

Tā mātau horopaki me te ahunga rautaki

Our context and
strategic direction



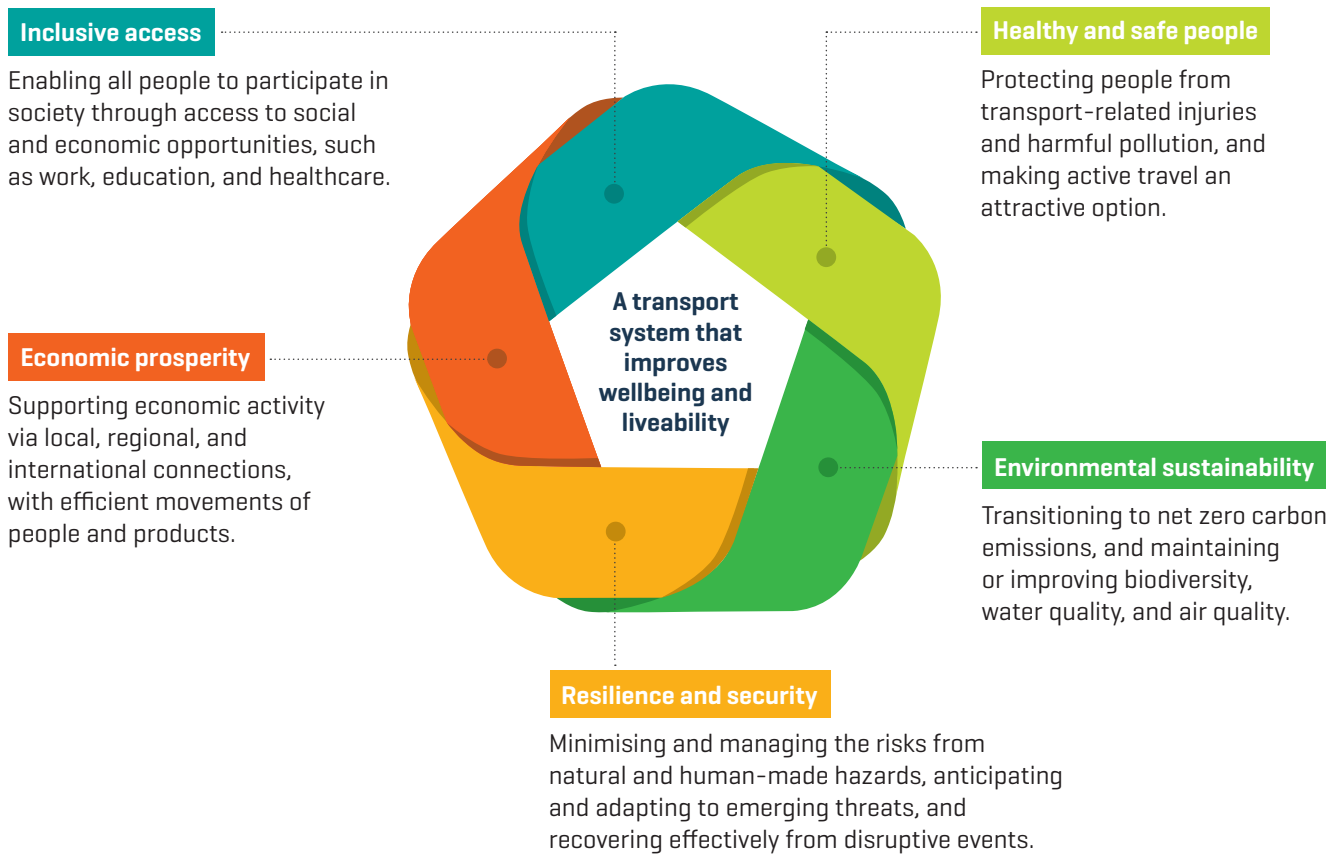
Transport Outcomes Framework

The Transport Outcomes Framework developed by Te Manatū Waka Ministry of Transport, defines the government’s long-term strategic outcomes for Aotearoa New Zealand’s transport system. The framework sets the purpose of the transport system as improving people’s wellbeing and the liveability of places. It also describes five long-term outcomes to contribute to this purpose (see figure 1):

- healthy and safe people
- environmental sustainability
- resilience and security
- economic prosperity
- inclusive access.

These outcomes are interrelated and must be achieved together to improve intergenerational wellbeing and the quality of life across Aotearoa New Zealand. They are reflected in the priorities in the Government Policy Statement on land transport (GPS) and our strategic direction, Te Kāpehu.

Figure 1 – Transport Outcomes Framework

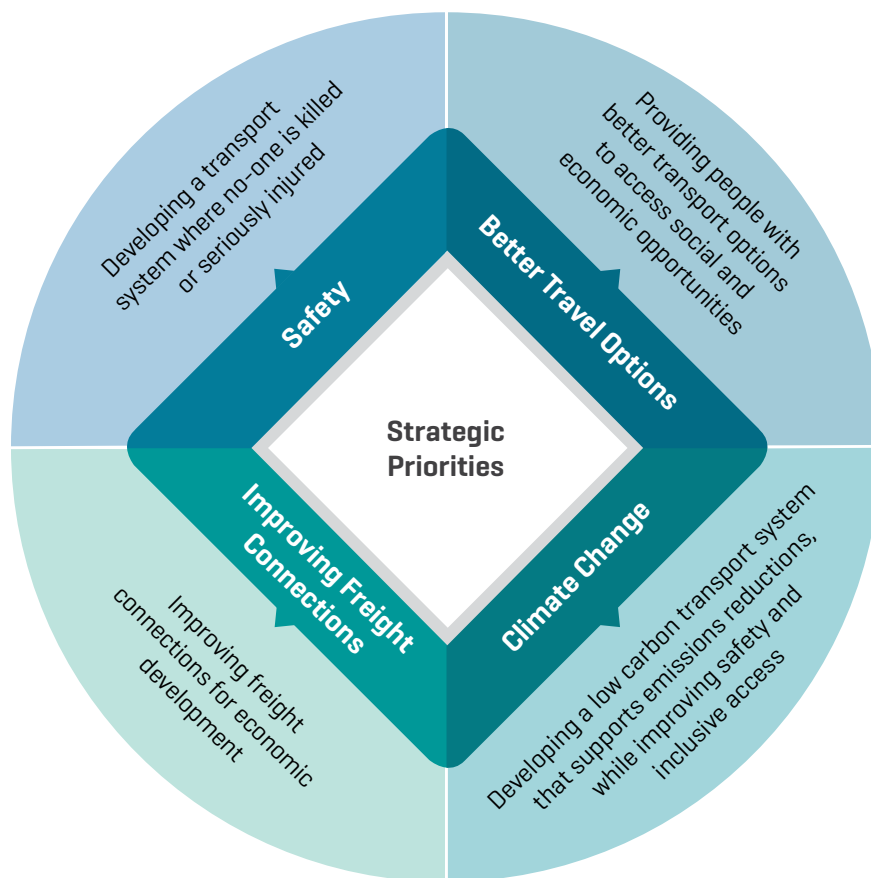


Government Policy Statement on land transport

The GPS sets the government’s strategic direction for the land transport system over the next 10 years and is updated every three years. It guides how we invest the National Land Transport Fund (NLTF) and how we prioritise activities in regional land transport plans for inclusion in the National Land Transport Programme (NLTP).

The GPS for 2021/22 to 2030/31 (GPS 2021) has four strategic priorities: safety, better travel options, improving freight connections and climate change (see figure 2). This GPS also introduced new functions and responsibilities for Waka Kotahi, including in rail and coastal shipping.

Figure 2 – Strategic direction of the GPS 2021



Alongside delivering the government’s emerging priorities and progressing our strategic outcomes, we must also continue to maintain and renew the existing land transport network. The NLTF annual report (pages 219 to 284) summarises how the NLTF was invested in 2022/23 to contribute to GPS 2021 priorities.

Te Kāpehu – our strategic direction

Te Kāpehu describes our place and aspirations within the land transport system, what we want to achieve as an organisation and how we will go about achieving that (see figure 3). It is informed by the wider government direction for the land transport system.

Te Kāpehu sets our vision for a land transport system that connects people, products and places for a thriving Aotearoa New Zealand.

Our **roles** are the big things we need to do to achieve our vision:

- kia hoe ngātahi – move together as one
- te anamata – leave great legacies
- kia tika te mahi – deliver the right things
- kia marutau – enable a safe system.

Our **system outcomes** are the long-term changes to the transport system we are focusing on to realise this vision. We want Aotearoa New Zealand to have a land transport system that is safe, environmentally sustainable, effectively and efficiently moving people and freight, and meeting current and future needs. Our system measures and targets help us track progress towards achieving the four system outcomes.

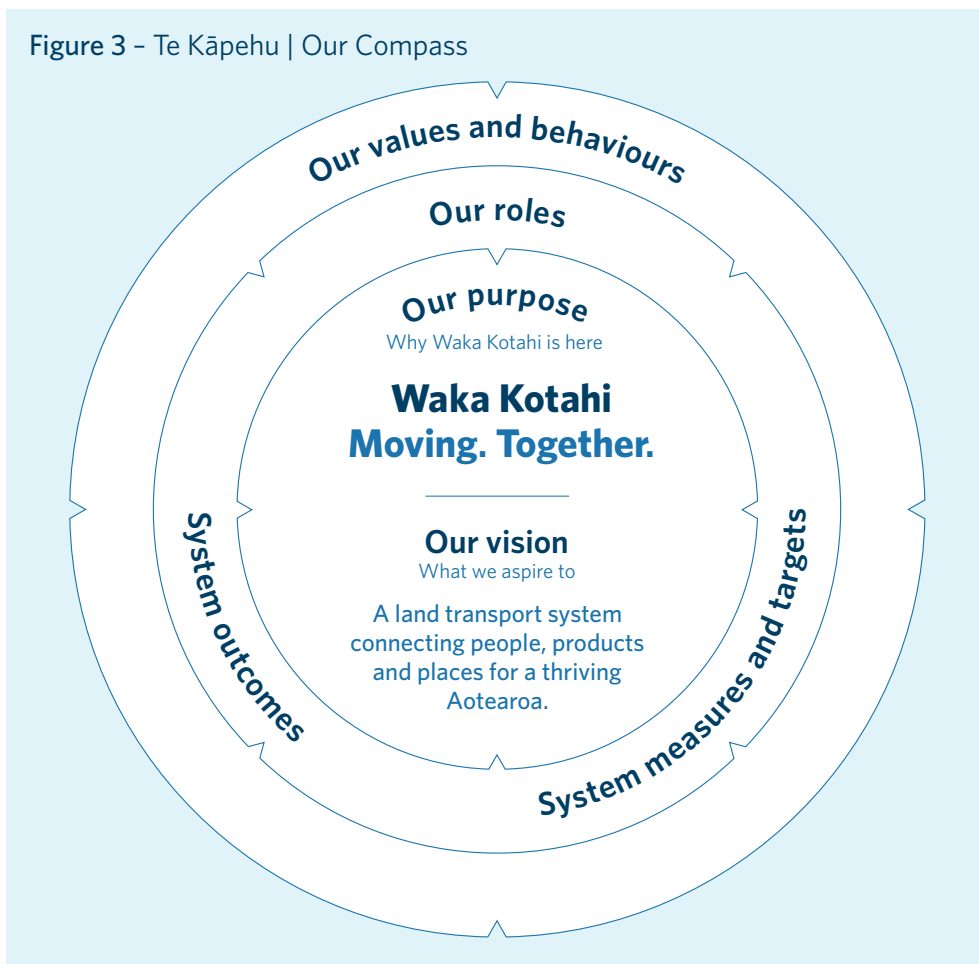
Our **values and behaviours** support the delivery of our strategy and shape our culture and the way we work together.

Our **kāhui whetū – guiding stars** – were developed in 2022/23 and are the strategic priorities that guide our path and help prioritise our work. They are:

- pou herenga tangata – culture and leadership
- pae tawhiti – future focus
- auahatanga – accelerating digital
- eke panuku – delivery excellence.

Together, Te Kāpehu and our kāhui whetū set our journey on the right path.

Figure 3 – Te Kāpehu | Our Compass



Our performance framework

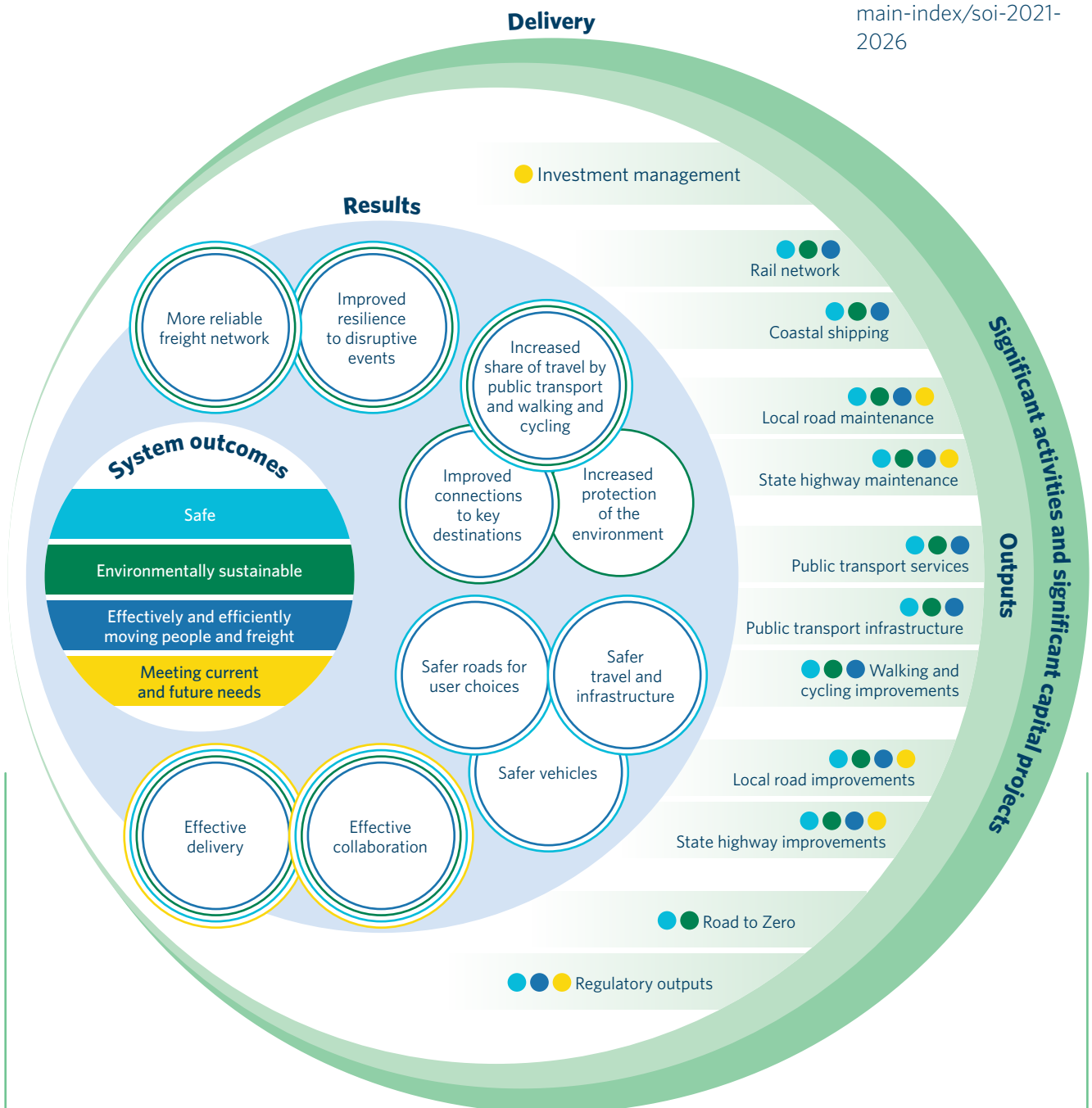
Our performance framework (see figure 4) helps us track progress toward achieving the strategic direction set in Te Kāpehu. It aligns with the Transport Outcomes Framework, GPS 2021 and other programme-specific frameworks, including those embedded in Road to Zero, Toitū te Taiao, our sustainability action plan, and Tū Ake, Tū Maia, our regulatory strategy.

Our performance framework includes our system outcomes, external and internal results, and delivery activities and outputs. The relationships between these elements are complex and multifaceted. Many results and outcomes are the responsibility of the wider transport sector or government, so are not ours alone to influence (see figure 5). This is why we do not show direct links between the elements of the framework – they work with each other to make progress toward our vision.

For detailed descriptions of our system outcomes and results, see our statement of intent for 2021–26.²

Figure 4 – Relationship between the layers of our performance framework

² Waka Kotahi (2021) Waka Kotahi tauākī whakamaunga atu: Waka Kotahi NZ Transport Agency statement of intent – 2021–26. Wellington: Waka Kotahi NZ Transport Agency. nzta.govt.nz/resources/nz-transport-agency-statement-of-intent-main-index/soi-2021-2026



Moving from delivery to outcomes:

- the importance of working with other agencies on outcomes for the transport system as a whole increases
- we see more impact from government policy and other external factors
- our ability to directly control results decreases.

Key

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

Our vision: A land transport system that connects people, products and places for a thriving Aotearoa

System outcomes and measures ^A

Are we achieving the long-term outcomes we need to achieve to realise our vision?

Safe

Number of road deaths and serious injuries (DSIs)

✔ 30%

System target: 40% reduction in DSIs by 2030 from 2018 levels

Significant incident frequency rate

✔ Decrease

Environmentally sustainable

Greenhouse gas emissions from the land transport system

✔ Decrease

System target: 41% reduction in transport emissions by 2035 from 2019 levels

Proportion of the light vehicle fleet that are zero-emissions vehicles

⬆ Increase

System target: increase zero-emissions vehicles to 30% of the light fleet by 2035

Effectively and efficiently moving people and freight

User experience of transport network by mode

⬆ Improving for public transport and active modes

Freight mode share of road and rail

✔ Decrease for road

⬆ Increase for rail

Meeting current and future needs

Funding sustainability

Proportion of net revenue forecast to be spent on continuous programmes and public private partnerships

No greater than 75%

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

⬆ ⬆ Maintain or increase

←

Light vehicle kilometres travelled in major urban areas

✔ Decrease

● ● ●

System target: 20% reduction in total kilometres travelled by the light fleet by 2035 from 2019 levels

←

Results and measures ^A

Are we seeing the changes we need to achieve our system outcomes?

Are we influencing the right external changes?

Safer travel and infrastructure ● ●

Number of DSIs where the speed limit does not align with the safe and appropriate speed

✔ 40%

Number of head-on, run-off-road and intersection DSIs

✔ 30%

Safer vehicles ● ●

Number of DSIs involving a vehicle with a low safety rating

✔ 20%

Improved resilience to disruptive events ●

Proportion of unplanned road closures resolved within standard timeframes

⊙ Weather event ≥50%

⊙ Other events ≥90%

Increased share of travel by public transport, walking and cycling ● ● ●

Mode share of public transport and active modes in urban areas

⬆ Increase

Are we making the right internal changes?

Effective delivery ● ● ● ●

Staff engagement

⬆ ⬆ Maintain or increase

Investment performance

⬆ Improve investor confidence rating

Service quality (ease of transacting with us)

⬆ ⬆ Maintain or increase

Quality of regulatory activity – Percentage of regulatory activity that conforms to key decision-making criteria

⬆ Increase

Delivery & measures

Are we delivering what we need to deliver to support these changes?

Are our **key programmes, strategies and initiatives** being delivered as intended?

Significant activities in 2022/23

Our significant activities capture the milestones we want to achieve in 2022/23 to help us progress towards our system outcomes and respond to government priorities for the land transport system.

How are we delivering and investing in our **products and services (output classes)** in terms of quantity, quality, timeliness and cost?

Significant capital projects as part of:

- National Land Transport Programme
- New Zealand Upgrade Programme

Output classes:

- Road to Zero
- State highway improvements
- State highway maintenance
- Local road improvements
- Local road maintenance
- Walking and cycling improvements
- Public transport services and infrastructure
- 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 (including tolling)

Safer road user choices ●●

Number of DSIs associated with behavioural risk factors
 ✓ 20%

Increased protection of the environment ●

The percentage of projects that are undergoing an Infrastructure Sustainability Council rating are progressing on track to achieve an Infrastructure Sustainability rating
 ➔▲ Maintain or increase Waka Kotahi corporate carbon footprint
 ✓ 44% by 2025

More reliable freight network ●●●

Interpeak predictability of travel times on priority freight routes
 ➔▲ Maintain or increase

Improved connections to key destinations ●●●

Access to social and economic opportunities by mode
 ▲ Increase for public transport and active modes
 Proportion of recently consented residential units in major urban areas with access to frequent public transport services
 ▲ Increase

Effective collaboration ●●●●

Partnerships and engagement with Māori
 ▲ Improve
 Partnership and engagement with stakeholders
 ▲ Improve

^A Unless otherwise stated, the timeframe for achieving our system outcome and result measure targets is 30 June 2026.