

Tā mātau rautaki

Our strategy



New strategic direction

Our strategic and operating environments have changed significantly over the past year. Our mandate is expanding, along with our programme investment expectations. We need to deliver on the government's emerging priorities and objectives in climate change while continuing to maintain and renew our existing transport networks. We're managing financial pressures driven by reduced revenue and increasing costs. The release of the GPS 2021 introduces new functions and responsibilities for Waka Kotahi, including in rail and coastal shipping. In our large cities there is an increasing need for public transport and mass transit solutions to reduce car use and congestion. At the same time, COVID-19 has decreased people's use of public transport services, changed where and how people work, and changed the way people move around.

The challenges we're managing have become more complex and interdependent. We work with others to support the need for rapid housing development and growth as well as increased transport options in rail, public transport, walking, cycling and micro-mobility. Meanwhile, we need to keep transport networks effectively operating to connect communities and support Aotearoa economically as an exporting nation. With all this in mind it became increasingly clear we needed to take a fresh look at our strategy, to ensure we can deliver on our existing commitments and increasing expectations.

In December 2020, we launched our new strategic direction Te kāpehu | Our compass (see Figure 1 on page 13), which has the vision of connecting people, products and places for a thriving Aotearoa. We took our inspiration from Te kāpehu whetū, the Māori star compass. Like Te kāpehu whetū our strategic direction, values and behaviours provide a compass for our decision-making and actions, and we want them to be grounded in te ao Māori.

Our system outcomes are the changes to the transport system we will focus on to realise our vision. We want Aotearoa to have a land transport system that is:

- safe
- environmentally sustainable
- effectively and efficiently moving people and freight
- meeting current and future needs.

We've also identified a set of results that reflect the changes we need to see to achieve these outcomes. For details on our system outcomes and results, including the relationships between them, see our statement of intent 2021-26.

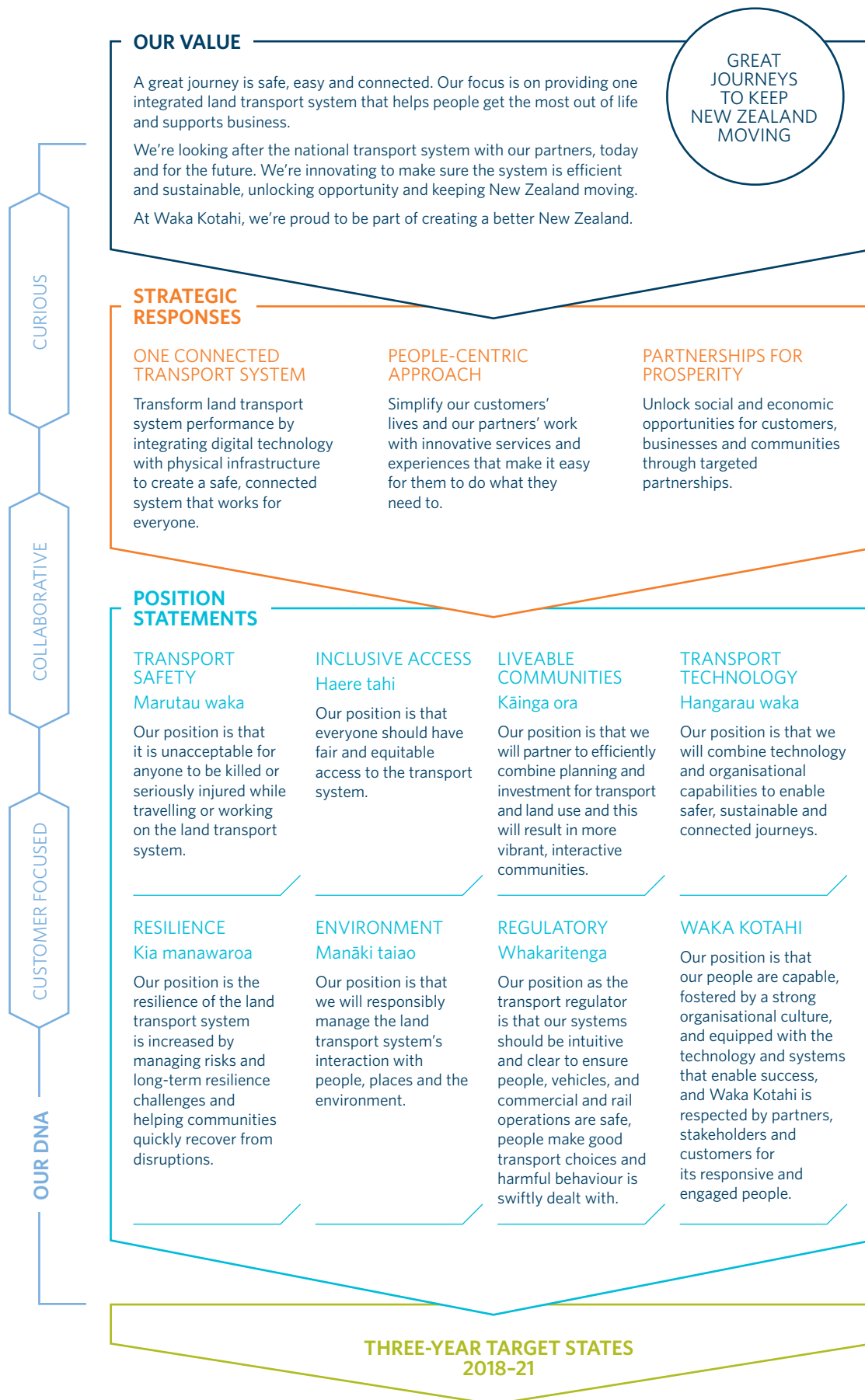
Reporting on our performance

To reflect our new strategy, we've structured this report around the four system outcomes of Te kāpehu rather than the position statement framework of our old strategy. This approach enables us to show how our progress is setting us up to deliver the outcomes of Te kāpehu in the future.

Figure 6 illustrates how our old strategy maps to Te kāpehu. The following section provides our detailed results against our statement of performance expectations 2020/21. To ensure a clear line of sight to the statement of performance expectations 2020/21, our detailed results show how each Te kāpehu system outcome links to the position statements in the old strategy.

Figure 6: Our old strategy (left) and our new strategic direction Te kāpehu (right)

Our old strategy



Te kāpehu

Our new purpose is:
Moving. Together.

The vision of Te kāpehu is:
A land transport system connecting people, products and places for a thriving Aotearoa

Our system outcomes

These are the changes to the transport system that we'll focus on to achieve our vision:

Safe

Ensuring no one is killed or seriously injured when using or working on the transport system.

Environmentally Sustainable

Reducing harm to and improving the environment with a focus on reducing greenhouse gas emissions.

Effectively and efficiently moving people and freight

Ensuring networks are available and reliable with a focus on increasing the uptake of efficient, cost effective, low carbon transport options.

Meeting current and future needs

Ensuring we have access to the people, funding and systems we need.

Our new system measures and targets are reflected in our Te kāpehu performance framework (refer to our Statement of Intent 2021-26 for details).

Our roles

These are the four big things that we must do to achieve our vision:

Kia hoe ngātahi

Move together as one

We lead with others to achieve valuable transport outcomes.

Te anamata

Leave great legacies

We shape and invest in a sustainable transport system for everyone.

Kia tika te mahi

Deliver the right things

We partner and invest to maintain, operate and improve the land transport system.

Kia marutau

Enable a safe system

We reduce harm to people and the environment.

Our values and behaviours

These are our new values, each underpinned by five behaviours, which shape our culture and help us deliver our best work every day:

Kia māia

Be brave

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

Kotahitanga

Better together

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

Ngākau aroha

Have heart

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

Mahia

Nail it

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

