

# Our context and strategic direction

Tā mātau horopaki  
me te ahunga rautaki



# Government Policy Statement on land transport

The GPS sets out the priorities for a 10-year period and is updated every 3 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 NLTP.

The GPS for 2021/22 to 2030/31 (GPS 2021) had 4 strategic priorities: safety, better travel options, improving freight connections and climate change (see figure 1). This GPS also introduced new functions and responsibilities for NZTA, including in relation to rail and coastal shipping.

From 1 July 2024, GPS 2021 was superseded by GPS 2024. The 4 strategic priorities of GPS 2024 are economic growth and productivity, increased maintenance and resilience, safety and value for money.

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 (section B) summarises how the NLTF was invested in 2023/24 to contribute to GPS 2021 priorities.

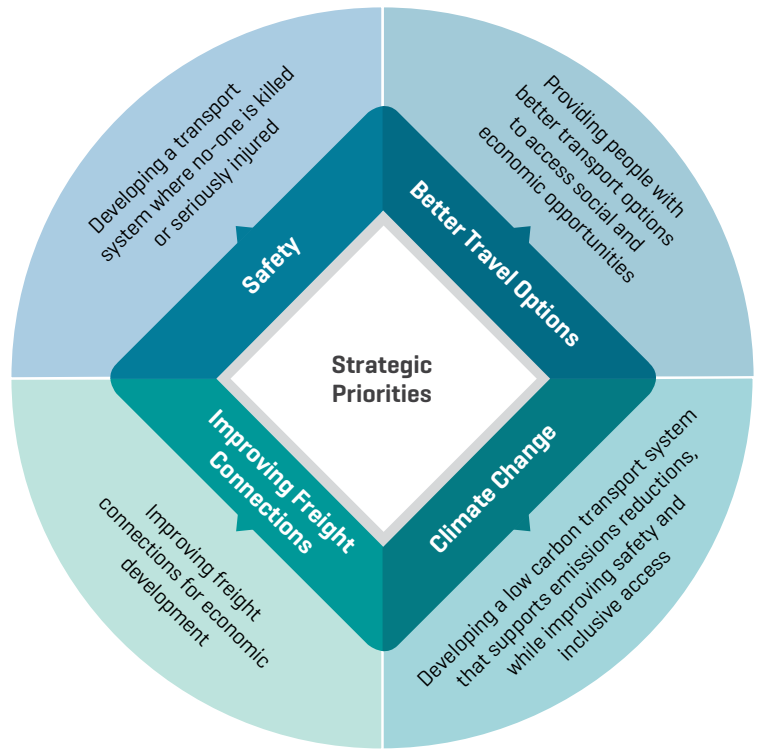


Figure 1 – Strategic direction of the GPS 2021

## Responding to ministerial directions

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

GPS 2024 outlines the government’s transport investment priorities and represents a different direction from that reflected in our statement of performance expectations for 2023/24. To align to this direction and the government’s expectations, we needed to stop or change certain activities during the year.

In December 2023, following Parliament’s passing of the Land Transport (Clean Vehicle Discount Scheme Repeal) Amendment Bill, we received formal ministerial direction to continue to:

- process any rebate applications received before 1 January 2024
- administer rebate payments for applications received before 1 January 2024
- carry out other actions necessary for the scheme to be wound up before the close of 30 June 2024.

In addition, we received written instructions from the Minister of Transport relating to:

- an amendment to the Land Transport Rule: Setting of Speed Limits 2022

- the expectation that NZTA stops any work to reduce light vehicle kilometres travelled that was funded through the Climate Emergency Response Fund
- the expectation that NZTA focuses on its core business of road maintenance, regulatory activities, and progressing roading and infrastructure projects to which it is contractually committed.

We also received written instruction from the Minister of Finance and Minister for the Public Service that our Board should deliver fiscal sustainability by regularly reviewing our programmes to assess value for money, stopping any programmes that are not delivering results and reprioritising or returning funding to the Crown, and taking immediate action to reduce reliance on contractors and consultants.

Several previously issued directions continued to apply for some or all of 2023/24. These include directions to:

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

## Transport outcomes framework

From a long-term investment perspective, the Ministry of Transport's transport outcomes framework guides our work and investments. Launched in 2018, the framework aligns with the Treasury's living standards framework and describes 5 long-term outcomes for the transport system: inclusive access, economic prosperity, resilience and security, environmental sustainability, and healthy and safe people.

NZTA's land transport benefits framework aligns with the transport outcomes framework and is intended to endure as GPS strategic priorities are refreshed. Benefits and measures from the benefits framework are used in all planning and business cases for transport investment. For more information on our investment and decision-making approach and tools, see [www.nzta.govt.nz/planning-and-investment](http://www.nzta.govt.nz/planning-and-investment).

# Our strategic direction – Te kāpehu

Te kāpehu outlines our place and aspirations within the wider land transport system, what we want to achieve as an organisation and how we will go about achieving that (see figure 2). It is informed by the government direction for the transport system, and helps us navigate how we respond to the direction set by the GPS and our legislative framework.

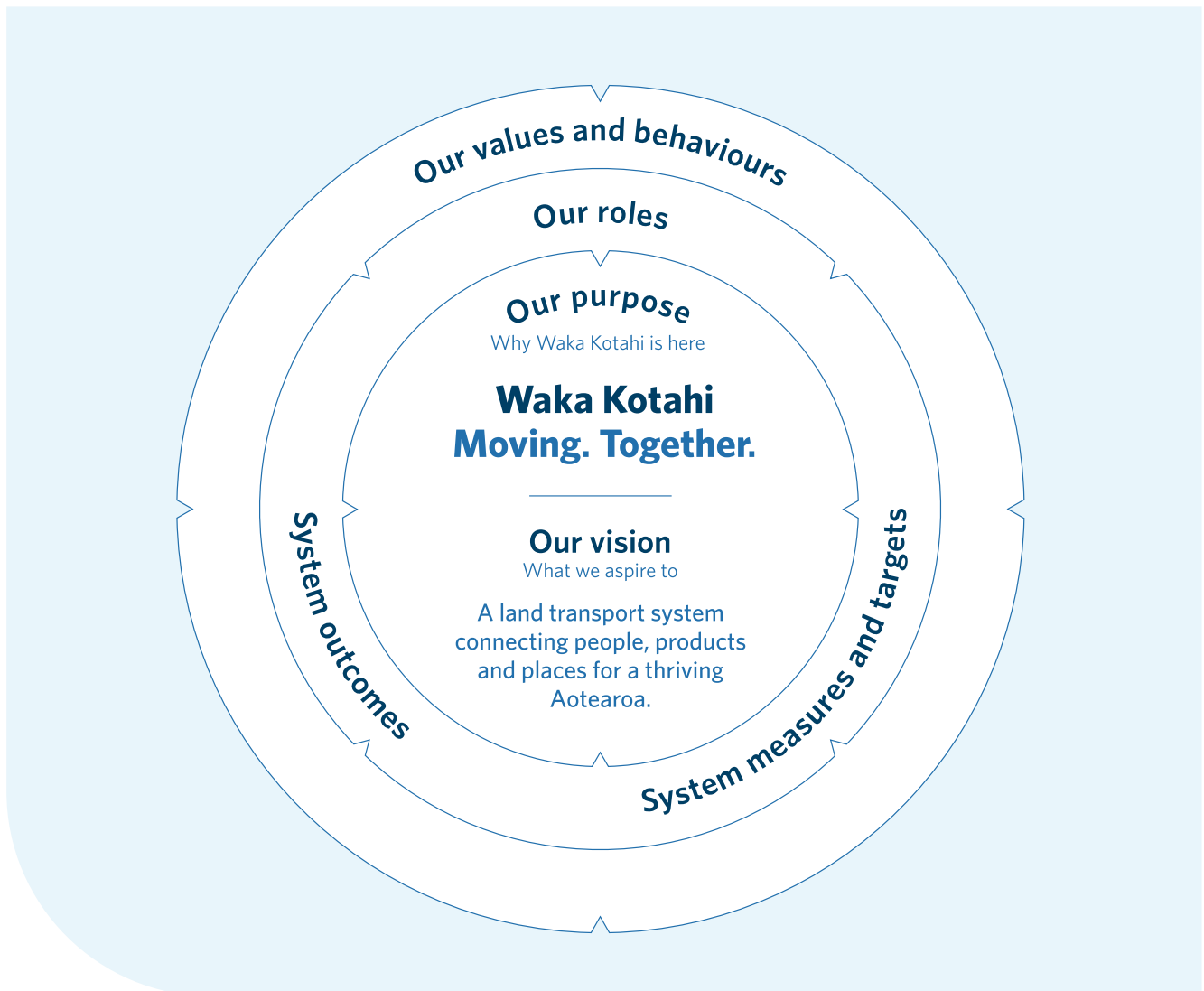
Te kāpehu sets our vision for a land transport system that connects people, products and places for a thriving New Zealand.

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

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

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.

Figure 2 – Te kāpehu | Our Compass



## Our values and behaviours - Ngā mātāpono

Our values and behaviours support the delivery of our strategy and shape our culture and the way we work together. They are part of what it means to be an employee, helping us deliver our best work every day, defining what's important to us and guiding how we work with each other and how we engage with iwi, other partners, stakeholders and communities. Our mātāpono (values) are in English and te reo Māori. Each mātāpono has its own meaning (see figure 3).

**Figure 3** - Our values and behaviours



### **Kia Māia**

Be Brave

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



### **Kotahitanga**

Better Together

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



### **Ngākau Aroha**

Have Heart

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



### **Mahia**

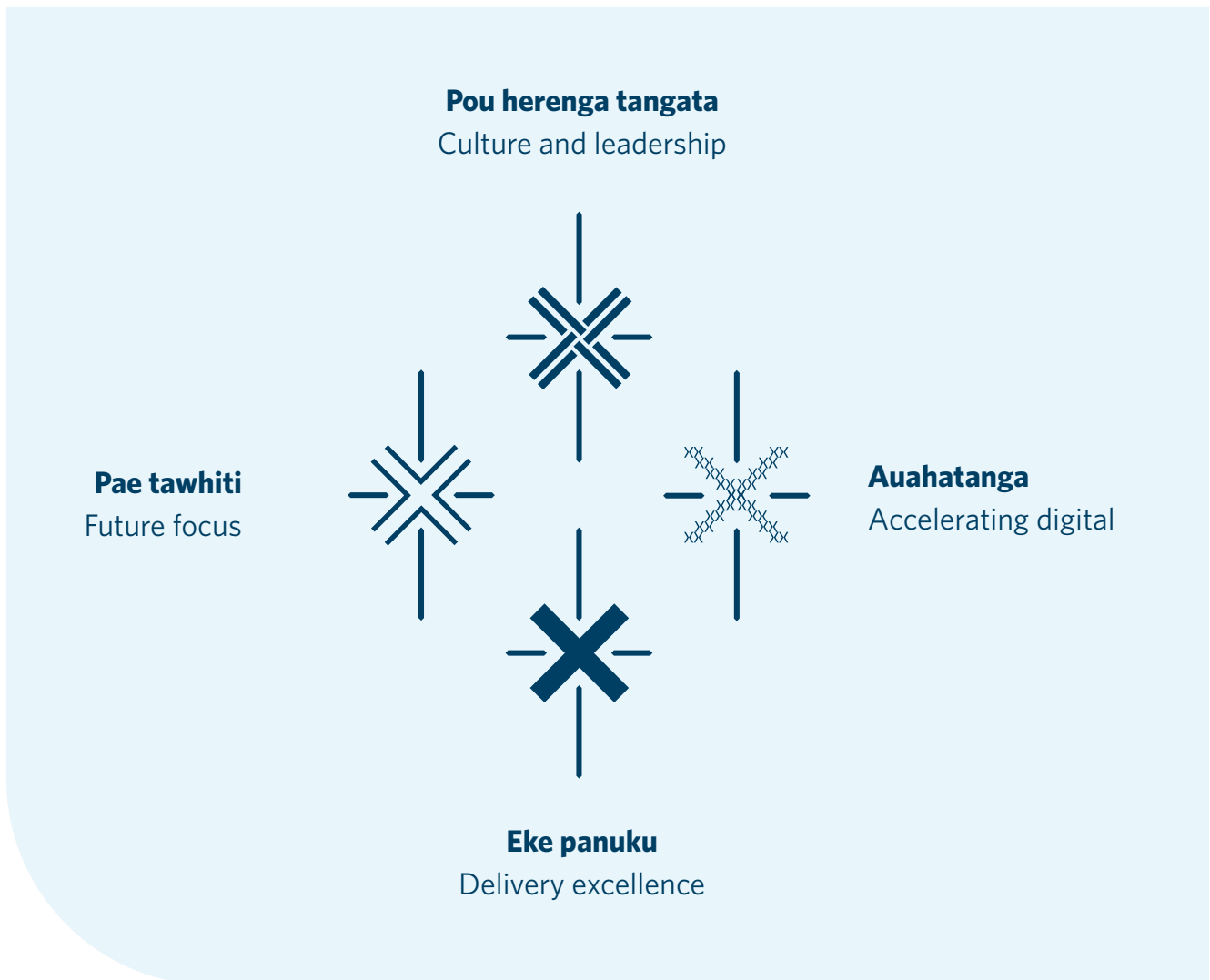
Nail It

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

# Our guiding stars - Kāhui whetū

Kāhui whetū, our strategic priorities, are the guiding stars ensuring we align our organisation, resources and people to deliver Te kāpehu:

- 1. Pou herenga tangata - culture and leadership:** We have a highly engaged one NZTA culture built on great leadership and teams, shared values and effective partnerships.
- 2. Eke panuku - delivery excellence:** We are focused on delivering our core business, do that exceptionally well and strive to continually improve.
- 3. Pae tawhiti - future focus:** Our research, innovative thinking, strategy, policy and long-term planning set a course to a safe, sustainable and efficient land transport system.
- 4. Auahatanga - accelerating digital:** We use digital and data capabilities to enable our future transport vision, transform our operations, and provide better experiences for our people, partners and users.



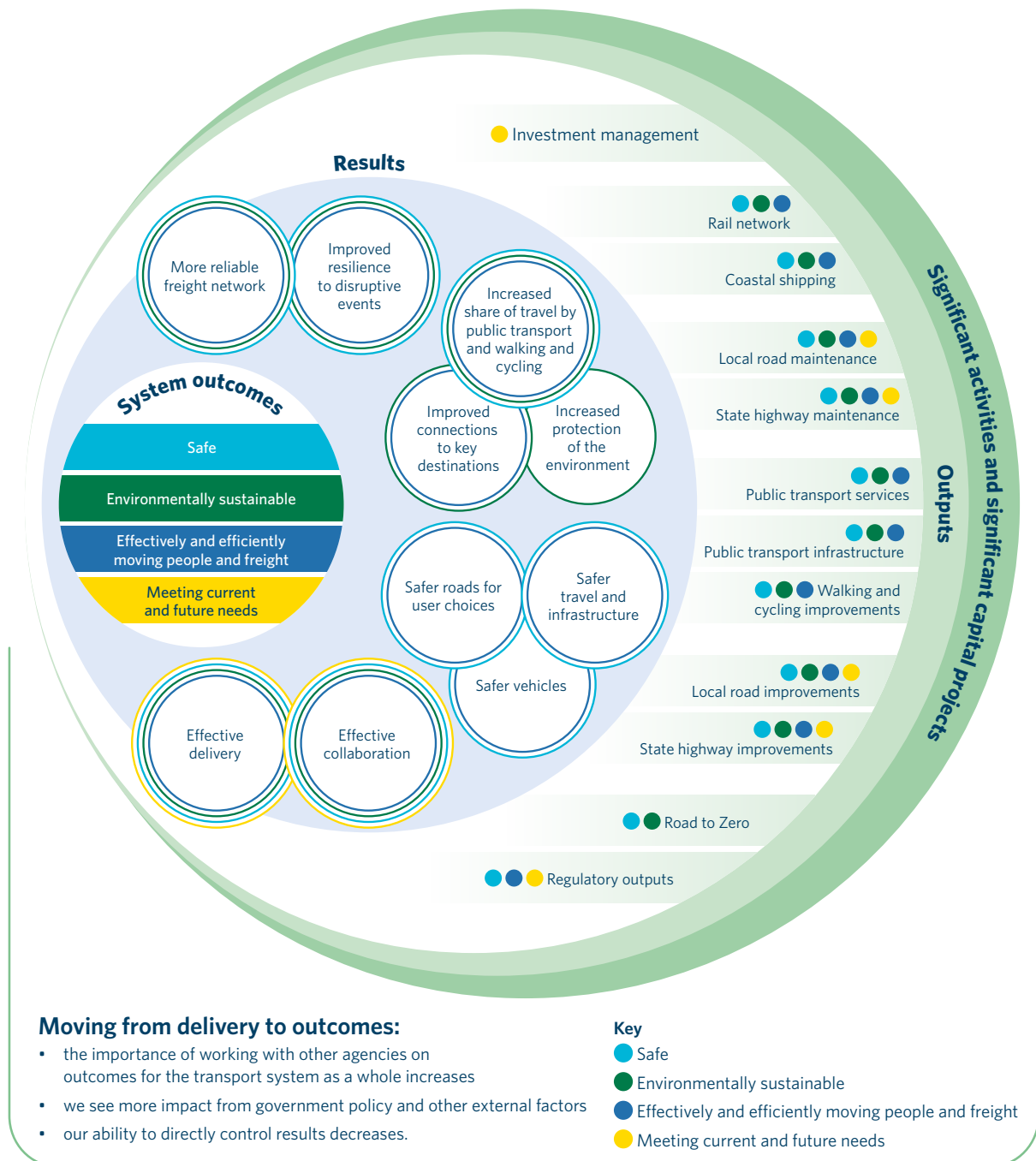
# Our performance framework

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, the GPS, and other programme-specific frameworks, including those embedded in Toitū te Taiao, our sustainability action plan, and Tū Ake, Tū Māia, 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). For this reason, we do not show direct links between the elements of the framework – they work in combination 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<sup>2</sup>.

**Figure 4** – Relationship between the layers of our performance framework



<sup>2</sup> NZTA statement of intent 2021–2026 [www.nzta.govt.nz/resources/nz-transport-agency-statement-of-intent-main-index/soi-2021-2026](http://www.nzta.govt.nz/resources/nz-transport-agency-statement-of-intent-main-index/soi-2021-2026)

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

## System outcomes and measures <sup>A</sup>

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 <sup>A</sup>

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  
 ⓪ Weather event ≥50%  
 ⓪ 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



Figure 5 – NZ Transport Agency performance framework

## Delivery and 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 NZTA 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

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

