Ngā taipitopito o ngā otinga

Detailed results

Safe

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

Overview

People are vulnerable in a crash, so Aotearoa needs everyone to make safe choices in safe vehicles, on safe roads and travelling at safe speeds. People also make mistakes, so crashes will still happen. Together with its partners, Waka Kotahi help can prevent people being killed or seriously injured in these crashes by helping to build a safe transport system. We want everyone – whether they're using active modes (like walking and cycling), taking public transport, driving, riding a motorcycle or are in a mobility vehicle – to get to where they're going safely.

Road to Zero

We continue to collaborate with the New Zealand Police, Te Manatū Waka, local government, WorkSafe and many others to implement Road to Zero, the national road safety strategy to 2030.

Road to Zero adopts a world-leading approach to road safety that says it's possible to have no loss of life or serious injury on roads (Vision Zero). It sets a target of reducing deaths and serious injuries on our roads by 40 percent by the year 2030 (from 2018 levels).

To achieve this vision, councils, community groups, road designers, policy makers, car dealers, insurers, regulators, police, whānau, media and every individual must share responsibility for keeping people safe on the roads.

We are on track to achieve the 2030 target and are making progress in the delivery of Road to Zero actions. While the numbers of deaths and serious injuries are still unacceptably high, this year deaths and serious injuries reduced compared to the previous year (figure 4).

Over time, we expect that the speed and infrastructure management, road policing, road safety advertising and education actions we're undertaking with our partners will help to achieve the vision of Road to Zero. While we saw deaths and serious injuries decline overall this year, to sustain this decreasing trend we, Te Manatū Waka, New Zealand Police and our other partners need to lift our delivery performance for our infrastructure and speed management actions, vehicle safety, road policing, and road safety advertising and education.

Road safety advertising

We launched a new public awareness campaign to gain the public's buy-in to Road to Zero and Vison Zero, which within a month of launching achieved record levels of engagement on social media. The campaign included our television advertisement Booth and our Riding Together and Safer Limits advertising campaigns (see the case study on page 24). The campaign started a new conversation, encouraging audiences to think differently about road safety.

Speed and Infrastructure Programme

The Road to Zero Speed and Infrastructure Programme focuses on two of the most significant actions in *Road to Zero: Action plan 2020–22:* investing more in safety treatments and infrastructure improvements and introducing a new approach to tackling unsafe speeds. [4]

We achieved our target of starting four new major intersection safety improvement projects this year, while delays in confirming funding and starting procurement meant we could start only four of our five planned road corridor infrastructure safety improvement projects.

We continue to identify ways to speed up the rate at which we deliver infrastructure safety improvements. We've changed our processes and approach to phased project delivery to allow earlier construction of median barriers.

These changes will increase our ability to deliver long-term improvements in road safety performance, contributing toward a sustained and long-term reduction in deaths and serious injuries.

Tackling Unsafe Speeds Programme

The Tackling Unsafe Speeds Programme is establishing a streamlined and coordinated process for speed management, a more transparent and effective approach to automated speed enforcement, and safer speeds around schools.

Over 2021/22 we reviewed the process for implementing speed limit restrictions on the state highway network and introduced new rules, guidance and speed management plans to reduce the time needed to make speed changes.

The new Land Transport Rule: Setting of Speed Limits 2022 is now in force. This rule establishes a speed management planning process that considers how safety infrastructure, safety cameras and speed limits can be combined effectively to achieve a safer transport system.

The contentious nature of speed limit reductions has delayed the ongoing programme of public engagement around reducing speed limits. We needed to spend longer than we expected on community engagement, which delayed the delivery of speed limit reviews. As a result, we didn't achieve our target of treating at least 500km of the network with reduced speed limits.

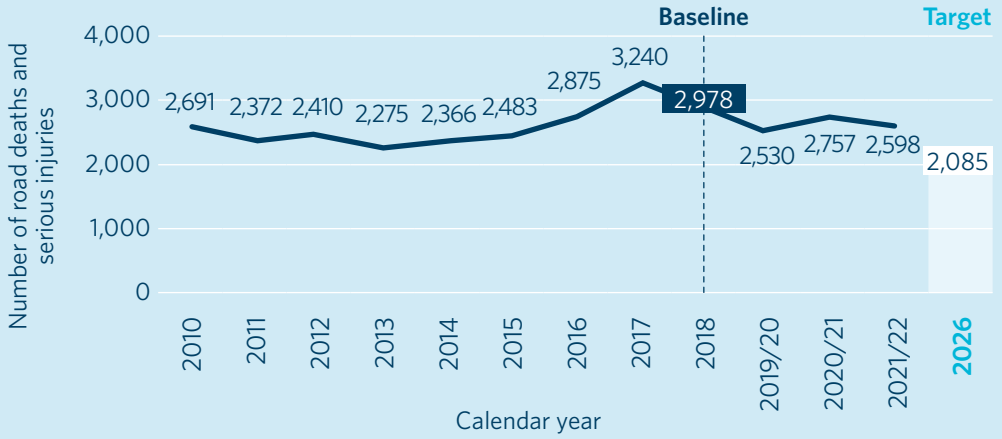
Road Safety Partnership Programme

The Road Safety Partnership Programme was established between us, New Zealand Police and Te Manatū Waka to reduce harm on the roads through collaborative effort. We are strengthening the partnership, with all agencies endorsing the recommendations of the MartinJenkins review of road safety investment and delivery.[5] The Waka Kotahi Board will monitor the implementation of these recommendations and the prioritisation of resources towards road safety and the outcomes sought through Road to Zero. One recommendation, an independent review of the Road Safety Partnership Programme performance measures, is expected to be completed in 2022/23.

[4] New Zealand Government (2019) Road to Zero: Action plan 2020–2022. www.transport.govt.nz/assets/Uploads/Report/Road-to-Zero-Action-Plan_Final.pdf

[5] MartinJenkins (2021) Road safety investment and delivery: Final report. nzta.govt.nz/about-us/news-and-media/reports-and-reviews/progress-assessment-against-waka-kotahi-regulatory-functions

Figure 4 Deaths and serious injuries 2010–2022 (12-month rolling total)



Transfer of safety camera functions from New Zealand Police to Waka Kotahi

Safety cameras discourage excessive speeds, improve compliance with posted speed limits, and reduce deaths and serious injuries. The Safety Camera System Programme will deliver a new approach to safety cameras on the roads, including transitioning their ownership and operation from New Zealand Police to Waka Kotahi. This year we established governance structures and leadership roles, completed a high-level process design, and selected a preferred technology supplier.

Rail safety regulatory programme and risk framework established

The Safer Rail team was established to implement three transformational changes to the rail system regulatory. These changes focus on improving safety for all rail participants and building the capability of our people, transitioning to active regulation, and developing industry engagement and governance.

Our new rail regulatory risk framework uses international best practice to determine how best to improve safety in the industry. We expect the framework will be effective in Aotearoa. The framework is evidence driven and based on intelligence and risk assessment – its application providing the regulator and rail licensees with valuable insights. We selected a group of rail participants to pilot a safety assessment using the framework, to gather data about rail participant types and evaluate the framework's effectiveness. The data will support a systems approach to the regulation of industry and enhance rail safety overall.

Keeping our people safe

The health, safety and wellbeing of our staff and contractors is our top priority. We're committed to a risk-based approach to health and safety – not only within our organisation, but across the transport sector. Our safety improvement work over 2021/22 focused on revised safety policies and procedures, dedicated critical risk improvement projects focused on road worker safety and temporary traffic management, and mental health and wellbeing.

Our significant incident frequency rate for our staff and contractors has reduced (see page 26). The rate includes near misses that could have caused serious or life-threatening injuries and allows us to identify and assess a broad range of impacts and systematic issues.

Last year, we launched Kōrero Mai, which we use for recording significant incidents. This year, we extended the system so key business groups can also report incidents involving our agents and contractors. A health and safety dashboard allows Transport Services to track trends and use data to improve the safety performance of our contractors and project sites.

The presence of COVID-19 in the community has affected our workforce this year, with high numbers of our people unable to come to work due to COVID-19 as well as influenza and other illnesses. We encouraged our people to rest, recuperate and fully recover before returning to work, provided free rapid antigen tests to all staff, and continued to promote the COVID-19 and influenza vaccination programmes. We also adjusted our work priorities and adopted business continuity plans to ease high workloads for the remaining staff and adopted measures such as splitting teams across multiple locations and shifts to support continuity of our critical functions. We regularly review our workplace policies around COVID-19 and continue to promote mask use and physical distancing in our buildings.

Safer speeds

A television commercial from our Safer Limits marketing campaign features a man wearing a hi-vis vest explaining to two young people why we're reviewing speed limits on some roads – to make sure they're safe and appropriate. Their voices are often drowned out by the traffic rushing past, which is clearly an impassable barrier between them.

We want everyone who uses the roads to get to where they're going safely. Lower speeds give road users a second chance to avoid a crash or at least walk away from one if it happens.

When roads have safer speeds, it makes them more appealing for people who walk, cycle or scoot. Active transport is good for people's physical and mental health, and it reduces reliance on vehicles that produce emissions that contribute to climate change and negatively affect people's health. Slower speeds also reduce traffic noise, making for quieter and more pleasant neighbourhoods.

It isn't just the man in hi-vis who makes the decision about speed limits – in our speed reviews we actively seek feedback from our Māori and local government partners, key stakeholders and the community. We want their input because they are the people who will benefit from a safer and healthier neighbourhood, and their local knowledge can help make that happen.

Measuring our performance

Our system outcome measures and targets help us track our progress toward achieving our four system outcomes. Our results are the medium-term changes we need to achieve if we are to realise our system outcomes. The relationships between results and outcomes aren't linear – our results influence each other and will work together to help us achieve our system outcomes.

For measure definitions and data sources, see the explanatory notes on our website[6].

System outcome measures

Our Safe System outcome measures are the long-term changes to the transport system we will focus on to realise our vision of ensuring no one is killed or seriously injured when using or working on the transport system.

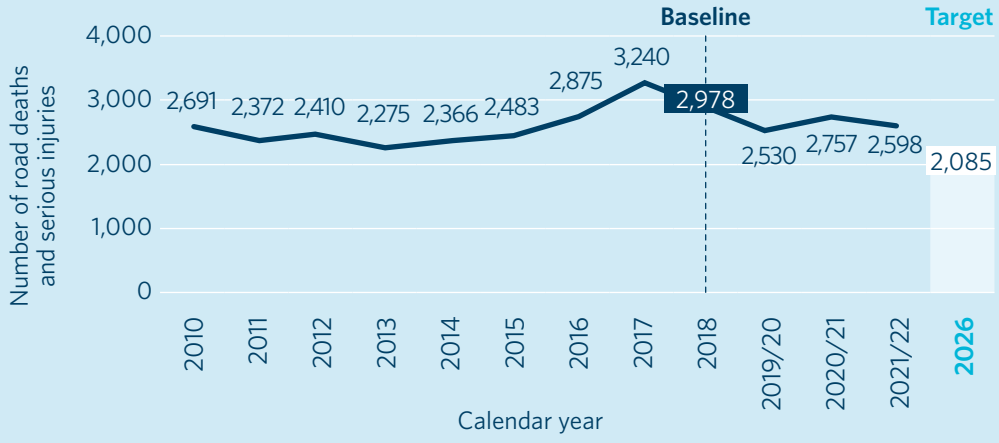
Ref	Measure	Status against	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
SAFE1	Deaths and serious injuries [A B]	Achieved	Decreasing trend (from December 2018 baseline of 2,978)	2,598 [C]	2,757	2,530

While the high-level decreasing trend is showing we are on track to meet the Road to Zero target of a 40 percent reduction in deaths and serious injuries by 2030 (from 2018 levels), several of our key programmes are underperforming.

To sustain the decreasing trend in deaths and serious injuries we need to lift our delivery performance for our combined road safety actions in infrastructure and speed management, road policing, and road safety advertising and education.

This reduction is reflected in similar decreases in our other safety indicators (see pages 27–28) with the largest improvement in the behavioural risk factors indicator (see page 28). The exception is the indicator for deaths and serious injuries involving a vehicle with a low safety rating, which increased this year. See page 28 for more detail on this indicator.

Figure 5 Deaths and serious injuries 2010–2022 (12-month rolling total)



Ref	Measure	Status against	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
SAFE2	Significant incident frequency rate	Achieved	Decreasing trend (from December 2020 baseline of 18.97 per million hours worked)	9.32 per million hours worked	12.82 per million hours worked	New measure

[A] From 2019/20 onwards, results are a 12-month rolling total to 30 June of each year. Prior to 2019/20, data was only available to 31 December of each year, at the time of annual report preparation.

[B] Information received post-publication may mean deaths and serious injuries figures need to be adjusted. For example, New Zealand Police may receive fatal crash notifications for a period after the data has been extracted for this table, and some deaths may occur after the reporting period. Additionally, the data for serious injuries sometimes changes as we reconcile hospitalisation data with Crash Analysis System records.

[C] The data model for SAFE1 is updated continuously. While we have retrospectively updated data from previous years in our systems, we have not changed the prior year actuals presented in this annual report.

Results measures

Our external results are the changes we need to achieve over a five-year horizon if we are to realise our system outcomes. The following results have a primary contribution to Te Kāpehu Safe system outcome. We also measure our progress through financial and non-financial performance expectations for output classes (see pages 53–76).

Ref	Measure	Status	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
Safer travel and infrastructure Improving the safety of transport infrastructure and setting safe speed limits to improve the safety of travel across all modes						
STI1	Number of deaths and serious injuries where the speed limit does not align with the safe and appropriate speed	Achieved	Decreasing trend (from 2019/20 baseline of 1,542)	1,479	1,573	1,542
	The number of deaths and serious injuries where the speed limit is not safe and appropriate has decreased from last year. However, the current rate of reduction in deaths and serious injuries is below the rate required to meet our target of 925 by June 2026. To see this rate of deaths and serious injuries reduce in line with our 2026 target, we will need to work with our partners to implement our respective speed management plans, which have not yet been fully, developed and implemented. We only expect to see a reduction in this rate in line with our 2026 target after safe and appropriate speed limits have been physically delivered across the network.					
STI2	Number of head-on, run-off-road and intersection deaths and serious injuries	Achieved	Decreasing trend (from the 2018/19 baseline of 2,015)	2,026	2,109	1,777
	The number of deaths and serious injuries from head-on, run-off-road and intersection crashes decreased from last year. The current rate of reduction in deaths and serious injuries is below the rate required to meet our target of 1,411 by June 2026. To see this rate of deaths and serious injuries reduce in line with our 2026 target, we will need faster delivery of key Road to Zero Speed and Infrastructure Programme safe system interventions, which have not been delivered as quickly as originally expected. With an uplift in delivery we would expect to see an improved rate of reduction in these deaths and serious injuries, allowing us to reach our June 2026 target.					

Ref	Measure	Status	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
Safer vehicles Encouraging more people to buy safe vehicles						
SV1	Number of deaths and serious injuries involving a vehicle with a low safety rating	Not achieved	Decreasing trend (from the 2018/19 baseline of 877)	832	761	775
	Deaths and serious injuries involving a vehicle with a low safety rating is 9 percent higher than last year. The work to improve the safety standards of vehicles imported into New Zealand was delayed due to resource constraints and reprioritisation of work at the Ministry of Transport. That work will contribute to a reduction in these deaths and serious injuries.					
Safer road user choices Encouraging safer road user choices and behaviours						
SRUB1	Number of death and serious injuries associated with behavioural risk factors	Achieved	Decreasing trend (from the 2018/19 baseline of 735)	514	646	666

Environmentally sustainable

Environmentally sustainable means reducing harm to and improving the environment with a focus on reducing greenhouse gas emissions

Overview

Toitū te Taiao, our sustainability action plan,[6] sets out our vision of a low carbon, safe and healthy land transport system. It also sets out the actions we will take to respond to the challenges of reducing sector greenhouse gas emissions, reducing harm to public health, and reducing our environmental impact and corporate emissions.

Our progress on Toitū te Taiao is described throughout this report and is summarised in appendix 1.

Toitū te Taiao will be refreshed in 2022/23 to respond to changing expectations and requirements, including those in the Emissions Reduction Plan (ERP),[7] National Adaptation Plan[8] and Carbon Neutral Government Programme.[9]

Emissions Reduction Plan

In response to the declared climate emergency, the government released its first Emissions Reductions Plan.

Waka Kotahi supported the ERP's development and contributed significantly to transport and planning and infrastructure chapters. The ERP focuses on climate change mitigation and sets out the actions needed to achieve a 41 percent reduction in emissions from the transport sector by 2035 (from 2019 levels).

The plan sets out three focus areas to guide the approach to reducing transport emissions:

- reducing reliance on cars and supporting people to walk, cycle and use public transport
- adopting low-emissions vehicles rapidly
- beginning work now to decarbonise heavy transport and freight.

Activity in all focus areas is required – no focus area on its own can deliver the reductions needed in time. How quickly emissions reduce depends on the actions everybody takes. Changes to the land transport system such as a focus on active and public transport (mode shift) and adoption of low or no emissions vehicles rely on changing how New Zealanders think about and use the land transport system.

Funding received from the Climate Emergency Response Fund in May 2022 will support Waka Kotahi and approved organisations to deliver ERP activities. We will need to develop a prioritised emissions reduction work programme in 2022/23. This will be progressed with the Ministry of Transport as the Decarbonising Transport Action Plan is developed.

For our work on encouraging mode shift and adapting to climate change, see the efficiently and effectively moving people and freight outcome (pages 36–40).

[6] Waka Kotahi (2020) Toitū te taiao: Our sustainability action plan. www.nzta.govt.nz/about-us/about-waka-kotahi-nz-transport-agency/environmental-and-social-responsibility/toitu-te-taiao-our-sustainability-action-plan

[7] New Zealand Government (2022) Te hau mārohi ki anamata: Towards a productive, sustainable and inclusive economy – Aotearoa New Zealand's first emissions reduction plan. environment.govt.nz/publications/aotearoa-new-zealands-first-emissions-reduction-plan

[8] Ministry for the Environment (2022) Aotearoa New Zealand's first national adaptation plan. environment.govt.nz/publications/aotearoa-new-zealands-first-national-adaptation-plan

[9] Ministry for the Environment (no date) Carbon Neutral Government Programme (webpage). environment.govt.nz/what-government-is-doing/areas-of-work/climate-change/carbon-neutral-government-programme

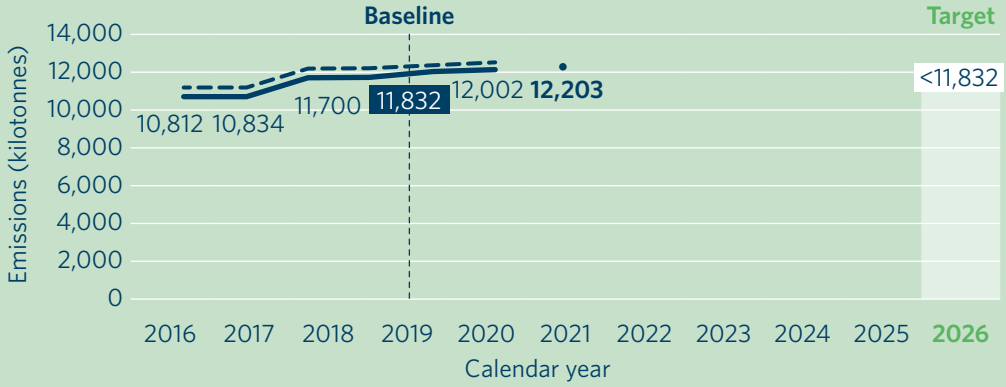
Transport greenhouse gas emissions

Transport, primarily land transport, is the second largest source of greenhouse gas emissions in Aotearoa (about 17 percent of the country's total greenhouse gas emissions[10]) and the country's fastest growing source of domestic emissions.

Greenhouse gas emissions from the land transport system have continued to increase over several decades. This increase is also reflected in light vehicle fleet emissions (see figure 6 and ENV1, page 33).

As the lead land transport system investor, planner and regulator, Waka Kotahi is committed to working with its partners to tackle the system-wide challenge of reducing greenhouse gas emissions from the land transport system. Over the next year, we will work toward this goal by implementing the government's first Emissions Reduction Plan. We will also continue to implement Toitū te Taiao our sustainability action plan and will continue to work on reducing emissions from infrastructure development.

Figure 6 Greenhouse gas emissions from the land transport system



Adopting low emissions vehicles

Through the Clean Car Discount, we paid over $117 million in rebates to New Zealanders who purchased low or zero carbon emissions vehicles with a three star or higher safety rating. Since the scheme began, more than 63,000 of these vehicles were registered (see the case study on page 32).

The proportion of the light vehicle fleet that is low or no carbon is small (1.1 percent) but is increasing (up from 0.6 percent last year, see page 34).

To achieve the ERP target of 30 percent low-emissions vehicles in the light vehicle fleet by 2035 requires further investment and policy changes across the transport system. We will continue working with our partners on initiatives to increase the adoption of low emissions vehicles.

[10] An estimate of 2019 transport emissions from Ministry for the Environment (2022) 1990–2020 Te rāngi haurehu kati mahana a Aotearoa: New Zealand's greenhouse gas inventory. environment.govt.nz/publications/new-zealands-greenhouse-gas-inventory-1990-2020

Working to reduce our emissions

The Carbon Neutral Government Programme aims to accelerate emissions reduction from the public sector,[11] with reporting on the level of emissions a requirement from 2022/23. These emissions are in two categories:

- corporate emissions, which are from corporate activities such as travel and office energy use
- non-corporate emissions (including embodied emissions), which are from the construction, maintenance, operation and end-of-life processes of physical assets.

We are well placed to meet the programme's requirements for corporate emissions guided by Toitū Te Taiao, which commits us to leading by example in terms of reducing our corporate emissions, especially those related to business travel, and adopting electric vehicles in our fleet.

We continued to reduce our corporate emissions and are in the process of receiving Toitū certification for our third year.

The scale, volume and nature of our infrastructure activities mean we have significant embodied carbon emissions. Accurately capturing data on these emissions is a considerable challenge and will take time.

We are committed to contributing to the intent of the Carbon Neutral Government Programme by understanding and reducing the embodied carbon emissions from our projects, including across asset maintenance and operation, materials consumption and waste.

We are working towards reducing embodied emissions by implementing Te Hiringa o Te Taiao, our resource efficiency and strategy, and using our sustainability rating tools for high-value projects.

Through the New Zealand Upgrade Programme we are working with our partners to consider lower carbon alternatives (for example, an industry working group is assessing the feasibility of short-span timber bridges).

We continue to improve our understanding of our carbon emissions and to progress the development of an environment and social responsibility policy.

Working together to protect the environment

To achieve a low carbon, safe and healthy land transport system, we need to work with the rest of government, iwi and our local partners.

To respond to the Toitū te Taiao challenge of reducing our environmental impact, we need a land transport network that supports and enhances indigenous biodiversity. We are establishing the foundations needed to support biodiversity, including the development of guidelines, standards, research and trials (see appendix 1).

Our updated environmental and social responsibility standard,[12] provides guidance for land transport projects on how and when to implement environmental and sustainability policy, strategy and legislative requirements. The standard helps us to drive sustainable sourcing of materials, waste minimisation and emissions reductions.

Our sustainability rating scheme assessments aim to improve our environmental and sustainable outcomes for high value projects by incorporating sustainable outcomes early in project planning.[13] Eight high-value projects are registered and working towards the current Infrastructure Sustainability Council infrastructure sustainability (ISC-IS) rating scheme or Greenroads–based ratings.[14]

[11] Ministry for the Environment (no date) Carbon Neutral Government Programme (webpage). environment.govt.nz/what-government-is-doing/areas-of-work/climate-change/carbon-neutral-government-programme

[12] Waka Kotahi (2022) Z/19 Taumata taiao: Environmental and sustainability standard. www.nzta.govt.nz/roads-and-rail/highways-information-portal/technical-disciplines/environment-and-social-responsibility/national-standards-guidelines-and-specifications/z19-taumata-taiao

[13] Waka Kotahi (2022) Sustainability rating schemes (webpage). www.nzta.govt.nz/roads-and-rail/highways-information-portal/technical-disciplines/environment-and-social-responsibility/sustainability-rating-schemes

[14] Waka Kotahi (2022) Greenroads (webpage). www.nzta.govt.nz/about-us/about-waka-kotahi-nz-transport-agency/environmental-and-social-responsibility/environmental-and-social-responsibility/greenroads

Implementing the Clean Car Programme

By encouraging New Zealanders to choose cleaner and safer vehicles, we're setting our country on a path to a low-emission, climate-resilient future.

While Aotearoa is a small emitter by global standards, its per person greenhouse gas emissions are among the highest in the world.

Light vehicles account for two-thirds of road transport emissions.

Vehicle emissions also cause air pollution that can seriously affect human health.[15]

Aotearoa has committed to net zero greenhouse gas emissions by 2050 and, as transport is responsible for 47 percent of domestic carbon dioxide (CO_2) emissions, this target cannot be achieved without decarbonising transport.

The cost of cleaner vehicles has been a barrier, but the rebate that is part of the Clean Car Discount is making them more affordable. In the year after the discount's introduction on 1 July 2021, over $117 million was paid in rebates to consumers who purchased low or zero carbon emissions vehicles with a three star or higher safety rating. Furthermore, over 63,000 light-electric, plug-in and non–plug-in hybrid vehicles have been registered (a 56 percent increase on the previous year).

The next step to clean up cars being brought into the country is the Clean Car Standard. Once the standard is introduced, we can charge importers fees for importing vehicles with high CO_2 emission ratings – the higher the CO_2 rating, the greater the fee – and offer a credit that can be used to offset fees for vehicles with low CO_2 ratings.

[15] Health and Air Pollution in NZ is a cross-government research project we contributed to. It estimates that transport-related air pollution contributes to 2250 premature deaths per year: G Kuschel, J Metcalfe, S Sridhar, et al (2022) Health and air pollution in New Zealand 2016 (HAPINZ 3.0): Findings and implications. environment.govt.nz/publications/health-and-air-pollution-in-new-zealand-2016-findings-and-implications

Measuring our performance

System outcome measures

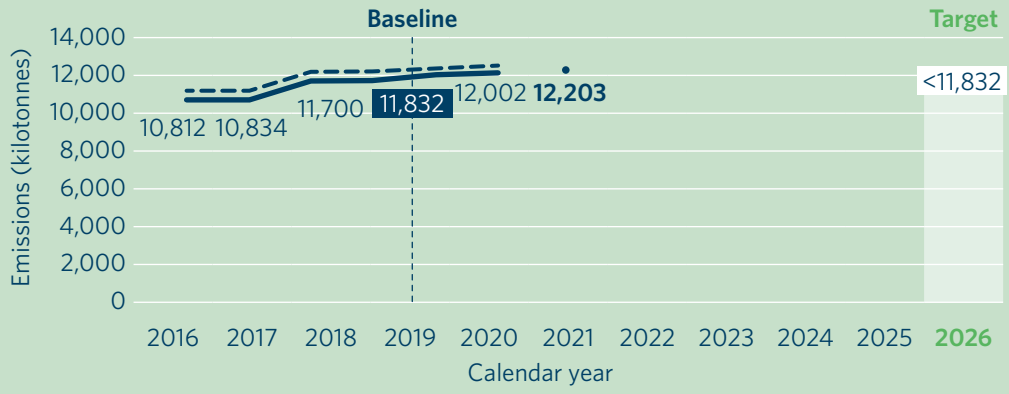
Our environmentally sustainable outcome measures are the long-term changes to the transport system we will focus on to realise our vision of reducing harm to and improving the environment with a focus on reducing greenhouse gas emissions. Our emissions measures were developed before the ERP was finalised. We are working on aligning our measures and calculation methods more closely with the ERP.

Ref	Measure	Status against	2021/22 Target	2021/22 Actual	2020/21 Actual[B]	2019/20 Actual
ENV1	Greenhouse gas emissions from the land transport systems [A]	Not achieved	Decreasing trend (from 2019 baseline)	12,203 kilotonnes of CO_2e	12,002 kilotonnes of CO_2	11,832 kilotonnes of CO_2

Waka Kotahi set a target of seeing a reduction of greenhouse gas emissions below 2019 levels by 2026. Waka Kotahi is concerned that this target is not on track to be met. Transformational changes will be needed to reduce greenhouse gas emissions from the land transport system. While this will require significant shifts in government policy, Waka Kotahi (as the lead transport system investor, planner and regulator) has a critical role to play in working with its partners to implement these policies and ensure that the commitment to reducing emissions is embedded in how we plan, invest and deliver land transport activities.

Over the next year this will include implementing the ERP, implementing Toitū te Taiao our sustainability action plan transitioning toward meeting the requirements of the Carbon Neutral Government Programme and by implementing our new environmental and social responsibility standard. We will also continue to work closely with Te Manatū Waka, our sector partners, iwi and communities to respond to the advice of He Pou Rangi Climate Change Commission and the new policies developed in response to their advice.

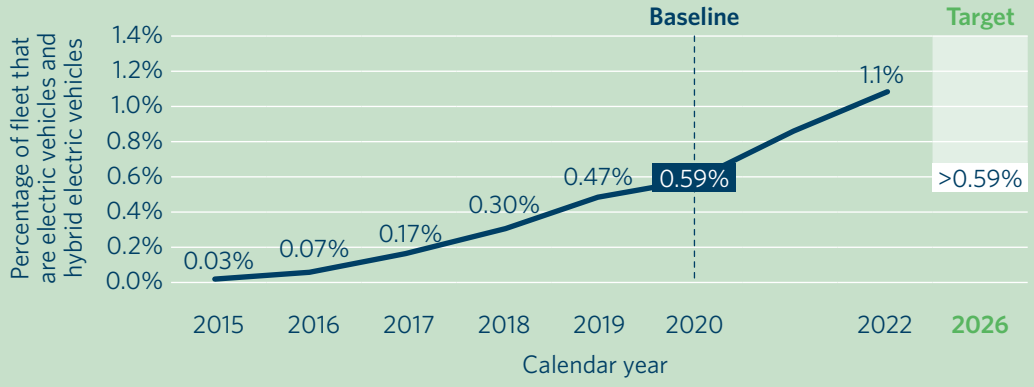
Figure 7 Greenhouse gas emissions from the land transport system



The prior year published actuals (the solid line in figure 7 above) represent the prior year actuals published in our previous annual reports. Since publication of these reports, prior year data has been back-casted to reflect annual changes to the Vehicle Emissions Prediction Model (refer below for more detail) and to change the unit of measurement from CO_2 to CO_2E (CO_2 equivalent). For context, the back-casted figures are shown in the dotted line in figure 7.

Ref	Measure	Status against	2021/22 Target	2021/22 Actual	2020/21 Actual[B]	2019/20 Actual
	Improving how we measure greenhouse gas emissions from the land transport system The ERP and the Ministry for the Environment use the national greenhouse gas emissions inventory to measure greenhouse gas emissions. Waka Kotahi currently uses a different measurement approach (the Vehicle Emissions Prediction Model [VEPM]) but plans to adopt the ERP methodology in the future, which will require a review of the 2026 emission reduction target. We used the VEPM for this annual report, which means the numbers presented here are not directly comparable with those in the ERP. The VEPM uses data about network conditions to predict emissions, including data on road and operating conditions, traffic volumes and the mix of heavy and light vehicles on the road, including their energy source. Using the model assumes that this source data is reasonably representative of actual conditions. We have however identified areas in which this data could be improved. Our work to align with the ERP measurement approach will help to resolve some of these issues. We have undertaken a limited study to understand the impact of changes in traffic data on the result of the VEPM. This study indicates a 10% change in traffic volume has a 10% impact on emissions, a 10% change in speed has a variable impact on emissions in the order of +/-3% , and an increase in EV light fleet to 10% of the fleet has a 9% reduction in emissions. A study of the VEPM concluded a 2.5% statistical error margin exists in the operation of the model over and above inputs variation					
ENV2	Proportion of light vehicle fleet that are low or no carbon vehicles [C]	Achieved	Increasing trend (from 2020 baseline)	1.1%	0.59%[C]	0.47%
	The proportion of the light vehicle fleet that is low or no carbon vehicles has increased over time as the Clean Car Immediate Rebate and other clean vehicle initiatives have been implemented. In 2022/23 we will work to ensure that the methodology for calculating this measure aligns with the Clean Car Programme. Our result for 2021/22 indicates we have already surpassed our 2026 target as part of our work to align with the Clean Car Programme and Emissions Reduction Plan (figure 8).					

Figure 8 Percentage of the fleet that is low or no carbon



[A] Data is shown for the last full calendar year, for example 2021/22 is for the 2021 calendar year.

[B] The prior year actuals presented in this table represent the prior year actuals published in our previous annual reports.

[C] This baseline result is for quarter 2 of the 2020/21 financial year.

Results measures

Our external results are the changes we need to achieve over a five-year horizon if we are to realise our system outcomes. The following results have a primary contribution to Te Kāpehu environmentally sustainable outcome. We also measure our progress through financial and non-financial performance expectations for output classes (see pages 53–76).

Ref	Measure	Status	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
Increased protection of the environment Investing in the land transport system in a way that is sustainable and reduces harm						
IPOE1	Forecast Infrastructure Sustainability Council – Infrastructure Sustainability (ISC–IS) rating scheme points for applicable projects [A] [B]	Not achieved	To be baselined	Baseline not set	New measure	New measure
	Projects teams are building their sustainability performance and understanding. Three projects are registered under the ISC-IS scheme and their ratings are underway (Papakura ki Pukekura Stage 1A, Te Ahu a Turanga and Takitimu Northern Link). Three additional projects are also working towards an ISC-IS rating but are not yet registered. Of the three projects registered, two are on track and one (Papakura ki Pukekura Stage 1A) "as built" rating is at risk as design information is not currently available to the project team and insufficient points may be awarded to achieve a commended rating. ISC-IS ratings are provided at the completion of a project and cannot be forecast. This measure, along with the target of '≥ 25 forecast points totals on average per project by June 2026' will be adjusted to reflect this in the 2023/24 statement of performance expectations.					
IPOE2	Waka Kotahi corporate carbon footprint	Achieved	Decreasing trend (from 2020/21 baseline)	1,721.06 tonnes CO_2e [C]	2,910.95 tonnes CO_2e	3,619.71 tonnes CO_2e
	We have made good progress in reducing corporate emissions over the last three years. However, the result for 2021/22 was affected by extensive COVID-19 lockdowns and travel restrictions, so the reduction observed over the last year will be hard to maintain over 2022/23. We need to do more work so this measure captures multiple sources of corporate emissions. At present, it captures corporate emissions from staff travel only and excludes emissions from commuting and other supply chain emissions. Over 2022/23, we will work on incorporating these other emissions sources into our measurement approach.					

[A] The Infrastructure Sustainability Council of Australia rebranded as the ISC in late 2021. The unit of measure was incorrectly stated as 'credits' instead of 'points' in the statement of performance expectations 2021/22. This was a mistake in the terminology we used.

[B] The baseline of '25 forecast credit totals per project' was set as a minimum point total of 25 (commended rating) at project completion is required for ISC certification. For more information on the ISC rating scheme, see xx.

[C] This result is provisional and unverified. The Toitū Envirocare certification process will verify the results and any changes will be reported in the 2023/24 statement of performance expectations and the 2022/23 annual report.

Efficiently and effectively moving people and freight

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

Overview

As stewards of the land transport network, we are responsible for ensuring our roads fulfil their important function of moving people and goods, now and in the future.

Changing weather patterns and more extreme weather and rainfall intensity, combined with sea-level rise, are expected to affect the land transport network more often than in the past. We are starting to see this impact now, with more weather-related events than in the past (up 84 percent for state highways, see page 42).

We are working alongside our partners to develop a more resilient land transport network that is adaptable to climate change, helping to achieve the government's long-term resilience and security outcomes.

Encouraging mode shift

By encouraging people to travel using public transport and active modes ('mode shift') and making it easier for them to do so, we can reduce light vehicle movements in towns and cities. This will reduce transport emissions, air and noise pollution, and traffic congestion.

One in five trips taken in urban areas uses public transport or active modes (see page 43). Our national mode-shift plan Keeping Cities Moving describes how we'll work with our partners to improve wellbeing in cities to achieve mode shift. We will also work with councils to build on their existing mode-shift plans to better support the ERP National Vehicle Kilometres Travelled Reduction Plan.

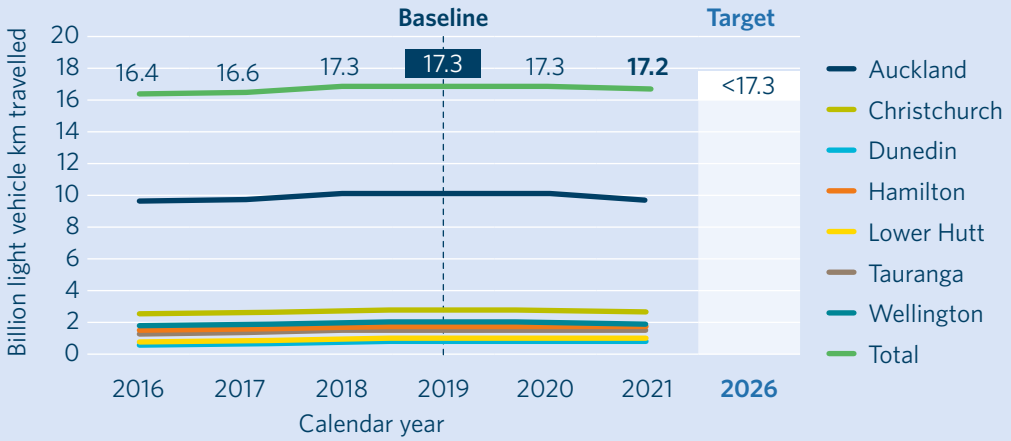
To support future infrastructure delivery for mode shift, we supported the policy development of the Reshaping Streets regulatory changes and a national walking and cycling plan that will be published in August 2022.

The funding provided through our Innovating Streets for People programme is helping make our streets safer for people to bike, scoot or walk to work.

The user experience for active modes is higher than for public transport (64 percent compared with 59 percent satisfied) (page 41). To encourage a more environmentally sustainable and user-friendly public transport fleet, we established a sector steering group, started fleet transition planning with our partners towards a low carbon public transport bus fleet, and have chosen a preferred supplier for the national ticketing solution.

The kilometres travelled by light vehicles in urban areas reduced to below our 2026 target (see figure 9).

Figure 9 Light vehicle urban kilometres travelled



Improving freight connections

Freight is an important part of economic activity, and as the economy and population continue to grow, so too does the demand for goods. The challenge is to make sure freight delivery is efficient and safe and supports our goal to reduce greenhouse gas emissions.

Most freight (88 percent) is moved by road and, due to the impacts of COVID-19, travel times have been less predictable (see pages 42 and 43). By improving the efficiency of freight movement and using lower emission options such as rail and coastal shipping, we can reduce greenhouse gas emissions from freight movement.

With KiwiRail, Te Manatū Waka, The Treasury and local partners, we implemented a new rail planning and funding model through the Rail Network Investment Programme. This three-year programme aims to restore the national rail network to a resilient and reliable state. We supported KiwiRail for the first year of the programme, providing $xx through the NLTF.

We contracted four suppliers for co-investment (through the NLTF) in new and enhanced coastal shipping.

Investing in infrastructure to improve transport outcomes

Infrastructure improvements to the transport network are made in partnership with other government agencies, iwi and local authorities. Over 2021/22 we continued to invest in infrastructure improvements for public transport, walking and cycling, state highways and local roads, and continued working with our partners on integrated transport and spatial planning.

We worked with our partners to continue delivering the Auckland Transport Alignment Project, the New Zealand Upgrade Programme (which now includes a stronger focus on decarbonisation and reduction of construction emissions), Let's Get Wellington Moving, the Crown Infrastructure Partner projects, the Supporting Regions projects and public–private partnerships.

The 2021–24 NLTP provided the next stage of funding to support the 2021–31 Auckland Transport Alignment Project in alignment with the Auckland Regional Land Transport Plan. The project will work towards an Auckland transport system that encourages more people to use public transport and active modes, addresses congestion, increases accessibility, reduces negative impacts on the environment and sees a reduction in deaths and serious injuries.

[17] KiwiRail (2021) Rail Network Investment Programme. www.kiwirail.co.nz/what-we-do/projects/rail-network-investment-programme

The New Zealand Upgrade Programme supports growing communities across the country with better travel choices that help people get where they're going safely. Seven of the programme's 18 projects have progressed as planned. Progress was delayed for the remaining projects due to a variety of impacts including requirements for more detailed options, remedial work, COVID-19 and consenting requirements.

Let's Get Wellington Moving supports effective urban development: moving more people with fewer vehicles. The City Streets indicative business case was completed, and the single stage business cases progressed. The remaining six projects progressed with further business cases now expected to be completed in 2022/23. A transformation programme is also underway, with the preferred option announced by the government in late 2022.

The seven projects in the Supporting Regions Programme will address challenges in regional networks, including safety risks, resilience and congestion problems, accessibility, and travel time reliability. Four projects were completed at Kawakawa, Tahaenui, Ngongotahā and MacKenzie Basin.

Practical completion was delayed for some state highway projects, but progress continued, including the opening of:

- Te Aranui o Te Rangihaeata Transmission Gully Motorway (March 2022)[18]
- the Northern Busway extension (May 2022)
- the Hamilton section of the Waikato Expressway (July 2022).

Construction continued for the four state highway projects managed through Crown Infrastructure Partners, with the SH10 Papakawau culverts improvements completed.

We are taking an integrated transport and spatial planning approach to how we invest in infrastructure development in other areas of the country, including Tauranga, Queenstown, and Christchurch. We are also implementing multiple safety improvements through the Road to Zero Speed and Infrastructure Programme (see page 22 for more detail).

The direct and indirect impacts of COVID-19 continue to be seen across our infrastructure projects. Several significant capital projects were delayed due the impact of restrictions to site access, material availability, supply chain disruptions, site personnel and supplier availability, cost escalation and increased time required to obtain consents and approvals. The impact of COVID-19 on capital projects, including milestones, is in appendix 4, pages 192–198.

Resilience and adaptation of the land transport network

The resilience of the land transport network not only requires preventative work to reduce the impacts of natural hazard events, but it also requires recovery from sudden disruptions and a return to normal of the network in as short a time as possible.

The ability for the state highway network to reopen after unplanned events has improved. However, reopening after non–weather-related events, including crashes, is taking longer (see page 42). The scale of our response to weather-related events varies, from quick, straightforward repairs to longer, more complex repairs such as those to Mangamuka Gorge (see page 40).

We are developing and rolling out our centralised risk tool to better document and prioritise resilience risks across the network, establishing a centralised risk tool called Resilience Hub.

We contributed to the development of the National Adaptation Plan led by the Ministry for the Environment.[19] Tiro Rangi, our climate adaptation plan, is an action in the national plan and will be released by the end of 2022. It will outline how we will respond to the changing climate and increasing climate risk through the design, delivery, operation and use of the land transport network.

Working together for integrated planning

We partner with others to develop a shared view of the future transport system and plan places, networks and corridors.

We are implementing our Freight Action Plan and updating it to reflect freight industry feedback and the ERP and refreshing the freight industry forums.

We released Baseline Network Version, the first step in developing our 30-year plan for meeting the transport needs of 2050 and have started developing our first full system plan to provide a shared view of the future land transport system.

We worked with Te Manatū Waka on the reform of the Resource Management Act 1991, which will require regional spatial strategies to support better land use and transport network integration.

Partnerships have been established for integrated transport and spatial planning for four high-growth areas (Wellington – Horowhenua, Queenstown Lakes, greater Hamilton and greater Christchurch), with spatial plans in place for all areas except Christchurch. We supported the work programmes to implement spatial plans for Tauranga–Western Bay of Plenty and the Hamilton–Auckland corridor.

Development of the rapid transport framework in partnership with Te Manatū Waka has been delayed, and the Auckland Rapid Transport Plan was progressed but will not be completed until after local government elections.

The planning process for individual rapid transport projects has continued with our partners, with several projects working on business cases, including projects from Auckland, Wellington and Christchurch.

[18] Final completion works and consenting are required of the builder.

[19] Ministry for the Environment (2022) Aotearoa New Zealand's first national adaptation plan. environment.govt.nz/publications/aotearoa-new-zealands-first-national-adaptation-plan

Mangamuka Gorge slip repairs

A severe storm in July 2020 caused slips in Mangamuka Gorge, closing SH1. The slips cut off the most direct route to the Far North for people and freight, and the detour added up to 30 minutes to journeys.

Safely reopening the road was not easy – there were eight slips, the largest of which threatened to cause the road to fall away entirely. Complicated engineering work was required, including almost 100 concrete and steel piles and a 135m-long 4m-high retaining wall.

In August 2022, heavy rain caused several new slips under the road on SH1 through Mangamuka Gorge. The highly unstable conditions led to the road between Victoria Valley Road and Makene Road being closed indefinitely, with a detour in place via SH10. While progress has been made in clearing the three slips over the road, there are significant issues to be resolved before light vehicle access to the road can be restored.

Geotechnical assessments are underway to help us identify the next steps require to safely restore access. We are also working to improve the resilience of SH10 as a detour route.

Severe weather events, like the ones leading to the closures of SH1 in this region, are predicted to become more frequent as the impacts of climate change worsen. It is critical that we and our partners are funded appropriately to both undertake preventative work that will strengthen the resilience of the network to natural hazards, and to respond effectively to severe weather and other emergency events.

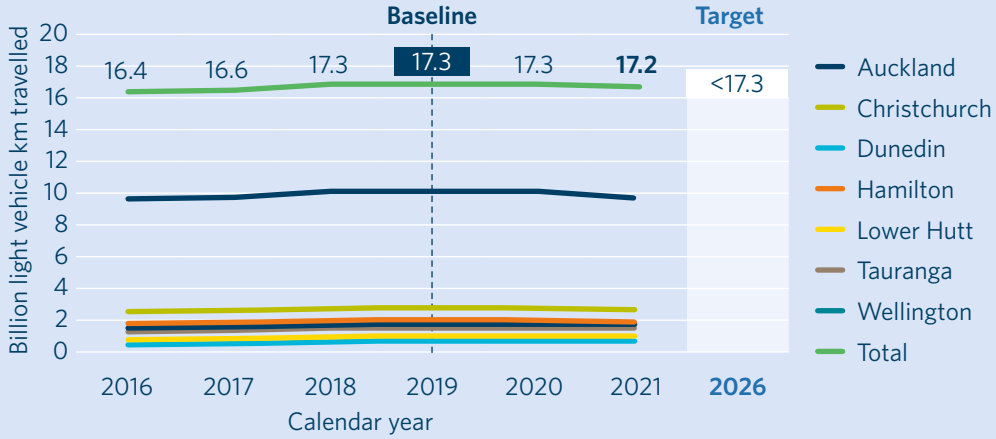
Measuring our performance

System outcome measures

Our efficiently and effectively moving people and freight outcome measures are the long-term changes to the transport system we will focus on to realise our vision of ensuring networks are available and reliable with a focus on increasing the uptake of efficient, cost-effective, low carbon transport options.

Ref	Measure	Status	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
MOVE1	Light vehicle kilometres travelled in main urban areas [AB]	Achieved	Decreasing trend [C] (from 2019 baseline)	17.2 billion km	17.3 billion km	17.3 billion km

Figure 10 Light vehicle urban kilometres travelled



There was a small decrease in total light vehicle kilometres travelled (VKT) in main urban areas. It is likely that this reduction was influenced by the impacts of COVID-19 lockdowns on traffic volumes, particularly during the extended lockdown in Auckland in late 2021. This means that this reduction may not be sustained over 2022/23.

Over the next two years we will need to work with the Ministry of Transport to ensure that Waka Kotahi targets for reduction in light VKT align with the government's light VKT reduction programmes for urban areas. These programmes will be developed over 2023 and 2024 as part of the government's Emissions Reduction Plan.

MOVE2	User experience of the transport network by mode [C]	Achieved (baseline set)	Improving trend (from December 2020 baseline)			
	Public transport			59%	57% [D]	55%
	Active modes			62%	60%	61%

The overall user experience for public transport and active modes has slightly improved from baseline (54 percent for public transport and 62 percent for active modes). This level of change is within the margin of error for this survey (±3 percent).

Ref	Measure	Status	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
MOVE3	Freight mode share of road and rail	Achieved	Baseline for 2021/22	Baseline set:	New measure	New measure
	Road			87%		
	Rail			13%		
	The majority (87 percent) of freight was moved by road during 2021/22.					

[A] Data is shown for the last full calendar year; that is, the column labelled 2021/22 is actually for the 2021 calendar year. Main urban areas are Auckland, Christchurch, Dunedin, Hamilton, Lower Hutt, Tauranga and Wellington.

[B] The 2026 target will be revised in 2022/23 to align with ERP sector targets.

[C] Overall experience (based on our customer journey monitor survey), with recent journeys by main transport mode scored from 1 (lowest) to 10 (highest). The percentages shown are for ratings of 8 to 10. Active modes include walking and cycling.

[D] This varies from the baseline in the statement of performance expectations for 2021/22, which is for 31 December 2021 (54 percent public transport, 62 percent active modes).

Results measures

Our external results are the changes we need to achieve over a five-year horizon if we are to realise our system outcomes. The following results have a primary contribution to Te Kāpehu efficiently and effectively moving people and freight system outcome. We also measure our progress through financial and non-financial performance expectations for output classes (see page 53–76).

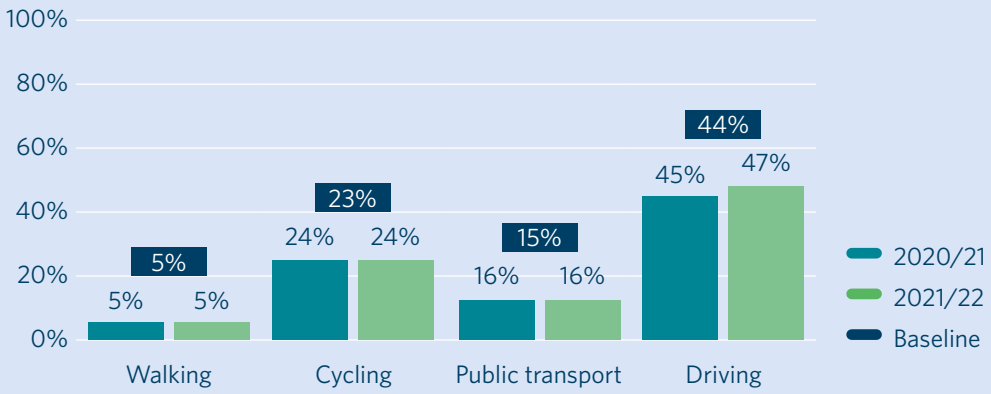
Ref	Measure	Status	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
Improved resilience to disruptive events Improving the ability of the land transport system to withstand, absorb, adapt, respond and recover from unplanned disruptive events						
RES1	Proportion of unplanned road closures resolved within standard timeframes	Not achieved	Maintaining or improving trend (from 2019/20 baseline)			
	Weather event			58%	57%	50%
	Other events			85%	86%	90%
	The number of weather-related events significantly increased from last year (up 84 percent to 272). Despite this, the proportion of unplanned road closures resolved within the standard timelines for weather events is improving. The proportion of unplanned road closures resolved within the standard timeframes for events other than weather events is declining. Crashes made up 82 percent of these other events. Numerous factors in attending and managing crashes may cause standard timeframes to be exceeded, including weather conditions, the injury status of people involved, emergency services requirements, police accident investigations, and the vehicles involved. To improve this performance, we updated our memorandum of understanding on incident management with the New Zealand Police, Fire and Emergency New Zealand, St John Ambulance and Wellington Free Ambulance. The memorandum stets out clear expectations for incident management and is guided by the philosophy that roads in Aotearoa will not be closed or restricted for any longer than is necessary.					

Ref	Measure	Status	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
More reliable freight network Improving network predictability						
MRFN1	Interpeak predictability of travel times on priority freight routes	Not achieved	Maintaining or improving trend (from 2019/20 baseline)	81%	88%	93%
	The predictability of travel times is based on a comparison with the same times and locations as in the prior year. In 2020/21, COVID-19 lockdowns meant the road network experienced a decline in demand, which made journeys freer flowing (particularly on key state highways near urban centres). With the return to more normal journey times this year, we expect higher travel time predictability in 2022/23.					
Increased share of travel by public transport, walking and cycling More people are choosing active and/or shared modes as their preferred method of travel						
SHARE1	Mode share of public transport and active modes in urban areas [A]	Achieved	Increasing (from 2019/20 baseline)	20%	19%	19%
	The overall mode share of public transport and active mode trips in urban areas slightly improved from the baseline of 19 percent in 2019/20. This level of change is within the margin of error for this result (± 2 percent).					
Improved connections to key destinations						
ACCESS1	Access to social and economic opportunities by mode	Not achieved	Increasing for public transport and active modes (from 2019/20 baseline; refer figure 11)	Maintaining	Increasing	Baseline

Ref	Measure	Status	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual

The proportion of people with access to jobs through public transport, walking and cycling remained stable (see figure 11). The increase in access by driving is a result of faster peak morning journey times during COVID-19 lockdowns and more people in Auckland and Wellington working from home.

Figure 11 Proportion of jobs within 45 minutes by mode



The proportion of people with access to social opportunities within 15 minutes by public transport, walking and cycling remained stable (see table 1).

Table 1 Proportion of population with access to social opportunities within 15 minutes by mode [B]

Destination	Walking	Cycling	Public transport	Driving
Primary schools	62% —	89% —	70% —	98% ▼1%
Secondary schools	21% —	71% ▲1%	28% —	92% —
General practitioner	52% ▲1%	83% ▲1%	63% ▲1%	95% —
Supermarkets	39% ▼1%	82% —	51% —	95% —

Ref	Measure	Status	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
ACCESS2	Proportion of recently built residential dwellings in major urban areas with access to frequent public transport services [C D]	Not achieved	Increasing trend (from 2019/20 baseline)	19.5%	20.0% [D]	New measure

Access to frequent public transport services for new residential dwellings has remained stable. This is influenced by factors including:

- greenfield development (which expands the built environment) outpacing redevelopment or intensification of existing urbanised land
- suburban sprawl, which is harder to service with public transport
- development in established suburban areas where public transport is not frequent
- reduced operating timetables due to driver shortages.

To improve access to public transport services, we are working with Urban Growth Agenda partnerships to influence development patterns.

[A] Data is for the past three years, for example, the column labelled 2021/22 means the period 1 July 2018 to 30 June 2021.

[B] The change shown is compared with the baseline period of 2019/20.

[C] This is based on morning peak frequent public transport services and building consents issued in major urban areas.

[D] This result is based on the percentage of units consented, the results published in the statement of performance expectations for 2021/22 was based on the percentage of consents, so is not comparable.

Meeting current and future needs

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

Overview

Our role and the expectations of what we'll deliver continue to expand. We focus on how we can improve our capability for effective and efficient delivery and collaboration with our partners.

This year has seen improvements to our staff engagement levels, service quality, and partnerships and engagement with our stakeholders.

Our main challenge is being able to prioritise and sustainably fund what we need to deliver now and in the future. We've progressed several initiatives, but need to prepare for further and significant changes in our information, technological, economic, social and physical environments.

Funding sustainability

The pressure on the NLTF to meet an expanding range of activities and demand is a challenge requiring urgent and concerted attention.

In the short term, COVID-19 and related economic factors continue to have a financial impact, with reduced NLTF revenue, additional funding requirements to support public transport services, and inflationary cost pressures. Temporary reductions in fuel excise duty and road user charges announced in March 2022 further affected land transport revenue.

As a result of these factors, many activities have been deferred to future years. This backlog worsens the essential underlying problem, which is a revenue system based on fuel excise duty and road user charges. We do not expect the current system to sustainably meet the requirements for funding the maintenance, operation and development of the land transport system, including the added requirements of responding to the first ERP.

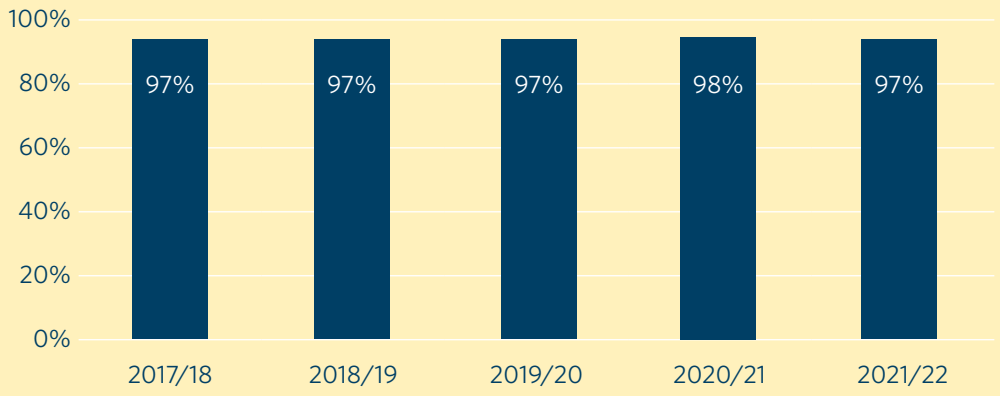
Separately, the funding review of our regulatory services progressed slowly. For this activity to have a sustainable funding outlook, we need final decisions on a revised regulatory funding model in the coming year.

Monitoring the condition of the state highway network

The state highway network is one of the country's most important assets, playing an important role in delivering public transport solutions and connecting people and goods across the country.

We've set a baseline for our system outcome measure that monitors the condition of the state highway network. This helps us understand whether the condition of state highways supports the safety and resilience of the land transport system and to see if it is improving.

Figure 12 Proportion of the state highway network that meets minimum asset condition requirements



Partnership and engagement with Māori

We are developing stronger relationships with Māori as the Crown's partner under Te Tiriti o Waitangi. This is driven by Te Ara Kotahi, our Māori strategy, which provides a guiding framework for us to work with and respond to Māori. We've commissioned research to help us better understand the needs of Māori, determine how well we are currently meeting those needs, and identify where improvements can be made to strengthen our relationships with Māori. We will use this information to develop a new measure of how well we partner and engage with Māori and to set a baseline to measure changes against.

We share the vision of revitalising te reo Māori by enabling it to be seen, spoken and heard wherever possible. A legislative amendment in April 2022 requires new kura/school signs to be bilingual. We partnered with Te Mātāwai, the Crown partner for Māori language revitalisation, on He Tohu Huarahi Māori Bilingual traffic signs programme, with the first bilingual traffic signs unveiled in May 2022. With more than 2500 schools in Aotearoa, this represents a significant opportunity to increase New Zealanders' exposure to te reo Māori. Te Mātāwai, Waka Kotahi and local government are now working together on the next set of signs to progress to public consultation.

We continue to lead, drive and uphold our commitment to Te Tiriti o Waitangi and partnering with Māori through Te Ara Kotahi initiatives. We've established the Improving Māori Road Safety project and refreshed Te Ara Poutama, our staff cultural capability framework, to better align with public sector frameworks such as Whāinga Amorangi: Transforming Leadership. We strengthened our regional Māori engagement approach by establishing regional relationship teams and have developed a Māori engagement baseline measure. Te Ara Kotahi is now over three years old and a health check is under way that will result in a refreshed strategy being delivered in 2023.

Regulatory capability and performance

As a regulator, our role is to improve safety and reduce the risk of harm in land transport. Our approach is firm and fair, aiming to swiftly identify and manage those who put public safety at risk and to make it easier for those who want to get it right.

We commissioned an independent assessment of our regulatory function and progress since the 2019 regulatory review. This assessment generated important insights about our regulatory function and has informed the refresh of our regulatory strategy Tū Ake, Tū Māia and the strengthening of our regulatory performance measures.

Since we launched Tū Ake, Tū Māia in April 2020, our internal and external operating environments changed, which needed to be reflected in the strategy. In response, we've refreshed the strategy, consulting with internal and external groups who perform regulatory functions about what's important as we take a longer-term view of the land transport system and our future regulatory role within it. We've also developed a new framework to objectively measure our regulatory performance.

We are establishing a regulatory operating model to support the new Director of Land Transport requirements. The director is responsible for carrying out regulatory functions and powers on an operational level. The regulatory operating model ensures we have the appropriate structure, support and expertise to deliver effective regulatory outcomes.

We continued our review of fees and charges to ensure a sustainable funding model supports the delivery of regulatory activities, capability and performance. We completed public consultation on the review of regulatory funding and fees, which industry and the public broadly supported. This has allowed us to start designing the technical and organisational changes needed to make final recommendations to Cabinet for a revised regulatory funding and fees regime in 2023.

We have more staff investigating and recovering unpaid road user charges, which allowed us to significantly increase the number of investigations this year. We enhanced our digital road user charges collection methods and strengthened our process when taking legal action against non-compliant operators. We increased our legal enforcement options so we can now take security interests in vehicles for operators making only limited repayments on large debt or operators taking longer than 12 months to repay debt. Through these changes, we've increased road user charges debt recovery by $18 million compared with last year. We will continue to strengthen our collection methods and processes to manage unpaid road user charges.

National Ticketing Solution

Ease of payment for public transport is an area where customer preferences and expectations in Aotearoa are changing rapidly. Our national public transport ticketing project is implementing a nationally coordinated approach to regional payment solutions for public transport services. This will, among other things, give customers a better payment experience across public transport networks.

The project is in the final stages of the procurement process to select a preferred supplier to provide the national ticketing solution. This process has been affected by the complex nature and the scale of the contract, number of stakeholders plus COVID-related challenges. Despite these challenges, the project continues to make progress ensuring all requirements are being satisfied to deliver a national public ticketing platform.

Launch of the Hoe ki Angitū innovation fund

We launched the innovation fund Hoe ki Angitū to support and accelerate innovative transport solutions that will help tackle some of the transport challenges we're facing. These challenges include reducing emissions, improving road safety, encouraging mode shift and developing more sustainable materials for use in land transport construction, maintenance and operations. Over the next two years, $15 million has been allocated to support private sector innovators at various stages of the innovation cycle. For more information on Hoe ki Angitū, see the case study on page 49.

Digital Strategy

Digital solutions play an increasingly important role in delivering system and customer outcomes now and into the future. Accelerating digital is one of our strategic priorities and reflects the significant opportunity to improve our digital capabilities.

There was good momentum in the development of the Digital Strategy. The immediate focus is to build and strengthen the foundations needed for our digital future. The strategy will set out the direction we will take to create new opportunities with data and information, as well as the tactics we need to use to achieve these changes.

We also made good progress in understanding and addressing our critical digital risks. We completed our Website Firewall Protection Programme, delivered the Unisys Data Centre exit, moved our driver licence and motor vehicle registers to the cloud so they remain robust and available, and upgraded our Advanced Traffic Management System in our Wellington and Auckland Traffic Operations Centres to improve their security and stability.

Organisational risks

We reviewed and reset our strategic risks following the COVID-19 pandemic and to reflect the expanded range of responsibilities and services expected of us. Strategic risks are reviewed quarterly and cover health, safety and wellbeing, workload prioritisation and climate change response. Our climate change risks are outlined in the climate-related disclosures in appendix 2 (pages 181–186).

We continue to have critical risks across the areas of technology, cybersecurity and information security. We've taken steps to increase our capacity and readiness to respond to potential cyber-attacks and to address our critical digital risks.

Our critical functions and business groups have been preparing for and monitoring the impact of the pandemic on our work. We have measures in place to help manage risks to delivery and other essential services caused by supply chain disruptions and pressures. We engaged with the supply chain through industry liaison meetings, implemented phased procurement approaches and improved planning to match market capacity. We also adjusted our cost estimation processes so they are reviewed and updated more regularly to respond to changes in the global supply situation.

Most of our independent, risk-based internal and investment assurance programme was delivered in 2021/22. Several strategic audits were deferred due to changes in our context, business priorities or risks. COVID-19 impacts such as regional lockdowns and self-isolation requirements meant that for some of the year, our team could not travel to carry out audits and approved organisations were not available to be audited. Employee turnover in the Risk and Assurance team also affected delivery. We completed all 18 planned procedural audits and completed 17 of the 20 planned technical investment assurance audits. The remaining three technical audits have been moved to next year's programme.

Funding innovation

Aotearoa is facing critical transport problems, including the pressing need to reduce transport emissions and make the transport system safer, more sustainable and more effective.

In May 2022, we launched Hoe ki Angitū, our innovation fund, to support the private sector to develop and accelerate innovative solutions that will help to solve some of the biggest transport challenges. Together we can work with our partners solve these problems better, and faster, than we can on our own.

We issue challenges on specific transport issues and invite applications for funding from the private sector – companies, community organisations, iwi and individuals – anyone with innovative ideas that have the potential to deliver a real impact.

Our first round of funding received 118 applications responding to challenges about recycling and sustainable practices, improving access to public transport and providing better access to transport for under-served communities.

We want to not only uncover innovative solutions, but also accelerate them. As well as financial support, we offer successful applicants non-financial support, including data, expertise in transport and government regulations, and help with real-world testing of potential solutions.

Hoe ki Angitū means 'paddle to opportunity' – we want to give innovators an opportunity to pick up their paddle, bring their ideas and work alongside us to shape the future of the Aotearoa land transport system.

Measuring our performance

System outcome measures

Our meeting current and future needs outcome measures are the long-term changes we will focus on to realise our vision of people, funding and systems we need.

Ref	Measure	Status	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
MEET1	Funding sustainability – measure to be provided	Unable to report	Not available	Not available	New measure	New measure
	Development of this measure was deferred, pending the conclusion of the revenue sustainability review (which Te Manatū Waka and The Treasury are leading) in the first half of 2022/23.					
MEET2	Proportion of the state highway network that meets minimum asset condition requirements	Achieved (baseline set)	Baseline to be set	Baseline set: 97%	New measure	New measure

We collect state highway asset condition data every year to help us understand how effective our maintenance programme is and where immediate action needs to be taken.

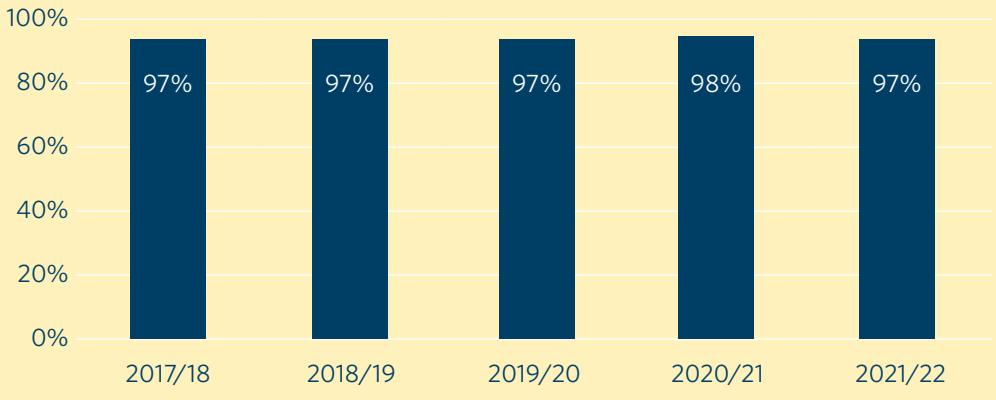
This result combines three previously separate indicators:

- skid resistance – the efficiency in meeting surface texture standards
- rutting – the depth of rut in the pavement surface underneath vehicle wheel paths
- roughness – smooth travel standards.

These indicators are important in the safe operation of the road network and help us identify sections that are below safety standards, are deteriorating or will require expensive treatment if not maintained at the right time. For further trend information on this result, see appendix 3.

This measure is an aggregate measure of data capturing different aspects of asset condition. Although we've collected and reported data on individual aspects of asset condition in the past, this is the first year we have combined the data to report on this aggregate measure. For context, prior year aggregate data has been calculated and presented in figure 13. For further information about asset performance, see appendix 3.

Figure 13 Proportion of the state highway network that meets minimum asset condition requirements



Results measures

Our internal results are the changes to our delivery capability and collaboration that we need to see to achieve our external results. The following results have a primary contribution to Te Kāpehu meeting current and future needs system outcome but influence all four system outcomes. We also measure our progress through financial and non-financial performance expectations for output classes (see pages 53–76).

Ref	Measure	Status	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
Effective delivery						
DEL1	Staff survey engagement score – based on an overall survey score, where 'strongly agree' (100%) is the highest	Unable to report	≥ 65% by March 2026	Not available	New measure	New measure
	In October 2021, we implemented Tapatahi, a new staff engagement survey to replace our previous survey, which we used to set the performance target for this measure. Tapatahi takes a continuous listening approach with shorter and more frequent surveys that will help us better measure, understand and improve staff engagement at Waka Kotahi. Tapatahi delivers results in real time and recommends targeted actions to drive up engagement. Our overall engagement score for 2021/22, an average of all ratings received between October 2021 and July 2022, is 7.4 out of 10. This result is at the government (worldwide) benchmark for all surveys of this type. For 2022/23, this measure will be based on the Tapatahi results.					
DEL2	Waka Kotahi investor confidence rating[A]	Unable to report	Increasing trend (from 2018 rating)	Not available	No result	No result
	While we are on track for key improvements, we are waiting on the reset investor confidence rating approach and timings for the next review from The Treasury, which is likely to be in late 2023.					
DEL3	Ease of transacting with Waka Kotahi	Achieved	Maintaining or improving trend (from 2019/20 actual)	64%	64%	63%

Ref	Measure	Status	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
DEL4	Assessment of our regulatory function and progress since the regulatory review by June 2022	Achieved[B]	No target set [C]	Achieved	New measure	New measure
	MartinJenkins completed an assessment in December 2021. It found significant progress in several areas since the initial regulatory review, particularly in clarifying direction, roles and responsibilities, key shifts required to be made, and the pathway forward. More progress is required in ensuring our regulatory framework and culture support outcomes, systems and a risk-based orientation; completing the regulatory performance measurement framework; improving information management, analysis and insights; creating stronger links between our Intelligence, Research and Analysis teams; working more collaboratively with stakeholder groups; and ensuring funding is adequate to support our regulatory role. [D] Work is underway to refresh our regulatory strategy, Tū Ake, Tū Māia, and to embed the Director of Land Transport role, which will provide further clarity on regulatory accountabilities and responsibilities. Our intelligence capability has been established to provide insights into the performance of the land transport regulatory system and levels of compliance. A regulatory performance framework has been developed to support greater understanding of the regulatory environment. Furthermore, risk and assurance maturity continues to be built through the imbedding of the regulatory risk and assurance framework endorsed in February 2021.					
Effective collaboration						
COL1	Average performance score of key strategic relationship drivers of Māori partnerships	Achieved (baseline set)	To be baselined	Baseline set: 45%	New measure	New measure
	Research was conducted to better understand the needs of Māori, determine how well we are currently meeting those needs, and identify improvements to strengthen our relationships with Māori. This work included establishing a quantitative baseline score of the relationship between Māori and Waka Kotahi. The baseline takes the average performance score (the percentage who agree) across seven relationship drivers. [E]					
COL2	Partnerships and engagement with stakeholders (co-investment partners) stakeholder satisfaction [F]	Achieved	Improving trend (from 2020/21 actual)	56%	54%	54%

[A] The rating scale is from A to E, with an A signalling high performance. The last rating was in 2018 (C rating).

[B] Although there was no explicit target set for DEL4 in the 2021/22 statement of performance expectations (SPE), the measure description indicates that the target for this measure was to complete the assessment. While we have completed the assessment and good progress has been made, more work is needed to continue to strengthen our regulatory function.

[C] Over 2021/22 Waka Kotahi worked toward the target of completing the assessment of our regulatory function and progress, as indicated by the measure description. However, we did not retrospectively add this target to this annual report as we did not include a target in the 2021/22 SPE.

[D] The full assessment report is available on our website: *MartinJenkins (2021) Road safety investment and delivery: Final report.* nzta.govt.nz/about-us/news-and-media/reports-and-reviews/progress-assessment-against-waka-kotahi-regulatory-functions/

[E] The seven key relationship drivers that make up this measure are that Waka Kotahi sees Māori as an equal partner; is culturally aware and competent; looks to understand and meet your needs as Māori; provides sufficient time, funding and resources to foster the relationship; is delivering effective outcomes for Māori; takes Māori expertise into account when making decisions in your area; and can be relied on to deliver what it says it will.

[F] Data is shown for the last full calendar year, for example, the column heading 2021/22 means the 2021 calendar year. Results shown are the percentages of stakeholders who said they were satisfied with the current relationship of their organisation with Waka Kotahi.

Output class performance

Overview

Waka Kotahi is funded to deliver and invest in a variety of goods and services across categories known as output classes. These categories reflect the types of activities (activity classes) the government expects us to deliver and invest in to realise the objectives of GPS 2021 and effectively perform our regulatory function.

In 2021/22, we had 16 output classes. Under each system outcome we listed the output classes we'll deliver and invest in to complete our significant activities. Table 2 summarises the contribution of each output class to our four Te Kāpehu system outcomes.

Table 2 Contribution of each output class to our system outcomes

Output class	Safe	Environmentally sustainable	Effectively and efficiently moving people and freight	Meeting current and future needs
State highway improvements	■	■		
Local road improvements	■	■		
Walking and cycling improvements	■	■	■	
State highway maintenance	■	■		■
Local road maintenance	■	■		■
Public transport services	■	■	■	
Public transport infrastructure	■	■	■	
Road to Zero	■			
Rail network	■	■	■	
Coastal shipping	■	■	■	
Investment management				■
Driver licensing and testing	■			
Vehicle safety and certification	■			
Regulation of commercial transport operators	■			
Regulation of the rail transport system	■			
Revenue collection and administration				■

Output class results

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

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

For measure definitions and data sources, see the explanatory notes on our website.[20]

For full details on output class funding and expenditure, see page 133 onwards.

From 2022/23, Waka Kotahi will need to comply with the new PBE FRS 48 standard for non-financial reporting. This will require assessing all our current measures against the standard, reporting on updated measures as part of our quarterly reporting to help us prepare for year-end and developing guidance to help ensure all new measures meet this standard. This will be undertaken through implementation of our continuous improvement measures roadmap.

State highway improvements

Delivered by Waka Kotahi and funded from the National Land Transport Fund and the Crown

What we do

We plan, invest in and deliver infrastructure (including roads, roadsides and all supporting infrastructure and technology) by working collaboratively with council partners to co-create integrated, community-wide solutions.

Difference this output class makes

State highway improvements primarily contribute to a safer, more resilient transport system, improved access to social and economic opportunities, better travel options and improved freight connections. We also aim to improve levels of service and value for money for more sustainable transport outcomes.

Investing in state highway improvements plays a critical role in reducing safety and resilience-related risks across the land transport system.

[20] nzta.govt.nz/resources/annual-report-nzta

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
SHI1	Proportion of state highway improvement activities funded by the National Land Transport Fund delivered to agreed standards and timeframes [A B]	Not achieved	≥ 90%	86%	New measure	New measure
	Target was not met mainly due to delays in some of our significant capital projects such as requirements for more detailed options, remedial work, and direct and indirect impacts of COVID-19. COVID-19 impacts (that continue to affect most of our infrastructure projects) include restrictions to site access, material availability, supply chain disruptions, site personnel and supplier availability, cost escalation, and increased time taken to obtain consents and approvals.					
SHI2	Proportion of state highway improvement activities funded by the Crown delivered to agreed standards and timeframes	Not achieved	≥ 90%	58%	New measure	New measure
	Target was not met primarily due to the re-baseline of the NZ Upgrade Programme, which resulted in the re-setting of the programme and the need to rescope some significant projects. This meant benchmarks shifted since initial targets were set at the beginning of the year. On some projects there were also delays related to COVID-19 impacts, property acquisition, weather events and contractor performance issues.					

[A] This is also an appropriation measure in Vote Transport (see appendix 5, page 199 onwards).

[B] For SHI1 and SHI2, the standards and timeframes that are assessed against include milestones and budget and delivery of property acquisition programmes against time, budget and quality standards. Further detail on how performance against these measures is calculated can be found in the performance measures explanatory notes, found at nzta.govt.nz/resources/annual-report-nzta.

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Restated Actual 2020/21 $M
Revenue	1,472	1,702	(230)	1,473
Expenditure	1,433	1,702	(269)	1,514
Net surplus/(deficit)	**39**	**0**	**39**	**(39)**

Excludes repayment of borrowing for the Auckland Transport Package and other borrowings.

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

- depreciation and state highway write-offs of $574 million (2020/21: $646 million)
- public–private partnerships of ($171) million (2020/21: ($99) million)
- assets vested to local authorities of $2 million (2020/21: $2 million).

Funding and expenditure for the disestablished regional improvements output class has been moved to state highway improvements.

The Supporting Regions Programme and New Zealand Upgrade Programme regional package funding and expenditure have been moved from the disestablished regional improvements output class. The Supporting Regions Programme administration funding and expenditure was moved from the investment management output class.

State highway improvements was $269 million (16 percent) below budget mainly due to underspends and delays across a number of projects, including projects that are funded by Crown particularly in the New Zealand Upgrade Programme where a re-baselining exercise was undertaken after setting the 2021/22 budget.

See pages 133–149 for full details on output class funding and expenditure.

Local road improvements

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

What we do

We co-invest in infrastructure (including roads, roadsides and all supporting infrastructure and technology) by planning collaboratively to co-create integrated, resilient, multimodal and community-wide transport solutions.

Difference this output class makes

Local road improvements primarily contribute to a safer, more resilient transport system, improved access to social and economic opportunities, and better travel options. We also aim to improve levels of service and value for money for more sustainable transport outcomes.

Investing in local road improvements plays a critical role in reducing safety and resilience-related risks across the land transport system.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
LRI1	Proportion of local road improvement activities funded by the National Land Transport Fund delivered to agreed standards and timeframes [A]	Not achieved	≥ 80%	68%	New measure	New measure
	The delivery of some improvement activities has been delayed, including completion of the Horsham Downs Link connection to the Waikato Expressway Interchange and underpass. Due to consenting delays, we now expect that the link road will be open by October or November 2022. The projects underway to replace existing street lighting with light-emitting diode (LED) lighting in Selwyn and Hurunui are also progressing more slowly than planned, largely due to a lack of LED supply. It is also likely that the impacts of COVID-19 have influenced the delivery of some activities.					

[A] This is also an appropriation measure in Vote Transport (see appendix 5, page 199 onwards).

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Restated Actual 2020/21 $M
Revenue	216	210	6	383
Expenditure	216	210	6	383
Net surplus/(deficit)	**0**	**0**	**0**	**0**

Finance costs have been added to the budget for comparability.

Local road improvements was materially on budget. Delays and reduced activity by approved organisations (as shown through the non-financial performance measures) has been offset by additional work approved following the approval of the 2021–24 NLTP loan facility. See page 133–149 for full details on output class funding and expenditure.

Walking and cycling improvements

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

What we do

We plan and co-invest in new and improved walking and cycling facilities, as well as in community education and promotion activities, to increase the uptake of walking and cycling.

We deliver walking and cycling facilities in state highway corridors, and local and regional councils primarily deliver local walking and cycling facilities.

Difference this output class makes

Walking and cycling improvements encourage more people to mode shift by:

- creating safer and more accessible walking and cycling infrastructure
- creating transport networks that give people more transport choices
- supporting access to social and economic opportunities, including education, employment and tourism
- supporting environmentally friendly and sustainable transport modes.

As active travel modes, walking and cycling also promote health and wellbeing.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
WCI1	Proportion of cycleways, pathways and shared paths delivered against plan [A]	Unable to report	≥ 80%	Not available	New measure	New measure
	Many of the walking and cycling submissions for the 2021–24 NLTP did not include enough information on the number of kilometres of walking and cycling facilities planned to be delivered. This has made it challenging to accurately assess whether activities were delivered to plan. We are working with our people and our partners to ensure this data is collected and captured by our systems. In the interim, we've used local road authority data on kilometres of cycleways delivered to provide some insights into cycleway delivery. In 2021/22, 30.5km of cycleways were delivered compared with 59.2km in 2020/21. As 2021/22 was the start of a new NLTP period, many planned projects were still in the business case or design phase and were not yet ready for construction. The Urban Cycleways Programme came to a close in 2020/21 with many of its projects achieved practical completion in that year, with very little programme activity occurring over 2021/22.					
WCI2	Cycling count in main urban areas	Not achieved	Baseline to be set	Baseline not set	New methodology	New methodology
	The transition to automated counters for collecting walking and cycling data required significant investment in modelling to account for environmental and technical factors that can distort data. Waka Kotahi did not complete the modelling in 2021/22 as planned. It will publish the baseline for this measure in quarter one of 2022/23. In the interim, Waka Kotahi has used data from the Walking and Cycling Attitudes and Behaviour Survey to provide a snapshot of walking and cycling uptake this year. Fifty percent of the survey respondents living in urban areas walked to work, study or get around town once a week or more compared with 52 percent in 2020/21 and 49 percent in 2019/20. For cycling, this was 11 percent of respondents compared with 10 percent in 2020/21 and 9 percent in 2019/20.					
WCI3	Walking count in main urban areas	Not achieved	Baseline to be set	Baseline not set	New methodology	New methodology
	Refer to WCI2 commentary.					

[A] This is also an appropriation measure in Vote Transport (see appendix 5, page 199 onwards).

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Actual 2020/21 $M
Revenue	156	192	(36)	210
Expenditure	156	192	(36)	210
Net surplus/(deficit)	**0**	**0**	**0**	**0**

Walking and cycling expenditure was $36 million (19 percent) below budget mainly due to delays in Crown-funded projects particularly in the New Zealand Upgrade Programme where a re-baselining exercise was undertaken after setting the 2021/22 budget.

See page 133–149 for full details on output class funding and expenditure.

State highway maintenance

Delivered by Waka Kotahi and funded from the National Land Transport Fund and the Crown

What we do

We maintain and operate the state highway network (including roads, roadsides, supporting infrastructure, technology and emergency works) to agreed levels of service.

Difference this output class makes

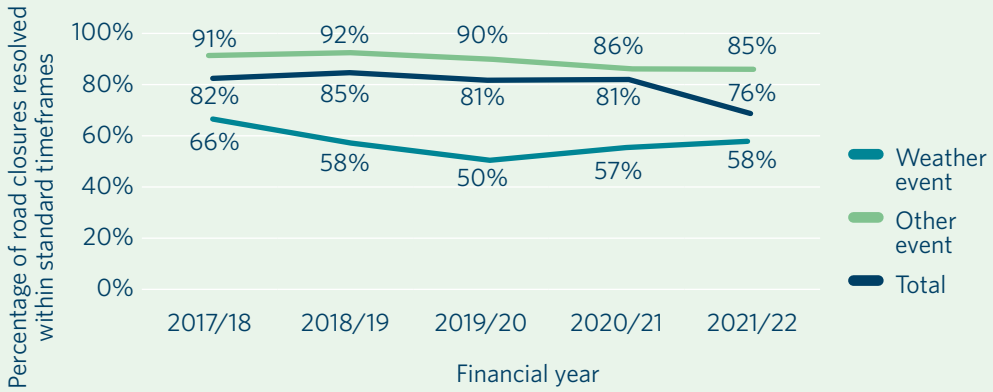
State highway maintenance provides reliable access for people to social and economic opportunities, while maintaining the safety and resilience of the state highway network.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
SHM1	Proportion of state highway maintenance activities delivered to agreed programme [A]	Not achieved	≥ 90%	85% [A]	New methodology	New methodology
	This year was the first year we included emergency works as one of the activities we reported on for this measure. We also moved to a new reporting system for emergency works. Collecting and entering data into the new reporting system took longer than expected and some data was not entered accurately, leading to a lower result being calculated for this measure than in previous years. To improve the accurate capture of emergency works data, we are undertaking monthly monitoring and reporting, increasing communication about the new system, and training and supporting staff in using the new system.					
SHM2	Proportion of the state highway network that meets minimum asset condition requirements [C]	Achieved (baseline set)	Baseline to be set	Baseline set: 97%	New measure	New measure
	Refer to MEET2 commentary (page 50).					
SHM3	State highway maintenance cost per lane kilometre delivered [D]	Achieved	$25,000–34,200	$29,423	$26,292	$25,352
	A smaller programme of maintenance work was planned for 2021/22 than in the second and third years of the 2021–24 NLTP. Waka Kotahi expects increasing inflation, increasing material costs, and market impacts on contracts will increase the cost per lane kilometre delivered over 2022/23 and 2023/24.					

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
SHM4	Proportion of unplanned road closures resolved within standard timeframes	Not achieved	Weather: ≥ 50% Others: ≥ 90%	Weather Events: 58% Other Events: 85%	Not applicable	Not applicable

Refer to RES1 commentary (page 42).

Figure 14 Proportion of unplanned road closures resolved within standard timeframes



[A] The methodology of this measure changed this year to include emergency works.

[B] Due to the methodology change, the 2020/21 actual result is not comparable to the result for 2021/22.

[C] This is also a measure for our system outcome meeting current and future needs (see page 50).

[D] This is also an appropriation measure in Vote Transport (see appendix 5, page 199 onwards).

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Actual 2020/21 $M
Revenue	840	796	44	815
Expenditure	840	796	44	815
Net surplus/(deficit)	**0**	**0**	**0**	**0**

State highway maintenance expenditure was $44 million (5 percent) above budget. This was mainly due to additional costs from higher emergency works, increased contract prices, and additional spend approved following the approval of the 2021-24 NLTP loan facility. See page 133–149 for full details on output class funding and expenditure.

Local road maintenance

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

What we do

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

Difference this output class makes

Local road maintenance provides reliable access for people to social and economic opportunities while maintaining the safety and resilience of the local road network.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
LRM1	Proportion of local road maintenance activities funded by the National Land Transport Fund delivered to plan [A]	Not achieved	≥ 90%	85%	New measure	New measure
	The delivery of the scheduled local road maintenance programme was affected by both rising costs and the redirection of resources to emergency response works. Specifically: • the costs of service and delivery provider contracts awarded by local authorities increased • significant resources redirected to emergency response works affected our partners' ability to supply and deliver local road maintenance activities as planned • illness among staff and subcontractors who control traffic delayed programme works, because without traffic controllers, an entire site and its works are held up. Poor weather conditions also affected delivery of this programme. It is likely activities not completed this year will be deferred to 2022/23, increasing the total number of activities planned for that year. Scoping that has already been completed for the deferred activities should help to make delivery more efficient. However, the number of activities that can be delivered within available funding will be affected by inflationary cost pressures. Additional emergency and weather events may also limit delivery of other activities.					
LRM2	Proportion of travel on smooth roads	Achieved	≥ 86%	87%	87%	87%
LRM3	Local road maintenance cost per lane kilometre delivered [B]	Achieved	$3,600–4,400	$4,108	$4,004	$3,628

[A] This measure compares the delivery of sealed pavement and resurfacing and rehabilitation, unsealed road metalling and rehabilitation and drainage renewals by approved organisations against forecast works and budget. See the performance measure explanatory notes for further detail nzta.govt.nz/resources/annual-report-nzta.

[B] This is also an appropriation measure in Vote Transport (see appendix 5, page 199 onwards).

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Actual 2020/21 $M
Revenue	736	659	77	668
Expenditure	736	659	77	668
Net surplus/(deficit)	**0**	**0**	**0**	**0**

Local road maintenance was $77 million (12 percent) above budget mainly due to higher emergency works spend. See pages 133–149 for full details on output class funding and expenditure.

Public transport services

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

What we do

We co-invest with approved organisations in bus, ferry and rail public transport services, customer information, technology, facilities operations and maintenance. We also subsidise door-to-door transport for people with mobility impairments and administer the Crown-funded SuperGold card concession scheme.

Difference this output class makes

Public transport improves travel choices: increases people's access to employment, educational and social opportunities; eases congestion; and makes better use of the existing transport system. It also reduces the impact of transport on the environment and contributes to reducing the number of deaths and serious injuries from road crashes. Public transport supports vibrant and liveable urban communities and effective land use.

The Total Mobility scheme increases equity of access for mobility-impaired people, and the SuperGold scheme improves access to social and health opportunities for older people.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
PTS1	Number of boardings on urban public transport services (bus, train and ferry) [A] [B]	Not achieved	Increasing (from 2020/21 actual)	86 million	120 million	139 million
	The impacts of the COVID-19 pandemic have changed the way people travel in Aotearoa. Lockdown restrictions, increased public health measures and working from home arrangements have affected people's willingness to travel, how often they travel and the types of transport they use. People are using public transport less than they used to. The number of urban public transport boardings declined year on year through the pandemic. The decline in boardings from 2020/21 to 2021/22 was greater than in the previous year and more significant than expected, especially in Auckland. Forecast patronage for 2022/23 is still less than the number of boardings in 2020/21.					
PTS2	Reliability of rail, bus and ferry services	Achieved (baseline set)	Baseline to be set	Baseline set (see table)	87%	87%
	This measure uses data from local authorities to calculate the proportion of rail, bus and ferry services in Wellington and Auckland that are "completed" (arrive at their final destination without a breakdown). To calculate the results for this measure, we also consider whether or not the service left on time, with the calculation only including completed services that left the origin stop between 59 seconds before and 4 minutes 59 seconds after the scheduled departure time.					

Table 3 Reliability of rail, bus and ferry services

Location	Rail	Bus	Ferry
Auckland	98%	95%	93%
Wellington	96%	97%	N/A

[A] This is also an appropriation measure in Vote Transport (see appendix 5, page 199 onwards).

[B] This is also a performance measure for the public transport infrastructure output class.

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Restated Actual 2020/21 $M
Revenue	534	451	83	619
Expenditure	534	451	83	619
Net surplus/(deficit)	**0**	**0**	**0**	**0**

The public transport output class was disestablished in 2021–24 NLTP and replaced with two new output classes – public transport services and public transport infrastructure.

Included in public transport services from 2021/22 is the funding and expenditure for SuperGold card. The SuperGold card and public transport concessions output class was disestablished in 2021–24 NLTP .

Public transport services expenditure was $83 million (18 percent) above budget mainly relates to the impacts of COVID-19 on lower farebox revenue and the required NLTF and Crown funding provided to aid with this. See pages 133–149 for full details on output class funding and expenditure.

Public transport infrastructure

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

What we do

We co-invest with approved organisations in bus, ferry and rail public transport infrastructure improvements to deliver safe and effective public transport services.

Difference this output class makes

Public transport improves travel choices, increases people's access to employment, educational and social opportunities, eases congestion, and makes better use of the existing transport system. It also reduces the impact of transport on the environment and contributes to reducing the number of deaths and serious injuries from road crashes. Public transport supports vibrant and liveable urban communities and effective land use.

Investing in infrastructure improvements for public transport increases the safety, reliability, resilience and effectiveness of services, as well as increasing public transport's attractiveness to users.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
PTI1	Number of boardings on urban public transport services (bus, train and ferry) [A] [B]	Not achieved	Increasing (from 2020/21 actual)	86 million	120 million	139 million
	Refer to PTS1 in Public Transport Services, on page 62.					

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
PTI2	Punctuality of metro rail services [A]	Achieved (baseline set)	Baseline to be set	Baseline set: Auckland: 94.0% Wellington: 89.3%	Not applicable	Not applicable
	Punctuality is a useful measure of service reliability and infrastructure standards for rail services (that is to avoid unplanned closures of the rail lines due to repairs or unscheduled maintenance). Punctuality is measured by regional councils to determine compliance with Public Transport Operating Model contracts. In 2021/22, Waka Kotahi worked with regional stakeholders to clarify methods used by councils to measure punctuality, in order to establish nationally consistent baselines that are suitable and also consistent with Public Transport Operating Model contractual requirements.					

[A] This is also an appropriation measure in Vote Transport (see appendix 5, page 199 onwards).

[B] This is also a performance measure for the public transport infrastructure output class.

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Restated Actual 2020/21 $M
Revenue	350	393	(43)	353
Expenditure	350	393	(43)	353
Net surplus/(deficit)	**0**	**0**	**0**	**0**

The public transport output class was disestablished in NLTP 2021–24 and replaced with two new output classes – public transport services and public transport infrastructure. Included in public transport infrastructure are the transitional rail and rapid transit output classes. Both output classes were disestablished in NLTP 2021–24.

Public transport infrastructure expenditure was $43 million (11 percent) below budget mainly due to project delays and deferrals. See pages 133–149 for full details on output class funding and expenditure.

Road to Zero

Delivered by Waka Kotahi and approved organisations with funding from the National Land Transport Fund

What we do

We work with approved organisations to:

- deliver the Road to Zero Speed and Infrastructure Programme, which will deliver safety treatments and speed management changes on state highways and local roads, targeting roads and roadsides that offer the greatest potential for reducing deaths and serious injuries
- invest in the Road Safety Partnership Programme (Road Policing), taking a risk-based approach that targets activity at behaviours likely to create the highest safety risks, alongside highly visible patrols to support and encourage safe driving behaviour
- deliver road safety promotion activities, including the Vehicle Safety Programme, national, regional and local road safety education and advertising campaigns and initiatives, and a public awareness campaign to support Road to Zero
- prepare for the delivery of the Tackling Unsafe Speeds Programme that supports effective speed management
- support the court-imposed alcohol interlocks subsidy scheme
- deliver system leadership, research, monitoring and coordination to support Road to Zero.

Difference this output class makes

This output class contributes to the Road to Zero target of a 40 percent reduction in deaths and serious injuries by 2030 (from 2018 levels). This means 750 fewer people killed and 5,600 fewer seriously injured by 2030. It also embeds the Safe System approach in our safety interventions and investment.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
RTZ1	Length of the road network treated with reduced speed limits [A]	Not achieved	≥ 500km	165km	New measure	New measure
	Engaging with communities is critical to successfully implementing Road to Zero. In 2021/22, community engagement took longer than expected, which delayed completion of the speed limit reviews. The Speed Programme is being reset to support reduced timeframes for speed limit changes and improve the RTZ1 result. Following the reset, the programme will align with new guidelines for phased delivery of speed changes and introduce the new speed rule, guide and management plans.					
RTZ2	Number of corridor infrastructure safety improvement projects started [B]	Not achieved	≥ 5	4	New measure	New measure
	Due to the slightly later adoption of the 2021–24 NLTP, some physical works started later than planned. Four of the five new projects planned are under way, and we expect to finalise contracts for two more projects by the end of August 2022. We are also implementing a new delivery and procurement approach so we can achieve our delivery target next year.					

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
RTZ3	Number of intersections with primary Safe System interventions started [B]	Achieved	≥ 4	4	New measure	New measure
RTZ4 (reflects NZ Police delivery)	Number of passive breath tests and breath screening tests conducted [C]	Not achieved	≥ 3m	1.6 million	1.5 million	1.4 million
	Breath-testing numbers fell well below desired levels. Demands were placed on New Zealand Police by the country's COVID-19 response, which added an extra challenge to reaching the target. Demands included redeployment of police to regional border checkpoints (predominantly around the Auckland region), providing security at managed isolation and quarantine facilities, and increased community policing to enforce compliance with health orders. New Zealand Police has committed to a renewed focus in this area and an improvement in performance activity. It is implementing a centralised platform to allow data to be regularly downloaded from breath-testing devices. This will enable more real-time data to be used to monitor performance against Road Safety Partnership Programme targets.					
RTZ5 (reflects NZ Police delivery)	Number of hours mobile cameras are deployed [C]	Not achieved	≥ 80,000	58,408	61,199	61,274
	Camera breakdowns significantly reduced the ability to deploy cameras for the required hours. To remedy this, the Mobile Camera Replacement Programme began work in April 2022. It will replace all older model cameras with 45 cameras that are more reliable and better at identifying speeding vehicles. Waka Kotahi and New Zealand Police have partnered on a new safety camera and infringement processing operating model to support the transfer of camera ownership and operation from New Zealand Police to Waka Kotahi. The target for mobile speed camera hours deployment was set at 80,000 hours for the financial year. Police districts were offered additional funding and are exploring the opportunity to add additional temporary full-time equivalents to support this target. The delivery of the Mobile Camera Replacement Programme is expected to provide more reliability, so will support performance.					
RTZ6	Proportion of road safety advertising campaigns that meet or exceed their agreed success criteria	Not achieved	≥ 86%	81%	85%	90%
	This year-end result saw a score of 81 percent against a target of 86 percent. This score was to be expected given known limitations of the current measurement tool, despite ongoing delivery of the Road Safety Promotional Programme. We believe this is the outcome of a measurement definition that narrowly focuses on traditional advertising channels. It does not reflect the effectiveness of a multi-channelled and integrated marketing and education programme for road safety. This measure also fails to take account of different levels of strategic and tactical priorities, in particular the high priority Road to Zero Public Awareness Campaign, which was excluded for part of the reporting period. Work is under way to develop a new performance measurement framework that will better represent the strategic outcomes of the full marketing and education road safety promotional programme. We will continue to report against the current RTZ6 measure until the new measurement framework has been developed and approved.					

[A] This is also an appropriation measure in Vote Transport (see appendix 5).

[B] This is an indicative target for 2021/22. Performance assessment of this activity under the Road to Zero programme is at the end of the three-year period of the 2021–24 NLTP.

[C] New Zealand Police delivers this activity.

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Restated Actual 2020/21 $M
Revenue	309	290	19	63
Expenditure	306	290	16	61
Net surplus/(deficit)	**3**	**0**	**3**	**2**

Road to Zero is a new output class established as part of the 2021–24 NLTP. In 2020/21, Road to Zero funding and expenditure was included in various output classes, including local road improvements, state highway improvements, and promotion of road safety and demand management. Funding for road policing comes out of the NLTF directly.

Road to Zero was $16 million (6%) over budget at the end of the first year of the 2021–24 NLTP. Road to Zero includes spend on road safety promotion and safety infrastructure works for both approved organisations and state highways.

Road policing

A portion of the NLTF is transferred directly to New Zealand Police for road policing activities that are part of Road to Zero.

The table below shows the revenue, expenditure and net surplus/deficit for this portion of funding to the Road to Zero programme. Road policing was materially on budget in 2021/22.

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Actual 2020/21 $M
Revenue	394	393	1	376
Expenditure	394	393	1	376
Net surplus/(deficit)	**0**	**0**	**0**	**0**

See pages 133–149 for full details on output class funding and expenditure.

See National Land Transport Fund annual report for 2021/22 for more information on road policing page 221.

Rail network

Invested in by Waka Kotahi, delivered by KiwiRail and funded from the National Land Transport Fund and the Crown

What we do

We support KiwiRail to deliver the first Rail Network Investment Programme, which sets out all rail activities that will be funded from the NLTF over the next three years. With KiwiRail, we monitor the delivery of this programme and report to the Minister of Transport on progress.

Difference this output class makes

Rail network activities enable the development of a resilient and reliable rail network, which improves safety and supports freight movements in a mode-neutral system by enabling choices to be made (by companies and customers) about the most efficient way to move freight. Improving the rail network also contributes to reducing congestion and emissions.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
RN1 (reflects KiwiRail delivery)	Reliability of freight travel time [A]	Achieved (baseline set)	Baseline to be set	Baseline set: 86%	New measure	New measure
	For this measure, KiwiRail has set a three-year target of 90%.					

[A] This is also an appropriation measure in Vote Transport (see appendix 5, page 199 onwards).

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Actual 2020/21 $M
Revenue	287	368	(81)	0
Expenditure	287	368	(81)	0
Net surplus/(deficit)	**0**	**0**	**0**	**0**

Rail network was $81 million (22 percent) below budget mainly due to KiwiRail's delivery against baseline having experienced supply chain disruption and resourcing constraints. See pages 133–149 for full details on output class funding and expenditure.

Coastal shipping

Delivered by Waka Kotahi and funded from the National Land Transport Fund

What we do

We assess the type of assistance and investments that would best achieve the government's coastal shipping outcomes. This involves supporting research and other activities to identify how the domestic coastal shipping sector could be best supported to grow and more freight could be moved on the 'blue highway'.

Through activities in other output classes, we also invest in infrastructure feasibility work and improvements to help support moving freight by coastal shipping.

Difference this output class makes

Coastal shipping activities enable growth in the domestic coastal shipping sector that generate a variety of benefits. These benefits include reduced emissions and air pollution, reduced safety risks of freight travel, improved mode choice for freight transporters, and Aotearoa-flagged coastal shipping that can operate on a more level playing field with other freight operators, enhancing the sustainability and competitiveness of the domestic sector.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
CS1	An investment plan for coastal shipping has been developed and has also been endorsed by the Waka Kotahi Board [A]	Achieved	Achieve	Plan developed and endorsed	New measure	New measure
	For this measure, KiwiRail have set a three-year target of 90%.					

[A] This is also an appropriation measure in Vote Transport (see appendix 5, page 199 onwards).

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Actual 2020/21 $M
Revenue	0	5	(5)	0
Expenditure	0	5	(5)	0
Net surplus/(deficit)	**0**	**0**	**0**	**0**

Coastal shipping expenditure was $5 million (100 percent) below budget. The first year of the programme was focused on procurement activities, and this was successfully completed with four suppliers engaged. See pages 133–149 for full details on output class funding and expenditure.

Investment management

Delivered by Waka Kotahi and funded from the National Land Transport Fund and the Crown

What we do

We develop and manage the NLTP, including managing the NLTF; advising the government on investment and funding, including development of the GPS; developing the NLTP and Waka Kotahi Investment Plan; and providing risk-based targeted assurance over outcome delivery.

We plan the transport system, including supporting the development of statutory, regional, long-term and spatial transport planning. We also develop transport models and business cases and plan activity management.

We deliver sector research, including engaging with the sector, developing, delivering and promoting research projects.

Difference this output class makes

Investment management allows us to shape the land transport system in accordance with government direction. Minimising the cost of managing the investment funding allocation system will help ensure we're reducing expenditure on unnecessary or inefficient processes.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
IM1	Proportion of the total cost of managing the investment funding allocation system to National Land Transport Programme expenditure [A]	Achieved	≤ 1.1%	0.86%	1.00%[B]	1.02% [C]
IM2	Proportion of stakeholders satisfied with Waka Kotahi engagement and systems that support land transport planning, research funding and investment decision making	Not achieved	Baseline to be set	Baseline not set	New measure	New measure
	The development of the required satisfaction research was unable to be completed as planned during 2021/22.					

[A] This is also an appropriation measure in Vote Transport (see appendix 5, page 199 onwards).

[B] This reflects the cumulative cost across the three years of the 2018–21 NLTP.

[C] This reflects the cumulative cost of years 1 and 2 of the 2018–21 NLTP (2018/19 and 2019/20).

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Restated Actual 2020/21 $M
Revenue	62	78	(16)	69
Expenditure	62	78	(16)	69
Net surplus/(deficit)	**0**	**0**	**0**	**0**

Investment management expenditure was $16 million (21 percent) below budget mainly due to underspends in transport planning for approved organisations and programme business case development. See pages 133–149 for full details on output class funding and expenditure.

Driver licensing and testing

Delivered by Waka Kotahi and funded from fees and charges and the Crown

What we do

We improve the safety of the land transport system by helping drivers to meet and maintain required safety standards. We develop and manage the driver licensing system, including by providing approved driver licensing courses and developing licensing and testing rules. We also run public education campaigns and develop and maintain resources, including road codes, theory and practical test requirements, and testing and provider manuals.

We work with our partners to audit systems and implement other regulatory activities. Our partners include driver licensing and testing course providers, testing officers, alcohol interlock providers and our driver licensing agent network.

Difference this output class makes

Driver licensing and testing contributes to safe, competent and legal drivers, builds public confidence in the licensing system, and enhances access to the social and economic opportunities associated with being able to drive.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
DLT1	Proportion of non-compliance actions for driver licence course providers and testing officers that are progressed within acceptable timeframes	Achieved	≥ 95%	100%	New measure	New measure
DLT2	Proportion of practical tests taken within 30 working days of booking	Achieved	Increasing (from 2020/21 actual)	63%	60%	61%

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Actual 2020/21 $M
Revenue	68	75	(7)	68
Expenditure	85	103	(18)	90
Net surplus/(deficit)	**(17)**	**(28)**	**11**	**(22)**

Driver licencing and testing recorded a deficit of $17 million, which was lower than planned. This is mainly due to additional regulatory funding from Crown. See pages 133–149 for full details on output class funding and expenditure.

Vehicle safety and certification

Delivered by Waka Kotahi and funded from fees and charges and the Crown

What we do

We use vehicle registration, licensing, standards and certification to help ensure vehicles on the country's roads are compliant and safe. We do this by developing rules, standards and guidelines for vehicle inspection and certification, appointing vehicle inspectors, and inspecting organisations and revoking certification of vehicles when we find they are unsafe or illegal. We monitor performance of these inspectors and organisations, investigating complaints and taking appropriate action against inspectors and organisations that do not meet the required standards.

We also manage the delivery of motor vehicle registration and licensing services to the public. This includes maintaining the integrity of the motor vehicle register and related systems, authorising and managing third-party access to registry information, and informing the public of vehicle standards, registration and licensing regulatory requirements.

Difference this output class makes

Vehicle safety and certification (including registration, licensing, standards and certification activities) helps ensure vehicles on our roads are safe and maintains the integrity of vehicle registration and certification systems.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
VSC1	Proportion of non-compliance actions for vehicle inspecting organisations, vehicle certifiers and vehicle inspectors that are progressed within acceptable timeframes	Achieved	≥ 95%	98%	95%	New measure
VSC2	Proportion of vehicles relicensed on time	Achieved	≥ 98%	98%	98%	98%

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Actual 2020/21 $M
Revenue	70	72	(2)	76
Expenditure	66	69	(3)	69
Net surplus/(deficit)	**4**	**3**	**1**	**7**

Vehicle safety and certification recorded a surplus of $4 million which was materially on budget. See pages 133–149 for full details on output class funding and expenditure.

Regulation of commercial transport operators

Delivered by Waka Kotahi and funded from fees and charges and the Crown

What we do

We improve the safety of the land transport system by helping to ensure commercial operators and drivers meet the required safety standards. This includes developing land transport rules relating to commercial transport operation, setting regulatory standards and requirements for the industry, and educating operators and the public on commercial transport obligations. We also administer permits for over-weight, over-dimension and high-productivity vehicles and manage commercial transport operator licensing. We monitor compliance with these commercial operator obligations, and investigate and prosecute operators and drivers who do not meet required standards.

Difference this output class makes

Effective regulation of commercial transport operators helps to ensure commercial operators and drivers are safe and legal, so people and goods can be moved safely.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
CTO1	Proportion of non-compliance actions for commercial transport operators that are progressed within acceptable timeframes	Achieved	≥ 95%	99%	New measure	New measure
CTO2	Proportion of standard permits issued within 10 working days	Achieved	≥ 95%	95%	94%	100%

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Actual 2020/21 $M
Revenue	12	12	0	12
Expenditure	12	10	2	11
Net surplus/(deficit)	**0**	**2**	**(2)**	**1**

Regulation of commercial transport operators recorded a nil surplus which was materially on budget. See pages 133–149 for full details on output class funding and expenditure.

Regulation of the rail transport system

Delivered by Waka Kotahi and funded from fees and charges and the Crown

What we do

We regulate the rail transport system to assure stakeholders and the public that rail participants effectively manage rail safety risks. We manage entry to and exit from the rail system by licensing and restricting operations, approving 'safety cases' (documents that describe a licensee's safety approach) and guiding the development of safety standards. We also assess compliance, investigate safety accidents, and direct improvements or restrictions in response to safety breaches. We prosecute breaches of the Railways Act 2005, monitor risks and the overall level of safety in the rail system, and provide advice and information on rail system safety.

Difference this output class makes

Effective regulation of rail participants helps Aotearoa have safe rail networks that can be used with confidence to move people and goods.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
RTS1	Proportion of non-compliance actions for rail participants that are progressed within acceptable timeframes	Achieved	≥ 95%	95%	New measure	New measure

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Actual 2020/21 $M
Revenue	3	3	0	2
Expenditure	3	3	0	3
Net surplus/(deficit)	**0**	**0**	**0**	**(1)**

Regulation of the rail transport system recorded a nil surplus which was on budget. See pages 133–149 for full details on output class funding and expenditure.

Revenue collection and administration

Delivered by Waka Kotahi and funded from fees and charges and the Crown

What we do

We collect and refund road user charges revenue (to be paid to the NLTF) by selling road user charges licences, investigating evasion and enforcing payment, and refunding customers' charges paid for off-road travel.

We collect road tolling revenue to fund or repay the cost of building, maintaining and operating toll roads, investigating evasion and enforcing payment, and managing associated systems, customer interfaces and payment channels.

We collect and rebate regional fuel tax to fund regional projects, including collecting fuel tax from distributors, providing rebates for off-road use, auditing compliance with the requirements, and reporting fuel prices and volumes. We refund and account for fuel excise duty claims so customers are refunded for off-road fuel use.

We also inform and advise the public about revenue collection and administration, including road user charges and road tolling.

Difference this output class makes

Revenue collection and administration allows us to collect the amount of revenue prescribed fairly and in accordance with the law to invest in a safe, resilient and accessible transport system. Revenue collected through motor vehicle registration is also invested in the transport system.

Ref	Measure	Result	2021/22 Target	2021/22 Actual	2020/21 Actual	2019/20 Actual
REV1	Proportion of unpaid road user charges identified through investigations and assessments that are collected [A] [B]	Achieved	65–75%	82%	New measure	New measure
REV2	Average number of days to process road user charges, fuel excise duty and regional fuel tax refund applications	Achieved	≤ 20 working days	20 working days	19.8 working days	Not applicable

[A] This is also an appropriation measure in Vote Transport (see appendix 5, page 199 onwards).

[B] This measure result had been reported incorrectly in the Waka Kotahi quarterly reporting for 2021/22 due to an error in the payment data captured. The quarterly reporting figures did not include all payments received towards debts, including repayments on instalment plans. This error has been rectified in this annual report figure.

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Actual 2020/21 $M
Revenue	41	36	5	38
Expenditure	37	33	4	33
Net surplus/(deficit)	**4**	**3**	**1**	**5**

Revenue collection and administration recorded a surplus of $4 million, which was higher than planned due to additional funding to support administration of road user charges and fuel excise duty refunds. See page xxx for full details on output class funding and expenditure

Other outputs

Clean Vehicle Discount

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Actual 2020/21 $M
Revenue	129	0	129	0
Expenditure	128	0	128	1
Net surplus/(deficit)	**1**	**0**	**1**	**(1)**

Clean vehicle discount expenditure was $128 million (100 percent) above budget as the clean vehicle discount scheme was announced after the budget was finalised. See pages 133–149 for full details on output class funding and expenditure.

Clean Car Standard

Measure	Actual 2021/22 $M	Budget 2021/22 $M	Variance 2021/22 $M	Actual 2020/21 $M
Revenue	6	0	6	0
Expenditure	6	0	6	0
Net surplus/(deficit)	**0**	**0**	**0**	**0**

Clean car standard project implementation expenditure was $6 million (100 percent) above budget as the clean car standard scheme was announced after the budget was finalised. See pages 133–149 for full details on output class funding and expenditure.