and focuses on maintaining the road network and making sure people and freight can get where they need to go quickly and safely. The 2024/25 financial year is the first year of both GPS 2024 and the 2024-27 NLTP.

The NLTP is a 3-year programme that details how we, along with our partners, plan to invest the NLTF to create a safer, more accessible, better connected and more resilient land transport system for New Zealand. The Land Transport Management Act 2003 requires NZTA to give effect to the GPS when planning and funding land transport. We prepare a separate annual report on the NLTF, which starts from page 183.

GPS 2024 has 4 strategic priorities:

- economic growth and productivity
- increased maintenance and resilience
- safety
- value for money.



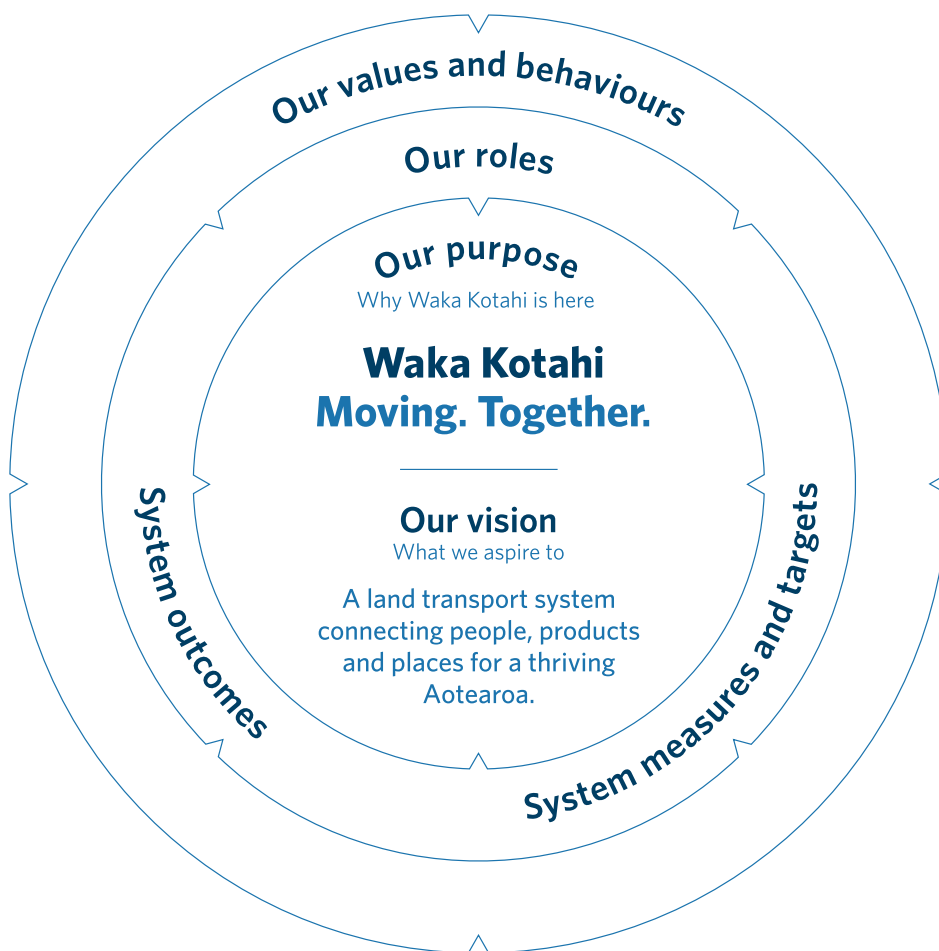
# Our strategic direction – Te Kāpehu

In 2024/25, we were guided by Te Kāpehu, our strategic direction, which outlined our place and aspirations within the wider land transport system, what we wanted to achieve as an organisation and how we would go about achieving that (see figure 1).

Te Kāpehu has 4 system outcomes, which were the long-term changes to the transport system we focused on to realise our vision. These outcomes focus on a land transport system that is safe, environmentally sustainable, effective and efficient in moving people and freight, and meeting current and future needs.

Looking ahead, we are refreshing our strategic direction to align with our legislative role, frameworks and the government's transport priorities.

**Figure 1 – Te Kāpehu | Our Compass**



# Our values and behaviours – Ngā mātāpono

Our four values and behaviours support the delivery of our strategy and shape our culture and the way we work together:



## **Kia Māia** Be Brave

Our outcomes are better when we bring courage and self-belief to our passion and belief.



## **Ngākau Aroha** Have Heart

We have the wellbeing of our people, community and planet at the heart of everything we do.



## **Kotahitanga** Better Together

We achieve great things when we work together to build trusted relationships inside and outside NZTA.



## **Mahia** Nail It

We create an enduring legacy, delivering our best work every day.

## Our system outcomes

The long-term system outcomes in Te Kāpehu capture why we are here, where we were heading and what our destination is.

For each system outcome, we identify a set of NZTA results (short-term to medium-term outcomes) that capture how the system and the way we work with our partners need to change for us to achieve our long-term system outcomes.

While we group certain results under specific system outcomes, the relationship is not linear and the achievement of the same result can contribute to multiple system outcomes. We show this relationship using a colour coding system against our performance results:



**Meeting current  
and future needs**



**Effectively and efficiently  
moves people and freight**



**Safe**



**Environmentally  
sustainable**



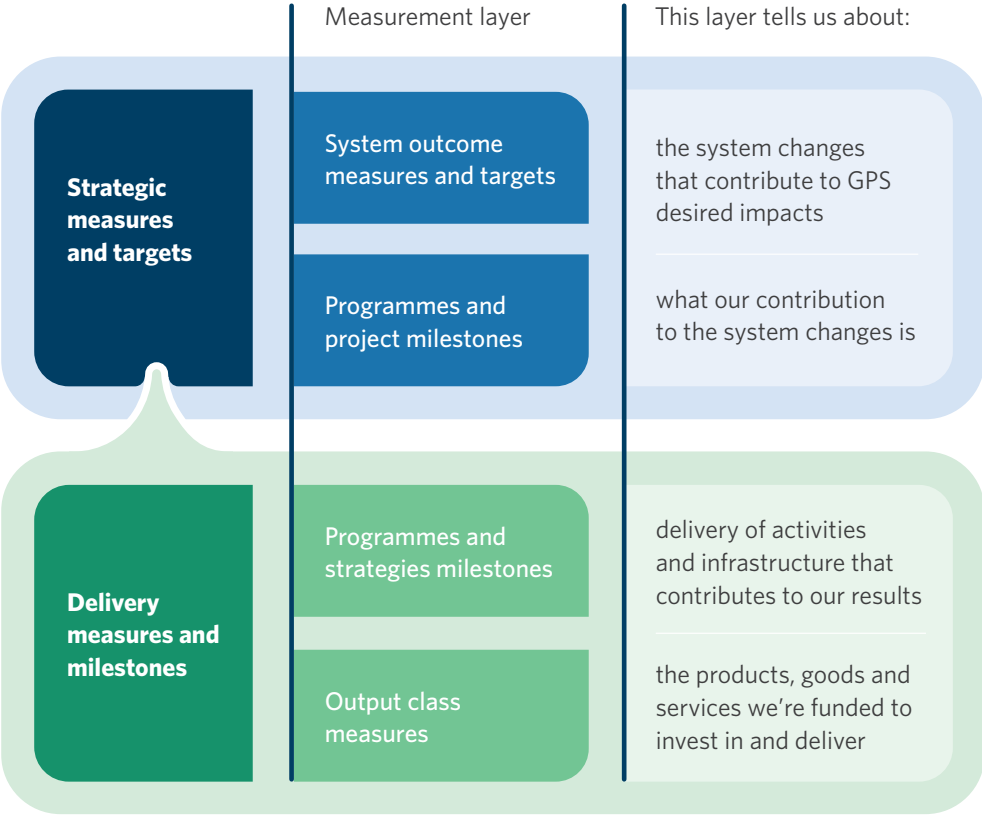
# Our performance framework

Our performance framework (figure 2) helps us track progress towards achieving the strategic direction set in Te Kāpehu. It aligns with the transport outcomes framework, the GPS and other programme-specific frameworks, including those embedded in Toitū te Taiao – our Sustainability Action Plan, and Tū Ake, Tū Māia – our Regulatory Strategy.

The layers of the framework measure our progress on different aspects of our strategic direction and over different timeframes. The strategic layer aligns to our system outcomes and identifies the GPS desired impacts, changes we need to see and results we aim to achieve in the short and medium terms.

The framework’s delivery layer consists of what we, with our partners, invest in and deliver to achieve our results. Our delivery measures and milestones tell us whether we were effective. For detailed descriptions of our system outcomes and results, see our statement of intent for 2024–2028.<sup>1</sup>

**Figure 2 – Conceptual view of our performance framework**



<sup>1</sup> NZTA (2024) NZ Transport Agency Waka Kotahi statement of intent 2024–2028 and statement of performance expectations 2024/25. Wellington: NZ Transport Agency Waka Kotahi. [nzta.govt.nz/resources/nz-transport-agency-statement-of-intent-main-index/soi-2024-2028](https://nzta.govt.nz/resources/nz-transport-agency-statement-of-intent-main-index/soi-2024-2028)

