

SECTION B

# DELIVERING OUR STRATEGY



# OUR STRATEGY IN 2016/17

## Desired outcomes

For the New Zealand transport sector

**OUR PURPOSE**  
 Creating transport solutions for a thriving New Zealand

### EFFECTIVE

Moves people and freight where they need to go in a timely manner

### EFFICIENT

Delivers the right infrastructure and services to the right level at the best cost

### SAFE AND RESPONSIBLE

Reduces the harms from transport

### RESILIENT

Meets future needs and endures shocks



## Long-term goals

## Medium-term objectives

**Integrate one effective and resilient network for customers**

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

**Shape smart, efficient, safe and responsible transport choices**

- 4 Implement the Safe System approach to create a forgiving land transport system that accommodates human error and vulnerability.
- 5 Incentivise and shape safe and efficient travel choices using a customer-focused approach.
- 6 Reduce costs for transport users through better regulation and willing compliance.

**Deliver efficient, safe and resilient, and responsible highway solutions for customers**

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

**Maximise effective, efficient and strategic returns for New Zealand**

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

**Growing agility as a high-performing organisation**

- 1 Harness knowledge to make informed and timely decisions.
- 2 Create value with others.
- 3 Encourage continuous improvement and innovation.

## Near-term priorities and results

**1** Make it easy for customers to do business with us

**2** Predictable journeys for urban customers

**3** Integrate road and rail to improve freight network productivity

**4** Safer speeds that are right for the road

**5** Driving value through smart road maintenance

**6** Make urban cycling a safer and more attractive transport choice

**64 RESULTS**

107 MILESTONES FOR 2016/17

## Output classes

Activities we deliver and invest in\*

Investment management

Licensing and regulatory compliance

Road tolling

Motor vehicle registry

Road user charges collection, investigation and enforcement

Road safety promotion

State highway improvements

State highway maintenance

Public transport

Administration of the SuperGold cardholder scheme  
*and*

Enhanced public transport concessions for SuperGold cardholders

Walking and cycling

Local road improvements

Local road maintenance

Regional improvements

Refund of fuel excise duty

Road Policing Programme (New Zealand Police output)

\* For how our output classes contribute to our long-term goals see appendix 3.

# ABOUT OUR STRATEGY

## OUR STRATEGY IN 2016/17

The Transport Agency's strategy in 2016/17 was designed to respond to our operating context and deliver specific outcomes for customers on behalf of the Government.

A thriving New Zealand needs land transport to work seamlessly as part of a wider transport system (maritime, aviation and land transport), and we need to work with others to help deliver on the government's wider transport sector outcomes. We are heading towards a transport system for customers that is:

**EFFECTIVE** in moving people and freight where they need to go in a timely manner

**EFFICIENT** in delivering the right infrastructure and services at the right level at the best cost

**SAFE AND RESPONSIBLE**, reducing the harms from transport

**RESILIENT**, meeting future needs and enduring shocks.

Our strategy in 2016/17 had three components:



## PREPARING FOR THE FUTURE

During 2016/17, the Transport Agency conducted a review of its strategic direction. Although the organisation is successful, our review found that we could be positioned better to meet future challenges for New Zealand's transport system. To address these opportunities, we refreshed our strategy, along with our operating model and organisational structure. These changes came into effect on 3 July 2017.<sup>1</sup>

<sup>1</sup> Full details of the refreshed strategy can be found in *NZ Transport Agency statement of intent 2017-21* ([nzta.govt.nz/soi](http://nzta.govt.nz/soi)) and *NZ Transport Agency statement of performance expectations 2017/18* ([nzta.govt.nz/spe](http://nzta.govt.nz/spe)).



## WE'RE ON THE CUSP OF A TRANSPORT REVOLUTION

Our context is the pressures that impact on what we do and how we do it. We are facing a number of opportunities and challenges:

- customers and business want faster, easier, more personalised transport services
- our population is ageing and becoming more urbanised
- digital technology and new players with new services are transforming transport
- high-growth demands compete with regional and community expectations
- the Government expects us to continue to provide a safe and efficient land transport system that delivers value for money
- citizens demand we use resources wisely and develop a land transport system New Zealand can be proud of now and into the future.

In particular, technology is leaping ahead with autonomous and electric vehicles and with applications that are transforming personal mobility services and supply chain logistics. Customers are increasingly connected to information, services and social networks through smart devices, and they expect personalised transport services and real-time information when they are on the go.

Businesses also expect reliable and predictable connections so they can make sure their goods reach retail shelves and factories in New Zealand and around the globe.

Our strategy positions us to respond to these opportunities and challenges and the impact they have on the expectations of our customers and the Government to make sure every person and business in New Zealand benefits from the transport revolution.

## STRATEGIC RESPONSES - THREE BIG CHANGES WE'LL MAKE

Our three strategic responses – a system response, a service response and a community response – describe the direction we'll take to deliver value to New Zealand. They're the three big changes we need to make in the next five years to deliver what is expected of us and ensure customers and citizens benefit from the rapid changes happening in transport.

### One connected transport system

We aim to transform the performance of the land transport system by integrating digital technology with physical infrastructure to create a safe, connected system that works for everyone. This strategic response is about the connection between transport networks and services. We have a good track record of delivering physical road networks, and now we need to be just as good at integrating the physical with the digital: Delivering one connected transport system that is safe and works for people and businesses.

### People-centred services

We aim to simplify our customers' lives and our partners' work with innovative transport services and experiences that make it easy for them to do what they need to. The transport system exists to serve people – our customers and our planning, investment and delivery partners. For our customers, a collaborative transport-as-a-service approach starts with understanding customer needs and mining rich customer information and interactions to design better transport experiences. Service offerings are tailored to create the most value for customers and for New Zealand – economically and socially. Transport operations and demand management are critical in helping people get the best real-time experience. We will collaborate with our partners, working to understand what they need and balancing those needs with our responsibilities.

### Partnerships for prosperity

We aim to unlock social and economic opportunities for customers, businesses and communities through targeted partnerships. We're focusing on great transport links and services that promote improved social, economic and environmental outcomes for communities and for business. This means partnering with others and playing our role in creating connected and safe communities and a more productive economy that delivers more jobs, higher incomes and higher living standards for New Zealanders.

## FOCUS AREAS - WHAT WE'LL DO TO MAKE THESE CHANGES

Our eight focus areas describe what we will do in the next three to five years to make the changes signalled in our strategic responses. These focus areas confirm where we will direct our efforts and resources to deliver measurable outcomes for our customers and citizens.

The focus area Shape the land transport system sets the overall direction for our activities with specialist direction setting for safety coming from the Keep people safe focus area. That direction is delivered by the five areas: Target rapid growth, Connect and develop regions, Improve customer experiences, Deliver connected journeys, and Keep people safe. Our internal direction is set and delivered by the focus area Achieve organisational excellence. However, in 2017/18, the focus area Transform the Transport Agency will support our transition to our strategy and ways of working.

### Shape the land transport system

Shape New Zealand's land transport system and influence its delivery

**OUTCOME** Transport sector decision-making, investment and regulatory and policy interventions are based on a shared long-term view of the land transport system

### Target rapid growth

Balance solutions for customers in high-growth urban areas

**OUTCOME** Improved customer experience of urban travel in high-growth urban areas

### Connect and develop regions

Partner for tailored transport solutions that play their part in supporting wider outcomes for the regions and New Zealand

**OUTCOME** Improved regional and interregional transport system service quality for people, freight and business

### Keep people safe

Deliver solutions that contribute to improved safety and public health outcomes and reduce environmental harms

**OUTCOME** The land transport system is increasingly free from harms

### Improve customer experiences

Deliver innovative services and transport experiences our customers and citizens value

**OUTCOME** Customers trust us to deliver intuitive experiences that meet their needs and preferences

### Deliver connected journeys

Lead the integration of a digitally connected land transport system

**OUTCOME** Digital solutions enable easier journeys for customers

### Achieve organisational excellence

Provide exceptional services and activities that are designed to meet Transport Agency needs

**OUTCOME** Organisational services are more innovative, responsive and cost-effective and provide the capabilities (people, systems, processes, practices, tools and skills) required to deliver our strategy

### Transform the Transport Agency

Create one strategy-led, people-centred organisation that is fit for the future.

**OUTCOME** We have become a people-centred, strategy-led organisation that is supported by a robust strategy-to-action process

# PROGRESS ON OUR GOALS



## INTEGRATE ONE EFFECTIVE AND RESILIENT NETWORK FOR CUSTOMERS

Our transport system is made up of multiple networks, modes and services that many different public and private entities own, fund and use. People rarely confine themselves to using one part of the system, often sharing the space with others who might have competing needs.

To integrate one effective and resilient network for customers, we focus on the entire transport system rather than its constituent parts, so all of the network's parts work together seamlessly.

This year, we focused on:

- **integrating land-use planning and transport planning** to support growth in major urban areas
- **integrating national and local strategic networks** to enable seamless movement of people and freight across the network, to coordinate incident management and traffic operations in real time and to facilitate a variety of travel choices
- **improving the efficiency of the freight supply chain** to make sure major strategic freight routes are reliable and resilient and that connections between local roads and state highways enable freight to move efficiently across the network.

### OUR PROGRESS THIS YEAR

We made good progress this year, achieving or substantially achieving eight of our nine annual milestones. We worked collaboratively with our national and local partners to ensure transport planning supports the specific growth needs and pressures of individual regions. Substantial progress was made to provide urban customers with superior public transport services, and we advanced our techniques to improve freight supply chain efficiency.

#### Integrating land-use planning and transport planning

##### CONTRIBUTING PRIORITIES

Predictable urban journeys

Urban cycling

Our aim is to integrate land use and the transport system to shape demand for transport at national, regional and local levels. To improve the coordination of future land-use development and transport infrastructure investment, we worked closely with our partners to develop long-term transport plans. We collaborated with Auckland Transport to advance the Supporting Growth - Delivering Transport Networks programme (formerly known as the Transport

for Future Urban Growth programme), which covers the four greenfield growth areas in Auckland.

Together, we finalised a combined indicative and detailed business case for the programme and a memorandum of understanding. We continue to work with Auckland Transport toward the next business case phase, which is expected to start in 2017/18. In Queenstown, we worked with our partners to progress the Queenstown integrated programme business case, which was endorsed by the Queenstown Transport Governance Group. We were also heavily involved in the master planning programme for Queenstown's central business district.

We also collaborated with our regional partners to deliver the transport activities in five Regional Economic Growth Action Plans (for Bay of Plenty, Gisborne, Hawke's Bay, Manawatū-Whanganui and West Coast) to support regional development and social opportunities. We worked together to identify the transport connections and improvements that would support each region's aspirations and develop delivery plans for programme business cases. In addition, we continued to collaborate on the development of new and refreshed regional development plans and strategies, such as the Canterbury Regional Economic Development Strategy 2017-19. In 2017/18, we will continue our work to support and deliver the transport initiatives for 10 Regional Economic Development Action Plans.



### Integrating national and local strategic networks

**CONTRIBUTING PRIORITIES**

Predictable urban journeys

Integrate road and rail freight

Urban cycling

We work with other transport network operators to integrate the management and operation of national and local networks, so our customers experience seamless travel connections and choices.

This year, the Public Transport Operating Model was implemented in Auckland and Wellington with our support, expertise and National Land Transport Programme investment. The model is a planning, procurement and business development framework that uses a partnering approach between regional councils and operators to deliver affordable, urban public transport services

that customers want to use. We also began implementing a national ticketing programme to coordinate the approach to achieving modern, fully integrated ticketing and fares. The programme involves all local authorities with public transport responsibilities and is expected to contribute to the effectiveness of regional public transport and increase patronage.

We began work to develop a nationwide intelligent transport systems architecture that will create common standards to create consistent operations and measurements along prominent journeys in major urban centres. However, this project was temporarily suspended so the architecture is able to accommodate the rapid advancements in vehicle technologies, such as connected and automated vehicles. The work on the architecture is expected continue as a component of the Intelligent Transport Systems Action Plan, which is scheduled for a refresh by the Ministry of Transport in 2017/18.

### Improving the efficiency of the freight supply chain

**CONTRIBUTING PRIORITY**

Integrate road and rail freight

We continued to work with network operators and our investment partners to improve the efficiency of freight supply chains.

This year, we completed the Weigh Right Trial, which tested different technologies and developed intelligent software to identify potentially overweight heavy vehicles (based on their allowable weight) and direct them to a weigh station for further investigation. The trial was successful and demonstrated that these new technologies reduce the need for compliant vehicles to make unnecessary stops at weigh stations, thus improving the efficiency of the freight network. Work is under way with our partners to determine the merits of a possible investment programme to expand the use of the Weigh Right Trial technologies.

We also delivered an expanded and simplified 50MAX-1Network permit system after reviewing the national permit system for heavy vehicles. Now, 63 of the 66 road controlling authorities have signed up to the 50MAX programme. Conversations are under way with the three remaining councils (West Coast Regional, Mackenzie District and Grey District) to include them in the 50MAX programme.

Although we made progress on delivering the second tranche of additional high-productivity freight routes, we did not achieve our target for the year. We delivered 535km of new routes, which was a third of the targeted distance. Delays to the programme were caused in large part by natural events that occurred along sections of road included in the second tranche. These events required the urgent redeployment of resources, which prevent work on other sections of the tranche. Work is under way nationwide to deliver the remaining routes, and substantive completion is expected in 2017/18.

## TRANSITIONING TO THE FUTURE

Our refreshed strategy sees us moving from a one network approach to a one system approach. In addition to multimodal transport thinking, we now explicitly include technological, policy and regulatory factors when considering the wider transport system, the tools we have to work with, and what customers and citizens expect from the transport system. The core objectives of this goal for integration and efficiency remain critical in our refreshed strategy, but we will try to achieve them in a different way.

### How this goal links to our strategic responses

**One connected transport system** ensures that we pay as much attention to integrating digital and physical infrastructure as we do to integrating land use and transport planning. **People-centred services** places customer experience at the centre of every integrated transport solution, and **Partnerships for prosperity** enables us to work with others and ensure transport solutions are integrated with other initiatives designed to support wider social and economic outcomes.

### How this goal links to our focus areas

**Shape the land transport system** requires us to work more closely with partners to agree and plan with the whole transport system in mind at both national and regional levels. It will enable us and our partners to plan for integrated and coordinated solutions utilising all the tools available to us. Transport solutions will be prioritised and sequenced to respond to agreed issues and opportunities.

**Target rapid growth** and **Deliver connected journeys** considerably sharpen our focus on integrated, technology-led solutions for customers in high-growth urban areas, particularly Auckland. While we achieved a lot for high-growth urban areas during the past three years, we can do better. These two focus areas are designed to deliver a step-change in how customers in high-growth urban areas manage their transport needs.

**Connect and develop regions** requires us to improve regional and interregional connections for people, freight and business. This work is conducted in the context of Regional Economic Development Action Plans and will see us co-design transport solutions that address agreed issues and support broader social and economic outcomes that are important to communities.

GOAL SUCCESS INDICATORS TO 2032*		2012/13 BASELINE	DESIRED TREND	2015/16 ACTUAL	2016/17 ACTUAL	
People movement is more efficient and reliable	% network productivity (vehicle speed and flow on urban networks in Auckland)	63%	Increase	62%	59%	1
Freight movement is more efficient and reliable	Number of km delivered for the high productivity freight network (up to 58 tonnes)	0km	Increase	5,343km	5,875 <sup>†</sup>	●
There is an optimal range of travel and transport choices for each location	% mode share public transport	2.7%	Increase	Due to changes in the Household Travel Survey results are not available for these years.		
	% mode share walking and cycling	1.4%	Increase			

\* Refer to appendix 1, page 176 for trend information.

<sup>†</sup> This includes approximately 200 kilometres of State Highway 1 from Picton to Christchurch that remains partially or fully closed following the Kaikōura earthquake.





1 The 3 percent decline in network productivity during the morning peak in Auckland reflects the combined impact of increased traffic volumes (10 percent) and significant roadworks on the network. The result also needs to be viewed in the context of Auckland's population growth of about 181,000 people between 2012 and 2017. The high-level trends are comprised of locations that have both increasing and decreasing performance, which can obscure the impact of investment relieving bottlenecks on the network.

## MILESTONES FOR 2016/17

### OBJECTIVE 1: INTEGRATE LAND USES AND TRANSPORT NETWORKS




MILESTONES FOR 2016/17	RESULT
<p>OB 1.1 <b>RESULT BY 2019</b> Land-use and transport plans for the top five growth areas demonstrate improved coordination of land-use development with transport infrastructure investment.</p> <p>We have collaboratively developed long-term transport plans for the four greenfield growth areas in Auckland and the growth area in Queenstown, and these are well aligned with the plans of the Auckland and Queenstown council groups.</p>	 ACHIEVED
<p>OB 1.2 <b>RESULT BY 2019</b> Transport plans for government's four regional development plan areas are developed and integrated with land-use plans.<sup>2</sup></p> <p>For the five Regional Economic Growth Action Plans, transport investments are integrated with other dependent initiatives, and we have delivered the 2016/17 transport initiatives.</p>	 ACHIEVED

### OBJECTIVE 2: INTEGRATE NATIONAL AND LOCAL TRANSPORT NETWORKS TO SUPPORT STRATEGIC CONNECTIONS AND TRAVEL CHOICES

MILESTONES FOR 2016/17	RESULT
<p>OB 2.1 <b>RESULT BY 2019</b> The benefits and outcomes from key journeys in major centres are being delivered.</p> <p><i>This is a shared result with local authorities.</i></p> <p><i>This is also a result for objectives 8 (page 29) and 10 (page 36).</i></p>	
<p>OB 2.1.1 For the priority key journeys in Wellington, Christchurch and Auckland, we have delivered the activities outlined in the 2015-18 National Land Transport Programme.</p>	 ACHIEVED
<p>OB 2.1.2 We have agreed a common national intelligent transport systems architecture with key partners, particularly Auckland Transport.</p> <p><i>Work on the intelligent transport systems architecture was paused to allow for the inclusion of standards for new and emerging technologies, such as automated vehicles and connected vehicles. Work on the architecture is expected to continue and be implemented through a partnership agreement with our local authority partners, so a national framework is applied throughout the country. This work will be delivered with the Ministry of Transport as part of the Intelligent Transport Systems Action Plan refresh, which is set to be completed in the first half of 2017/18.</i></p>	 SUBSTANTIALLY ACHIEVED
<p>OB 2.2 <b>RESULT BY 2019</b> We expect public transport boardings to increase by 10-16 percent (from a 2013/14 baseline) in the main urban centres of Auckland, Wellington and Christchurch.</p> <p><i>This is a shared result with local authorities.</i></p> <p>Through our advice, support, and National Land Transport Programme investment we have rolled out the Public Transport Operating Model in Auckland and Wellington and begun implementation of a national ticketing programme. The delivery of this will contribute to the effectiveness of regional public transport including improved patronage.</p>	 ACHIEVED
<p>OB 2.3 <b>RESULT BY 2016</b> The strategy set out in Auckland's Integrated Transport Programme is given effect in the 2015-18 National Land Transport Programme.</p> <p><i>This is a shared result with Auckland Transport.</i></p> <p>We have processed all qualifying funding applications that give effect to the Integrated Transport Programme within 20 working days.</p> <p><i>We processed 92 percent of qualifying funding applications that give effect to the Integrated Transport Programme within the target of 20 working days. The average number of processing days for the year was eight. Applications that took longer to approve required a higher level of scrutiny because of cost increases or scope changes.</i></p>	 SUBSTANTIALLY ACHIEVED

<sup>2</sup> At the time this milestone was developed for the NZ Transport Agency statement of performance expectations 2016/17, there were only four Regional Economic Growth Action Plans. The West Coast plan was later added during 2016/17.

### OBJECTIVE 3: IMPROVE FREIGHT SUPPLY CHAIN EFFICIENCY

	MILESTONES FOR 2016/17	RESULT
OB 3.1	<p><b>RESULT BY 2016</b> More freight is moved on fewer truck trips, lifting productivity and safety.</p> <p><i>This is a shared result with the Ministry of Transport.</i></p>	
OB 3.1.1	We have initiated the Weigh Right investment programme.	 ACHIEVED
OB 3.1.2	<p>We have delivered the second tranche of additional high-productivity freight routes.</p> <p><i>We delivered a third of the kilometres in the second tranche of additional high-productivity freight routes, adding 535km of state highways to the high-productivity freight network. Completed routes now open include State Highway 32 and State Highway 41 Tokoroa to Turangi. The remaining routes are throughout the country and work on them is under way. Substantive delivery is expected to be completed in 2017/18.</i></p> <p><i>The remaining kilometres planned were not delivered largely because of natural events such as the April 2017 slip in the Manawatū Gorge and the November 2016 Kaikōura earthquake. These areas were part of the second tranche and required the urgent redeployment of resources to address the impact of the natural events and help reinstate the network.</i></p> <p><i>While the expected freight productivity improvements will be delayed until completion of the second tranche, most of the routes are already accessible to 50MAX vehicles and the impact of delays will affect only full high-productivity motor vehicles (capable of weights up to 58 tonnes).</i></p>	 NOT ACHIEVED, BUT SOME PROGRESS MADE
OB 3.1.3	We have delivered an expanded and simplified 50MAX-1Network permit system.	 ACHIEVED

#### Output class that supports one network\*

##### Service delivery

Investment management

\* Refer to page 65 for a full description of this year's activities and performance.



## SHAPE SMART, EFFICIENT, SAFE AND RESPONSIBLE TRANSPORT CHOICES

People make travel choices every day – choosing how, when and where to get around. People also make choices about the types of vehicles they want to own and their behaviour on the transport network.

Everyone’s choices affect how the network works and affect other people.

Through our goal to shape smart, efficient, safe and responsible transport choices we keep our customers at the heart of our mission. This goal makes sure we don’t just see a transport system and services, but rather we see the people using and navigating the system and the choices they make every day about where, when and how they get where they need to go.

This year, we focused on:

- **implementing the Safe System approach** to road safety to reduce deaths and serious injuries on our roads
- **promoting and incentivising safe and efficient travel choices** using our regulatory and information tools
- **reducing costs for transport users** and removing barriers to compliance.

### OUR PROGRESS THIS YEAR

We made good progress this year, achieving eight of our nine annual milestones. Sadly, the number of deaths and serious injuries on open roads increased by 20 percent. We are committed to creating a safe transport system for New Zealand, so put significant effort into implementing the Safe System approach to protect people from death and serious injury. We also focused on promoting safe and efficient transport choices by helping to facilitate the uptake of electric vehicles.

#### Implementing the Safe System approach

##### CONTRIBUTING PRIORITIES

Deliver safer journeys

Urban cycling

The Safe System approach aims to create a forgiving land transport system that accommodates human error and vulnerability. The Safer Journeys Strategy 2010–2020 and Safer Journeys Action Plan 2016–2020 guide the implementation of the Safe System approach.

This year, working with the Ministry of Transport, we addressed many of the improvement actions identified in the 2015/16 benchmarking review of the Safe System approach. The National Road Safety Committee (comprising the Ministry of Transport, Transport Agency, New Zealand Police and Accident Compensation Corporation) clarified its role, updated its terms of reference and focused on developing a robust implementation plan for the Safer Journeys Action Plan, including creating success measures for action plan initiatives.

The Safe System Signature Programme delivers projects with the potential to reduce road trauma for all road users by implementing the Safe System approach in regions and communities. The Accident Compensation Corporation and Transport Agency jointly lead this programme.

The three current projects in the Signature Programme are being delivered to plan. An evaluation programme is in place to determine whether the Signature Programme is meeting its objectives and the lessons from the programme that are relevant to other road safety programmes.

We also made progress in embedding the Safe System approach into our rail safety regulations. Progress included improving rail licensing processes and the Rail Safety Assessment Development Programme, which introduced a risk-based monitoring model, so we can target regulatory interventions based on operator risk profiles and the specific risks of their operations.

## Promoting and incentivising safe and efficient travel

### CONTRIBUTING PRIORITIES

Easy for customers
Predictable urban journeys
Deliver safer journeys
Smart road maintenance

To promote and incentivise safe and efficient travel, we try to provide people with information to shape smart choices, create a regulatory environment that is enabling and encourage travellers to comply with the law. This year, we revised the regulatory framework to facilitate the use of electric vehicles and provided national information and guidance on public charging infrastructure to create consistency across local government and the transport sector. We also increased the number of vehicle engine designations in the Motor Vehicle Register, so all the different types of electric vehicles, from pure battery electric vehicles to plug-in diesel hybrids, could be identified in the register. The additional designations allow us to accurately report on the electric vehicle fleet and monitor uptake trends across all types of electric vehicles.

We also established protocols with New Zealand Police's Commercial Vehicle Investigation Unit to share operator information for regulatory and compliance activities. With the New Zealand Police, our operational planning focused on persistently non-compliant road transport operators. We worked together to address education and enforcement needs related to logbooks and driving hours in response to increased use of the South Island alternative route following the closure of State Highway 1 because of the Kaikōura earthquake.

Our ability to monitor and enforce rail safety compliance improved considerably during 2016/17 because we had more resources and enhanced our processes. In addition, we completed our risk profiling model that allows us to alter our interventions depending on the level and type of risk.

Our combined planning with the New Zealand Police and WorkSafe New Zealand for a road and rail safety compliance programme also resulted in significant safety benefits. We worked closely with the New Zealand Police, using a risk-targeted approach. Operators who were targeted by the compliance programme saw a 28 percent year-on-year decrease in their calculated risk level.

## Reducing costs for transport users

### CONTRIBUTING PRIORITY

Easy for customers
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We made good progress towards improving regulation to reduce costs for transport users. Our changes to the Vehicle Dimensions and Mass Rule should enhance productivity outcomes from the heavy vehicle fleet and support greater voluntary compliance. The changes to our systems and processes to

reflect the legislative changes to small passenger services are on target and will be complete when the legislative changes come into effect. A delay in receiving the drafting instructions for the revised Driver Licensing Rule, which was outside the Transport Agency's control, meant we started consultation on the proposal later than originally planned. However, we are ready to implement the changes swiftly once the necessary legislation has come into effect.

## TRANSITIONING TO THE FUTURE

While this goal enabled us to deliver across a number of our objectives and results, we did not achieve what we set out to in relation to reducing deaths and serious injuries. Our refreshed strategy takes a more targeted approach with the aim of significantly improving safety outcomes, specifically reducing deaths and serious injuries.

### How this goal links to our strategic responses

**One connected transport system** requires us to explicitly consider technology-led solutions for improving vehicle safety and our approach to regulatory compliance. **People-centred services** ensures we remove barriers to compliance and **Partnerships for prosperity** retains the focus on collaborative partnerships to embed the transformational Safe System approach, but requires a more targeted approach from us.

### How this goal links to our focus areas

**Keep people safe** retains the focus on implementing the Safe System approach and enabling safe travel choices, but will drive a sharper safety programme. We will strengthen a variety of critical public and private relationships and use improved sector data and customer insight to co-design high-impact interventions. Technology will be deployed where appropriate to intervene across a range of issues, from vehicle standards and customer insights to travel information and automated compliance. This focus area retains a strong focus on improvements to roads and behaviour change. Keep people safe also supports public health outcomes and reducing environmental harms. In addition, our new operating model positions us to deliver safety outcomes more effectively through a dedicated Safety and Environment Group. This group will lead the development of Safe System solutions and interventions in collaboration with key partners.

**Improve customer experiences** picks up the focus on reducing costs for customers and removing barriers to interacting with the Transport Agency, including participating in all-of-government efforts.

**Shape the land transport system** will influence high-level policy settings, such as rule changes, to ensure the transport system works for customers.

GOAL SUCCESS INDICATORS TO 2032*		2012/13 BASELINE	DESIRED TREND	2015/16 ACTUAL	2016/17 ACTUAL	
Speeds are safe	Number of deaths and serious injuries on open roads (80-100km/h) (March year ends)	1577	Decreasing	1,410 <sup>†</sup>	1,614	1
GOAL SUCCESS INDICATORS TO 2032*		2012/13 BASELINE	DESIRED TREND	2015/16 ACTUAL	2016/17 ACTUAL	
Vehicles are safe	% of new vehicles with five-star rating	51%	Increasing	93%	95%	●
	% of vehicles in fatal/serious crashes with non-current warrant of fitness (or similar) (March year ends)	12%	Decreasing	12%	16%	2
Vehicles are more efficient	Average petrol and diesel consumption – litres per 100 vehicle kilometres travelled	10.7 Petrol	Decreasing	9.91	9.82	●
		19.0 Diesel	Decreasing	18.41	18.32	
Freight is more efficient and reliable	% of travel by high productivity motor vehicles of total heavy truck kilometres travelled	0%	Increasing	32%	35%	●

\* Refer to appendix 1, page 176 for trend information.

<sup>†</sup> The Crash Analysis System is a dynamic database. The 2015/16 result has been updated to show the revised number of deaths and serious injuries as at the end of March 2016.

1 The increase in the number of deaths and serious injuries on open roads (local roads and state highways) was due to a number of contributing factors. There is no one key factor, but rather a confluence of factors contributing to this increase. In the past two years, total network traffic volumes increased by 10 percent. Open road speeds also increased by 0.4 km/h after several years of decreasing speeds, with 23 percent of traffic exceeding the 100 km/h limit. Heavy vehicles accounted for approximately 13 percent of open road crashes and are typically associated more severe consequences. There has been a significant increase in motorcycle crashes, which accounted for 21 percent of open road crashes. Motorcycle crashes are also more likely to be severe.

2 Despite the increase in the percentage of vehicles with a non-current warrant of fitness involved in serious crashes, the percentage of unwarranted vehicles in the overall vehicle fleet has remained constant at about 12 percent. Therefore, the increase is more likely a factor of the increasing size of the vehicle fleet, and less likely to be linked to the change in the warrant of fitness testing requirements

## MILESTONES FOR 2016/17

### OBJECTIVE 4: IMPLEMENT THE SAFE SYSTEM APPROACH TO CREATE A FORGIVING LAND TRANSPORT SYSTEM THAT ACCOMMODATES HUMAN ERROR AND VULNERABILITY



MILESTONES FOR 2016/17	RESULT
OB 4.1	<p><b>RESULT BY 2019</b> The successful elements of the safety signature programme are replicated elsewhere in New Zealand, where appropriate.</p> <p><i>This is a shared result with the Accident Compensation Corporation.</i></p> <hr/> <p>We have delivered the Visiting Drivers, High Risk Young Drivers and Future Streets projects to plan, and we have widely shared the lessons learned through the annual evaluation of the signature programme across the sector.</p>

●  
ACHIEVED






OB 4.2	<p><b>RESULT BY 2019</b> All relevant Transport Agency staff, community and business leaders, and transport practitioners understand and apply the Safe System approach, and decision-making frameworks and partnerships support the successful implementation of a safe road system in New Zealand.</p> <p><i>This is a shared result with the National Road Safety Committee and local government.</i></p>	 ACHIEVED
OB 4.3	<p><b>RESULT BY 2019</b> Transport Agency monitoring and interventions are supporting and incentivising a strong safety culture in rail operator organisations.</p> <p>We have enhanced our licensing and assessment processes to better target our interventions based on non-compliance and a risk assessment of the rail operators.</p>	 ACHIEVED
OB 4.4	<p><b>RESULT BY 2019</b> Transport Agency staff, community leaders and stakeholders are joined up and making demonstrably good progress on reducing deaths, serious injuries and near misses for road users and pedestrians interacting with the rail corridor.</p> <p><i>This is a shared result with rail operators and local government.</i></p> <p>We have developed a business case for the level crossing programme and an implementation plan has been endorsed by all relevant funding partners. The plan identifies the biggest risks to be addressed in the short term and sets out the 10-year milestones to reduce deaths, serious injuries, near misses and other negative effects for road users and pedestrians interacting with the rail corridor.</p> <p><i>We developed a business case and an implementation plan to improve the safety of state highway level crossings. This programme focused on an initial tranche of nine sites on or related to state highways and aimed to address a lack of room (short stacking) for heavy vehicles to safely and legally navigate the crossings. Implementation of improvements to these nine sites commenced through the Safe Roads Alliance. Additional planning is under way to extend this programme to cover most level crossings on or related to state highways. The feasibility of these further improvements will be determined in 2017/18.</i></p> <p><i>Progress on local road level crossings was limited because engagement with our partners was fragmented. Work to improve safety at local road level crossings is being addressed in the Transport Agency's 2017/18 Business Plan.</i></p>	 NOT ACHIEVED, BUT SOME PROGRESS MADE

**OBJECTIVE 5: INCENTIVISE AND SHAPE SAFE AND EFFICIENT TRAVEL CHOICES USING A CUSTOMER-FOCUSED APPROACH**

MILESTONES FOR 2016/17	RESULT
<p>OB 5.1 <b>RESULT BY 2019</b> Increased levels of compliance with safe vehicle, safe operator and safe road user requirements are contributing to reduced safety risk and to reduced disruption on the land transport network.</p> <p><i>This is a shared result with the New Zealand Police and WorkSafe New Zealand.</i></p>	 ACHIEVED
<p>OB 5.2 <b>RESULT BY 2019</b> Information to inform travel mode and travel time choice is readily available to customers using high-demand networks and corridors, and this is measurably improving journey predictability.</p> <p><i>This result is enabled through priority 2, Predictable journeys for urban customers (page 48).</i></p>	REFER TO PRIORITY 2 MILESTONES
<p>OB 5.3 <b>RESULT BY 2019</b> The Transport Agency has supported private sector provision of public electric vehicle charging infrastructure.</p> <p><i>This is a shared result with the Ministry of Transport and the Energy Efficiency and Conservation Authority.</i></p>	 ACHIEVED

## OBJECTIVE 6: REDUCE COSTS FOR TRANSPORT USERS THROUGH BETTER REGULATION AND WILLING COMPLIANCE

MILESTONES FOR 2016/17	RESULT
<p>OB 6.1 <b>RESULT BY 2019</b> Reviews of the Vehicle Dimensions and Mass and Driver Licensing Rules have reduced compliance costs for customers and make it easier for customers to meet their transport requirements.</p> <p><i>This is a shared result with the Ministry of Transport.</i></p>	 ACHIEVED
<p>We have provided the Minister of Transport with advice and given effect to government decisions on how to progress the changes to the Driver Licensing Rule, the Land Transport Act and the Vehicle Dimensions and Mass Rule to reduce compliance costs for customers and make it easier for them to meet their transport requirements.</p>	
<p>OB 6.2 <b>RESULT BY 2019</b> The opportunities in the annual regulatory programme to improve incentives for customers to operate efficiently and safely on the network are being identified and progressed without increasing costs.</p> <p><i>This is a shared result with the Ministry of Transport.</i></p>	 ACHIEVED
<p>OB 6.2.1 As part of the Vehicle Dimensions and Mass Rule reform, we have provided the Minister of Transport with advice and given effect to government decisions on changes to enhance incentives to comply with Vehicle Dimensions and Mass Rule requirements.</p>	
<p>OB 6.2.2 As part of the Small Passenger Services Review programme, we have provided the Ministry of Transport with advice and given effect to government decisions on incentivising compliance by ensuring new requirements do not impose unnecessary constraints and burden upon small passenger services.</p>	 ACHIEVED

### Output classes that support our smart choices goal\*

#### Service delivery

Licensing and regulatory compliance

Road tolling

Motor vehicle registry

Road user charges

Road safety promotion

\* Refer to page 68 for a full description of this year's activities and performance.



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

The Transport Agency manages the state highway network. This network is the strategic backbone of the land transport system, connecting communities and regions.

Our goal is to deliver efficient, safe and responsible, and resilient highway solutions that integrate the state highway network into the wider transport system. This goal means that when we are building, maintaining or operating state highways, we don't treat them in isolation; instead, we make sure they work seamlessly with all other parts of the network.

This year, we focused on delivering:

- **greater state highway resilience** to deal with planned and unplanned events
- **consistent levels of customer service** consistent with the One Network Road Classification
- **significant transport infrastructure** to meet current and expected gaps in the ability of the network to meet demand, particularly in Auckland and between our largest population centres.

### OUR PROGRESS THIS YEAR

We made significant progress on delivering highway solutions this year, achieving or substantially achieving 24 of our 28 annual milestones. We continued to focus on integrating resilience into our way of working, delivering more value from our renewals programme and working towards levels of customer service consistent with the One Network Road Classification. Most of our projects in the Roads of National Significance Programme, Accelerated Auckland Transport Programme and Accelerated Regional Transport Programme remain on track.

#### Delivering greater resilience of the state highway network

##### CONTRIBUTING PRIORITIES

Predictable urban journeys
Deliver safer journeys
Smart road maintenance

Greater resilience helps us to deal with planned and unplanned events on New Zealand's state highway network. This year, we continued to embed resilience considerations into our work programme, moving us closer to a more resilient state highway network.

A natural hazards assessment framework is in place and available on our website. This framework allows us to identify hazards on the network and invest in work to increase resilience where required. We also worked with our local authority partners to identify alternative routes in the event of state highway outages. The process for agreeing alternative routes is through the Road Controlling Authorities Forum.

#### Delivering consistent levels of customer service

##### CONTRIBUTING PRIORITIES

Easy for customers
Predictable urban journeys
Deliver safer journeys
Smart road maintenance

We continue to anticipate, shape and respond to new demands on state highways to ensure that we can meet the expectations of our customers and anticipate future demand.

This year, we continued developing the State Highway Investment Proposal (previously known as the State Highway Activity Management Plan) for the 2018-21 National Land Transport Programme. We will adopt the Road Efficiency Group's One Network Road Classification that establishes an expected customer experience or level of service for each class of road. The State Highway Investment Proposal will also incorporate the outcomes from the Activity Management Improvement Programme and resilience considerations, building on work done during the past two years.

### **Delivering significant transport infrastructure**

The seven Roads of National Significance are based around New Zealand's five largest population centres and represent one of New Zealand's largest infrastructure investments. The Roads of National Significance are a core part of the Government's National Infrastructure Plan and the Government Policy Statement on Land Transport. The Accelerated Auckland Transport Programme and Accelerated Regional Transport Programme include projects that were brought forward with funding from the National Land Transport Fund and the Crown.

Most of the Roads of National Significance programme continues to run to plan, and we achieved several milestones this year. The public-private partnership for Pūhoi to Warkworth was awarded to the Northern Express Group during the year, and construction is under way. Also in Auckland, the Waterview Tunnel was completed in time to be opened to traffic on 2 July.

We continued to make good progress on the Waikato Expressway with construction under way on the Longswamp section. Construction continues on the Huntly and Hamilton sections, and the main line of the Rangiriri section is open to traffic.

Progress continues on the Wellington Northern Corridor, with several significant milestones achieved throughout this year. The Mackays to Peka Peka section was opened to traffic, and construction is under way on the Peka Peka to Ōtaki section. Construction continues on Transmission Gully, and the business case remains in development for the Ngāūranga to Airport section. Unfortunately, the lodgement of consents for the Ōtaki to Levin section has been delayed until 2018/19 because new economic and population information became available, which required additional investigative work. The programme has been reset to reflect this change and construction is now scheduled to start in 2021.

In Christchurch, sod turnings were held for the Northern Arterial and Southern Motorway stage 2 sections. In addition, the Groyne to Sawyers Arms section was opened to traffic.

The Accelerated Auckland Transport Programme continues to run to plan and met most of its annual deliverables. The southbound lane between Hill Road and Takanini (Southern Corridor) is open to traffic, and construction of stage 1 on the East West Connections is complete. Consents were lodged for the Northern Corridor and East West Connections as planned. Construction is expected to be completed on the State Highway 20A to Airport section early in 2017/18.

This year, construction continued on all first tranche projects for the Accelerated Regional Transport Programme. The Normanby Overbridge Realignment in Taranaki was completed and opened to traffic. Progress continued on the second tranche of projects: construction is under way on three projects (Whirokino Trestle Bridge Replacement, Taramakau Road/Rail Bridge and Motu Bridge Replacement), and a further three projects are now in design (Loop Road to Smeatons Hill Safety Improvements, Opawa Bridge Replacement and Awakino Tunnel Bypass).

Consents were prepared for the Mt Messenger and Awakino Gorge Corridor and lodged at the start of 2017/18. The Mt Messenger Bypass is now being delivered using an alliance model, which has altered the project's timelines, but the overall delivery of the programme is still expected within the original timeframes.

Of the third tranche of projects, the Napier Port Access Package has progressed through the business case stage, and three projects in the package have been confirmed (Watchman Road, Hawke's Bay Expressway Improvements and Prebensen-Hyderabad). The Nelson Southern Link business case remains in development.

## TRANSITIONING TO THE FUTURE

While our strategy for 2016/17 delivered on a number of fronts in spite of considerable challenges, we have identified opportunities for improvement. Our refreshed strategy enables us to more clearly differentiate and target state highway interventions to address safety issues, the use of new technologies and the differing needs of high-growth urban areas and regional New Zealand.

### How this goal links to our strategic responses

The Transport Agency has a statutory function to manage the state highways. **One connected transport system** directs us to integrate digital technology with physical infrastructure to ensure the state highways are connected with the wider transport system through physical infrastructure and digital platforms. **People-centred services** continues to prioritise the customer experience through focusing on customer levels of service. **Partnerships for prosperity** requires us to target partnerships that will drive specific outcomes across our focus areas for safety, technology, high-growth urban areas and regional New Zealand.

### How this goal links to our focus areas

**Keep people safe** is the home for the identification and oversight of high-impact safety interventions on state highways. It places state highway safety interventions within the wider safety programme to ensure there is clarity about the desired outcome and to extend the reach of the programme's safety expertise and insight.

**Target rapid growth** and **Connect and develop regions** enable us to tailor the state highway programme to the differing needs of high-growth urban areas and regional New Zealand. Under Target rapid growth we will balance the provision of new infrastructure with technology-led demand management approaches to get the best out of the transport system for customers in high-growth urban areas. Connect and develop regions retains the strong focus on resilience as well as working with our partners to understand where transport investment and our wider skill set can support broader social and economic outcomes. Both these focus areas include oversight of the significant state highway, local road and regional improvements programmes.

**Deliver connected journeys** is the area where we will design and develop the digital platforms that will integrate with the physical infrastructure of the state highways and the wider transport system. Digital technologies will play a critical role in delivering performance improvements for New Zealand's transport system, including making transport safer, enhancing resilience, providing better travel information and improving customer experiences.

GOAL SUCCESS INDICATORS TO 2032*		2012/13 BASELINE	DESIRED TREND	2015/16 ACTUAL	2016/17 ACTUAL	
Highway journeys are safer	Number of deaths and serious injuries in head-on and run-off road crashes on state highway (March year ends)	912	Decreasing	975	1,108	1
Highways journeys are efficient and reliable	Percentage of road closures with a duration >12 hours in rural areas and >2 hours in urban areas	36%	Decreasing	13%	14%	2
Highways are socially and environmentally responsible	% compliance with state highway resource consent conditions	64%	Increasing	95%	96%	3
Highways are being delivered on time	% of capital improvements completed according to milestones	90%	Increasing	95%	85%	3

\* Refer to appendix 1, page 176 for trend information.

1 The 14 percent increase in the number of deaths and serious injuries in head-on and run-off crashes was due to a number of contributing factors. There is no one key factor, but rather a confluence of factors contributing to this increase. In the past two years, total network traffic volumes increased by 10 percent. Open road speeds also increased by 0.4 km/h after several years of decreasing speeds, with 23 percent of traffic exceeding the 100 km/h limit. Heavy vehicles accounted for approximately 13 percent of open road crashes and are typically associated more severe consequences. There has been a significant increase in motorcycle crashes, which accounted for 21 percent of open road crashes. Motorcycle crashes are also more likely to be severe.

2 There was a slight increase in the percentage of road closures that exceeded agreed standards. The 824 recorded unplanned closures were primarily due to the effect of major weather events (mainly in the central North Island and Southland), crashes (mainly on the urban network) and the Kaikōura earthquake.

3 The decrease in the percentage of capital improvements completed according to milestones was primarily due to delays to the construction phase of some projects. Many of these projects were hampered by poor spring and summer weather conditions. This was particularly an issue for major earthworks throughout the country (eg the Hamilton section of the Waikato Expressway).

## MILESTONES FOR 2016/17

### OBJECTIVE 7: GREATER RESILIENCE OF THE STATE HIGHWAY NETWORK

MILESTONES FOR 2016/17		RESULT
OB 7.1	<p><b>RESULT BY 2019</b> A framework is in place that allows us to invest in resilience work where required on the network.</p> <p><i>This is a shared result with other national network operators and local authorities.</i></p> <p>The natural hazards assessment framework is available to project teams and provides national consistency and structure to meet investment assessment framework requirements.</p>	<p>ACHIEVED</p>
OB 7.2	<p><b>RESULT BY 2019</b> We have collaborated with local authority partners to agree alternative routes on the local road network, and can demonstrate a joined-up approach to resilience in all areas.</p> <p><i>This is a shared result with other national network operators and local authorities.</i></p> <p>Together with our local authority partners – through the Road Efficiency Group, Road Controlling Authorities Forum and Lifelines – we have a plan to agree alternative routes and to align One Network Road Classification resilience customer levels of service on the network, and we have shared tools and guidance for resilience analysis.</p> <p><i>A process for agreeing alternative routes was promoted throughout the Transport Agency and Road Controlling Authorities Forum. A natural hazards assessment framework and guidance were loaded on to the Transport Agency website and shared with our partners. However, no targets have been agreed for the One Network Road Classification resilience customer levels of service. The Road Efficiency Group technical group is developing these targets and expects them to be completed in 2017/18.</i></p>	<p>SUBSTANTIALLY ACHIEVED</p>

OB 7.3 **RESULT BY 2019** We have identified the road corridors that require physical improvements, and these are included in the State Highway Investment Proposal (formerly known as the State Highway Activity Management Plan) and the 2018–21 National Land Transport Programme.

*This is a shared result with other national network operators and local authorities.*

We have incorporated a programme of resilience-related improvements into the draft State Highway Investment Proposal (formerly known as the State Highway Activity Management Plan) 2018–21.



**OBJECTIVE 8: DELIVER CONSISTENT LEVELS OF CUSTOMER SERVICE THAT MEET CURRENT EXPECTATIONS AND ANTICIPATE FUTURE DEMAND**

MILESTONES FOR 2016/17	RESULT
<p>OB 8.1 <b>RESULT BY 2019</b> The State Highway Investment Proposal (formerly known as the State Highway Activity Management Plan) clearly demonstrates value for money through:</p> <ul style="list-style-type: none"> <li>the benefits and outcomes of our operations</li> <li>the condition of the network and the levels of risk we are currently taking in maintenance and renewals</li> <li>our future investment needs for improvements and their return on investment.</li> </ul>	
<p>The State Highway Investment Proposal (formerly known as the State Highway Activity Management Plan) is consistent with the One Network Road Classification framework.</p>	
<p>OB 8.2 <b>RESULT BY 2019</b> Based on data from our current contracts:</p> <ul style="list-style-type: none"> <li>levels of service are consistent with the One Network Road Classification framework</li> <li>we have confirmed our future operating model for asset management</li> <li>we have reviewed the lessons learned and formalised principles for the next round of maintenance and operations procurement, including healthy market analysis.</li> </ul>	
<p>Outcomes from the Activity Management Improvement Programme have influenced the development of the draft State Highway Investment Proposal (formerly known as the State Highway Activity Management Plan) 2018–21.</p>	

**OBJECTIVE 9: PROVIDE SIGNIFICANT TRANSPORT INFRASTRUCTURE**

MILESTONES FOR 2016/17	RESULT
<p>OB 9.1 ROADS OF NATIONAL SIGNIFICANCE</p>	
<p>OB 9.1.1 Pūhoi to Wellsford</p> <p>Auckland to Whāngārei programme business case completed to confirm long-term management response and programme for State Highway 1 between Pūhoi and Whāngārei</p> <p>Pūhoi to Warkworth preferred bidder announced, and contract awarded for public-private partnership</p> <p>Warkworth to Wellsford detailed business case completed, and consultants procured for route protection</p> <p><i>The Auckland to Whāngārei programme business case was completed. It confirmed the long-term management response and programme for State Highway 1 between Pūhoi and Whāngārei. The preferred bidder for the Pūhoi to Warkworth section was announced, and a public-private partnership contract was awarded.</i></p> <p><i>For the Pūhoi to Warkworth section, engagement also started with the main regulatory authorities and construction work progressed, including the establishment of a project office.</i></p> <p><i>However, the Warkworth to Wellsford detailed business case was not completed. The assessment required recalculation because of the increased growth forecasts for the area contained in the new Auckland Unitary Plan. The revised business case is expected to go to the Transport Agency Board in the first half of 2017/18. This delay is not expected to change the overall delivery timeframe for the programme.</i></p>	

MILESTONES FOR 2016/17		RESULT
OB 9.1.2	Western Ring Route Waterview Connection and State Highway 16 Causeway Widening open to traffic <i>The Waterview Connection was completed during the year and opened on 2 July 2017</i>	 ACHIEVED
OB 9.1.3	Waikato Expressway Longswamp section contract awarded and construction started Hamilton sections construction started Rangiriri section open to traffic	 ACHIEVED
OB 9.1.4	Wellington Northern Corridor Ōtaki to Levin consents lodged Ngāūranga to Airport business case under development Peka Peka to Ōtaki construction started Transmission Gully construction under way Mackays to Peka Peka construction complete <i>Progress was made on the construction of Transmission Gully throughout the year, with critical activities on or close to schedule. Construction of the Mackays to Peka Peka section was completed, and the road was opened to traffic in February 2017. For the Peka Peka to Ōtaki section, enabling works (such as geotechnical investigations and service relocations) started, and the main works are scheduled to start early in the first quarter of 2017/18.</i> <i>However, the Ōtaki to Levin section did not meet its milestone. Public consultation on the section was delayed until the fourth quarter, because further investigations were required to incorporate new economic and population information that had become available. The delays to the public consultation process mean consents are now expected to be lodged in 2018/19. The overall delivery of the Ōtaki to Levin section is substantially delayed, so the programme schedule has been reset, with construction now expected to begin in 2021.</i> <i>Following feedback from the Transport Agency Board and project partners, the Ngāūranga to Airport programme was revised and public engagement is now set to take place in the second quarter of 2017/18.</i>	 NOT ACHIEVED, BUT SOME PROGRESS MADE
OB 9.1.5	Christchurch Motorways Northern Arterial with QE2 construction started Groyes to Sawyers Arms and Memorial Avenue Interchange open to traffic Christchurch Southern Motorway Stage 2 construction contract awarded and construction under way <i>The Northern Arterial with QE2, Groyes to Sawyers Arms, and Christchurch Southern Motorway Stage 2 portions of this milestone were completed. However, wet weather delayed the opening of the Memorial Avenue Interchange to traffic. The interchange is expected to be open to traffic early in 2017/18.</i>	 SUBSTANTIALLY ACHIEVED
OB 9.2	ACCELERATED AUCKLAND TRANSPORT PROGRAMME	
OB 9.2.1	Northern Corridor Improvements Consents lodged	 ACHIEVED
OB 9.2.2	Southern Corridor Improvements Southbound lane open to public	 ACHIEVED
OB 9.2.3	State Highway 20A to Airport Construction complete and road open to traffic <i>Work on State Highway 20A to Auckland Airport was not completed on time, but construction continues to progress, and the trench to separate traffic at the Kirkbride Road intersection is expected to be opened to traffic in the first quarter of 2017/18. Several factors caused the delay, including difficulty acquiring a key piece of property, an extension of the scope of work to future-proof the trench and surrounding local roads, and consideration of the likely impact to traffic on the surrounding local roads if the trench were opened before completion of upgrades to those local roads (which are taking place concurrently).</i>	 SUBSTANTIALLY ACHIEVED



MILESTONES FOR 2016/17		RESULT
OB 9.2.4	<p>Auckland Manukau Eastern Transport Initiative</p> <p>Our investment processes and collaborative whole-of-network planning facilitate the progress of Auckland Transport's implementation plan for its Auckland Manukau Eastern Transport Initiative, which is:</p> <ul style="list-style-type: none"> <li>• Stage 2a resource consents obtained (Panmure to Pakuranga)</li> <li>• Stage 2b consents lodged (including Pakuranga Town Centre works)</li> <li>• Sylvia Park Bus Improvements, resource consents obtained and construction commenced.</li> </ul> <p><i>We delivered all supporting activities and facilitated the progress of Auckland Transport's implementation plan for its Auckland Manukau Eastern Transport Initiative through our investment processes and collaborative whole-of-network planning.</i></p> <p><i>Auckland Transport's consenting activities for Stage 2a, Stage 2b and Sylvia Park Bus Improvements were all delayed. For Stage 2a, a notice of requirement decision is expected in November 2017. For Stage 2b, lodgement of a notice of requirement is scheduled in February 2018. For Sylvia Park Bus Improvements, lodgement of resource consents is expected in March 2018.</i></p>	AUCKLAND TRANSPORT DELIVERABLE
OB 9.2.5	<p>East West Connections Stage 1</p> <p>Construction completed; assessment of environmental effects lodged with the Environmental Protection Agency</p>	 ACHIEVED
OB 9.3	ACCELERATED REGIONAL TRANSPORT PROGRAMME <sup>3</sup>	
OB 9.3.1	<p>Kawarau Falls Bridge (Otago)</p> <p>Construction under way</p>	 ACHIEVED
OB 9.3.2	<p>Mingha Bluff to Rough Creek Realignment (Canterbury)</p> <p>Construction complete and road open to traffic</p> <p><i>Progress was made on the construction of the retaining walls, river protections and the relocation of the rail line, but wet weather events caused significant delays to the projects. Completion of the project has been pushed to the summer season of 2017/18.</i></p>	 NOT ACHIEVED, BUT SOME PROGRESS MADE
OB 9.3.3	<p>Akerama Curves Realignment and Passing Lane (Northland)</p> <p>Construction complete and road open to traffic</p> <p><i>Unexpected issues with the ground conditions on the southern part of this project, compounded by wet weather, caused significant delays. Stage 1 (the northern section of the project to Grey's Culvert, except for the Akerama Road intersection), is expected to be open to the public in August 2017. Completion of the entire project is now expected in December 2017.</i></p>	 NOT ACHIEVED, BUT SOME PROGRESS MADE
OB 9.3.4	<p>Normanby Overbridge Realignment (Taranaki)</p> <p>Construction complete and road open to traffic</p>	 ACHIEVED
OB 9.3.5	<p>Whirokino Trestle Bridge Replacement (Manawatū-Wanganui)</p> <p>Design and construction contract awarded</p>	 ACHIEVED
OB 9.3.6	<p>Motu Bridge Replacement (Gisborne)</p> <p>Construction started</p>	 ACHIEVED

<sup>3</sup> In the NZ Transport Agency Annual Report 2015/16, Mingha Bluff to Rough Creek Realignment, Akerama Curves Realignment and Passing Lane, and Normanby Overbridge Realignment were accidentally reported as having milestones that were completed. These projects did not have milestones for 2015/16 and should not have been reported against.

MILESTONES FOR 2016/17		RESULT
OB 9.3.7	Ōpawa Bridge Replacement (Marlborough) Design started	 ACHIEVED
OB 9.3.8	Taramakau Road/Rail Bridge (West Coast) Construction started	 ACHIEVED
OB 9.3.9	Loop Road North to Smeatons Hill Safety Improvements (Northland) Design started	 ACHIEVED
OB 9.3.10	Mt Messenger and Awakino Gorge Corridor (Taranaki) Consents lodged	 ACHIEVED
OB 9.3.11	Awakino Tunnel Bypass (Taranaki) Design started	 ACHIEVED
OB 9.3.12	OB 9.3.12 Mt Messenger Bypass (Taranaki) Design completed <i>The procurement strategy for this project was changed from the original approach during the financial year. The procurement model is now an alliance, which will include both design and construction phases. The design phase is under way and is expected to be substantially complete in the first quarter of 2017/18.</i> <i>While this means the year-end deliverable was not achieved, the change of approach should not adversely affect the ultimate timeline of the project. The alliance approach will shorten the delivery time and could result in the project being delivered earlier.</i>	 NOT ACHIEVED, BUT SOME PROGRESS MADE
OB 9.3.13	Napier Port Access Package (Hawke's Bay) This project is under investigation and next steps are to be reviewed.	 ACHIEVED
OB 9.3.14	Nelson Southern Link This project is under investigation and next steps are to be reviewed.	 ACHIEVED

### Output classes that support our highway solutions goal\*

#### Service delivery

State highway improvements

State highway maintenance

#### Investment performance

State highway improvements

State highway maintenance

\* Refer to page 76 for a full description of this year's activities and performance.



## MAXIMISE EFFECTIVE, EFFICIENT AND STRATEGIC RETURNS FOR NEW ZEALAND

We invest public funds in land transport solutions for our customers. Through our goal to maximise effective, efficient and strategic returns for New Zealand, we aim to get the best value for money from the investments and maximise the benefits for all New Zealanders.

This year, we focused on:

- **aligning investment to agreed national, regional and local outcomes and improving value for money** – agreeing outcomes early so we can agree on and prioritise the right investments
- **ensuring effective and efficient co-investment with our partners** – making investment criteria and processes clear and transparent
- **exploring innovative revenue, pricing and financing approaches** – looking for funding models and ways to deliver value for money that will remain appropriate for the foreseeable future.

### OUR PROGRESS THIS YEAR

We made great progress this year, achieving or substantially achieving all eight of our annual milestones. In preparation for the 2018–21 National Land Transport Programme, we drafted a revised Investment Assessment Framework that considers the draft Government Policy Statement on Land Transport, references the One Network Road Classification and incorporates the newly developed Long-Term Strategic View. We took steps to ease the burden on our co-investment partners as they navigate our systems and processes in preparation for developing their Regional Land Transport Programmes.

#### Aligning investment and improving value for money

##### CONTRIBUTING PRIORITIES

Predictable urban journeys
Deliver safer journeys
Smart road maintenance
Urban cycling

We align investments with agreed national, regional and local outcomes to improve value for money in all our activities. This year, our work focused on engagement with stakeholders and partners in preparation of developing the 2018–21 National Land Transport Programme. Central to this was the development and approval by the Transport Agency Board of the draft Investment Assessment Framework, which took into consideration the draft Government Policy Statement on Land Transport 2018/19–2027/28. The framework will help align transport investment decisions with national, regional and local economic development objectives. We also engaged with the Ministry of Transport, the Treasury and our investment partners to address findings from

the investment decision making review. This engagement included providing clarity and transparency about our investment decisions and processes. We incorporated the feedback we received to align the Investment Assessment Framework with government expectations.

We also continued our engagement with the transport sector to clarify the operational policy for how the One Network Road Classification will inform investment in urban network capacity for the 2018–21 National Land Transport Programme. We provided guidance on this matter by referencing the One Network Road Classification in the Investment Assessment Framework criteria and providing direction on investment decision making.

We also worked to align national and interregional medium-term and long-term transport issues and opportunities by developing the Long-Term Strategic View.<sup>4</sup> The view has a 30-year outlook that identifies the pressures that will affect New Zealand’s transport system and proposes potential solutions. We engaged the sector on the view and received positive feedback from local government and other national stakeholders on the issues and opportunities for priority interregional routes. The view will play an important role in informing our investment in the 2018–21 National Land Transport Programme, because the draft Investment Assessment Framework requires regional plans and associated activities and programmes to align with the issues and opportunities identified by the view.

<sup>4</sup> The Long-Term Strategic View was previously called the 30-year outlook.

For our investment in the recovery of the Canterbury transport network, we continued to work with our partners so the programme continued to deliver within the agreed standards and timeframes. The programme is on track with more than 96 percent of the on-ground kilometres completed and only work on the Sumner-Lyttelton Corridor to be finished. All partners in the Stronger Christchurch Infrastructure Rebuild Team signed off on the programme's completion in June.

### Ensuring effective and efficient co-investment with our partners

#### CONTRIBUTING PRIORITIES

Predictable urban journeys
Deliver safer journeys
Smart road maintenance
Urban cycling

We assess all proposed land transport investments with our partners so that we are all confident we are making the right investments at the right time. This year, we made good progress on our continued efforts to implement the network monitoring framework, network performance measures and improvements to our processes to ensure effective and efficient co-investment with our partners. We developed a reporting framework for customer benefit improvements on key journeys, which will be trialled when we report on the 2018-21 National Land Transport Programme and for aggregating the expected benefits of the 2018-21 National Land Transport Programme.

Our process improvements on the business case approach and the Transport Investment Online tool also progressed well this year. Ahead of the Regional Land Transport Programme preparations, we simplified the business case approach and information requirements in the Transport Investment Online tool. We also continued to receive positive feedback on our work to support and build our partners' capability to use and understand our systems, including on our development of online educational modules. We expect these initiatives to reduce the compliance burden and improve the user experience as our partners begin to prepare their Regional Land Transport Programmes.

### Exploring innovative revenue, pricing and financing approaches

To enhance the value delivered by transport investments, we continued updating our revenue and financing framework. This year, we worked with the Ministry of Transport to identify possible advanced procurement options for large projects. The Transport Agency Board's Audit, Risk and Assurance Committee received a revised decision-making framework about the Transport Agency's debt limit and debt management. We are yet to discuss and agree with the Ministry of Transport the principles and criteria that would govern when we would seek to pursue alternative procurement methods and funding sources.

## TRANSITIONING TO THE FUTURE

We are pleased with what we achieved under this goal and our refreshed strategy positions us to build on the strong foundation that has been laid. Our refreshed strategy places the drive for investment clarity, efficiency and agreed outcomes within a broader, long-term system context. This context includes consideration of policy and regulatory tools alongside more traditional transport planning and investment tools.

### How this goal links to our strategic responses


**One connected transport system** positions us to utilise technology to improve the value and benefit of our investments on behalf of customers and citizens of New Zealand. **People-centred services** helps us to consider and balance customer expectations with citizen expectations that we use public funds wisely and deliver value for money. **Partnerships for prosperity** builds on our existing partnership approach to investing in agreed outcomes and enables us to consider both a broader variety of partners and outcomes.

### How this goal links to our focus areas

**Shape the land transport system** is the area where we will continue to build with our partners an evidence-based, aligned and long-term view of the land transport system. It requires us to plan with the whole system in mind - including policy, regulatory and technology settings - and to take a coordinated approach to the timing of agreed interventions. This focus area is based on the principle that investing in the right interventions at the right time is key to delivering value for money.

**Improve customer experiences** is the area where we consider how to make it easier for our investment and delivery partners to work with us.





**Target rapid growth** is where we will continue our work alongside others, including on smarter road pricing as a demand management tool in Auckland context. Broader work on funding models that are future-fit will be progressed under Shape the land transport system since they are critical in system setting and require us to work in concert with our central government partners.

GOAL SUCCESS INDICATORS TO 2032*		2012/13 BASELINE	DESIRED TREND	2015/16 ACTUAL	2016/17 ACTUAL	
National Land Transport Fund investments align to government investment priorities	% of activities that meet funding priority thresholds for public transport/road (improvements)/road (maintenance, cycling and other)	99.47%	Increasing	99.93%	100%	
National Land Transport Fund investments have a high degree of effectiveness	Refer to <i>National Land Transport Fund annual report</i> (pages 187-257).					
National Land Transport Fund investments have a high degree of efficiency						


\* Refer to appendix 1, page 176 for trend information.

## MILESTONES FOR 2016/17

### OBJECTIVE 10: ALIGN INVESTMENT TO AGREED NATIONAL, REGIONAL AND LOCAL OUTCOMES, AND IMPROVE VALUE FOR MONEY IN ALL WE INVEST IN AND DELIVER

MILESTONES FOR 2016/17	RESULT
<p>OB 10.1 <b>RESULT BY 2019</b> Identify and describe a comprehensive planning and investment decision-making process for the Transport Agency (including the use of its Investment Assessment Framework) that provides stakeholders with confidence that its investments are prioritised transparently and optimally (as measured through the stakeholder survey).</p> <p>We have improved our Investment Assessment Framework, in preparation for the 2018–21 National Land Transport Programme (NLTP) so that the framework clearly aligns with wider government economic development objectives and increases clarity and transparency of the NLTP investment decision-making system.</p>	 ACHIEVED
<p>OB 10.2 <b>RESULT BY 2019</b> The recovery of Canterbury's transport networks is substantially complete and the NLTP contributions to Canterbury's recovery achieve best value for money delivery according to programme.</p> <p><i>This is a shared result with other central government agencies, local authorities and contractors.</i></p> <p>Through our work with Canterbury local government, the Canterbury transport network recovery programme is on track, with 87 percent of on-ground kilometres complete within planned timeframes.</p>	 ACHIEVED
<p>OB 10.3 <b>RESULT BY 2019</b> Urban network capacity investments in the next NLTP are consistent with the One Network Road Classification.</p> <p><i>This is also a result for objective 2.</i></p> <p>For the 2018–21 NLTP we have clarified the operational policy for how the One Network Road Classification will inform investment in urban network capacity.</p>	 ACHIEVED
<p>OB 10.4 <b>RESULT BY 2019</b> We have clearly identified national and interregional issues that drive our medium- and long-term opportunities.</p> <p>Within the Long-Term Strategic View, we have identified the medium- and longer-term issues and opportunities for priority interregional routes to inform our shorter-term investment in the 2018–21 NLTP.</p>	 ACHIEVED

### OBJECTIVE 11: ENSURE EFFECTIVE AND EFFICIENT CO-INVESTMENT WITH OUR PARTNERS

MILESTONES FOR 2016/17	RESULT
<p>OB 11.1 <b>RESULT BY 2019</b> The network monitoring framework to measure customer benefits is in place for selected key routes/journeys.</p> <p>We have put the network monitoring framework in place to measure customer benefits for two key journeys/routes.</p>	 ACHIEVED
<p>OB 11.2 <b>RESULT BY 2019</b> We have increased the satisfaction level of our investment partners by 10 percent through our tools, systems, policies and procedures.</p> <p><i>The milestone under result OB 10.1 (above) also contributes to this result.</i></p> <p>Through our targeted process improvements and capability building, regional transport committees report increased confidence and satisfaction in using the business case approach to prepare regional land transport plans, and approved organisations report the same for using both the business case approach and the Transport Investment Online tool.</p>	 ACHIEVED

OB 11.3 **RESULT BY 2019** Network performance measures have been implemented and are being used by investment partners.

*This is a shared result with local authorities.*

We have communicated and received feedback from our investment partners about our expectations on the use of network performance measures within our investment decision-making processes.



ACHIEVED

**OBJECTIVE 12: EXPLORE INNOVATIVE REVENUE, PRICING AND FINANCING APPROACHES THAT ENHANCE THE VALUE DELIVERED BY LAND TRANSPORT INVESTMENTS**

**MILESTONES FOR 2016/17**

**RESULT**

OB 12.1 **RESULT BY 2019** A Transport Agency revenue and financing framework has been developed.

We have implemented the internal revenue and financing framework, and we have agreed the principles of the external framework with our key central government partners.

*We applied and updated the existing internal revenue framework. The update included revisions and clarifications to areas highlighted by the Treasury and Ministry of Transport.*

*We continued to assess the existing framework and explore additional updates, particularly in relation to borrowing and long-term liabilities. The Transport Agency Board's Audit, Risk and Assurance Committee accepted, in principle, a revised decision-making framework about the Transport Agency's debt limit and debt management. Work is under way to investigate implementation of the framework.*

*We are yet to discuss and agree with the Ministry of Transport the principles and criteria that would govern when we would seek to pursue alternative procurement methods and funding sources. Further engagement with the Ministry of Transport and the Treasury is expected to occur during the first half of 2017/18.*



SUBSTANTIALLY ACHIEVED

**Output classes that support our maximise returns goal\***

**Service delivery**

- SuperGold Card
- Local road maintenance
- Fuel excise duty

**Investment performance**

- Public transport
- Local road improvements
- Local road maintenance
- Walking and cycling
- Regional improvements

\* Refer to page 80 for a full description of this year's activities and performance.

## GOAL | GROWING AGILITY

To live and work successfully in changing and challenging times, people must be quick thinking and quick acting as well as supported by responsive and flexible systems and processes that are underpinned by a culture of innovation, collaboration and clear leadership.

To grow our agility, this year we focused on:

- **harnessing knowledge** - making better decisions that are supported by solid evidence
- **creating value with others** - collaborating across the Transport Agency and the sector
- **encouraging continuous improvement and innovation** - building a culture of innovation to support continuous and transformational improvement.

### OUR PROGRESS THIS YEAR

We made great progress this year, achieving or substantially achieving all 17 of our annual milestones. We continued to have systems and processes that treat our data and information as assets. This approach allows us to extract value and insights from our data, share it with others to help them make informed decisions, keep those sources of information functioning during emergencies, and uphold our responsibilities to maintain the privacy of our customers, stakeholders and partners. We also continued our efforts to make the Transport Agency a great place to work by introducing dedicated work spaces in our national office for collaboration.

During the year, a significant amount of time and attention was spent preparing the organisation for its transformation to a new operating model and refreshed strategic direction. This involved creating an organisational DNA that describes our ways of working, as well as creating a new operational model and corresponding organisational structure for introduction on 3 July 2017. These efforts were resource intensive and could have detracted from our ability to achieve all of our milestones.

#### Harnessing knowledge

We harness knowledge to make timely, well-considered and evidence-based decisions to better respond to and anticipate the needs of our customers, stakeholders and colleagues.

As part of our strategic business intelligence programme, we examined our business intelligence capability and devised initiatives to provide better access to data and better data management. These efforts to treat information as a valuable asset were integrated into the new operating model and organisational structure. We also provide access to non-personal information from the Motor Vehicle Register in line with the principles in the Declaration on Open and Transparent Government. Data from the register can be used to help us, our partners and our customers understand what is happening in New Zealand's vehicle fleet.

We also continued to create a culture of open information and data, creating a technology roadmap to enable the release of data openly. We did this while simultaneously balancing our responsibilities to maintain the security and privacy of our databases and information. This achievement was demonstrated by our achievement of level 3 for all elements of our privacy self-assessment.

To make it easier for our people to access and share information, we introduced Workplace by Facebook. We also refreshed our intranet to integrate information, so it is available in one place for our people. Our new intranet complements the organisation's new operating model and refreshed strategy.

We also continued to maintain resilient systems that could be relied on to withstand an unexpected disaster. Two annual disaster recovery tests were completed successfully in May. These tests showed that our most critical applications performed successfully in our new disaster recovery environment. We also utilised some of our recovery plans before formal testing to respond to a real event, and all performed successfully.



### **Creating value with others**

We create value by focusing on high performance and collaborating across the Transport Agency and the transport sector.

Our focus continued to be on building high performance, maintaining staff engagement, strengthening leadership, and attracting and retaining high-calibre staff. To increase collaboration in our national office, we created a flexible work environment. This space uses new technologies and floorplan layouts to provide our people with a modern, flexible work environment that facilitates collaboration and innovation.

These efforts to change the way we work have had a positive impact on how we collaborate with the transport sector to create value for all of New Zealand. This year, we collaborated with our local government partners to help address growth pressures in Auckland and Queenstown, and deliver enhanced customer experiences by improving road maintenance planning and activities. We also worked with the transport sector to use innovative approaches to improve safety outcomes in remote areas by trialling the effectiveness of new technologies to provide weather and travel information to road users.

Our commitment to creating a safe workplace and work environment was demonstrated by the continued implementation of our Zero Harm Strategy. These efforts are helping to embed a Zero Harm culture within the Transport Agency and the wider transport industry. This year, sixty-five workshops on our upgraded Zero Harm app were delivered throughout the country to show staff and contractors how to enrol in the system and how to log and find injury reports.

We also spent considerable effort developing a new operating model and organisational DNA. Our review of the organisation showed we needed a stronger focus on being one agency delivering integrated outcomes, becoming truly customer and citizen focused, enabling innovation and leveraging new technology fully. This focus requires us to organise ourselves differently and make sure we have the right skills and capabilities in the right areas and teams to deliver on our refreshed strategy. Our DNA is our shared set of beliefs and values that drive the way we deliver on the promises we make to New Zealand in our strategy. It is both who we are now and who we aspire to be. We have three DNA attributes: customer focus to deliver value, collaborate to achieve as one, and curious to cultivate innovation. The implementation of the DNA is helping to create an environment that supports our strategic direction and enables our staff to thrive and be the best they can be at work.

### **Encouraging continuous improvement and innovation**

We encourage continuous improvement and innovation to strengthen our ability to identify, prioritise and implement ways of doing things better.

The increasing use of digital technologies in the transport sector offers a great opportunity to innovate and improve the way we use our resources to deliver transport solutions. This year we completed three successful trials of intelligent transport system technologies. We worked with our transport sector partners to use Bluetooth® to provide real-time in-car messaging in select South Island rental cars. The trial demonstrated the potential of technology to improve safety outcomes in remote locations, particularly for tourist drivers. We also used innovative technologies to identify overweight heavy vehicles as part of the Weight Right Trial, showcasing the ability of technology to minimise the impact of compliance activities on law-abiding operators by monitoring vehicle weights without having to pull vehicles off the road.

We also identified and trained national incident management teams in Auckland and Wellington so our transport operations centres can respond to incidents on the urban transport system by actively managing, in real time, parts of the system and the provision information to customers.

## TRANSITIONING TO THE FUTURE

Our refreshed strategy retains a focus on harnessing information, collaboration and innovation, but provides us with a sharper improvement programme to ensure we have the capability, technologies, systems, policies and processes in place to deliver on our strategy. Our new operating model organises us differently and gives us the means to deliver more effectively.

### How this goal links to our focus areas

**Achieve organisational excellence** requires us to identify the capabilities needed to deliver on our strategy and to keep pace with our changing environment. It requires us to lift our game in relation to harnessing information and technology and to build our business intelligence capability so we can utilise data analytics and insight to support better decision making. This focus area directs us to strengthen and clarify our communication, engagement and partnership approaches so we are clearer and more consistent with our partners and they know what to expect from us. Achieve organisational excellence provides the umbrella for establishing a collaborative innovation zone so that we can address specific transport challenges with our partners. Modernising our services, tools and ways of working also form part of this focus area.

**Transform the Transport Agency** establishes a deliberate change management approach to successfully transition the Transport Agency to the refreshed strategy and the new ways of working. It drives improved organisational effectiveness through tenacious alignment of strategy to business planning, resource allocation and performance measurement. It embeds our new DNA and the shift required to ensure we are customer focused, collaborative, curious, and seeking innovation and value for money in all we do.

GOAL SUCCESS INDICATORS TO 2032*		2012/13 BASELINE	DESIRED TREND	2015/16 ACTUAL	2016/17 ACTUAL
Harness knowledge	Priority stakeholders are satisfied with the manner in which the Transport Agency makes decisions	48%	Increasing	55%	See notes below
	Internal staff perception survey on the accuracy and accessibility of our information	45%	Increasing	54%	See notes below
Create value with others	Quality of stakeholder relationship – priority stakeholders’ overall satisfaction with their organisations’ current relationship with the Transport Agency	71%	Increasing	70%	See notes below
Continuous improvement	Staff engagement survey (Gallup engagement survey)	3.96	Increasing	4.16	See notes below
	% of organisational resources allocated to innovation and continuous improvement	Of the \$75,000 that was allocated to 11 initiatives from the Innovation Fund in 2015/16, \$19,200 was spent this year and 2 full-time equivalent employees were dedicated to managing the fund and supporting the initiatives			

\* Refer to appendix 1, page 176 for trend information.

The Transport Agency had used the annual Gallup survey since 2010 to measure engagement and satisfaction as these are broad indicators of performance. During this period, a positive change in staff engagement was reported, but it was difficult to directly measure the impact that this engagement had on organisational culture and performance as it did not link directly to business results. The Transport Agency moved to a new survey provider (Ask Your Team) to support the transition to a new operating model. This new survey provides more detailed and regular feedback and delivers real-time results across a wider spectrum of performance drivers and indicators (not just engagement). The overall survey outcome was 61 percent. This is simply the average survey response against all 68 assertions (questions) using a six-point rating scale — 61 percent means that on average people rated their answers as ‘somewhat agree’.

The survey includes assertions on the access to information in order to do the job as effectively as possible (65 percent) and access to the right information to enable timely and fact-based decisions (58 percent).

The survey of stakeholders and approved organisations was not conducted this year. The Transport Agency changed its regional structure towards the end of the financial year and moved to a new organisational structure on 3 July 2017. The existing survey was based on the old structures, so the results would not have been pertinent or actionable.

While the survey was not conducted this year, we received feedback from local government through other means. One source was the Local Government New Zealand *Taking the pulse of local government in New Zealand* survey. This survey of local government mayors and chairs has consistently shown the Transport Agency is considered the central government body that makes the most effective contribution to local government. The Transport Agency’s result in this area has increased steadily during the past three surveys, from 46 percent in 2014, to 50 percent in 2015 and 55 percent in 2017.

## MILESTONES FOR 2016/17



### HARNESS KNOWLEDGE

	MILESTONES FOR 2016/17	RESULT
GA 1.1	<p><b>RESULT BY 2019</b> Our people value information as a shared asset.</p> <p>We have developed leadership expectations and have a programme in place to help our people be confident in their ability to harness knowledge.</p>	 ACHIEVED
GA 1.2	<p><b>RESULT BY 2019</b> Our information tools and processes make it easy to find integrated information, and we continually strive to simplify and rationalise these tools and processes.</p>	
GA 1.2.1	<p>We have made it easier for our people to find and use information and to make smart evidence-based decisions, by embedding our new collaboration and information tools and aligning our agency-wide business intelligence programme.</p>	 ACHIEVED
GA 1.2.2	<p>We have improved the quality of and access to the Transport Agency's evidence base (high-value information).</p> <p><i>We identified 20 percent of our information assets as high-risk/high-value assets and developed an action plan to improve access to them and our curation of them. We completed actions to cross-skill staff, improve access controls and dispose of old records. Work is under way to monitor the progress of the remaining actions.</i></p> <p><i>A stocktake of high-value information held by the sector was published that identified the sector's information assets, the stewards of the assets, the value of the assets and the organising principles to maximise reuse of the assets.</i></p>	 SUBSTANTIALLY ACHIEVED
GA 1.3	<p><b>RESULT BY 2019</b> We effectively balance an open information culture with robust processes to ensure appropriate information security and privacy.</p>	
GA 1.3.1	<p>We have agreed and achieved our safety, security and privacy maturity targets, aligned with the Protective Security Requirements, using an integrated approach to enhance the security of our personnel, information and physical assets.</p> <p><i>We agreed and achieved our privacy and safety targets, but did not make significant progress on security targets. We were not able to identify and agree the specifics of the security targets because of resource constraints.</i></p>	 SUBSTANTIALLY ACHIEVED
GA 1.3.2	<p>We have implemented the four top New Zealand National Cyber Security Centre security strategies and have a plan in place to achieve the remaining 16 strategies.</p>	 ACHIEVED
GA 1.3.3	<p>We have achieved our target of level 3 in the Privacy Self-Assessment through a programme of business improvements that are aligned with the Government Chief Privacy Officer's core expectations.</p>	 ACHIEVED
GA 1.4	<p><b>RESULT BY 2019</b> We have a robust and fit-for-purpose business continuity planning framework.</p>	
GA 1.4.1	<p>We have foundation disaster recovery in place for 27 core applications (as identified in 2014-16 business continuity plan work).</p>	 ACHIEVED
GA 1.4.2	<p>We have approved and tested business continuity plans for all offices and critical functions.</p> <p><i>Three of our shared locations (Tairāwhiti Roads, Wellington Transport Operations Centre and Auckland Transport Operations Centre) did not finalise business continuity plans in 2016/17, but all are on target to do so in the first quarter of 2017/18. Six of our other facilities did not formally test their plans, but these plans were used during real events and performed well.</i></p>	 SUBSTANTIALLY ACHIEVED
GA 1.4.3	<p>We have a business continuity plan in place to transfer and establish critical National Office leadership functions to the Auckland Regional Office in an emergency, and this is tested.</p>	 ACHIEVED

**CREATE VALUE WITH OTHERS**

	<b>MILESTONES FOR 2016/17</b>	<b>RESULT</b>
GA 2.1	<p><b>RESULT BY 2019</b> We have matured our leadership practices to consistently operate in a collaborative way, across the state sector, to strengthen overall public sector integrity and inclusiveness.</p> <hr/> <p>We have strengthened our understanding and capability to operate as part of the wider public sector, and we are working with public sector partners in a way that contributes to our collective impact.</p>	 <b>ACHIEVED</b>
GA 2.2	<p><b>RESULT BY 2019</b> The Transport Agency is a great place to work that anticipates and responds well to change, is recognised as high performing and has outstanding, agile people.</p> <hr/> <p>We have embedded our people plan, which focuses on driving high performance, building engagement, consistent leadership, and being recognised internally and externally as a great place to work.</p>	 <b>ACHIEVED</b>
GA 2.3	<p><b>RESULT BY 2019</b> We have created an environment where our people are highly engaged, recognising the correlation between high engagement and high performance in organisations.</p> <hr/> <p>We have embedded good engagement principles into our people practices.</p>	 <b>ACHIEVED</b>
GA 2.4	<p><b>RESULT BY 2019</b> The principle underlying the Transport Agency's Zero Harm Strategy is that by 2020 or sooner all our people, regardless of employer will go home safe and healthy, every day, no exceptions.</p>	
GA 2.4.1	<p>We have continued to implement the Zero Harm Strategy 2014–20 and helped improve transport industry collaboration and standards to ensure our people go home safe every day, no exceptions.</p> <p><i>Delivery of the Zero Harm Strategy was split into six components for 2016/17. Two components (health and safety assurance, and metrics and dashboards) were achieved, two (health and safety risks, and management framework) were partially achieved, and two (supply chain and procurement, and high potential events and fatal risk programme) made some progress, with core work under way.</i></p> <p><i>Risk management policies, guideline and processes were drafted, and an implementation plan is under development for delivery during the first half of 2017/18. Work is under way to review the organisation's health and safety duties and assurance practices as a 'person conducting a business or undertaking' for delivery by the end of the first quarter of 2017/18.</i></p>	 <b>SUBSTANTIALLY ACHIEVED</b>
GA 2.4.2	<p>We have increased our people's awareness of and commitment to the principles of Zero Harm.</p> <p><i>The Zero Harm team attended every Regional Health and Safety Committee meeting either by phone or in person to raise awareness of our Zero Harm responsibilities. Work is under way that will clarify with the Regional Health and Safety Committees their roles and responsibilities and ensure representatives receive Zero Harm training.</i></p> <p><i>Sixty-five workshops on the upgraded Zero Harm app were delivered throughout the country to show staff and contractors how to enrol in the system and how to log and find injury reports. The workshops also impressed on project managers the need to verify each monthly report and the importance of the reports. There is regular reporting at management and governance levels.</i></p>	 <b>SUBSTANTIALLY ACHIEVED</b>
GA 2.5	<p><b>RESULT BY 2019</b> Our workplace allows our people to work where, when and how they need to by integrating technology, space and people capabilities to deliver greater performance.</p> <hr/> <p>We have improved the capability and confidence of our people in using collaborative tools and spaces, as seen through higher adoption and utilisation.</p>	 <b>ACHIEVED</b>

## ENCOURAGE CONTINUOUS IMPROVEMENT AND INNOVATION

	MILESTONES FOR 2016/17	RESULT
GA 3.1	<b>RESULT BY 2019</b> We have a reputation as an innovator, where innovative thinking and behaviours underpin agile systems and processes, creating solutions that deliver outcomes for customers and stakeholders.	
OB 3.1.1	We have established a baseline and system for measuring our innovation maturity across the key enablers of an innovative culture, and we have used the findings to identify how we can improve our organisational approach to innovation.	 ACHIEVED
OB 3.1.2	We have supported the delivery of at least three intelligent transport systems trials.	 ACHIEVED

# PROGRESS ON OUR PRIORITIES



## MAKE IT EASY FOR CUSTOMERS TO DO BUSINESS WITH US

### SUPPORTS

Smart choices  
(objectives 5 & 6)

Highway solutions  
(objective 8)

We need to keep enhancing how we meet customer needs at the best cost. Making it easy for customers to do business with us contributes directly to the Government's Better Public Services Result 9 (better for business – making it easier for business customers to deal with government) and Result 10 (New Zealanders can complete their transactions with government easily in a digital environment). This priority also contributes to the aim in the Government Policy Statement on Land Transport to deliver value for money and reduce the costs of doing business.

This year we continued our focus on:

- **reducing transaction times and costs for small to medium-sized enterprises** – making an important contribution to their bottom lines and New Zealand's overall productivity
- **improving driver licensing processes** – making it easier for new drivers to be safe drivers and easier for those who find it difficult to participate in the current process
- **making it easier to interact online** – helping people find the information they need when they need it and complete their transactions swiftly
- **using customer insights** – developing insights from customer feedback to improve our services and how we make decisions.

### OUR PROGRESS THIS YEAR

We made great progress this year with all eight results either achieved or substantially achieved. We took steps to simplify our process for small and medium-sized enterprises, including preparations to integrate the New Zealand Business Number with our systems. We also worked to improve the process of getting a driver licence, so all New Zealanders can easily pursue the chance to gain access to the social and economic opportunities that come with a driver licence. Work to improve our online services progressed well, as we consolidated our web presence and made improvements to address customer pain points.

#### Reducing transaction times and costs for small to medium-sized enterprises

This year, we focused on a prioritised improvement programme to benefit small to medium-sized enterprises by improving the efficiency of their interactions with us. We did this by focusing on high priority projects, such as facilitating the uptake of electric vehicles and making changes relating to small passenger services. We also began the preliminary work to integrate the New Zealand Business Number with our process and services. This will allow businesses to use the New Zealand Business Number as a single identifier, simplifying their interactions with us and, ultimately, reducing the time they have to spend doing business with us. We also responded to industry demand by re-establishing the online publication of upcoming contracts for planned state highway projects. This action was meant to help small to medium-sized enterprises apply for tenders.

#### Improving driver licensing processes

We continue to enhance the end-to-end licensing experience. Wait times for driver licence tests improved with 87 percent of people who booked their test being able to sit it within the target 18-day period, more than a 10 percentage point increase from 2015/16. We also provided an automated, digital test-recording system for driver licence tests at certain testing sites, increased the number of testing officers and extended the number of test routes.

In addition, we worked with the Accident Compensation Corporation to improve access to driver licensing through the development of a multi-year Improving Access to a Driver Licence programme. We also enhanced the Drive website ([www.drive.govt.nz](http://www.drive.govt.nz)) with the introduction of text reading functionality. The text reader can read out whole pages, individual words or paragraphs as selected by the user. The functionality has been developed to be as simple as possible, making the website easier to understand for people who might have difficulties reading.

This year, we consulted with the public on the Driver Licencing Rule and worked with the Ministry of Transport to provide drafting instructions for changes to the rule. Changing the Driver Licensing Rule will make it easier for customers to do business with us by allowing the customer to renew their driver licence online. While finalisation of the rule was delayed, we are ready to implement the rule when it comes into effect.

### Making it easy to interact online

As part of our Grow Digital programme we made substantial improvements that make it easier for customers to interact with us online.

We improved access and navigation of the Tolling website for customers with existing accounts and addressed a major customer pain point by enabling customers to set their own user identifications for their online accounts. We also introduced the ability for customers to live chat for assistance, which proved very popular with customers.

Our Grow Digital programme saw the integration and concentration of our web presence, as nine previously separate Transport Agency websites were transferred to the main NZ Transport Agency website along with their operating technology. This has made it easier for our partners, suppliers, agents and customers to quickly and easily interact with us online.

We also advanced our efforts to migrate more of our services online. A system for online fuel excise duty refunds was developed, with implementation targeted for 2017/18. The fuel excise duty refund system will provide the foundation for an eventual online road user charge refunds system.

### Using customer insights

We improved our use of customer feedback, introducing regular monthly reports and analysis of customer feedback, so that it can contribute to decisions about prioritising projects around customer pain points. While we were not able to fully integrate our multiple systems and processes for handling customer feedback this year, as part of the organisation's new operating model, we've created a dedicated business group that will be responsible for collecting, analysing and deriving insights from customer feedback.

## TRANSITIONING TO THE FUTURE

We achieved much of what we set out to do with this priority. Under our refreshed strategy, the **People-centred services** strategic response lifts the customer focus from a priority to a pivotal axis on which the Transport Agency is turning. The **Improve customer experiences** focus area requires us to identify where we can make it easier and simpler for customers and partners to interact with us. We will continue to support all-of-government and Better Public Service initiatives under this focus area. Our work will be supported by our operating model: the Customer Experience and Behaviour Group will build our customer insight and intelligence, while our Customer Design and Delivery Group will co-design and deliver tailored solutions for specific customer segments.

PRIORITY SUCCESS INDICATORS TO 2032	2013 BASELINE	2019 TARGET	2015/16 ACTUAL	2016/17 ACTUAL	
% of survey responses that stated it required little effort to deal with the Transport Agency	71%	>90%	78%	76%	See note below

There was a slight decrease in the percentage of people who said it required little effort to deal with us. However, this is not considered statistically significant because the result was within margin of error. The overall trend since 2013 indicates improving performance.



## MILESTONES FOR 2016/17

MILESTONES FOR 2016/17		RESULT
PR 1.1	<b>RESULT BY 2019</b> The reduced cost of doing business with us helps our small-medium enterprise commercial customers increase their productivity.	
PR 1.1.1	We have developed a prioritised improvement programme to increase efficiency for small-medium enterprises based on the priority 'pain points' (real or perceived problems) identified in customer research.	 ACHIEVED
PR 1.1.2	We have improved our third-party and supplier contract processes in line with the findings of the Transaction Services Delivery Strategic Review.  <i>We improved our third-party and supplier contract processes with the Automobile Association, Vehicle Testing New Zealand and Vehicle Inspection New Zealand by adding key performance indicators to monitor service provision. The indicators align to the Transport Agency's strategic direction and have a strong focus on delivering improved customer experiences.</i>  <i>The anticipated Transaction Services Delivery Strategic Review was delayed to create capacity for the regulatory assurance focus. It has been reinitiated and will continue into 2017/18.</i>	 SUBSTANTIALLY ACHIEVED
PR 1.2	<b>RESULT BY 2019</b> The end-to-end driver licensing experience improves safety and makes it easier for everyone to be a safe driver.	
PR 1.2.1	We have provided the Minister of Transport with advice and given effect to government decisions on how to progress the changes to the Driver Licensing Rule and the Land Transport Act to improve safety and make it easier for everyone to be a safe driver.  <i>This is a shared milestone with the Ministry of Transport.</i>	 ACHIEVED
PR 1.2.2	We have improved the experience of sitting the driver licence test by ensuring that 85 percent of people who have booked their test sit it within the 18-day waiting period, an increase of 10 percent on 2015/16.	 ACHIEVED
PR 1.2.3	A prioritised cross-agency work programme has been developed to improve social and employment outcomes for New Zealanders by strengthening customer access to and progression through the driver licensing system.  <i>This is a shared milestone with the Accident Compensation Corporation, Ministry of Social Development, Ministry of Business, Innovation and Employment and Ministry of Justice.</i>	 ACHIEVED
PR 1.3	<b>RESULT BY 2019</b> Our customers find it easy to interact with us digitally; they find the right information when they need it, in the form they need it, and they can transact with us effortlessly.	
PR 1.3.1	We have extended the use of digital services (DecisionHub and Common Payment Service) to improve the efficiency of processing complex transactions, and we have made it easier for customers to track the progress of applications online.	 ACHIEVED
PR 1.3.2	We have improved the online experience for our customers by increasing the number of services accessible online and simplifying our web presence.	 ACHIEVED
PR 1.4	<b>RESULT BY 2019</b> Customer insight is driving prioritisation and helping shape design of continuous improvement initiatives.  We have a joined-up process in place for capturing and sharing customer insight and using it to drive service design across the Transport Agency.  <i>We improved our use of customer feedback with regular monthly reporting and analysis. This feedback is now used in the decision making that feeds into the design of business change initiatives. We also ensured all regulatory projects gathered and incorporated customer insight and design into project development and execution.</i>  <i>However, we were not able to fully integrate our multiple systems and processes for handling customer feedback. This lack of a centralised process for capturing and utilising customer insights formed part of the rationale for the organisation's new operating model. As a result, a dedicated business group was created that will be responsible for collecting, analysing and deriving insights from customer feedback and ensuring these insights are used to inform work across all of the Transport Agency's functions.</i>	 SUBSTANTIALLY ACHIEVED



## PREDICTABLE JOURNEYS FOR URBAN CUSTOMERS

### SUPPORTS

One network  
(objectives 1 & 2)

Smart choices  
(objective 5)

Highway solutions  
(objectives 7 & 8)

Maximise returns  
(objectives 10 & 11)

We need to make travel times more predictable so our customers avoid lost time and lost productivity. By understanding and reducing the impact of delays and by improving the quality and availability of travel information, we can help our customers to plan their journeys with more confidence.

This year, we focused on:

- **improving the management of planned events and incidents** - reducing the impact that planned and unplanned events have on our customers
- **identifying requirements and opportunities to optimise the state highway network** - making better use of the existing network in response to changing traffic patterns and volumes
- **improving travel-time information** - improving the information we provide our customers to make smart travel choices and that we use to measure the predictability of travel times.

### OUR PROGRESS THIS YEAR

We made good progress this year, achieving or substantially achieving six of our seven annual milestones. We continued to take steps to reduce the customer impact of delays caused by incidents and events. We are taking these steps by working collaboratively with other agencies, through improvements to systems and processes, and from an increased focus on the quality, analysis and sharing of incident data.

#### Improving the management of planned events and incidents

Incident response is an ongoing continuous improvement area for transport operations centres. Multi-agency forums, which include transport operations centres, emergency services and network contractors, meet regularly to review incidents and identify actions to improve incident response practices. As an outcome of these reviews, the Wellington Road Policing team began to base itself at the Wellington Transport Operations Centre during significant events to enable improved communications and coordination.

The trial to co-locate a police liaison officer at the Auckland Transport Operations Centre on a full-time basis has continued through the year. This trial has been so successful that the Police Waitemata District Command Centre, Auckland Transport and the Transport Agency submitted a joint entry for this initiative to the annual Problem-Oriented Policing Awards for the Northern Region. The entry was then selected as a regional entry for the National Police awards held in September 2017.

This year, we also increased our focus on the quality and analysis of incident data to better identify opportunities to improve how we respond to incidents. In Auckland, analysis of incident data identified a significant number of truck breakdowns in two important locations on the motorway network. The Auckland Transport Operations Centre implemented a plan for heavy-vehicle tow trucks to be positioned at those locations during peak periods, which resulted in improved incident response and clearance times.

Improvements were made to the systems and processes used to coordinate and approve road works and other planned events. The Auckland Motorway Alliance and Auckland Transport are now using a common system across the state highway and local road networks in Auckland to improve the coordination of planned works. In Wellington, a new network activity planning process was implemented that enables us to better understand and manage the impact of road works.

We also made progress in automating data-sharing systems and processes between the Transport Agency, local authorities, emergency services and other third parties. The data-sharing system was upgraded to receive weather warning and observation data from the MetService, and work is under way with the New Zealand Police to automate the sharing of traffic incident information.

### Identifying requirements and opportunities to optimise the state highway network

Changes to traffic patterns and volumes impact on the performance of the road network, so optimising the network is an ongoing process.

State highway optimisation requirements for key journeys in Auckland, Wellington and Christchurch were identified through a number of processes and studies during the year, but further work is required with local authorities to align state highway and local road requirements. In Auckland, the Waterview Tunnel is expected to have a major impact on the city’s traffic patterns, and optimisation requirements will be re-assessed after traffic patterns have stabilised. Our capability and processes to address network optimisation requirements are being reviewed as part of our shift to a new operating model in 2017/18.

### Improving travel-time information

How we collect, manage, analyse and communicate travel-time information is crucial to delivering predictable journeys for our customers.

This year, we developed a technology hierarchy for sourcing and collecting travel-time data and for infrastructure standards. We also helped facilitate increased travel-time data sharing by developing interfaces for third-party data feeds. This has improved the quality and consistency of the travel-time information available to our customers and partners and improved the accuracy of the information we use to monitor and measure the performance of the network.

While the impact on travel-time predictability was considered in operational decisions such as maintenance scheduling, wider consideration of predictability performance was constrained by limitations in our analysis capability. These capability requirements are being reviewed as our new model is implemented.


## TRANSITIONING TO THE FUTURE

We were unable to make the improvements we sought under this priority. However, we remain convinced that the intent of this priority is correct. Two focus areas will consolidate our efforts and enable us to co-design new initiatives to deliver more for our urban customers. **Target rapid growth** is tightly focused on improving system performance and the customer experience in our high-growth urban areas. **Deliver connected journeys** will help us to utilise technology in a coordinated way to deliver the system and customer experience improvements we seek. This focus area has a very tangible deliverable to prototype and pilot a mobility-as-a-service marketplace that has the potential to transform how customers can manage their transport needs.

PRIORITY SUCCESS INDICATORS TO 2019	2014 BASELINE	2019 TARGET	2015/16 ACTUAL	2016/17 ACTUAL	
% of urban journeys that are predictable (Aggregate of Auckland, Wellington and Christchurch)	80%	80-82%	70%	71%	1

1 Our most recent estimates for each of our major cities suggest that travel-time predictability was variable during 2016/17, before ending the year slightly above the 2015/16 result. However, it is below the baseline and 2019 target. There are likely to be a number of reasons for this trend. Each of the major cities experienced significant increases in traffic volumes during 2016/17. The Transport Agency’s own activities can also have an impact. For example, large capital projects and maintenance and network operations activity can lead to a temporary deterioration in travel times while work is under way, but then an improvement once works have been completed. Travel-time predictability can also be affected by adverse weather and hazards.

## MILESTONES FOR 2016/17

MILESTONES FOR 2016/17		RESULT
PR 2.1	<p>RESULT BY 2019 Key urban transport routes are planned and actively managed within and across modes to improve journey time predictability for customers</p>	
PR 2.1.1	<p>We have the information and the analysis capability to ensure that journey time predictability informs operational objectives and decision making in Auckland, Wellington and Christchurch.</p> <p><i>Predictability performance for key urban journeys in Auckland, Wellington and Christchurch was measured regularly and considered in operational decisions such as when to schedule maintenance activities.</i></p> <p><i>However, wider consideration of predictability performance was constrained by capability limitations to perform the analysis. The analysis capability requirements will be reviewed in 2017/18 as our new operating model is implemented.</i></p>	<p> SUBSTANTIALLY ACHIEVED</p>
PR 2.1.2	<p>We have developed a framework for more consistent real-time journey monitoring and management in Auckland, Wellington and Christchurch.</p>	<p> ACHIEVED</p>
PR 2.1.3	<p>We have identified network optimisation requirements on key urban journeys and we have the capability to address these.</p> <p><i>State highway optimisation requirements for key journeys in Auckland, Wellington and Christchurch were identified through several processes and studies. Further work is required to align state highway and local road optimisation requirements. Additionally, the opening of the Waterview Tunnel in Auckland requires the optimisation requirements to be reassessed once new traffic patterns have stabilised. This work will take place in 2017/18.</i></p> <p><i>The capability requirements and processes to address network optimisation requirements will be reviewed in 2017/18 as our new operating model is implemented.</i></p>	<p> NOT ACHIEVED, BUT SOME PROGRESS MADE</p>
PR 2.2	<p>RESULT BY 2019 Our network operations are better integrated with key partners to manage multi-modal urban networks as a single system.</p>	
PR 2.2.1	<p>We have recommended common data standards and a technology architecture to facilitate data sharing with local authorities and emergency services.</p>	<p> ACHIEVED</p>
PR 2.2.2	<p>We have agreed the scope and selected a supplier for a national multi-modal system for incident and event management on highways and key arterial roads.</p>	<p> ACHIEVED</p>
PR 2.2.3	<p>Improved forward works and traffic management planning tools and processes have been implemented to more effectively manage planned events.</p>	<p> ACHIEVED</p>
PR 2.2.4	<p>We have effective forums with local authorities and emergency services targeting measurable improvements in incident response times.</p>	<p> ACHIEVED</p>



## INTEGRATE ROAD AND RAIL FREIGHT TO IMPROVE NETWORK PRODUCTIVITY

### SUPPORTS

One network  
(objectives 2 & 3)

Better road–rail integration can increase freight productivity, improve the overall return on New Zealand’s investment in land transport infrastructure, and contribute to economic growth and improved standards of living for all New Zealanders. To improve the efficiency of the wider freight network we are focusing on connections between road, rail and intermodal freight hubs. We

have partnered with KiwiRail and the wider freight sector, so planning and investment can be integrated and we get the best outcomes for the sector.

This year, we continued our focus on:

- **integrating road and rail** – improving the planning and investment of the road and rail networks
- **improving safety at level crossing** – developing a safer transport system.

### OUR PROGRESS THIS YEAR

Work on this priority was closed out and transferred to KiwiRail and the Treasury. It was determined that the Transport Agency has no accountability for planning or investing in the national rail network; rather, these tasks are the accountability of KiwiRail and the Treasury, and the Ministry of Transport is accountable for overseeing wider transport system issues, such as the role of rail to meet freight demand.

#### Integrating road and rail

KiwiRail and the Treasury assumed responsibility for most of the work to explore the benefits of integrating the planning and investment of the road and rail networks. This included the transfer to KiwiRail of work to develop an objective economic framework to determine the public value or wider impacts of the rail network on the transport system and New Zealand as a whole. In addition, the development of the Third Main Line business case in Auckland was transferred to KiwiRail. Development of an indicator to express the value to national freight productivity from improved integration of road and rail was discontinued, because it was no longer required.

#### Improving safety at level crossings

Together with KiwiRail, we delivered a prioritised plan for level crossing safety initiatives. We worked to design level crossing improvements for nine priority crossings where space is insufficient for longer vehicles to safely and legally navigate the intersection and level crossing. Work is under way to deliver the safety improvements for level crossings on these busy routes. In addition, we have drafted sector guidance for pedestrian and cycling level crossings.

### TRANSITIONING TO THE FUTURE

Integrating New Zealand’s land-based freight system has tremendous potential benefits, but the Transport Agency was not in a strong position to drive the conversation this year. While we remain part of the conversation, responsibility for advancing the integration of road and rail freight now sits with KiwiRail and the Treasury.

## MILESTONES FOR 2016/17

MILESTONES FOR 2016/17		RESULT
PR 3.1	<b>RESULT BY 2019</b> The road and rail networks are planned and managed in a more complementary way that maximises overall freight network productivity.	
	PR 3.1.1 We have delivered a draft long-term network framework to facilitate road/rail integration and freight productivity.	RESPONSIBILITY TRANSFERRED TO KIWIRAIL AND THE TREASURY
PR 3.1.2	We have investigated a programme of intermodal initiatives to enable greater road/rail integration and freight productivity.	RESPONSIBILITY TRANSFERRED TO KIWIRAIL AND THE TREASURY
PR 3.1.3	We have developed a business case and a 10-year implementation plan, which are endorsed by our partners, to reduce deaths and serious injuries and other negative effects on public level crossings.  <i>Refer to the progress made on objective 4.4 (page 23) in the shape smart, efficient, safe and responsible transport choices goal.</i>	REFER TO OBJECTIVE 4.4 MILESTONE



## DELIVER SAFER JOURNEYS

### SUPPORTS

Smart choices  
(objectives 4 & 5)

Highway solutions  
(objectives 7 & 8)

Maximise returns  
(objectives 10 & 11)

We need to work with other agencies to reduce deaths and serious injuries on our roads. We are working in partnership across the road safety sector and beyond to progress initiatives aimed at reducing deaths and serious injuries on our roads.

Safer Journeys is the Government's road safety strategy to guide improvements in road safety over 2010 to 2020. The strategy's vision is a safe road system increasingly free of death and serious injury, and the strategy introduces the Safe System approach to New Zealand. The Safe System approach recognises that people make mistakes and are vulnerable in a

crash. This approach reduces the price paid for a mistake, so crashes don't result in loss of life or limb. Mistakes are inevitable — deaths and serious injuries from road crashes are not. This work makes a direct contribution to the aims in the Government Policy Statement on Land Transport to improve road safety, embed the Safe System approach and reduce deaths and serious injuries.

We are working with local authorities to implement the *Speed management guide* and align speeds to road function and design. We are working with others to shift attitudes to speed and road safety risks and build support for safer speeds that are right for the road. We will pinpoint our highest-risk urban arterials and target them for treatments to improve safety while seeking to maintain efficient travel times.

This year we focused on:

- **implementing the Safer Journeys Action Plan 2016-2020** – including working with our partners to deliver safe and smart choices and safer motorcycling and vehicles, and ensuring roads and roadsides support safer travel
- **making the highest-risk urban arterials and rural local roads safer** – by working with local road controlling authorities to agree a national programme of safety improvements
- **having better conversations on road risks** – establishing baseline measures of public acceptance that different roads need different speeds depending on their level of safety
- **finalising and introducing the *Speed management guide*** – encouraging road controlling authorities to use the new speed management mapping tool and include one network speed management planning in their 2018-21 National Land Transport Programme Activity Management Plans.

## OUR PROGRESS THIS YEAR

We made good progress this year, achieving or significantly achieving all of our six annual milestones. Our work on local road infrastructure evolved into a nationally prioritised work programme of infrastructure investment on local roads. We will be seeking the views of local government on this in September 2017. The programme is founded on evidence-based risk mapping tools and predictive modelling and has developed into a more comprehensive and scaled intervention than initially contemplated.

We started implementing the Safer Journeys Action Plan 2016–2020, including working in collaboration with the sector to enable safe transport choices, make motorcycling safer, improve the safety of roads and roadsides, and look for innovative ways to encourage safe vehicles. We also worked with our local government partners to identify key improvements to high-risk sections of local roads and to embed the *Speed management guide*. Progress was also made in identifying how to target different segments of the population, so we have better conversations about road risks and influence customers to make smart choices.

### Implementing the Safer Journeys Action Plan 2016–2020

Safer Journeys is the Government's road safety strategy for 2010–2020. It has a vision of a safe road system increasingly free of death and serious injury. The Safer Journeys Action Plan 2016–2020 is the third plan under the Safer Journeys strategy, and it builds on the work of the previous action plans, renewing the focus on the four areas of greatest risk and opportunity: enabling smart and safe choices, making motorcycling safer, ensuring roads and roadsides support safer travel and encouraging safe vehicles.

The Transport Agency has a part to play in all four areas, not just in enabling safer roads and roadsides. For example, we worked with our partners to trial new technologies that deliver information and shape smart choices for our customers. We are also leading the development of an automated compliance work programme that seeks to use technology to guide behaviours and manage risks as part of developing a safe and efficient land transport system.

To make motorcycling safer, we began engaging with road controlling authorities to get motorcycling safety projects included in transport and activity plans. Some important motorcycle-safety initiatives that are being implemented are upgrades to high-use motorcycle routes, a revision of the *Safer Journeys for motorcycling guide* to include a new urban section, and a mapping of the top 100 high-risk motorcycling routes.

To create a more collaborative environment for tackling transport sector safety problems, the New Zealand Safety Partnership Programme was established to create a platform for lead central government agencies (the Transport Agency, the Accident Compensation Corporation, and WorkSafe New Zealand) and industry partners to share best practice and knowledge. The group identified problems, developed clear problem statements and created five work streams to progress.

We have also continued to deliver our ongoing commitments under the previous Safer Journeys Action Plans, including ongoing improvements to roads and roadsides, education and advertising in key road safety areas, and leading the Visiting Drivers Project.

### Making the highest-risk urban arterials and rural local roads safer

In the Safe System approach, if we are to reduce deaths and serious injuries from road crashes, speed cannot be considered on its own. Safe roads and roadsides are equally important.

We developed a potential nationwide programme of work to improve safety on local roads. We will work with the respective road controlling authorities to finalise and begin delivery in 2017/18. Risk mapping tools were used to develop the programme, which represents the best investment opportunities to reduce deaths and serious injuries on local roads. Risk mapping showed that 30 percent of deaths and serious injuries occur on around 4 percent of the local road network, which equates to about 3,000km of road. We also identified improvements to 172 high-risk intersections (80 percent of which are in urban areas) and about 670 corridor sections throughout 37 local authority networks.

### Having better conversations on road risks

This year, we developed baseline measures of public acceptance that different roads need different speeds depending on their level of safety. These measures showed that people fall into four main attitudinal segments: fast is good, safe speed advocate, concerned but disengaged, and carefree.

This insight and the research arising from it led to the shift in the programme from 'changing the conversation on speed' to "having better conversations on road risk" so that over time we can get people to understand the effects of speed (during and before crashes) and other risk factors. We are now working to help communities make safer choices (such as reducing speed limits, where appropriate, and investing in other speed management interventions), which we hope will influence individuals to make safe choices when using the transport system.

### Finalising and introducing the *Speed management guide*

Our aim is to work with road controlling authorities to increasingly align speed and speed limits with road function, design, safety and use, recognising the need to maintain economic productivity as well as to improve road safety.

This year, the *Speed management guide* was launched and socialised with road controlling authorities and the New Zealand Police through a series of road shows. The guide was well received, and its use by road controlling authorities will be reinforced by the proposed changes to the Setting of Speed Limits Rule.

## TRANSITIONING TO THE FUTURE

As noted in the Smart choices goal, we did not achieve what we set out to in relation to reducing deaths and serious injuries. Our **Keep people safe** focus area and our operating model set us up to take a more integrated, evidence-led and targeted approach. While speed remains an important element in the Safe System approach, we will focus on safe mobility and managing a holistic programme of high-impact interventions to significantly improve safety outcomes.





PRIORITY SUCCESS INDICATORS TO 2019	2014 BASELINE (REVISED)*	2019 TARGET	2015/16 ACTUAL	2016/17 ACTUAL	
Number of deaths and serious injuries on high-risk roads	1,264	<1,210	1,540	1,755	1

\* This is a revised baseline that covers roads that were not previously included in the analysis. With the roll-out of the One Network Road Classification, road coverage has expanded and assessment is now based on the speed management of road corridors.

1 Despite the ongoing safety improvement programmes for high risk local rural and local urban arterial roads (cf PR 4.1.1 and PR 4.2) there has been a 14 percent increase in the number of deaths and serious injuries on high-risk roads for the year ending March 2017 (compared with the corresponding period in the previous year). The increase reflects the adverse influences of increased exposure risk associated with a 5 percent rise in national traffic volumes, more motorcycles and heavy vehicles, and higher mean speeds over the period.



## MILESTONES FOR 2016/17

MILESTONES FOR 2016/17	RESULT
<p>PR 4.1 <b>RESULT BY 2019</b> We have implemented the Transport Agency-led actions from the Safer Journeys Action Plan 2016–2020 and worked in partnership with other agencies to deliver on enabler actions for Smart and Safe Choices, Safer Motorcycling, and Safer Vehicles.</p>	
<p>PR 4.1.1 As part of the Safer Journeys Action Plan 2016–2020, working with local road controlling authorities, we have developed and agreed a national programme of lower cost safety improvements on high-risk local rural roads.</p> <p><i>This is a shared milestone with local authorities.</i></p> <p><i>A national programme has been identified and will be discussed with local authorities in September 2017.</i></p>	 SUBSTANTIALLY ACHIEVED
<p>PR 4.1.2 A national prioritised list of state highway safety improvements has been defined and endorsed and priority projects have been delivered.</p>	 ACHIEVED
<p>PR 4.1.3 We have contributed to developing cross-sector programmes of actions that enable smart and safe choices, make motorcycling safer, and encourage safer vehicles.</p>	 ACHIEVED
<p>PR 4.2 <b>RESULT BY 2019</b> Reduced deaths and serious injuries by 10 percent on the highest risk urban arterials.</p> <p>As part of the Safer Journeys Action Plan 2016–2020, working with local road controlling authorities, we have developed and agreed a national programme for safety improvements on specified highest risk local urban arterial roads (focusing on all modes and vulnerable users).</p> <p><i>This is a shared milestone with local authorities.</i></p> <p><i>The programme for urban arterials has been merged with the fuller programme of infrastructure investments. The arterials have been identified and will be discussed with local authorities in September 2017.</i></p>	 SUBSTANTIALLY ACHIEVED
<p>PR 4.3 <b>RESULT BY 2019</b> The public conversation about how individual behaviour and choices affect road safety outcomes is strong (as measured by attitude surveys) and is contributing to a positive road culture and a demonstrated improvement in community understanding of speed risk and attitudes to speed management.</p> <p><i>This is a shared result with the National Road Safety Committee and local government.</i></p> <p>We have established baseline measures of the public acceptance that different roads need different speeds depending on their level of safety, and have demonstrated that this understanding has improved using the Waikato demonstration project.</p>	 ACHIEVED
<p>PR 4.4 <b>RESULT BY 2019</b> All road controlling authorities are working to one network speed management plans, applying the tools and methodologies in the Speed management guide, including routes identified in the state highway speed business case.</p> <p>We have finalised the national speed management guide and rule and successfully introduced them to all road controlling authorities.</p>	 ACHIEVED



## DRIVING VALUE THROUGH SMART ROAD MAINTENANCE

### SUPPORTS

Highway solutions  
(objectives 7 & 8)

Maximise returns  
(objectives 10 & 11)

We need to give our customers, the people of New Zealand, the best value and service from our significant investment in road maintenance. We have defined different types of national and local roads using the One Network Road Classification. We can now work with our partners to put in place better management and procurement of road maintenance services. We will keep checking in with our customers to make sure they are experiencing the levels of service they expect for the types of road they are using.

Driving value through smart road maintenance makes a direct contribution to the aim in the Government Policy Statement on Land Transport of achieving value for money through improved returns from road maintenance and ensuring the right infrastructure and services are delivered at the right level.

This year, we continued our focus on:

- **improving road controlling authorities' capability to make maintenance decisions that drive efficiencies** – improving the quality of data to inform such decisions, developing customer levels of service and benchmarking performance measures
- **improving customer understanding of service levels and associated costs** – explaining the link between investment and the One Network Road Classification levels of service
- **increasing road controlling authorities' activity management planning and procurement capability** – using case studies to share the benefits of collaborative working arrangements.

### OUR PROGRESS THIS YEAR

We made great progress, achieving all four of our annual milestones. Our work on improving the Investment Assessment Framework focused on clarifying our policy and framework on investment decision making for maintenance, including the role of the One Network Road Classification, and assisting road controlling authorities to prepare quality business cases for submission to the 2018–21 National Land Transport Programme that reflect good practice activity management and the One Network Road Classification levels of service.

#### Improving road controlling authorities' capability to make maintenance decisions that drive efficiencies

This year, we continued to lift the capability of road controlling authorities to implement the new approach to maintenance. In particular, we continued to assist the Road Efficiency Group to deliver training (led by Equip) to authorities that aimed to lift their capability to manage their maintenance activities. The ongoing training assists with the understanding and incorporation of the new requirements into future maintenance programmes.

Through our engagement on the One Network Road Classification and work with local governments on road asset data, we received feedback that our transport sector partners are increasingly confident they can adapt to the new investment decision-making requirements, particularly those pertaining to maintenance decisions. The feedback came from interactions we had with road controlling authorities through sector engagement and workshops delivered with the Road Efficiency Group during the development of the revised Investment Assessment Framework.

### **Improving customer understanding of service levels and associated costs**

This year, we conveyed to each road controlling authority the 2018–21 National Land Transport Programme investment signals for maintenance programmes. These signals incorporate the One Network Road Classification customer levels of service. We will convey our indicative National Land Transport Programme levels of investment once the Government Policy Statement on Land Transport 2018/19–2028/29 is finalised.

Through the co-design and co-delivery approach that we adopted with the Road Efficiency Group to measure customer outcome levels of service, 12 measures were added to the 27 existing ones within the One Network Road Classification framework. A future enhancement is planned for 2017/18 that will determine value-for-money targets for each performance measure.

This year, we also developed a mechanism for using state highway customer feedback to monitor levels of service and operational performance. The results from the initial tests of the mechanism provided valuable information for the development of an operating framework and demonstrated the potential to extend customer feedback on state highways to a wider view of how customers experience our services.

### **Increasing road controlling authorities' activity management planning and procurement capability**

The year, we facilitated collaborative working arrangements across road controlling authorities to improve the efficiency of maintenance activities. This resulted in road controlling authorities presenting us with procurement strategies that showed an increased consideration of the value of collaborative service delivery.

We also worked with the sector so that the One Network Road Classification framework, including the customer levels of service, will be embedded into activity management plans for maintenance investment from the 2018–21 National Land Transport Programme.

Through our participation in the Road Efficiency Group, we published case studies on collaborative procurement and working arrangements, and shared these learnings in the Road Efficiency Group's regional workshops.

## **TRANSITIONING TO THE FUTURE**

This priority has achieved a lot and road maintenance efficiency remains a priority for government, the Transport Agency and local authorities. Our **Connect and develop regions** focus area is where we will continue to embed the One Network Road Classification as the key mechanism for delivering consistent and efficient customer levels of service on state highways and local roads. Smarter activity management and maintenance form part of the wider Connect and develop regions programme to support regional economic development, improve transport system performance and resilience, and co-design solutions with our partners that address wider social and economic outcomes. We will continue to offer asset management, project management and procurement expertise to our local government partners, making the best use of collective resources to deliver more for customers and communities.





PRIORITY SUCCESS INDICATORS TO 2032	2013 BASELINE	2019 TARGET	2015/16 ACTUAL	2016/17 ACTUAL
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% of the network that meets One Network Road Classification level of service	New measure	70-75%	See note below	
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The focus of the sector on developing an agreed set of performance measures and a reporting tool has meant we are not able to meaningfully report on the percentage of the network that meets One Network Road Classification levels of service.

However, we delivered enhancements to the online performance measures reporting tool, enabling road controlling authorities to compare their performance against other authorities' performance across the One Network Road Classification customer levels of service. This established a benchmark, providing the distribution of performance for each relevant measure to track change over subsequent years. The reporting tool also enabled a review of the quality of data available, which in turn will enable each road controlling authority to focus on improving its data and subsequent decision-making processes. Measuring the improvement in data quality across the various performance measures will also contribute to greater confidence in the management of the system to deliver fit-for-purpose customer levels of service.

## MILESTONES FOR 2016/17

MILESTONES FOR 2016/17	RESULT
<p>PR 5.1 <b>RESULT BY 2019</b> Road controlling authorities have improved capability to make maintenance decisions that deliver efficiencies through use of improved data and collaborative working arrangements.</p> <p>Through clarifying our policy on applying the One Network Road Classification in our investment decision making, and our joint work with local government on road asset data, road controlling authorities report increased confidence in making maintenance decisions. This confidence will be assessed through formal surveys and the ongoing interactions we have with the authorities.</p>	 ACHIEVED
<p>PR 5.2 <b>RESULT BY 2019</b> Customer understanding and experience of levels of service and costs shapes our delivery of consistent customer levels of service.</p>	
<p>PR 5.2.1 We have developed a mechanism for linking state highway customer feedback to the levels of service and operational performance.</p>	 ACHIEVED
<p>PR 5.2.2 For maintenance programmes in the 2018-21 National Land Transport Programme, we have conveyed to each road controlling authority our investment signals to support the One Network Classification levels of investment.</p>	 ACHIEVED
<p>PR 5.3 <b>RESULT BY 2019</b> Road controlling authorities increasingly demonstrate advanced activity management planning and procurement capability through collaborative working arrangements to deliver maintenance efficiencies.</p> <p>We have facilitated collaborative working arrangements across road controlling authorities, and procurement strategies presented for our endorsement consider the value of collaborative service delivery.</p>	 ACHIEVED



## MAKE URBAN CYCLING A SAFER AND MORE ATTRACTIVE TRANSPORT CHOICE

### SUPPORTS

One network  
(objectives 1 & 2)

Smart choices  
(objectives 4 & 5)

Maximise returns  
(objectives 10 & 11)

We want to support and encourage cycling as a viable transport choice in main urban areas. We are working with our local government partners to prioritise strategic cycling networks when they are planning urban transport networks. This is a challenge – providing safe, efficient and attractive cycling choices in urban environments and on busy multi-modal urban networks is complex and sometimes controversial.

Our work directly links to the aim in the Government Policy Statement on Land Transport of achieving a land transport system that provides appropriate and safe transport choices. This work is also an important element in the delivery of the Government’s \$100 million supplementary funding for the Urban Cycleways Programme.

This year, we focused on:

- **delivering the Urban Cycleways Programme** – investing in new urban cycling infrastructure
- **making cycling safer** – embedding recommendations from the Cycling Safety Panel into the Urban Cycleways Programme
- **planning for more cycleways** – providing tools and resources so cycleways continue to feature in infrastructure planning
- **demonstrating the benefits of cycling** – creating systems and processes to show the benefits that cycleways provide.

### OUR PROGRESS THIS YEAR

We made good progress this year, achieving or substantially achieving nine of our 11 annual milestones. The delivery of the Urban Cycleways Programme continues to advance, with more than half of the programme complete and all projects in at least the investigation or design stage. We also made progress in making cycling a safe travel option, facilitating the planning of additional cycleways and developing tools to demonstrate the benefits of cycling.

#### Delivering the Urban Cycleways Programme

The Urban Cycleways Programme is an investment programme dedicated to building new urban cycling infrastructure from 2014/15 to 2017/18. The programme has driven the identification of strategic cycleway networks in Auckland, Wellington and Christchurch.

Overall, the Urban Cycleways Programme is now more than 53 percent complete. At the end of 2016/17, 16 Urban Cycleways Programme projects were complete, 20 were under construction and the remaining 18 were all in the investigation or design stage.

In Auckland, progress was steady throughout the programme, alongside the development of a 10-year plan for the cycling network. This year saw the completion of an important section of Quay Street, section 1 of the Eastern Connections to City Centre cycleway in Glen Innes, as well as the Greenways section of the Waitemata Safe Routes. There were some delays to the Ian McKinnon Drive cycleway, the Eastern Connections to City Centre package and the Links to Public Transport package, but construction remains on track to start in 2017/18.

In Wellington, the concept design for the Melling to Petone project went out for public consultation in May 2017. Construction is expected to start in late 2017. For the Wellington Central Business District Route package, a ground-breaking ceremony in April marked the start of construction on the Hutt Road section and marked the first project to start in the refreshed Wellington programme. Consultation on the Cobham Drive proposal took place in March and April 2017, with construction set to begin in the first half of 2017/18.

In Christchurch, construction was completed on the Little River and Papanui Parallel cycleways. These are significant milestones for the city's cycleways programme. The remainder of the programme continues to progress well, with construction on the Heathcote Expressway and Quarryman's Trail cycleways expected to start in the first quarter of 2017/18. In addition, the Uni-Cycle route is expected to be completed in the first quarter of 2017/18.

This year, projects were also completed in Hamilton and Blenheim.

### **Making cycling safer**

We are focused on increasing safety for cyclists by embedding recommendations from the Cycling Safety Panel into the Urban Cycleways Programme. These recommendations include a comprehensive set of actions to enhance the policy framework for cycling and improve the quality of the transport network for people on bicycles. This year, we worked with the Ministry of Transport to develop a report on a package of rules and initiatives, including a mandatory minimum overtaking gap, a left-hand turning rule, and rules for cycling on footpaths to address the panel's main recommendations. In addition, the *Speed management guide* now incorporates requirements to take account of the needs of cyclists.

### **Planning for more cycleways**

We are committed to ensuring that planning and delivering cycleways becomes standard practice for our co-investment partners. This year, we continued to engage with councils to plan the long-term development of their cycling networks. We developed initial planning and investment signals that are linked to the wider investment signals and processes for cycling. This is an important step toward embedding an integrated approach into the draft regional land transport plans for Auckland, Wellington and Christchurch. We also started engaging with local government on cycling investment in the 2018-21 National Land Transport Programme. Feedback from this engagement will help us test and refine investment policies for urban cycling networks.

We also worked alongside the Ministry of Business, Innovation and Employment to progress plans and proposals for future projects as part of the development of the Great Rides and Heartland Rides of the New Zealand Cycle Trail network. This work has helped to develop a national 10-year cycling programme that is aligned with the development of a 10-year programme for the Auckland cycling network. The Transport Agency Board supported the programme in June 2017.

### **Demonstrating the benefits of cycling**

We also progressed our work to measure and report the benefits of the cycling programme. This year, we reported the results of the baseline attitudinal survey and undertook the second annual network monitoring survey. We also developed a geospatial platform that allows councils to report on cycling information for route monitoring and cordon counts. This information is used to measure and report on the benefits of the cycling programme against the baseline network use information.


## **TRANSITIONING TO THE FUTURE**

The Transport Agency will continue to deliver the Government's Urban Cycleways Programme. We will do so within the broader supporting framework provided by the **Target rapid growth** focus area. This focus area requires us to balance the provision of new infrastructure with travel demand management and system optimisation approaches that make better use of the transport system. We will be working with others to incentivise a significant shift from single-occupancy vehicles to more efficient transport modes, including cycling.

PRIORITY SUCCESS INDICATORS TO 2019	2014/15 BASELINE	2019 TARGET	2015/16 ACTUAL	2016/17 ACTUAL
Increase total annual cycling trips (sum of Auckland, Wellington and Christchurch)	32 million	42 million	Due to changes in the Household Travel Survey, results are not available for these years.	

## MILESTONES FOR 2016/17

MILESTONES FOR 2016/17	RESULT
<p>PR 6.1 <b>RESULT BY 2019</b> Degree of development of the planned urban cycleway networks across Auckland, Wellington and Christchurch</p> <p>This result is delivered through the Urban Cycleways Programme milestones. <i>This is a shared milestone with local authorities.</i></p> <p>URBAN CYCLEWAYS PROGRAMME</p>	
<p>PR 6.1.1 City Centre Network (Auckland)</p> <p>City Centre Quay Street completed Ian McKinnon Drive Cycleway design started* K Road Cycleway design started*</p> <p>* The annual milestone for this projects was incorrectly stated in the <i>NZ Transport Agency statement of performance expectations 2016/17</i> and has been corrected here.</p>	 SUBSTANTIALLY ACHIEVED
<p>PR 6.1.2 Eastern Connections to City Centre (Auckland)</p> <p>Construction under way</p>	 ACHIEVED
<p>PR 6.1.3 Western Connections to City Centre (Auckland)</p> <p>Construction started</p>	 ACHIEVED
<p>PR 6.1.4 Links to public transport (Auckland)</p> <p>Construction under way</p> <p><i>Construction was delayed for the links to Auckland public transport project. KiwiRail leases took time to resolve due to differences in valuation and lease terms with councils. This caused delays on the New Lynn to Avondale component of the cycleway. Likewise, the business case from Auckland Transport for the design for links to the Glenn Innes Phase 2 component was also delayed. Construction is expected to commence in the third quarter of 2017/18.</i></p>	 NOT ACHIEVED, BUT SOME PROGRESS MADE
<p>PR 6.1.5 Melling to Petone (Wellington)</p> <p>Construction started</p> <p><i>Construction was delayed for the Melling to Petone cycleway because of the project's interdependencies with the Petone to Grenada Link Road. Through continued work with our partners, off-site construction to pre-fabricate underpasses is expected to start in the first quarter of 2017/18 and on-site construction is now set to begin in the second quarter of 2017/18.</i></p>	 NOT ACHIEVED, BUT SOME PROGRESS MADE
<p>PR 6.1.6 CBD route package (Wellington)</p> <p>No 2016/17 milestones</p>	NO 2016/17 MILESTONES
<p>PR 6.1.7 Rapanui-Shagrock Cycleway (Christchurch)</p> <p>Construction started</p>	 ACHIEVED
<p>PR 6.1.8 Heathcote expressway (Christchurch)</p> <p>No 2016/17 milestones</p>	NO 2016/17 MILESTONES

MILESTONES FOR 2016/17		RESULT
PR 6.1.9	Papanui Parallel (Christchurch) Construction under way	 ACHIEVED
PR 6.1.10	Coastal Route (Nelson) No 2016/17 milestones	NO 2016/17 MILESTONES
PR 6.2	<b>RESULT BY 2019</b> Lower rate of fatal and injury crashes involving cyclists on the road network.  We have implemented the key recommendations from the Cycling Safety Panel.	 ACHIEVED
PR 6.3	<b>RESULT BY 2019</b> Cycling is given appropriate priority in the planning and management of urban transport networks and urban systems.	
PR 6.3.1	We will ensure that our planning and investment signals to substantially complete urban cycling networks by 2029 using the integrated approach have been embedded into draft regional land transport plans by Auckland Transport and Wellington and Christchurch City Councils.  <i>This is a shared milestone with local authorities.</i>	 ACHIEVED
PR 6.3.2	We are measuring and reporting on the benefits of the cycling programme, through our reporting and measurement framework.	 ACHIEVED
PR 6.4	<b>RESULT BY 2019</b> Complete Urban Cycleways Programme.  <i>This is a shared result with local authorities.</i>	
	Construction has commenced on 75 percent of Urban Cycleways Programme projects <i>Construction started on 67 percent of Urban Cycleway Programme projects and some are already complete. The 75 percent target was not achieved due to last-minute unexpected delays.</i>  <i>It was unsurprising that delays would be experienced because of the complexity of these projects and the accelerated nature of the programme. This year, the delays were for a variety of reasons, such as unexpected consenting requirements, the need to align with other projects, complications with the business case, and requirements from KiwiRail. There was no consistent or common theme for the delays across the programme.</i>	 SUBSTANTIALLY ACHIEVED