

Section B

Detailed results

About this section

Service performance reporting standard PBE FRS 48, which forms part of generally accepted accounting practice, establishes requirements for reporting non-financial performance information. The standard requires us to present information to help readers of the annual report understand and assess our service performance for the year.

Alongside the contextual information (in section A), this section provides a comprehensive overview of our performance outcomes for 2024/25. It details progress against our statement of intent 2024–2028 and statement of performance expectations 2024/25 and how we are delivering on transport priorities across our activities.² This section outlines progress against government priorities and Budget initiatives, strategic direction, significant activities and funded outputs.

The performance framework set in our statements of intent and performance expectations underpins how we present our performance information. In selecting and reporting measures, we make judgements and assumptions. Information on the judgements with the most significant effect on how we present our performance information are included alongside results and in the technical notes for non-financial performance measures available at nzta.govt.nz/resources/annual-report-nzta/2024-25. Why we select certain performance measures is explained in the statements of intent and performance expectations.



² (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).

Progress against government priorities and Budget initiatives

Capital project delivery

As part of the focus on economic growth and productivity, the Government Policy Statement on land transport (GPS) 2024 reintroduces the Roads of National Significance programme, introduces the Roads of Regional Significance programme across New Zealand, and sets out major public transport projects.

Over the year, we experienced some challenges in the delivery of state highway improvements, including consenting delays and programme reprioritisation. These challenges affected milestone completion (see appendix 2 on page 157). Despite these challenges, we made significant progress across our capital project programme, including:

- completing all but one of the Roads of National Significance investment cases, including the implementation investment cases for Northern Corridor – Warkworth to Te Hana and for Hawke's Bay Expressway, as well as the investment cases for Te Ara Hauāuru – Northwest Busway and Second Ashburton Bridge
- achieving progress with our Roads of National Significance programme, in particular starting construction on stage 1B of Papakura to Drury, and transitioning the Queenstown package into stage 2 of the construction sequence ahead of schedule
- opening new roads for State Highway 1 to State Highway 29 intersection improvements and Te Ahu a Turanga – Manawatū Tararua Highway
- beginning tunnelling works for Te Ara o Te Ata – State Highway 3 Mount Messenger and marine geotechnical drilling for Waitematā Harbour Connections
- restarting work on Waikare Gorge and State Highway 58 safety improvements (stage 2).

We also strengthened our portfolio, programme and project management practices. We have improved investment case and cost estimation processes through the Transforming Project Development initiative, which led to time savings and improved quality of investment cases. Our no-frills approach to project planning and scoping included using standard designs for greater efficiency.

We worked closely with the government to understand new processes and requirements under legislation such as the Fast-track Approvals Act 2024 and Public Works Act 1981. This work enabled us to identify opportunities to speed up consent applications and property acquisition. We have submitted referral applications for Mill Road and Takitimu North Link under the Fast-track Approvals Act 2024. We expect to lodge the substantive application for Mill Road, Belfast to Pegasus and Te Ara Hauāuru – Northwest Busway later this year, with others to follow in 2026-27.

We continue to consider the full range of funding and financing opportunities, including public-private partnerships, as we develop investment cases.

Significant Budget initiatives

Through the Budget process, the government allocates funding to deliver its strategic objectives and priorities. Table 1 identifies where reporting on progress for significant Budget initiatives we delivered or deliver can be found.

We have considered significant initiatives to be those completed within this reporting period (2024/25) and with funding of at least \$1 million.

Table 1 – Location of reporting on significant Budget initiatives

Initiative	Budget year funded	Location
National Resilience Plan: Phase 1 – transport package	Budget 2024	156
North Island Weather Events – road response, recovery, rebuild	Budget 2024	23, 168 and 170
National Resilience Plan: Phase 2 – transport package	Budget 2024	156
Public Transport Bus Decarbonisation – return of funding ^A	Budget 2025	167
Transport Resilience Fund – return of funding ^A	Budget 2025	169

^A We returned some previously allocated funding for projects that were stopped or reduced in scope. For further details, refer to the financial statements from page 59.

Significant activities

Our significant activities, identified in our statement of performance expectations for 2024/25, are what we planned to achieve through our major programmes, strategies and initiatives aligned with our Minister's letter of expectations and GPS 2024. Table 2 identifies where reporting on progress for each activity can be found.

Table 2 – Location of reporting on significant activities

Significant activity	Location
Meeting current and future needs	
1.1 Begin reporting on phase 1 of the Performance and Efficiency Plan required under GPS 2024 to drive performance and efficiency across all transport investments and continue working with the Ministry of Transport to refine the plan.	19
1.2 Deliver an internal effectiveness and efficiency plan aligned with the performance and efficiency plan.	19
1.3 Provide joint advice with the Ministry of Transport on a review of the National Land Transport Fund's (NLTF's) revenue system.	18
1.4 Develop a new project development approach, in response to the GPS 2024 expectation, to be in place for all Roads of National Significance projects and continually refined over the year to look for additional savings.	18
1.5 Implement the automatic road user charges invoicing from weigh-in-motion data.	24
Effectively and efficiently moving people and freight	
2.1 Investigate new funding and delivery models for major public transport and Roads of National Significance investments.	18

2.2 Mobilise the design, build, implementation and support activities for the National Ticketing Solution programme to deliver the pilot and full launch in Environment Canterbury and to plan for Greater Wellington Regional Council and Auckland Transport.	24
2.3 Work with KiwiRail to develop the Rail Network Investment Programme for 2024-27.	35
2.4 Provide the Minister of Transport with quarterly reviews of temporary traffic management from October 2024, including total cost and cost as a percentage of works, to ensure efficiency and effectiveness are being achieved, with a focus on increasing available data in further iterations. The first report will include information for each of the 3 previous financial years.	31
2.5 Enable self-service actions in the NZTA app (such as viewing demerit points and changing contact details) for public use from June 2025.	24
2.6 Deliver the customer strategy and associated roadmap that will improve the customer experience at NZTA.	24

● Safe

3.1 Work with the Ministry of Transport, New Zealand Police and our local government partners to contribute to the government's new approach to road safety, which will focus on safer roads, safer drivers and safer vehicles.	29
3.2 Deliver a risk-focused audit programme of our temporary traffic management process, which aims to ensure delivery partners and operational groups understand and manage their safety risks.	31

● Environmentally sustainable

4.1 Work with the Ministry of Transport and Ministry for the Environment to support development of the second emissions reduction plan.	36
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Responding to ministerial directions

As a Crown entity, we receive written directions from the Minister of Transport (as our responsible Minister) as well as from the Minister of Finance and the Minister for the Public Service who may issue joint whole-of-government direction. Ministerial directions may be issued for several reasons, including when the government changes, government direction changes significantly or a minister needs to specify certain expectations.

We received no written instructions from the Minister of Transport in 2024/25. Several previously issued directions continued to apply for some or all of 2024/25. These include directions to:

- amend to the Land Transport Rule: Setting of Speed Limits 2022 (June 2024)
- support a whole-of-government approach to implementing the Carbon Neutral Government Programme (March 2022)
- give effect to government policy in the administration of rebates under the Clean Vehicle Discount Scheme (February 2022)
- manage the delivery of any activities approved under section 20 of the Land Transport Management Act 2003 that are funded or to be funded out of the coastal shipping activity class in the National Land Transport Programme (NLTP) (December 2021)
- carry out an additional function to plan, fund, design, supervise, construct and maintain rapid transit networks and/or projects, including light rail (May 2018)
- support whole-of-government approaches to procurement, information and communication technology, and property (April 2014).

Listening, learning, and acting

Strengthening the voice of the customer

In 2024, we launched the Voice of Customer survey to better understand how New Zealanders interact with its services. The survey initially ran as a trial and has now been permanently adopted, demonstrating our commitment to using customer insights in the delivery of modern, efficient customer experiences.

Between October 2024 and June 2025, the survey collected real-time feedback across online transactions and contact centre interactions, measuring satisfaction, ease of interaction, whether issues were resolved on first contact, and how likely customers are to speak positively about NZTA based on their interactions. An average of 4200 responses were received each month.

Following analysis and prioritisation of the services and products causing the most frustration, we took targeted action to improve them.

Some examples of changes made so far include:

- customers can now set different delivery addresses for their vehicle registrations online
- starting the implementation for customers to view and update their contact address details using the NZTA app.

We expect that this work will improve the usability of our website and potentially reduce call numbers to our contact centre.

Throughout the trial period, satisfaction scores were as high as 79 percent, ease of interaction 89 percent, and the number of transactions that were resolved at first contact with NZTA increased to 85 percent.

Voice of Customer will continue to ensure that we meet the needs of New Zealanders who access, pay for and use the land transport system. Our focus on improved customer satisfaction will lead to consistent, seamless customer experiences and enhanced productivity.



Progress toward our system outcomes



Meeting current and future needs

Meeting current and future needs is about ensuring we have access to the people, funding and systems we need

Our investment in this area enables us to deliver across our other 3 system outcomes. It is about ensuring that the way we work enables us to meet the needs of current and future users and aligns to the priorities of GPS 2024.

Maintaining the road network asset

GPS 2024 directs us to put users first and to deliver a well-maintained, reliable, resilient and safe land transport system efficiently so every dollar works harder. That means smoother day-to-day journeys, fewer disruptions when the unexpected happens, and smarter choices so congestion reduces over time and more people confidently choose public transport.

People and goods need to be able to move around easily, with less congestion, increased patronage on public transport and more efficient supply chains for freight.

Resurfacing is one of the most cost-effective ways we can look after our roads. It renews the waterproof seal that protects the underlying pavement from water and heavy vehicle wear, reducing the risk of potholes and premature failure. Because resurfacing is seasonal, most delivery occurs in warmer, drier months to ensure quality and durability. We track resurfacing by the share of the state highway network renewed each year. In 2024/25, the target was 7 percent (about 1690 lane kilometres), which we exceeded by resurfacing about 8 percent (1928 lane kilometres). We also rehabilitated 1.4 percent (349 lane kilometres) of the pavement network across New Zealand, exceeding the target of 0.9 percent (217 lane kilometres).

Funding for the new pothole prevention and operations activity classes allows us to allocate more to programme resurfacing and other renewals, with over \$1 billion signalled across 2024-27 for state highway maintenance, including more than \$400 million ring fenced for state highway pothole prevention.

Alongside these operational improvements, we developed our State Highway Strategy, which supports a national tactical plan to improve data, planning and programme consistency. As new delivery arrangements bed in, we will review targets to ensure they are realistic and are driving better outcomes.

Building a sustainable system

The demands on New Zealand's land transport system continue to grow, driven by population growth, the need for greater resilience, and demand for a safe, reliable and well-maintained network. In this context, sustainable funding has become both a challenge and a strategic priority for us.

In 2024/25, we secured funding certainty for the next 3 years through a mix of sources outlined in GPS 2024. This stability has enabled us to plan with greater confidence while accelerating work on long-term revenue solutions with our partners.

A key milestone this year was the establishment of a joint revenue programme with the Ministry of Transport and The Treasury. Together, we are implementing the recommendations of the Land Transport Revenue Review. This collaboration reflects the importance of partnerships and our shared commitment to designing a funding system that is fair, future-focused and responsive to user needs.

While cost escalation pressures stabilised in the second half of the year, the gap between projected revenue and the investment required to maintain and improve the network continues to widen. This reinforces the need for a sustainable funding model that delivers value for money and supports long-term resilience.

Looking ahead, we will continue working with the Ministry of Transport to develop a funding system that supports the ambitions of GPS 2024 and ensures the transport network can meet the needs of all New Zealanders.

Implementing the decision-led project development approach

We developed a new development approach for all Roads of National Significance projects. All Roads of National Significance now actively pilot the decision-led project development approach, with investment cases progressing toward completion. This marks a significant shift toward more targeted, efficient decision-making in infrastructure planning.

We have formally adopted the new approach across all state highway investment cases. Early results demonstrate that the approach enables more robust investment cases, accelerates delivery timelines and enhances strategic clarity. Benefits already observed include faster cost-effective outcomes through improved sequencing and clarity, as well as better scope, budget and risk management. The approach aligns with Treasury's Better Business Cases methodology and the 5-case model, and it is both scalable and flexible, making it fit for purpose for projects of all sizes.

This transition positions us to lead with greater agility and consistency across our national transport portfolio. The new approach will be applied to other projects from July 2025.

Partnerships are critical to delivering our outcomes

Partnerships are at the heart of how we deliver value for New Zealanders. Whether we're investing in infrastructure, shaping policy or improving safety outcomes, our ability to work effectively with others determines our success.

In our role as investor, we've continued to strengthen relationships with local government and approved organisations. These partnerships are built on shared accountability, transparency and a commitment to delivering value for money. Through the development of the latest NLTP, we worked closely with our investment partners so transport solutions reflect the needs of local communities and align with government priorities.

Our stakeholder satisfaction score rose to 70 percent, the highest score since 2019 (figure 3). Improvements were driven by better communication, responsiveness and collaboration. Our professionalism and interest in stakeholders' work contributed significantly to this result.

Figure 3 – Partnerships and engagement with stakeholders (co-investment partners), stakeholder satisfaction



This year, our performance measure result for partnerships and engagement with Māori, based on annual survey feedback from Māori stakeholders, fell. While still meeting target, our overall Māori partnership score dropped 11 percentage points to 46 percent. Four key drivers of partnership saw significant declines: recognition of Māori as equal partners; provision of sufficient time, funding, and resources to foster relationships; delivering on our commitments; and understanding and meeting the needs of Māori.

We regularly monitor our staff engagement progress through Tapatahi, our staff engagement survey. This year, we increased our result for engagement to 7.6, increasing on last year's score of 7.5 despite an environment of significant organisational change. The results show that autonomy, management support and goal setting are areas of strength, with opportunities to improve in the areas of development, careers and communication. For more information on our organisational foundations and the work we are doing for our staff, see appendix 5 on page 173.

Focusing on performance and efficiency

During the year, we began reporting on the first performance and efficiency plan in our quarterly reports and published the plan's second iteration. The plan aims to drive performance and efficiency across all transport investments in alignment with expectations in GPS 2024. We also prepared an internal performance and efficiency plan that aligned with the performance and efficiency plan.

Our simplification programme, known as MOVE, aims to identify and deliver significant operational savings, efficiencies and simplification across the organisation. This year, we began work to scope the second step of this plan.

Measuring our performance

Results measures

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
Improved asset sustainability ●●●					
MEET2	Proportion of the state highway network that meets minimum asset condition requirements ^A	Achieved	93% or greater	93%	New measure for 2024/25
MEET3	Expenditure on state highway renewals as a proportion of depreciation (asset sustainability ratio) ^B	Not achieved	Pavement (base): 35-100% Pavement (surface): 70-110% Drainage: 25-100% Traffic facilities: 20-75% Bridges: 20-65%	Pavement (base): 316% Pavement (surface): 71% Drainage: 19% Traffic Facilities: 16% Bridges: 17%	Baseline and target set

Our focus for 2024/25 was primarily on pavement resurfacing and renewals, with a small but focused growth in delivery of our other assets in coming years to prevent unnecessary strain on drainage, traffic services and bridges. While pavement resurfacing and renewals and drainage renewals increased over the year, continued investment in other assets was also maintained.

The new State Highway Strategy supports the National Tactical Plan and Lifecycle Asset Management Plan to improve how we manage and maintain our assets, from maintaining consistent asset condition and record keeping to improving asset valuation to planning 1-year, 3-year, 5-year and 10-year programmes. These programmes will outline minimum asset maintenance and renewal activity, improving this result.

After we finish choosing contractors through the new delivery process, we'll review our targets. This will help us better understand what's really needed and what the sector can handle, so we can set clearer and more realistic goals.

Better partnerships

COL1	Partnerships and engagement with Māori (average performance score of key strategic relationship drivers of Māori partnerships)	Achieved	45% or greater	46%	57%
COL2	Partnerships and engagement with stakeholders (co-investment partners)	Achieved	54% or greater	70%	60%

In 2024/25, external stakeholder satisfaction rose to 70 percent, the highest since the survey started in 2019. 'Very satisfied' responses increased from 13 percent in 2024 to 21 percent in 2025. This result is driven by improvements in our working relationships with stakeholders, including gradual improvements in key areas such as prioritising the needs of stakeholders' organisations, commitment to partnership and internal collaboration across NZTA. Our professionalism, communication, responsiveness to problems and queries, and interest in stakeholders' areas of work or region have also driven satisfaction.

An engaged workforce

DEL1	Staff engagement (overall engagement score out of 10)	Achieved	7.5 or greater	7.6	7.5
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^A The methodology for this measure changed for 2024/25. As a result, the baseline and targets were updated and the previous year's results are no longer comparable. Targets for the next 2 years are to maintain condition while we respond to pricing challenges, reduce the trend in decay and prepare to improve overall condition from 2027/28.

^B An asset sustainability ratio of 100% indicates that renewals are being done at the level required to maintain asset condition.

Case study

iPAVe

Using iPAVe to target maintenance where it's needed most

The Intelligent Pavement Assessment Vehicle (iPAVe) is a high-tech survey truck we use to assess the health of the state highways at normal traffic speeds. Advanced sensors like the Traffic Speed Deflectometer (TSD) and ground penetrating radar (GPR) help us detect weak spots in the road before they become visible problems.

By collecting this data quickly and safely, we can:

- plan better repairs that last longer
- avoid emergency patching
- keep roads open and workers safe.

iPAVe information feeds our asset management models, helping prioritise maintenance and renewals and directing limited funds to the right places at the right time. Collecting this data at traffic speed also reduces the need for road closures and manual surveys, improving safety for road workers and the public.

As part of our 2024-27 programme, we're surveying the entire state highway network annually to track changes and respond faster after weather events. Later in 2025, a new iPAVe-4 vehicle will be based in New Zealand, giving us faster access, the ability to support local roads, and with upgraded sensors to offer deeper insights into road conditions.

iPAVe's data enables more targeted reviews and helps identify road weaknesses early. This helps plan interventions that last longer and reduce reactive patching, saving money and reducing disruption to users.

Overall, iPAVe provides better value for users of the NLTF by directing investment to priority renewals and reducing costly reactive works. It also improves safety for workers and customers, aligning with our broader outcomes framework.



Effectively and efficiently moving people and freight

Effectively and efficiently moving people and freight is about ensuring networks are available and reliable with a focus on increasing the uptake of efficient, cost-effective, low carbon transport options

Our investments in this area, aim to provide reliable, accessible transport networks that encourage efficient, cost-effective and low-carbon travel. Guided by GPS 2024, our investment focuses on safely connecting people and freight, supporting economic growth and delivering better outcomes for New Zealanders.

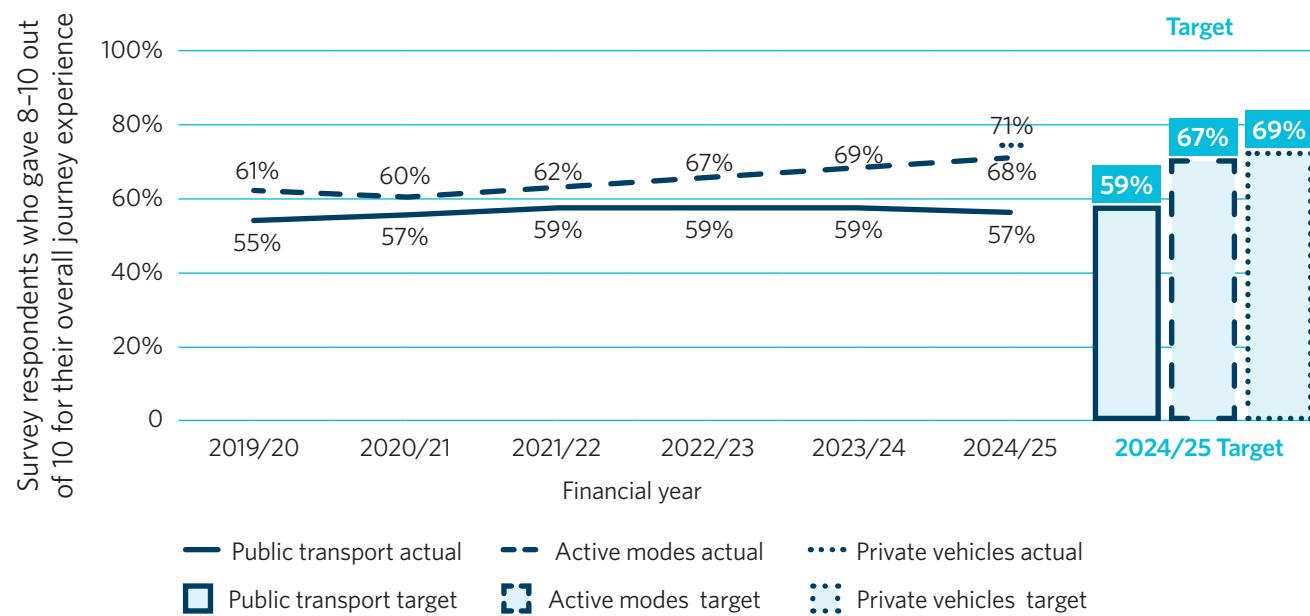
Keeping New Zealand moving by maintaining, improving and planning for a reliable and safe network

In 2024/25, more people chose public transport. Urban public transport boardings reached just over 159 million. This resulted in an increase on last year's result, supporting the GPS 2024 desired impact of less congestion through increased public transport patronage.

We also improved the experience for people travelling on the state highway network; 57 percent of survey respondents rated their overall journey experience 8-10 out of 10, which improves on the baseline result of 49 percent, see figure 4. While we had an increase in the user experience on our state highway network, we also saw a decrease of 2 percentage points in the user experience of public transport and active modes of transportation.

We implemented the government's new speed rules, resulting in more than 80 speed changes across the state highway network.

Figure 4 – User experience of transport network by mode (percentage of survey respondents who gave 8-10 out of 10 for their overall journey experience)



A new mode has been added to the measure to monitor user experience of private road vehicle drivers in 2024/25.

Investing in a resilient network

As the steward of the land transport system, NZTA continues to invest in a network that is not only reliable but resilient. Resilience means more than adapting to climate change. This year, it meant responding to emergencies, recovering from severe weather and planning for future disruptions.

We continued the long tail of recovery from the North Island weather events of early 2023, which caused widespread damage to the network. Our resilience programmes, including the North Island Weather Events programme, remained active, with ongoing claims being managed and infrastructure restored.

The North Island Weather Events programme is one of the largest coordinated recovery efforts in recent history. By May 2025, over 90 percent of the total state highway recovery programme had been delivered in Northland and Coromandel, and just over 60 percent completed in Tairāwhiti and Hawke's Bay. The Local Road recovery programme is expected to continue through to 2029.

A strategic recovery framework developed in response to Cyclone Gabrielle is now guiding decisions when major or repeated damage occurs. This framework supports long-term recovery choices and helps ensure resilience is built into every stage of planning.

Despite strengthened pre-season readiness, weather-driven closures took longer to resolve than targeted, 57 percent were resolved within standard timeframes against a 60 percent target. This shortfall reflects the increasing frequency and severity of weather events and reinforces the need for resilience planning that goes beyond climate impacts to include emergency readiness and critical route planning. For weather-related road closures, our approach has evolved to prioritise safety over keeping roads open.

Our response to non-weather unplanned closures showed strong performance. We work closely with our partners in emergency services to improve how quickly we can reopen roads after serious incidents close them. We worked alongside NZ Police, Fire and Emergency New Zealand and Hato Hone – St John to meet our target of resolving 93 percent of these closures within standard timeframes, exceeding the 90 percent target. This partnership approach is reducing delays and improving safety outcomes for road users.

Delivering better experiences for our customers

In 2024/25, we made significant strides in transforming how customers engage with us by putting the customer at the centre of our services and modernising them to increase internal efficiency and effectiveness. This makes it easier for people to engage with us, whether renewing a licence, checking vehicle details or accessing transport services.

In October 2024, we launched a new customer strategy. Key initiatives include a voice of the customer survey, the digitisation of forms and processes, new customer relationship management and communication platforms, and better complaint management.

We launched the NZTA app, which had 148,000 users at the end of June. This app is a modern way to deliver services and collect revenue. The app offers customers a simple way to view their driver licence and motor vehicle details, request a certificate of particulars and initiate common transactions.

Public engagement with the app is strong, reflecting a clear demand for digital-first services. This increase in digital uptake reduced pressure on our traditional service channels, contributing to cost-effective service delivery.

Recent updates to our app and other digital services make it easier for customers to complete transactions with us. We recorded a 3 percent increase in respondents noting these improvements, especially for test bookings, licence renewals and queries or complaints handling. We will continue to reduce digital transaction effort through our online channels.

While digital tools improved access to our services, we also addressed persistent challenges in our contact centre. Wait times have once again been significantly reduced from averaging 4 and a half minutes last year down to 2 minutes this year.

We also progressed the rollout of the National Ticketing Solution, branded as Motu Move. This initiative will unify public transport payment systems across the country, offering more flexible payment options and encouraging greater uptake of public transport.

Exploring innovative funding and financing for major transport projects

As part of investigating new funding and delivery models for major public transport and Roads of National Significance investments, we convened the inaugural Transport Funding and Financing Working Group in June 2025. This group involved NZTA, National Infrastructure Funding and Financing, the Ministry of Transport and the Treasury. Under the terms of reference, NZTA as project leaders provide the group with project details and identify opportunities for alternate funding and financing, including tolling, infrastructure funding and financing, and development contributions.

We continue to support the Ministry of Transport with its market sounding process for potential toll road concessions.

Measuring our performance

System outcome measures

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
MOVE2	User experience of transport network by mode (percentage of survey respondents who gave 8–10 out of 10 for their overall journey experience) ^A	Not achieved	Public transport: 59% or greater Active modes: 67% or greater Private vehicles: 69% or greater	Public transport: 57% Active modes: 68% Private vehicles: 71%	Public transport: 59% Active modes: 69% New mode added from 2024/25

Satisfaction with public transport declined slightly, falling 2 percentage points below the previous year's result and the target for this year. Active modes maintained a score of 68 percent, meeting the target and being consistent with the 67–69 percent result we have seen since 2022/23. Private vehicle satisfaction showed a slight improvement, rising from 69 percent in 2023/24 to 71 percent. These results suggest steady user experience of active travel modes and growing satisfaction with private vehicle use, while public transport may require targeted improvements to meet expectations.

MRFN1	Interpeak predictability of travel times on priority freight routes (percentage of trips completed within expected timeframes)	Achieved	Maintain or increase from baseline ($\geq 90\%$)	90%	89.5%
APD1	Arterial productivity (average number of people moving in major urban areas during peak hours)	Not achieved	Maintain or increase from baseline Baseline = 225,100 combined people-kilometres	Auckland (local roads): 29,100 average people-kilometres travelled per hour morning peak Auckland (state highways): 199,700 average people-kilometres travelled per hour morning peak Combined people-kilometres: 228,800 2024/25 compared with a baseline of 225,100	New measure for 2024/25

Network productivity across Auckland increased relative to the baseline. This year, a marginal decrease in local arterial results of 0.7 percent was more than offset by an increase in state highway productivity. However, for the measure to be considered achieved, both the local road and state highway networks must increase in productivity.

The opening of the City Rail Link in 2026 is likely to have a positive impact on results, as it is expected to decrease average travel time into the central city. However, ongoing developments and urban growth will continue to add pressures to the transport network.

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
ATT1	Arterial travel time (average travel time across the arterial network in major urban areas)	Not achieved	Maintain or increase from baseline Auckland (state highways) baseline: 11.1 minutes per 10km Auckland (local roads) baseline: 22.4 minutes per 10km	Auckland (state highways): 11.1 minutes per 10km travelled morning peak Auckland (local roads): 22.8 minutes per 10km travelled morning peak	New measure for 2024/25
RES1	Proportion of unplanned road closures resolved within standard timeframes ^B	Not achieved	Weather events: 60% Other events: 90%	Weather events: 57% Other events: 93%	New measure for 2024/25

The target for this measure is to reduce travel time from the baseline. While travel time has improved on state highways, delays on local roads slightly increased by 2 percent. In Auckland, we would expect to see small increases in delays each year due to population growth. This is usually balanced out by capital projects as they come online. As the baselines were set after the COVID-19 pandemic, current results may reflect people's gradual return to the central city.

The opening of the City Rail Link in 2026 is likely to have a positive impact on results, decreasing average travel time into the central city. However, ongoing developments and urban growth will continue to add pressures to the transport network.

This result shows mixed performance, with the resolution rate for weather-related events at 57 percent, falling short of the target of 60 percent. This shortfall reflects the ongoing challenges posed by increasingly frequent and severe weather events, which continue to affect our ability to respond within standard timeframes.

In contrast, the resolution rate for other unplanned events was 93 percent, exceeding the target of 90 percent. This result shows recent improvements in incident response are working well to improve network reliability and reduce disruption for road users.

The weather event target was raised from 50 percent after strong performance last year. This year's result is still within a reasonable margin of the target and reflects ongoing resilience efforts and operational improvements.

For weather-related road closures, our approach has evolved to prioritise safety over keeping roads open. Winter is our busiest season, and we've strengthened our pre-season readiness through workshops, scenario planning, and coordination with Civil Defence and NZ Police. We've also enhanced public messaging during severe weather events, using social media, roadside signage and regional alerts to manage customer expectations.

^A A new mode has been added to the measure to monitor user experience of private road vehicle drivers.

^B The methodology for this measure changed in 2024/25. The target timeframe for urban events has increased from 2 hours to 4 hours to ensure we're measuring against the most up-to-date figure (the previous 2-hour target was more than 10 years old). Due to the change in methodology, previous results are not comparable. The target for weather events has increased from 53 percent to 60 percent, reflecting our intention to improve performance in this area.

Results measures

Reference Measure	Status	Target	2024/25 actual	2023/24 actual
Improved user experience on the state highway network ●				
SHU1 State highway user experience (percentage of survey respondents who gave 8-10 out of 10 for their overall journey experience on state highways)	Achieved	53% or greater	57%	New measure for 2024/25
Improved service quality and customer satisfaction ● ●				
CSD1 Digital service quality (percentage of survey respondents who said that little or no effort was required to transact with us via online channels)	Not achieved	78% or greater	74%	New measure for 2024/25
<p>Overall, 74 percent of people said the process required 'little or no effort', which is 4 percentage points below target. In the survey, relicensing a motor vehicle achieved 89 percent, exceeding the target. Buying road user charges (74 percent) and paying a road toll (72 percent) were just below target. Booking a driver licence test remains well below target at 46 percent, although this has shown steady improvement, up 4 percentage points from last year.</p> <p>In 2024/25, booking practical driver licence tests online was negatively affected by long wait times, up to 90 days. A significant programme of work has since been implemented, reducing average wait times to just 2-6 days. These improvements are already contributing to improved customer satisfaction. While more work is yet to be done to improve this result, our work this year shows a steady improvement.</p>				
DEL3 Overall service quality (percentage of survey respondents who said that little or no effort was required at service touchpoints when transacting with NZTA)	Achieved	63% or greater	65%	62%
TDD1 Percentage of transactions that can be done digitally	Achieved	42% or greater	45%	New measure for 2024/25

Te Ahu a Turanga - Manawatū Tararua highway

Te Ahu a Turanga - Manawatū Tararua Highway opened in June 2025. Following the permanent closure of State Highway 3 through the Manawatū Gorge after major landslides, it has restored a critical transport connection between Ashhurst and Woodville.

As a key freight corridor, the highway strengthens the national network by improving safety, regional development, and access to employment, essential services and tourism opportunities.

Construction began in 2021, delivered by an alliance of NZTA, Fulton Hogan, HEB Construction, Aurecon, WSP, Rangitāne o Manawatū, Rangitāne o Tamaki nui-a-Rua, Ngāti Kahungunu ki Tāmaki nui-a-Rua, Te Runanga o Raukawa (Ngāti Raukawa ki te Tonga and Nga Kaitiaki ō Ngāti Kauwhata).

Pioneering in its construction, Te Ahu a Turanga includes Parahaki Bridge, with the widest balanced cantilever design in the southern hemisphere. The project's 6.5 million cubic metre earthworks programme has made the highway more durable and reduced long-term maintenance needs. The highway includes 6 major structures, 2 of which are more than 300 metres long.

The route includes land excavations up to 55 metres deep and embankments up to 28 metres high, with roundabouts at both ends to manage traffic flow.

Designed to carry up to 9000 vehicles per day, including a high proportion of heavy freight, the 11.5km highway has 2 lanes in each direction, separated by a flexible median barrier. Travel times have been halved compared with the Saddle Road detour. The route includes rest areas, scenic lookouts over Ashhurst, Woodville and Te Āpiti Wind Farm, and a shared path improving access and recreation.

Te Ahu a Turanga demonstrates how focused investment in core transport infrastructure can deliver durable, efficient outcomes. Its design and delivery reflect a clear commitment to resilience, performance and long-term value, ensuring the corridor will continue to meet national transport needs well into the future.



Safe

Safe is about ensuring no one is killed or seriously injured when using or working on the transport system

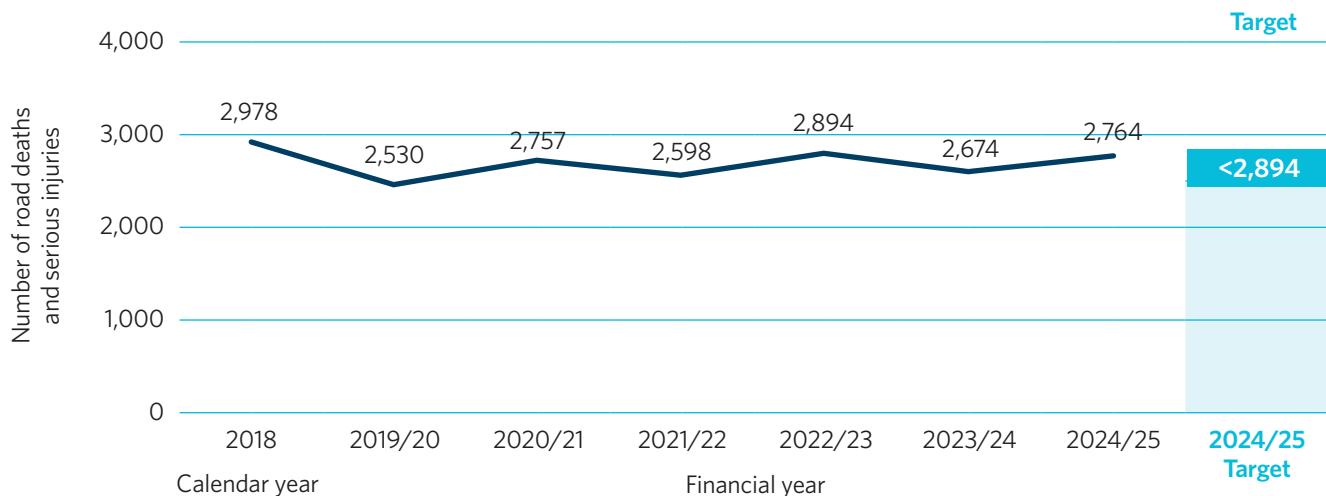
As a regulator, funder and road controlling authority for state highways, NZTA plays a critical role in improving road safety, delivering against Land Transport Management Act 2003 functions, GPS investment signals and actions under the road safety objectives. A key part of NZTA's role is to improve safety and reduce the risk of harm across the land transport system.

Keeping people safe on our roads

We work in partnership with NZ Police to reduce harm. The overall downward trend in long-term road safety performance (as measured by the number of deaths and serious injuries) continues, although the 2764 deaths and serious injuries in 2024/25 are an increase on the previous year's result (see figure 5). This downward trend is associated with targeted implementation of safety improvements across state highways and local roads and significant improvements in the level of road policing activity over the last 2 years.

Road policing activity is generally meeting or exceeding desired activity levels set out in the Road Policing Investment Programme 2024-27.

Figure 5 – Road deaths and serious injuries (12-month rolling total)



While overall deaths and serious injuries are trending down, the results are mixed across the key behaviours that contribute to road trauma. Deaths and serious injuries with inappropriate speed as a contributing factor or restraints not being worn are reducing. This can be largely attributed to road policing efforts targeting inappropriate speed and restraint use, supported by our various regional and national public information and marketing campaigns. However, deaths and serious injuries involving alcohol or other drugs is increasing. We will continue to work with NZ Police, the Ministry of Transport and local government to improve the safety of roads, drivers and vehicles.

Looking ahead, roadside oral fluid testing is on track for a phased roll out to begin in December 2025. This will give NZ Police the power to screen drivers for drugs at the roadside using oral fluid testing devices without the need to suspect drug use, which is similar to drink-driving enforcement.

New direction for road safety

In October 2024, the government released its new road safety objectives, which outline actions for NZTA and other government organisations involved in road safety to deliver over the next 3 years. Efficient delivery of road safety is also signalled as a key strategic priority under GPS 2024. Investment focuses on road policing and enforcement, alongside investment in other safety interventions such as building safer infrastructure, investing in safer drivers and requiring safer vehicles.

Key actions relate to:

- **Safer roads**

Building new Roads of National Significance and Roads of Regional Significance to high safety standards, increasing road maintenance (with a focus on repairing potholes) and making cost-effective safety improvements to roads in high-risk locations.

- **Safer drivers**

Undertaking our ongoing regulatory activity, including reviewing the graduated driver licensing system, automating enforcement and working with NZ Police on increased road policing and enforcement, alongside road safety promotion activity focused on high-risk behaviours of distraction, alcohol and other drug impairment, and speeding.

- **Safer vehicles**

Undertaking our own and contracted agents' regulatory work, building new commercial vehicle safety centres and raising awareness of the importance of vehicle safety ratings and features.

In 2024/25, in relation to the road safety objectives, we implemented the following:

- **Safety camera programme**

Operational responsibility transitioned from NZ Police to us, enabling a more targeted and data-driven enforcement approach.

- **Regulatory modernisation**

The new commercial vehicle safety centres are transforming how we monitor heavy vehicle compliance. More information on this can be found on page 34.

- **Collaborative education and enforcement**

The Better Together initiative is being delivered in partnership with NZ Police, the Accident Compensation Corporation and local councils. It combines education, marketing and enforcement activities to address high-risk behaviours such as driving while distracted and drink and drug-driving.

- **Road safety promotion**

We launched and continue to run road safety campaigns targeting high-risk and illegal behaviours, including Safe vehicles: Your last line of defence; Drink-driving: Would you rather; Distractions: Have a Hmmm; Drug-driving: Don't let the drugs drive; Speed: Through my eyes; and Distractions: Ghosting the right way.

- **Safety infrastructure investment**

With investment from the Accident Compensation Corporation, we delivered motorcycle safety-specific treatments on 17 of 50 routes.

Improving how we handle temporary traffic management on our roads

We achieved stronger assurance over temporary traffic management, by introducing a standardised assurance approach, implementing a new audit tool, completing trial audits and standing up a new audit and assurance process. We also embedded temporary traffic management requirements into maintenance and other contracts, deferring changes to Network Outcomes Contracts to 1 September 2025 to ensure capacity to process risk based applications. Workforce capability progressed and 6 new temporary traffic management credentials were released.

Strengthening regulatory infrastructure and performance

As the lead regulator for land transport, it's our role to improve safety and reduce the risk of harm across the land transport system. *Tū ake, Tū māia* – our regulatory strategy, sets out how we and our partners will regulate the system to keep it safe. In our statement of performance expectations for 2024–25, we committed to strengthening our regulatory performance to keep people safer on the transport network.

This year, 79 percent of our total regulatory measures met or exceeded target. Where targets were not met, the primary reason was the early year diversion of resources to reduce driver licence wait times. We reached our target on the quality of regulatory activity with 95 percent of our regulatory decisions meeting the quality standards we set. This means nearly all decisions followed the right processes, used the correct documentation and were made using consistent, evidence-based criteria. It also means that the public can trust our regulatory decisions are being made fairly, consistently and with proper oversight. It reflects strong internal systems and a commitment to high-quality decision making.

We completed the transfer of safety cameras from NZ Police. From 1 July 2025, we are responsible for their management (see the case study on page 37 for more information).

Our enforcement activity delivered tangible value. We collected 82 percent of unpaid road user charges identified through investigations, significantly above the 65 percent target.

Measuring our performance

System outcome measures

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
SAFE1	Deaths and serious injuries ^A	Achieved	Less than 2894	2764	2674
SAFE3	Number of deaths and serious injuries with inappropriate speed, including excessive speed, being a contributing factor ^B	Achieved	Less than 681	601	New measure for 2024/25
SAFE4	Number of deaths and serious injuries where restraints were not worn	Achieved	Less than 320	258	New measure for 2024/25
SAFE5	Number of deaths and serious injuries involving alcohol	Not achieved	Less than 300	387	New measure for 2024/25

The year-end figure also includes alcohol-related deaths and serious injuries where other factors were involved, such as refusing a test or using both alcohol and other drugs.

SAFE6	Number of deaths and serious injuries involving drugs ^C	Not achieved	Less than 155	404	New measure for 2024/25
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The rise in detected drug presence in serious injuries likely reflects more testing. Measuring the role of drugs in crashes is complex because results show only the presence of a drug, not the level of drug or whether the driver was impaired. It also includes where multiple vehicles were involved in the crash and all drivers are tested. Therefore, it cannot be presumed that the presence of drugs in a driver is the cause of the crash.

Roadside oral fluid testing will start in December 2025, giving NZ Police the power to screen drivers for drugs at the roadside without needing to suspect drug use, similar to drink-driving enforcement.

The year-end figure also includes alcohol-related deaths and serious injuries where other factors were involved, such as refusing a test or using both alcohol and other drugs.

^A Information received after publication may mean deaths and serious injuries figures need to be adjusted. For example, NZ Police may receive fatal crash notifications for a period after the data has been extracted for this table, and some deaths may occur after the reporting period. Additionally, the data for serious injuries sometimes changes as we reconcile hospitalisation data with Crash Analysis System records. While we have retrospectively updated data from previous years in our systems, we have not changed the prior year actuals presented in this report.

^B Inappropriate speed refers to instances when vehicles travel at a speed that is unsuitable for the road and traffic conditions, including travelling above the speed limit.

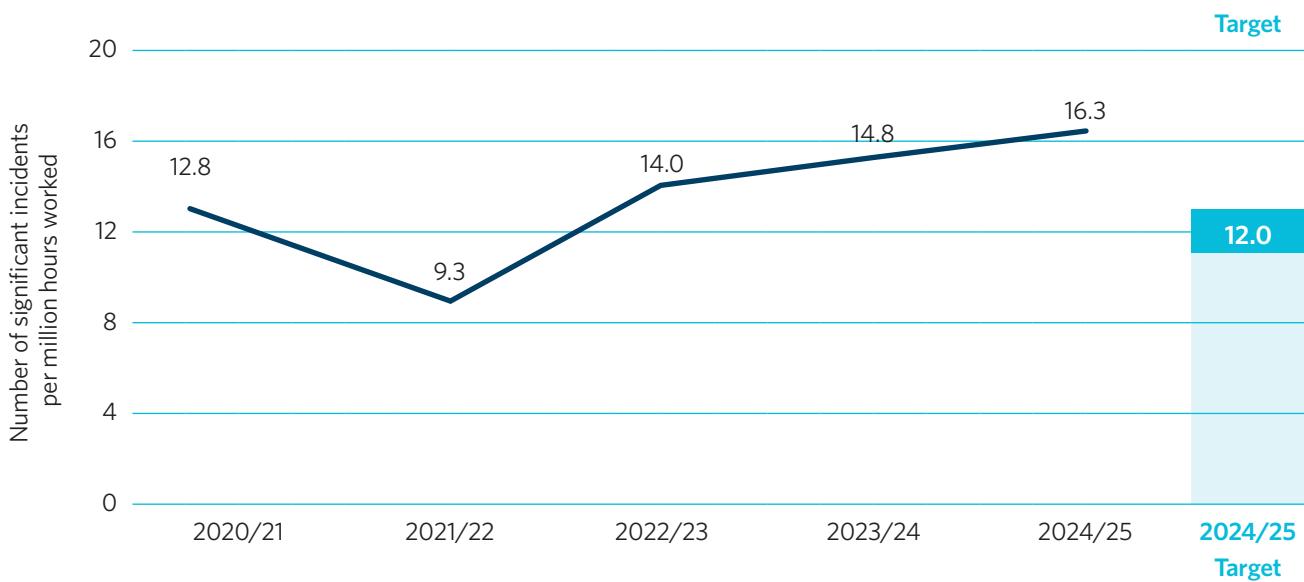
^C This information comes from the Crash Analysis System, which collects information about contributing factors to fatal and serious crashes when police attend the scene.

Results measures

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
Improved safety for NZTA staff and contractors working on the network					
SAFE2	Significant incident frequency rate ^A	Not achieved	12.00 per million hours worked or less	16.3 per million hours worked	14.8 per million hours worked

The significant incident frequency rate peaked in the third quarter of the year at 18.3 but reduced in the fourth quarter to 16.3. The year-on-year increase is driven by a 4.5 percent rise in significant incidents and an 11 percent decrease in hours worked by external contractors, who remain the primary contributors to the significant incident frequency rate. This trend is expected to continue as contractors promote the reporting of serious near misses, which helps manage risks proactively. The main hazards are driving, being in live traffic and using machinery. Leadership engagements with external contractors increased 350 percent and focused on these critical risks. For 2025/26, this measure will exclude subjective high-potential near misses and concentrate on actual injuries (such as medical treatment, lost time or death) reportable to a regulator. This will better demonstrate our efforts in reducing actual injury.

Figure 6 – Significant incident frequency rate



Improved regulatory performance

DEL4	Quality of regulatory activity (percentage of regulatory activity that conforms to key decision-making criteria)	Achieved	95% or greater	95%	97%
DEL4 is shown as a percentage to reflect how often regulatory activities meet quality standards. Each quality assurance assessment checks 8 decision-making criteria. We count how many criteria were marked 'conform' (conform means it met quality standards) across all assessments, then divide by the total number of criteria checked. This gives a fair total and overall result, even though individual scores may vary.					

^A Significant incidents are those that result in significant injury (such as medical treatment, lost time or death), are reportable to a regulator, or have a high potential for impact or injury. The significant injury frequency rate includes both employee and contractor incidents and hours worked.

The Commercial Vehicle Safety Programme

Modernising heavy vehicle safety and compliance

Heavy vehicles move New Zealand's economy. When they're safe and compliant, everyone benefits from fewer crashes and injuries, fairer payment for road use and less damage to our roads from overloading.

The Commercial Vehicle Safety Programme (CVSP) is an important regulatory initiative, which is improving road safety and protecting New Zealand's transport infrastructure. The CVSP supports the design of a safe and productive land transport system and creates a level playing field for the heavy vehicle industry.

As part of the programme, we're building 12 commercial vehicle safety centres (CVSCs). These purpose-built facilities enable us and NZ Police to carry out targeted safety and compliance checks on heavy vehicles, ensuring they meet legal and operational standards while keeping compliant operators moving.

The CVSCs are located on high-volume freight routes, forming a network that will cover approximately 46 percent of heavy vehicle kilometres travelled. Completed sites include Stanley Street (Auckland), Paengaroa (Bay of

Plenty), Ohakea (Manawatū), Glasnevin, and Rakaia (Canterbury). Construction has started on centres at Bombay, Mackays Crossing and Taupō, with Marsden, North Shore (Auckland), Tauranga and Napier in early planning stages.

Each CVSC is connected to technology that screens passing vehicles for non-compliance. This includes in-road weigh in motion scales, automatic number plate recognition cameras and variable message signage. These are located at different approaches about 2km out of each centre.

The technology screens for potential risk such as overloaded vehicles, driver fatigue and certificate of fitness, permit, and road user charge non-compliance. Potentially unsafe or non-compliant heavy vehicles are then directed into the CVSC. Once a vehicle is pulled into a centre, police will carry out a vehicle inspection. They check vehicle weight, logbooks and driver impairment.



Environmentally sustainable

Environmentally sustainable means reducing harm to and improving the environment with a focus on reducing greenhouse gas emissions and climate change adaptation, including reflecting expectations on us set by the Carbon Neutral Government Programme.

NZTA is subject to environmental requirements under a variety of statutes and policy statements. The Land Transport Management Act 2003 requires that we exhibit a sense of environmental and social responsibility when undertaking our functions. This section incorporates reporting against *Toitū te Taiao* – our Sustainability Action Plan, which demonstrates our commitment to environmental and social responsibility.

Refocusing on our role in environmental sustainability

Over 2024/25, we refocused how we approach environmental sustainability so we can give full effect to GPS 2024 and the direction set by the government. GPS 2024 asks us to prioritise economic growth and productivity as well as increasing maintenance and resilience, safety and value for money; our sustainability work now sits within that framework.

GPS 2024 aims to ease congestion. Our investments and advice support smoother journeys and better public transport so more people can use it more often. New Zealand has set national emissions budgets and a target of net zero greenhouse gas emissions by 2050. In line with the Climate Change Response Act 2002 and emissions trading scheme settings, we continue to take practical steps to cut transport agency emissions while meeting our other statutory obligations such as the transition of our fleet to electric vehicles.

In response to these changes, we have tightened the reporting of performance measures, to focus on emissions that we have more direct control over. We continue to report our own corporate emissions and have added a measure for those in our supply chain (infrastructure carbon footprint), replacing the measure we had previously on emissions from the land transport system (including vehicles using the system).

How we manage investment

We decide what gets funded through the NLTP using our investment prioritisation method. This method ensures proposals are ranked for value for money and align to GPS 2024 priorities. In business cases, we look at benefits and whole-of-life impacts, including carbon and climate resilience. We factor in emissions trading scheme-related obligations where relevant (for example, forestry emissions trading scheme requirements on some projects), and we're improving our infrastructure emissions data so future choices keep getting cleaner.

We are reducing our corporate carbon footprint and are building better data and tools to understand emissions from the infrastructure we commission and deliver. This includes meeting Carbon Neutral Government Programme requirements and improving how we measure and report corporate and infrastructure emissions. For more details, see appendix 1 on page 148.

As we work with our partners, we co-invest with councils and delivery partners to make lower carbon travel easier by supporting public transport. We also work with our partners at KiwiRail to lift the rail network's performance and reliability (Rail Network Investment Programme 2024–27), which helps move more people and freight efficiently with lower emissions over time.

A changing climate is already affecting the country's roads and communities. In line with GPS 2024's focus on maintenance and resilience, we continued recovery and resilience programmes across regions affected by severe weather events. We focused on reopening important routes, stabilising vulnerable sites and designing works to better withstand storms. This work is about keeping people connected and making our network safer and more reliable when the weather turns.

Supporting emissions reduction planning

We collaborated with the Ministry of Transport and Ministry for the Environment to support the development of New Zealand's second emissions reduction plan. Following public consultation and refinement, the second plan was published in December 2024, along with an amendment to the first plan. Throughout the process, we provided advice to facilitate the plan's development.

Results measures

Reference Measure	Status	Target	2024/25 actual	2023/24 actual
Accelerating reduction of our emissions in line with the Carbon Neutral Government Programme ●				
IPOE2	NZTA corporate carbon footprint	Not achieved	2027 tonnes CO ₂ e ^A	2065 tonnes CO ₂ e
The result was just over the target. Air travel and taxi emissions rose 10 percent, while postage and courier emissions increased by 71 percent from 2023/24. Air travel accounts for 66 percent and postage and couriers for 5 percent of Carbon Neutral Government Programme mandatory emissions. Te Toitū audited the emissions values.				
ICF1	Infrastructure carbon footprint ^C	Achieved	Develop an infrastructure intensity measure for more accurate future greenhouse gas emissions reporting ^D	Improved methodology for infrastructure carbon reporting developed and implemented
New measure for 2024/25				

^A We continue to use the 2019/20 baseline for this measure as it was verified and adopted by Toitū Envirocare to project emissions for the outyears.

^B Our corporate emissions figures are verified independently each year by Toitū Envirocare. Our targets are projected emissions to reflect what NZTA endeavours to achieve each year. They align with the reduction target needed for a global emissions pathway that limits warming to no more than 1.5°C, required by the Ministry for the Environment's Carbon Neutral Government Programme: A guide to measuring and reporting greenhouse gas emissions (2025).

^C Our infrastructure carbon footprint includes greenhouse gas emissions from state highway infrastructure construction, maintenance and operations, and emergency works.

^D An intensity measure is a carbon emissions measure against a qualifying unit; for example, emissions per \$1 spent.

Case study

Safety cameras

Operating anywhere, anytime

Phase 1 of the Safety Camera Programme has laid the groundwork for a nationwide safety camera network. It included building a core system, transferring fixed speed and red-light cameras from NZ Police to us and launching mobile camera operations.

By 30 June 2025, all NZ Police-operated cameras were officially transferred to NZTA, marking the end of Police's involvement in safety camera operations. This change allows us and NZ Police to work together to effectively improve road safety.

All static safety cameras sites across the country are now signposted. Research shows the best results come from a mix of clearly marked static cameras at high-risk locations and mobile cameras that aren't signposted, creating an anytime, anywhere deterrent.

In December 2024, we signed a \$5 million establishment contract with Acusensus NZ Limited to run mobile safety camera operations. This partnership includes advanced technology such as unstaffed mobile safety cameras housed in SUVs and trailers, offering significant operational flexibility and better coverage.

The first mobile safety camera started operating in Auckland on 13 May 2025. These visible but unmarked SUVs are placed based on crash data and local insights. Research shows unsigned mobile cameras are twice as effective at reducing crashes as signposted ones. All mobile cameras detect speeding vehicles from both directions, day and night. Mobile trailers will be deployed from July 2025, enabling us to deliver 80,000 mobile hours annually.

Progress was also made on average speed cameras with 8 sites constructed. The first corridor, Matakana Road in Auckland, is expected to go live in late 2025. More sites will come online in 2026.

To support all this, we built a secure system to process offences and manage safety camera operations. This system went live in early 2025 and continues to be refined as more cameras and new technology are added.

Successfully completing Phase 1 has been a major achievement for us. This achievement has modernised how speed is enforced in New Zealand and is helping make roads safer.



Performance against our funded outputs

Overview

We are funded to deliver and invest in a variety of goods and services across categories known as output classes. These categories reflect the types of activities (activity classes) the government expects us to deliver and invest in to realise the objectives of GPS 2024 and effectively perform our regulatory function.

Table 3 summarises the contribution of each output class to our 4 Te Kāpehu system outcomes.

Table 3 – Contribution of each output class to our system outcomes

Output class	Meeting current and future needs	Effectively and efficiently moving people and freight	Safe	Environmentally sustainable
Delivered by NZTA				
State highway improvements		●	●	
State highway pothole prevention	●		●	
State highway operations	●	●		
Safety			●	
Investment management	●			●
Regulation of drivers		●	●	
Regulation of vehicles		●	●	
Regulation of commercial transport operators			●	
Regulation of the rail transport system			●	
Revenue collection and administration	●			
Low emission vehicles			●	●
Delivered in partnership with or by our partners				
Local road improvements		●	●	
Local road pothole prevention	●		●	
Local road operations	●	●		
Public transport services		●		●
Public transport infrastructure		●		●
Safety			●	
Rail network		●	●	●
Walking and cycling improvements		●		●

Output class results

Our output class measures tell us whether we are effective in undertaking the activities the government expects us to deliver and invest in. The relationships between these measures and the Te Kāpheu outcomes aren't linear – the results influence each other and will work together to help us achieve our system outcomes. The following key shows the outcomes each result contributes to:

- Meeting current and future needs
- Effectively and efficiently moving people and freight
- Safe
- Environmentally sustainable

For measure definitions and data sources, see the technical notes on our website:

nzta.govt.nz/resources/annual-report-nzta

For full details on output class funding and expenditure, see from page 230.

Delivered by NZTA

State highway improvements ● ●

Delivered by NZTA and funded from the National Land Transport Fund and the Crown

What we do and the difference it makes

We plan, invest in and deliver infrastructure (including roads, roadsides and all supporting infrastructure and technology, and renewing end-of-life bridges and structures) to improve the capacity and levels of service of the state highway network. We work collaboratively with councils and other partners to support economic growth and productivity and a safe and resilient transport system, as well as to unlock access to new growth areas and transport networks, while prioritising reliable travel times and ensuring value for money in investment decisions.

How we measure performance

Reference	Measure	Status	Target ^A	2024/25 actual	2023/24 actual
SHI1	Proportion of state highway improvement activities funded by the NLTF delivered to agreed standards and timeframes ^B	Achieved	80% or greater	90%	81%
SHI2	Proportion of state highway improvement activities funded by the Crown delivered to agreed standards and timeframes ^C	Achieved	80% or greater	85%	92%

^A The methodology for SHI1 and SHI2 has changed to include all projects, which has led to an update of the target from 90 percent to 80 percent to reflect the inclusion of larger and more complex projects. The measure previously reported on only projects scheduled for practical completion during the financial year.

^B This is also an appropriation measure in Vote Transport (see appendix 4 on page 166).

^C 'Agreed standards and timeframes' relates to schedule, budget and quality. Schedule is assessed by year-end achievements against milestones that are set at the beginning of the year. Budget is assessed by actual spend by year-end compared with financial baselines set at the beginning of the year. Quality is not an actual assessment but embedded in various gateways in managing the project.

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	2,016	1,973	43	1,637
Expenditure	2,144	1,973	171	1,826
Net surplus/(deficit)	(128)	0	(128)	(189)

Excludes repayment of borrowing.

Note: Expenditure includes all funding sources and is net of developers' contributions, so reflects increases in NZTA assets. Some non-cash capital and operating expenses presented in the financial statements are not included in these figures. They are expenditure for:

- depreciation and state highway write-offs of \$681 million (2023/24: \$663 million)
- public-private partnerships of \$3 million (2023/24: \$7 million).

State highway improvements expenditure was \$171 million (9 percent) above budget mainly due to revocation of a road to council that was not included in the budgets.

For full details on output class funding and expenditure, see from page 230.

State highway pothole prevention

Delivered by NZTA and funded from the National Land Transport Fund and the Crown

What we do and the difference it makes

We maintain the state highway network (including roads, roadsides, supporting infrastructure and technology) to the agreed level of service. We invest in resealing, rehabilitating and drainage maintenance on the network and address the significant rise in the number of potholes and deterioration of the network. State highway pothole prevention provides people with reliable access to social and economic opportunities while maintaining the safety and resilience of the state highway network and responsibly managing any impacts on human health and the environment.

How we measure performance

Reference	Measure ^A	Status	Target	2024/25 actual	2023/24 actual
SHP1	Percentage of network with resealed and resurfaced pavement	Achieved	7% or greater (1690 lane kms)	8% (1928 lane kms)	New measure
SHP2	Percentage of network with rehabilitated pavement	Achieved	0.9% or greater (217 lane kms)	1.4% (349 lane kms)	New measure
SHP3	Percentage of potholes repaired within 24 hours from being logged by contractors	Achieved	90% or greater	98%	New measure
SHP4	Cost per lane kilometre pavement resealing and resurfacing	Achieved	Baseline to be set	Baseline: \$129,159	New measure
SHP5	Cost per lane kilometre pavement rehabilitation	Achieved	Baseline to be set	Baseline: \$667,289	New measure

^A This is a new output class established in GPS 2024. As none of our previous measures were relevant to the activities funded through this output class, all measures are new.

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	747	589	158	0
Expenditure	747	589	158	0
Net surplus/(deficit)	0	2	0	0

Note: Depreciation of \$344 million is not included here but is included as a non-cash capital and operating expense in the financial statements.

State highway pothole prevention expenditure was \$158 million (27 percent) above budget mainly due to successful delivery of a planned accelerated renewals programme and favourable weather during the construction season. For full details on output class funding and expenditure, see from page 230.

State highway operations

Delivered by NZTA and funded from the National Land Transport Fund and the Crown

What we do and the difference it makes

We maintain and operate the state highway network (including roads, roadsides, supporting infrastructure, technology and emergency works) to the agreed levels of service. State highway operations provide people with reliable access to social and economic opportunities while managing demand and operating services to optimise utilisation across the network.

How we measure performance

Reference	Measure ^A	Status	Target	2024/25 actual	2023/24 actual
SHO1	Percentage budget variance in state highway operations spend (excluding emergency works)	Not achieved	Less than 5% variance	6.94% lower than budget	New measure

Overall, the allocation for state highway operations is being managed across the full 3-year NLTP programme. In year 1, we made strategic decisions to underspend in some national projects and networks to fund major activities in years 2 and 3. Additionally, the previous split between pothole prevention and operations has tightened network budgets (as activities such as surfacing and drainage renewals now sit in the pothole prevention activity class). Networks are now working within stricter allocations for the state highway operations activity class, leading to close monitoring and reprioritisation to remain within allocation.

^A This is a new output class established in GPS 2024. As none of our previous measures were relevant to the activities funded through this output class, all measures are new.

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	984	1,089	(105)	1,858
Expenditure	984	1,089	(105)	1,858
Net surplus/(deficit)	0	0	0	0

Excludes repayment of borrowing.

State highway operations expenditure was \$105 million (10 percent) below budget. This was mainly due to delays in the North Island weather events project delivery caused by issues with land access and fewer than expected emergency events, both of which have been carried forward to 2025/26.

For full details on output class funding and expenditure, see from page 230.

Investment management ●

Delivered by NZTA and funded from the National Land Transport Fund

What we do and the difference it makes

We develop and manage the NLTP and plan the transport system. Key activities include managing the NLTF, supporting development of the GPS and regional land transport plans, planning for the long-term land transport system, providing investment and funding advice to the government, and assessing and monitoring investment. We also engage with the sector and develop, deliver and promote research projects. Investment management allows us to shape the land transport system in accordance with government priorities. Minimising the cost of managing the investment funding allocation system helps us ensure our processes are efficient and effective.

How we measure performance

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
IM1	Proportion of total cost of managing the investment funding allocation system to National Land Transport Programme expenditure ^A	Achieved	1% or less ^B	0.76%	0.86%

This year's lower result is due to reduced overhead costs and an increased total spend.

^A This is also an appropriation measure in Vote Transport (see appendix 4).

^B This target has been reduced from 1.1% to 1%. We intend to reduce it to 0.9% from 2025/26 to reflect continuous improvement.

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	71	87	(16)	83
Expenditure	71	87	(16)	83
Net surplus/(deficit)	0	0	0	0

Investment management expenditure was \$16 million (18 percent) below budget mainly due to operational cost savings in the programme management of the NLTP and lower transport planning spend. For full details on output class funding and expenditure, see from page 230.

Regulation of drivers

Delivered by NZTA and funded from fees and charges and the Crown

What we do and the difference it makes

We provide approved driver licensing courses, develop land transport rules for driver licensing and testing, and manage the standards and delivery of driver licensing and testing to the public, including developing and maintaining driver licensing test routes. We assess licence holders for alcohol and other drug use, maintain the integrity of the driver licence register, and inform and advise the public on driver licensing and testing. In addition, we educate, audit and undertake other regulatory activities with third parties such as driver licensing and testing course providers, testing officers, alcohol interlock providers and our driver licensing agent network. We also develop and maintain resources such as road codes, theory and practical test requirements, and testing and provider manuals.

This investment improves the safety of the land transport system by ensuring drivers meet and maintain required safety standards. Our work ultimately contributes to safe, competent and legal drivers, builds public confidence in the licensing system, and enhances access to the social and economic opportunities associated with being able to drive.

How we measure performance

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
DLT1	Proportion of non-compliance actions for driver licence course providers and testing officers that are progressed within acceptable timeframes ^A	Not achieved	95% or greater	88%	96%
	Resources were purposely diverted away from this measure to address increasing driver licence wait times. However, since December 2024, monthly results have consistently reached 98-100 percent. This measure is now back on track with monthly results above target.				
DLT2	Proportion of practical tests taken within 30 working days of booking	Not achieved	Greater than 90% ^B	64%	65%
	We did not achieve the target because of the increased demand associated with the October 2023 change to an 'all-in-one' fee for each stage of the graduated driver licensing system. Analysis shows more than 10 percent of customers are likely to book more than 30 days in advance. This measure is now back on track with the monthly results in the fourth quarter all above the 90 percent target.				
DLT3	Number of compliance monitoring activities for driver licensing, testing course providers and driver testing officers	Achieved	400 or greater ^C	743	157
	This measure has rebounded strongly after staff redeployment to support testing wait times. With operational improvements and the return of staff to core functions, delivery has accelerated, exceeding the annual target. We are on track to complete a full audit cycle of all course providers within 18 months.				

^A 'Progressed within acceptable timeframes' means non-compliance actions are managed towards resolution in line with our regulatory case management guidelines and processes, which recommend timeframes and courses of action based on the risk priority of each case.

^B We've revised the target to reflect continuous improvement in line with government expectations.

^C The scope of this measure has been broadened to increase oversight of regulatory activity across the driver licensing sector by capturing our monitoring of driver testing officers as well as our monitoring of course providers. The measure description and target have been updated to reflect these changes. Due to the changes in methodology, previous results are not comparable.

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	94	81	13	83
Expenditure	76	87	(11)	86
Net surplus/(deficit)	18	(6)	24	(3)

Driver licensing and testing recorded a surplus of \$18 million. The introduction of the new fee policy in July 2024, requiring applicants to pay additional testing fees from their third failed attempt, has helped recover the deficit incurred in the previous year. Also, this output class received a one-off funding allocation from the Community Road Safety Fund to cover the costs of reducing driver testing wait times, which has significantly improved the memorandum account position. For full details on output class funding and expenditure, see from page 230.

Regulation of vehicles

Delivered by NZTA and funded from fees and charges and the Crown

What we do and the difference it makes

Our role is to ensure vehicles on the roads are safe and compliant through vehicle registration, licensing, standards and certification. We develop rules, standards and guidelines for vehicle inspection and certification, appoint inspectors and inspecting organisations, monitor their performance, investigate complaints, and take action against those who do not meet required standards. We revoke certification of unsafe or illegal vehicles and manage the delivery of motor vehicle registration and licensing services to the public. We maintain the integrity of the motor vehicle register and related systems, authorise and manage third-party access to registry information, and provide advice and information to the public on regulatory requirements.

By ensuring vehicles on the roads are safe and maintaining the integrity of vehicle registration and certification systems, we protect the public and promote trust in the transport system.

How we measure performance

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
VSC1	Proportion of non-compliance actions for vehicle inspecting organisations, vehicle certifiers and vehicle inspectors that are progressed within acceptable timeframes ^A	Achieved	95% or greater	98%	100%
VSC2	Number of compliance monitoring activities completed for inspecting organisations and vehicle inspectors	Achieved	3500 or greater	5096	5222

^A 'Progressed within acceptable timeframes' means non-compliance actions are managed towards resolution in line with our regulatory case management guidelines and processes, which recommend timeframes and courses of action based on the risk priority of each case.

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	121	113	8	106
Expenditure	101	109	(8)	102
Net surplus/(deficit)	20	4	16	4

Vehicle safety and certification recorded a surplus of \$20 million, which was more than budget. This was driven by border certification charges, with higher vehicle entries than expected and lower costs due to efficiencies, savings and improved personnel cost allocation. For full details on output class funding and expenditure, see from page 230.

Regulation of commercial transport operators

Delivered by NZTA and funded from fees and charges and the Crown

What we do and the difference it makes

We oversee the safety and compliance of commercial transport operators. Our main functions include developing and enforcing regulations and safety standards, licensing and maintaining a register of qualified operators, monitoring compliance through on-road electronic monitoring, investigating and prosecuting non-compliant operators, informing and educating operators and the public about their obligations, and administering permits for oversize and overweight vehicles. Effective regulation of commercial transport operators helps to ensure the safety and reliability of commercial transport services and protects the public.

How we measure performance

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
CTO1	Proportion of non-compliance actions for commercial operators that are progressed within acceptable timeframes ^A	Achieved	95% or greater	100%	100%
CTO3	Proportion of transport service licences and permitting applications completed within the specified timeframes ^B	Achieved	95% or greater	99%	97%
CTO4	Total number of random sample compliance monitoring activities, to provide a system-level view of compliance rates across the commercial transport operator sector	Achieved	381 or greater ^C	415	New measure

^A 'Progressed within acceptable timeframes' means non-compliance actions are managed towards resolution in line with our regulatory case management guidelines and processes, which recommend timeframes and courses of action based on the risk priority of each case.

^B 'Specified timeframes' are clearly defined periods within which these applications are expected to be processed. For more information, visit nzta.govt.nz/commercial-driving/transport-service-licences

^C This measure replaces the previous measure 'Number of compliance monitoring activities for commercial transport service licence holders and commercial drivers (classes 2-5)' to better monitor our compliance activities. The target reflects the number of compliance monitoring activities we need to complete to provide a confidence level of at least 95 percent.

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	25	25	0	21
Expenditure	20	17	3	18
Net surplus/(deficit)	5	8	(3)	3

Regulation of commercial transport operators recorded a surplus of \$5 million, which was lower than budget. This was due to greater precision in the allocation of direct personnel costs, which has resulted in a larger allocation of costs to this output compared to budget. For full details on output class funding and expenditure, see from page 230.

Regulation of the rail transport system

Delivered by NZTA and funded from fees and charges

What we do and the difference it makes

We are responsible for regulating the rail transport system to ensure the safety and security of passengers and other members of the public. Our main functions include managing entry to and exit from the rail system through licensing and restrictions, approving and varying safety cases, and setting safety standards for infrastructure, vehicles and practices. We also assess compliance with safety cases and standards, investigate safety accidents and prosecute breaches of the Railways Act 2005. We monitor risks and the overall level of safety in the rail system and provide advice and information to stakeholders and the public on rail system safety. If safety breaches occur, we direct improvements or impose restrictions to ensure risks are minimised.

Effective regulation of rail participants helps to maintain a high level of safety in the rail transport system, giving the public confidence in its reliability and security for both people now and future generations.

How we measure performance

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
RTS1	Proportion of non-compliance actions for rail participants that are progressed within acceptable timeframes ^A	Not achieved	95% or greater	79%	84%
	Delays early in the year, mainly involving lower-level non-compliance paperwork, resulted in an initial deficit that was unable to be recovered due to the low volumes in rail. However, all significant non-compliance actions were completed on time, and weekly monitoring of remedial actions has been introduced to improve responsiveness.				
RTS2	Number of compliance monitoring activities completed for rail licence holders	Achieved	50 or greater	53	66
RTS3	Proportion of ordinary safety assessments completed for rail licence holders within specified timeframes ^B	Achieved	95% or greater	97%	95%

^A 'Progressed within acceptable timeframes' means non-compliance actions are managed towards resolution in line with our regulatory case management guidelines and processes, which recommend timeframes and courses of action based on the risk priority of each case.

^B 'Specified timeframes' are clearly defined periods within which these applications are expected to be processed. For more information, visit nzta.govt.nz/commercial-driving/transport-service-licences

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	2	3	(1)	3
Expenditure	3	4	(1)	3
Net surplus/(deficit)	(1)	(1)	0	0

Regulation of the rail transport system recorded a deficit of \$1 million as budgeted. For full details on output class funding and expenditure, see from page 230.

Revenue collection and administration

Delivered by NZTA and funded from fees and charges and the National Land Transport Fund

What we do and the difference it makes

We're responsible for collecting and administering various revenue streams related to transportation and clean vehicle initiatives.

Our tasks include:

- collecting and refunding road user charges revenue, investigating evasion, enforcing payment, and informing and advising the public about road user charges
- collecting road tolling revenue, investigating evasion, enforcing payment, managing associated systems and interfaces, and informing and advising the public about road tolls
- collecting and paying regional fuel tax rebates to fund regional projects, audit compliance, and reporting fuel prices and volumes
- refunding and accounting for fuel excise duty claims related to off-road fuel use
- in administering clean vehicle schemes, collecting fees and paying rebates, verifying eligibility criteria, processing refunds, guarding against fraudulent activity, and responding to non-compliant behaviour.

This investment allows us to collect revenue fairly and in accordance with the law to invest in a safe, resilient and accessible transport system.

How we measure performance

Reference Measure	Status	Target	2024/25 actual	2023/24 actual
REV1 Proportion of unpaid road user charges identified through investigations and assessments that are collected ^A	Achieved	65% or greater	82%	79%
REV2 Proportion of refunds processed within 20 days	Achieved	85% or greater	100%	99%
REV3 Number of road user charges compliance monitoring activities completed for all road users.	Achieved	200 or greater ^B	309	174

Implemented improvements in data, responses, automation and documentation have led to a more efficient compliance monitoring process. While we exceeded our target in 2024/25, our level of delivery is resource dependent. We are planning to review the target at the next opportunity.

^A This is also an appropriation measure in Vote Transport (see appendix 4).

^B This target has been updated from 90 to 200 or greater to reflect increased productivity and our strengthened approach to regulating compliance with road user charges.

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	68	61	7	63
Expenditure	71	69	2	70
Net surplus/(deficit)	(3)	(8)	5	(7)

Revenue collection and administration recorded a deficit of \$3 million, which was slightly favourable to budget. For full details on output class funding and expenditure, see from page 230.

Low emission vehicles ● ●

Delivered by NZTA and funded from the Crown

What we do and the difference it makes

We administer and operate the Clean Car Standard that supports the decarbonisation of the light vehicle fleet by encouraging the uptake of low and zero emissions light vehicles. Decarbonising the light vehicle fleet is critical for reducing transport emissions in line with the government's emissions reduction plan.

How we measure performance

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
CCS1	Proportion of vehicle imports with CO ₂ and importer information, allowing robust measurement against national CO ₂ targets ^A	Achieved	100%	100%	100%

^A This measure is also an appropriation measure in Vote Transport (see appendix 4).

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	5	6	(1)	173
Expenditure	5	6	(1)	173
Net surplus/(deficit)	0	0	0	0

Low emission vehicles expenditure was materially on budget. For full details on output class funding and expenditure, see from page 230.

Delivered in partnership with or by our partners

Local road improvements ●●

Invested in by NZTA, delivered by approved organisations and funded from the National Land Transport Fund and the Crown

What we do and the difference it makes

We co-invest in infrastructure (including roads, roadsides and all supporting infrastructure and technology, and renewing end-of-life bridges and structures) to improve the capacity and levels of service of local roads. We plan collaboratively with councils to support economic growth and productivity and a safe and resilient transport system, while prioritising reliable travel times and ensuring value for money in investment decisions.

How we measure performance

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
LRI1	Proportion of local road improvement activities funded by the National Land Transport Fund delivered to agreed timeframes ^A	Not achieved	80% or greater	75%	30%

We have seen a significant improvement in performance from the previous 2 years (30 percent in 2023/24 and 60 percent in 2022/23). The target was not fully achieved because the Dublin Street rail crossing was deferred (due to the iReX project being placed on hold) and councils needing to delay improvement projects to prioritise emergency works. We are working closely with approved organisations to improve forecast accuracy.

^A This is also an appropriation measure in Vote Transport (see appendix 4). 'Standards' has been removed from the description to reflect better what is being measured. 'Agreed timeframes' applies to projects classified as in the pre-implementation or the implementation or construction phase that are due to be completed in the relevant financial year.

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	173	258	(85)	208
Expenditure	173	258	(85)	208
Net surplus/(deficit)	0	0	0	0

Excludes repayment of borrowing.

Local road improvements expenditure was \$85 million (33 percent) below budget mainly due to rescheduling of council roading projects pending council decisions on how funding will be used. For full details on output class funding and expenditure, see from page 230.

Local road pothole prevention

Invested in by NZTA, delivered by approved organisations and funded from the National Land Transport Fund

What we do and the difference it makes

We co-invest in the maintenance of the local road network (including roads, roadsides, and all supporting infrastructure and technology) to the appropriate levels of service.

Maintenance activities include resealing, rehabilitating and drainage maintenance on the local road network and addressing the significant rise in the number of potholes and deterioration in the local road network.

Local road pothole prevention maintains a safe and resilient network, so people can access social and economic opportunities.

How we measure performance

Reference	Measure ^A	Status	Target	2024/25 actual	2023/24 actual
LRP1	Percentage of sealed network with resealed and resurfaced pavement	Achieved	4% or greater (4275 lane kms)	5% (5538 lane kms)	New measure
LRP2	Percentage of sealed network with rehabilitated pavement	Achieved	0.2% or greater (215 lane kms)	0.3% (328 lane kms)	New measure
LRP3	Cost per lane kilometre pavement resealing and resurfacing	Achieved	Less than \$95,000	\$60,576	New measure
LRP4	Cost per lane kilometre pavement rehabilitation	Achieved	Less than \$1.1m ^B	\$523,584	New measure
LRP5	Proportion of travel on smooth roads	Not achieved	86% or greater	80%	New measure

Road condition data has been collected differently this year. In the past, all councils carried out their own condition surveys; now the survey is being done at the national level. The Consistent Condition Data Collection Programme provides standardised sealed pavement surfacing data collection for all road controlling authorities. The 2024/25 survey comprised all high-class roads (major collectors and above) and at least 50 percent of low-class roads.

During quality assurance checks, we discovered that road controlling authorities were using an inconsistent script to record the treatment of event codes, which led to inconsistent results among the authorities. However, these inconsistencies are not considered material. We have introduced a consistent script for road controlling authorities for 2025/26, which will resolve this issue.

^A This is a new output class established to GPS 2024. As none of our previous measures were relevant to the activities funded through this output class, all measures are new.

^B Including 2 percent inflation for the second and third NLTP years.

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	557	579	(22)	0
Expenditure	557	579	(22)	0
Net surplus/(deficit)	0	0	0	0

Excludes repayment of borrowing.

Local road pothole prevention expenditure was \$22 million (4 percent) slightly below budget mainly due to delays in sealed road pavement rehabilitation. For full details on output class funding and expenditure, see from page 230.

Local road operations ● ●

Invested in by NZTA, delivered by approved organisations and funded from the National Land Transport Fund and the Crown

What we do and the difference it makes

We co-invest in the maintenance and operation of the local road network (including roads, roadsides and all supporting infrastructure and technology) to the appropriate levels of service. Operational activities include managing demand and operating services to optimise utilisation across the network.

This output class provides New Zealanders with reliable access to social and economic opportunities while maintaining the safety and resilience of the local road network.

How we measure performance

Reference	Measure ^A	Status	Target	2024/25 actual	2023/24 actual
LRO1	All councils have a network asset management plan maintained to agreed standards	Achieved	Achieved	Achieved	New measure
LRO2	Proportion of local road operations spend (excluding emergency works) delivered within agreed budget	Achieved	95% or greater	95%	New measure

^A This is a new output class established in GPS 2024. As none of our previous measures were relevant to the activities funded through this output class, all measures are new.

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	585	707	(122)	1,241
Expenditure	585	707	(122)	1,241
Net surplus/(deficit)	0	0	0	0

Excludes repayment of borrowing.

Local road operations expenditure was \$122 million (17 percent) below budget mainly due to delays on more complex projects (bridge and other structure component replacement and maintenance) and less spend on emergency work than expected. Full details on output class funding and expenditure, see from page 230.

Public transport services ●●

Invested in by NZTA, delivered by approved organisations and funded from the National Land Transport Fund and the Crown

What we do and the difference it makes

We co-invest with approved organisations in bus, ferry and rail public transport services, trains, customer information, technology, facilities, operations and maintenance. We also subsidise door-to-door transport for people with mobility impairments and administer the Crown-funded SuperGold card concession scheme. Public transport improves travel choices, increases access to employment, education and social opportunities, eases congestion, and supports vibrant and liveable urban communities and effective land use. The Total Mobility scheme increases equity of access for people with mobility impairments, and the SuperGold scheme improves access to social and health opportunities for older people.

How we measure performance

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
PTS1	Number of boardings on public transport service ^A	Achieved	Greater than 129 million	159 million	154 million
PTS2	Reliability of public transport services ^B	Achieved	Greater than 83%	93%	89%

^A This is also a performance measure for the public transport infrastructure output class and an appropriation measure (see appendix 4).

^B This measure is the proportion of scheduled services that were completed in full. Only services that left the origin stop between 59 seconds early and 4 minutes 59 seconds late that also completed the trip to destination are included as a pass.

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	662	722	(60)	653
Expenditure	662	722	(60)	653
Net surplus/(deficit)	0	0	0	0

Excludes repayment of borrowing.

Public transport services expenditure was \$60 million (8 percent) below budget mainly due to lower-than-expected claims for public transport continuous programmes in Auckland and Wellington. For full details on output class funding and expenditure, see from page 230.

Public transport infrastructure ●●

Delivered by NZTA and approved organisations
and funded from the National Land Transport Fund

What we do and the difference it makes

We co-invest with approved organisations in bus, ferry and rail public transport infrastructure improvements to deliver safe and effective public transport services. We also co-invest in improvements to the metro rail network by KiwiRail under contract to approved organisations. Public transport improves travel choices, increases access to employment, education and social opportunities, eases congestion, and supports vibrant and liveable urban communities and effective land use.

Investing in infrastructure improvements for public transport improves the safety, reliability, resilience and effectiveness of services, and makes public transport more attractive to users.

How we measure performance

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
PTS1	Number of boardings on public transport service ^A	Achieved	Greater than 129 million	159 million	154 million
PTI1	Punctuality of metro rail services ^B	Not achieved	95% or greater	86%	82%

The result continues to improve on previous years but remains below target. Punctuality in both Auckland and Wellington continues to be affected by the significant amount of infrastructure works being carried out on both metro networks. The works result in temporary speed restrictions that significantly reduce the punctuality of services. This measure is replaced in the 2025/26 statement of performance expectations with 'Punctuality of public transport services', which better demonstrates all public transport services (buses, ferries and trains).

^A This is also a performance measure for the public transport services output class and an appropriation measure (see appendix 4).

^B This is also an appropriation measure in Vote Transport (see appendix 4).

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	804	887	(83)	703
Expenditure	804	887	(83)	703
Net surplus/(deficit)	0	0	0	0

Excludes repayment of borrowing.

Public transport infrastructure expenditure was \$83 million (9 percent) below budget primarily due to delays to projects such as Lower North Island Rail Integrated Mobility and National Ticketing Solution. For full details on output class funding and expenditure, see from page 230.

Safety

Delivered by NZTA and approved organisations and funded from the National Land Transport Fund

What we do and the difference it makes

We invest in road policing through the Road Policing Investment Programme, which takes a risk-based approach and targets activity at high-risk behaviours, alongside highly visible patrols to support and encourage safe driving behaviour. We also deliver nationally consistent and coordinated road safety promotion activities, including the vehicle safety programme as well as national, regional and local road safety education and advertising campaigns and initiatives. Other output classes also deliver and invest in activities with safety outcomes.

How we measure performance

Reference	Measure ^A	Status	Target	2024/25 actual	2023/24 actual
SFY1	Number of passive breath tests conducted	Unable to report	3.3 million or greater	Unable to report	3.6 million
		We are unable to report this result due to a data integrity issue raised by the NZ Police. The issue is subject to investigation and validation of the number of tests affected is uncertain at the time of this annual report.			
SFY2	Number of hours mobile cameras are deployed	Not achieved	67,000 or greater	43,431	63,054
		NZ Police reduced hours and infringements throughout the year as services transitioned to us. Reporting for 2024/25 is on New Zealand Police performance. Reporting on speed camera hours from 1 July 2025 will reflect our performance.			
SFY3	Proportion of road safety advertising campaigns that meet or exceed their agreed success criteria	Not achieved	86% or greater	81%	94%
		This measure captures campaigns about drink-driving, speeding, mobile phone distraction, seatbelts, motorcycling and vehicle safety. Our result in the fourth quarter (81 percent) increased from that in the third quarter (75 percent). Only 2 campaigns did not meet their targets, the drink-driving and seatbelt campaigns.			

^A This is a new output class established in GPS 2024.

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	548	519	29	653
Expenditure	556	519	37	653
Net surplus/(deficit)	(8)	0	0	0

Excludes repayment of borrowing.

Safety includes spend incurred by the NZ Police on the Road Policing Investment Programme. Safety expenditure was \$37 million (7 percent) above budget. Budgets were set well before the safety programme was finalised for the 2024-27 NLTP and do not reflect final funding decisions. For full details on output class funding and expenditure, see page 230.

Rail network

Invested in by NZTA, delivered by KiwiRail and funded from the National Land Transport Fund

What we do and the difference it makes

We support KiwiRail to deliver the first Rail Network Investment Programme, which sets out rail activities that will be funded from the NLTF over the 3 years 2024/25 to 2026/27. With KiwiRail, we monitor the programme's delivery and report to the Minister of Transport on progress.

Rail network activities enable the development of a resilient and reliable rail network, which improves safety and supports freight movement in a mode-neutral system by providing choice to companies and customers. Improving the rail network also contributes to reduced congestion and emissions.

How we measure performance

Reference	Measure	Status	Target	2024/25 actual	2023/24 actual
RN1 Delivered by KiwiRail	Amount of freight carried by rail (net tonne kilometres) ^A	Not achieved	4170 million net tonne kilometres or greater ^B	3373 million net tonne kilometres	3482 million net tonne kilometres
RN2 Delivered by KiwiRail	Freight travel time reliability ^A	Achieved	90% or greater	90%	89%

This year's result is a 3 percent reduction on the previous year and reflects another year of flat freight volumes driven by wider economic conditions. Volumes at ports are flat or declining and road freight net tonne kilometres have also been flat or declining, with operators reporting challenging conditions.

Due to the timing of publishing KiwiRail's statement of corporate intent and our statement of performance expectations, the published targets for this measure differed across both documents. The KiwiRail target for 2024/25 was 3598 million net tonne kilometres and our statement of performance expectations target was 4170 net tonne kilometres.

Future NZTA statements of performance expectations will now refer to the KiwiRail statement of corporate intent, which will resolve any target discrepancies in the future. This data is reported from KiwiRail and subject to audit and confirmation as part of the KiwiRail annual reporting process.

^A This is also an appropriation measure in Vote Transport (see appendix 4).

^B This target changed from 4460 to 4170 million net tonne kilometres to reflect the annual update that aligns with the 3-year NLTP period. Net tonne kilometres is the sum of the tonnes carried multiplied by the distance travelled.

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	500	353	147	560
Expenditure	500	353	147	560
Net surplus/(deficit)	0	0	0	0

The rail network activity class was \$147 million (42 percent) above budget. This reflects additional expenditure approved by the Crown for the reinstatement of the rail network after the North Island weather events. For full details on output class funding and expenditure, see from page 230.

Walking and cycling improvements

Delivered by NZTA and approved organisations and funded from the National Land Transport Fund and the Crown

What we do and the difference it makes

We co-invest in maintaining the existing walking and cycling network and developing new walking and cycling pathways where a clear benefit exists for increasing economic growth or improving safety and where demonstrated volumes of pedestrians and cyclists already exist.

This investment encourages people to walk and cycle, helps improve pedestrian and cyclist safety, and contributes to reduced congestion and emissions. As active travel modes, walking and cycling also promote health and wellbeing.

How we measure performance

Reference	Measure ^A	Status	Target	2024/25 actual	2023/24 actual
WCI1	Proportion of cycleways, pathways and shared paths delivered against what was funded ^B	Not achieved	80% or greater	69%	65%
	During 2024/25, six cycleway projects were scheduled for completion, with a target of about 24km. Just over 16km were delivered and opened to the public, resulting in a 69 percent completion rate. The primary reason for delays in completing cycleways were projects being paused while government priorities were confirmed, council budgets being reviewed, and changes in design being required following further engagement. Crown-funded projects (not captured by this measure) contributed to councils delivering an additional 66km of cycleways through the Transport Choices Programme, adding to broader network expansion nationally.				
WCI2	Average national change in cyclist counts	Achieved	Increasing from the previous year	0.8%	5.4% growth
WCI3	Average national change in pedestrian counts	Achieved	Increasing from the previous year	9.4%	18.5% growth

^A These measures could not be reported on in previous years due to data and methodology issues. We've solved the issues and updated the methodology and targets accordingly. The measure descriptions for WCI2 and WCI3 have also changed to reflect what will be reported from 2024/25. (The previous descriptions were 'cycling count in main urban areas' and 'walking count in main urban areas'.)

^B This is also an appropriation measure in Vote Transport (see appendix 4).

	Actual 2024/25 \$M	Budget 2024/25 \$M	Variance 2024/25 \$M	Actual 2023/24 \$M
Revenue	175	203	(28)	287
Expenditure	175	203	(28)	287
Net surplus/(deficit)	(0)	0	(0)	0

Excludes repayment of borrowing.

Walking and cycling expenditure was \$28 million (14 percent) below budget mainly due to council rescheduling of certain projects. For full details on output class funding and expenditure, see from page 230.